



DOVISTA Diversity, Equity and Inclusion Policy

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Introduction

We believe that being a sustainable employer includes offering a diverse and inclusive working environment. We understand that this is fundamental for DOVISTA employees to thrive and perform, enabling everyone to bring their whole self to work.

DOVISTA values a diverse workforce as a means of securing different perspectives and approaches. Focus on diversity and inclusion in our organisation drives value by enabling a diverse line of thought, increasing creativity, and leading to better and more nuanced decisions and stronger risk management.

DOVISTA is committed to a culture of inclusion, promoting an environment where all employees can access opportunities based on merit. Our shared purpose to bring daylight and fresh air to people's everyday lives combined with our ambition to be a Model Company creates the platform for an inspiring environment where our people can do their best work, achieve career aspirations and thrive.

Target Group

The policy applies to DOVISTA Group employees and all employees in the companies ultimately owned or controlled by the DOVISTA Group.

Purpose & Policy

The DOVISTA Diversity, Equity and Inclusion Policy is intended to guide our actions and make our intentions transparent. Recognising this is an evolving journey, we monitor our progress against internal and external benchmarks; ensuring that we hold ourselves accountable.

Our aspirational targets

We have developed the following aspirational targets to guide our journey and demonstrate our commitment.

- Create an inclusive culture where all employees have a sense of belonging and equitable opportunities to realise their potential. This will be measured with annual engagement surveys and regular pulse surveys.
- Achieve gender diversity through all management levels, aiming for 40% female representation in every management level by 2028.
- Achieve a minimum of 33% female representation in senior leadership positions¹ by 2028 along with a focus on different nationalities to represent the international scope of our organisation.

To build our pipeline DOVISTA has a five-year aspiration for inclusion including characteristics such as age, race and disability.

Through relevant measures we will translate our policy into concrete action. Our action plan is reviewed annually to ensure that our policy is grounded in practice.

We do not currently have consistent global measures for all aspects of diversity across the geographic locations in which we operate. To ensure that we consider the local context and societal norms we have asked all local areas to identify the underrepresented groups applicable to their geography and determine local aspirations and actions.

We collect data and monitor our Diversity & Inclusion (D&I) targets, and we will publish status in our annual report, and our Sustainability Report published as our Communication on Progress (CoP) through the UN Global Compact.

Our local aspirations and action plans

We see a strength in driving agendas based on local context and the local societies we are serving.

To drive impact at all levels and to hold leaders accountable for driving progress, we ask our senior leaders across the company to define aspirations and action plans. We then follow up and track progress on a regular basis.

Our group actions (international)

We are focusing on three primary drivers across the group.

- **Mitigate bias within the employee life cycle**

We continuously review our processes and policies throughout the employee life cycle to ensure a diverse slate of candidates and recruitment panels, conducting equal and gender pay analysis and ensuring a strong pipeline of diverse talents via succession management and people review programs.

- **Inclusive workplace**

We measure engagement and satisfaction among employees and listen to understand how employees define inclusion in the workplace. We ensure minimum global standards for paid maternity leave and we are continuously challenging the customary ways of working.

- **Leaders as role models**

All leaders are expected to be role models for inclusive leadership behaviours. This is done by building diverse teams of complementary strengths, valuing diverse perspectives and creating a psychologically safe space where people can develop, feel they belong and feel free to speak up. Unconscious bias training is part of the fundamental training for leaders. Our leaders are measured on their ability to drive the D&I agenda in their areas.

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