

# Diversity & Inclusion Policy

## Introduction

Diversity is a business imperative and a competitive advantage for PASH. We believe that diversity enables better decision-making and increases value creation. Diversity is expected both by markets and society, and contributes to higher participation in the workplace. The purpose of this Diversity & Inclusion policy is to set out how PASH approaches diversity and inclusion in our workplace and to provide a framework for the focus areas.

We nourish our culture with high awareness of diversity and inclusion across the organisation and on all levels. The policy is available to all employees, and establishes how PASH approaches diversity and inclusion in the workplace, and provides a framework of measurable goals in this context.

- We hold the highest accountability of our business decisions in both internal and external contexts; where at the forefront we respect, value and have the best interest of our employees, partners, local communities and other stakeholders at hand;
- We believe in transparent communications regarding our operations to all stakeholders on a frequent basis;
- We frequently review our policies, practices and frameworks related to equal opportunities, human rights and non-sexual harassment;
- We believe in creating an inclusive environment that empowers our colleagues, and accommodates for cultural differences;

- Cultural awareness trainings are being implemented throughout the organisation to improve our understanding of the cultures our colleagues work across;
- We embrace diversity and inclusion in our practices, policies, and procedures including but not limited to;
- Hiring processes – aiming for gender balance and disability equality;
- Performance and rewards – focusing on work-life balance and employee wellbeing to increase flexibility of the new-normal working conditions;
- Learning and development programmes – engaging all employees in various cultural trainings and promoting female leaders in all business units;
- Employee initiatives – driven by local teams in the markets where we are present;

## **Our values**

Our values help guide us in how we do business and work together. They are key drivers of our Diversity & Inclusion policy and empowers people to drive results, be changemakers, collaborate effectively and be predictable.

## **Objectives and compliance**

The objective of PASH's Diversity & Inclusion policy is to ensure the company's commitment to empowering our employees. It outlines general guidelines and requirements to ensure our business conducts are compliant with laws and regulations and that we act as role model when it comes to equal opportunities and human rights.

PASH is committed to complying with national, regional and international legislation, laws and regulations on employer practices. Furthermore, we are committed to continually assess our policies and practices to ensure accountability and progress.

## **Accountability**

This policy provides guidelines and expectations for all employees, managers and consultants of PASH, including our subsidiaries and affiliates. In addition, this policy applies to certain external partners that represents PASH or acts on our behalf. These partners are expected to acknowledge and act appropriately in accordance with the policy.

## **Managers` responsibilities**

We expect leaders to demonstrate their commitment to our ethical standards and this policy. Managers are expected to:

- Lead by example
- Implement this policy in their day-to-day management in an equitable way
- Avoid asking employees to act in conflict with their cultural and religious values and beliefs
- Create a working atmosphere where employees feel respected, heard and valued for their differences
- Take action to address behaviour or manners that are inconsistent with PASH's principles on diversity and inclusion, and hold employees accountable

## **Employees` responsibilities**

All employees are responsible for being compliant with this policy, and are expected to:

- Implement this policy in their day-to-day work, when dealing with both colleagues and external parties.

- Voice their concern or notify their manager upon experiencing inappropriate action or misconduct by other colleagues.
- Contribute to company initiatives and frequent review on diversity and inclusion.

### **Key contact channels**

Line managers are the primary contact to address all related concerns, additional channels below for reference:

- HR representative;
- Report of abuse or misconduct in terms of human rights, equal opportunities and sexual harassment to HR representative;

### **Guidelines and requirements**

We are committed to conducting our business in line with all fundamental human rights. We have a responsibility to avoid adverse impacts to our employees, suppliers, local communities and all other stakeholder groups affected by our operations.

### **Equal opportunities**

We value the diversity of our workforce. We are committed to a safe workplace with equal opportunities for all, free from any discrimination, bullying or harassment. Zero tolerance for sexual harassment. We operate with a zero-tolerance policy for any form of sexual harassment in the workplace. Any person found to have sexually harassed another will face disciplinary action, up to and including dismissal from employment. All complaints of sexual harassment will be taken seriously and treated with respect and in confidence. No one will be victimised for making such a complaint.

### **Areas of focus**

We are committed to ensuring fair and transparent hiring practices. To improve gender balance within our recruitment process, all management and senior positions shall have gender diverse candidate lists and both genders shall be interviewed. We strive to ensure all genders are represented on the interviewing panel for all positions.

Recruitment – candidates with special abilities. We are committed to equal opportunities and continuously strive to ensure flexibility in hiring qualified individuals with disabilities or special needs. In the recruitment process, if a candidate is qualified for a position, and has a disability or special needs requirement, we assess the role to consider feasibility of hire. We strive for an accessible workplace environment for disabled or special needs employees.

### **Culture**

Cultural training and beyond. We invest in cultural trainings across multiple platforms including cultural training for project teams, and leaders. We believe in enabling colleagues to learn about each other's cultures, to create understanding and appreciation for each other's differences and thereby foster collaboration.

### **Leadership**

Leadership development – empowering female leaders. Diversity and inclusion starts at self-awareness and empathy, the capability to understand oneself and then lead others to fulfil individual growth. This is a key competency to business success. Our internal global leadership development programme; We introduce an emotional and social intelligence competency inventory framework to our leaders, helping raise self-awareness and social responsibilities and transform our leadership values into specific actions and behaviors.

### **Female leadership and talent pipeline**

At PASH, we are committed to declare gender presence in our leadership team and to elevate diversification of voices, opinions, and values in our decision-making process. We plan to conduct an organisational structure review to ensure each leadership role is designed to promote equal opportunity for growth for all qualified candidates.

### **Work life balance and flexibility**

For an employee to be productive at work, a balanced lifestyle is important. The company encourages flexible working conditions where possible.

### **Flexibility of working accommodation**

PASH does not discriminate people with different abilities, we make sure appropriate modification is available and offered to accommodate special needs, as long as there is no undue hardship to the company's business. Requests for special accommodation is raised by employees to their respective HR manager.

Each year PASH is committed to initiate measurable and targeted initiatives within the areas of focus.