

INCLUSION: MAKING THE DIFFERENCE

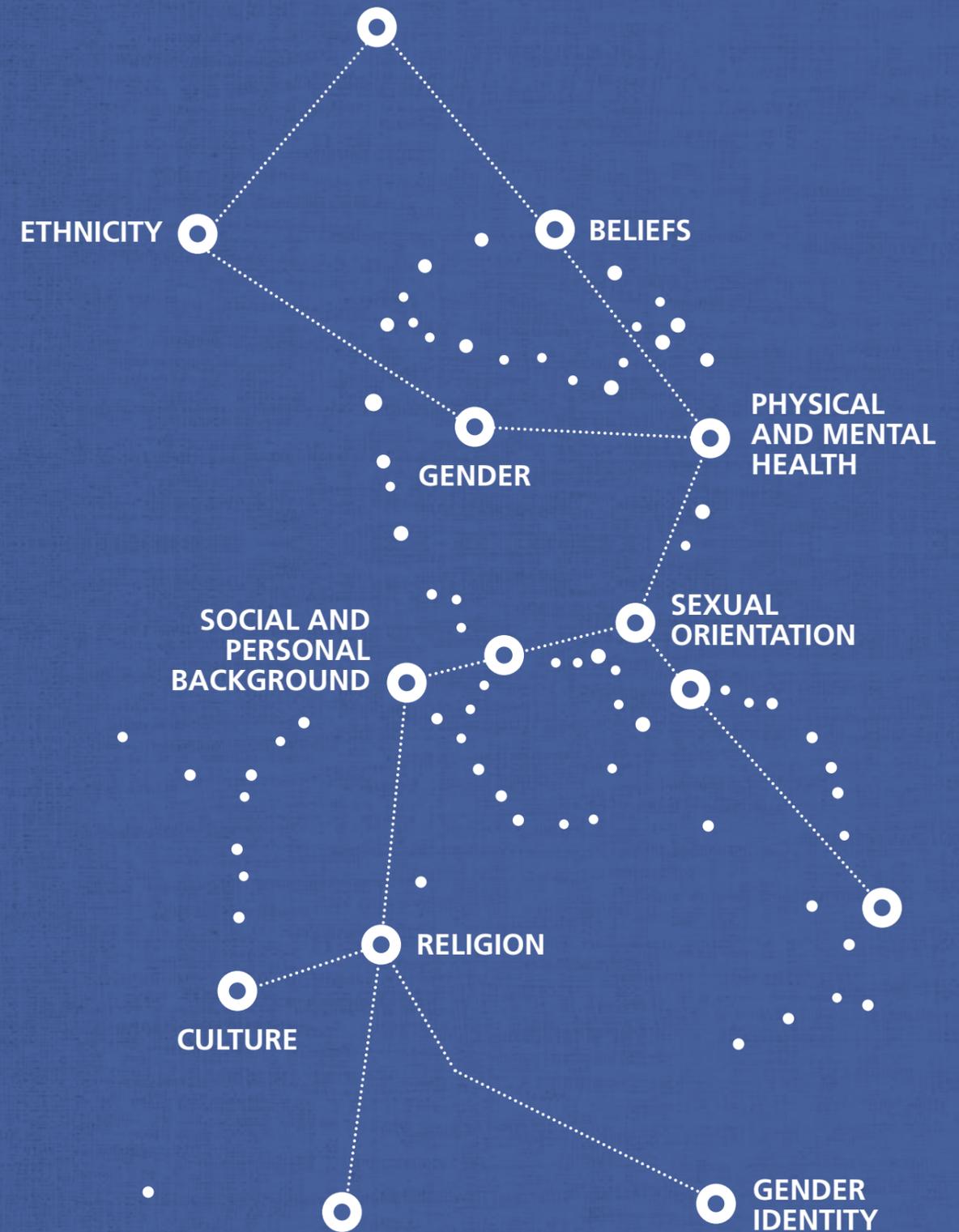


DIVERSITY IS A UNIVERSAL VALUE

A unique set of characteristics, ideas, experiences and life choices makes us stand out from other people. We are all different: in who we are, how we think, how we relate to others and how we tackle challenges.

Unlocking the huge potential of each person is more than just a great opportunity – it's a core objective for all of us.

We are committed to embracing everyone for who they are and seek to give each person the opportunity to express their full potential.



INCLUSION LEADS TO GROWTH

Our policy of inclusion encompasses all areas of diversity and means that people can express themselves in a way they feel comfortable with.

An inclusive workplace makes it possible to value each person's contribution and talent on merit, guaranteeing equal opportunities for professional development.

We are committed to promoting an inclusive culture and building a trust-based workplace – one which encourages wellbeing, a sense of belonging and an openness to new ideas. This fuels an ever more dynamic and innovative business.



PROGRESS REQUIRES BALANCE

We reached **gender balance** in our workforce some time ago.

And to achieve it at every level of our company, we've implemented **a company welfare system, awareness-building initiatives, training and management development programmes** and continual monitoring of our human resources processes.

So that we all remain focused, we've established four simple rules for our selection and managerial development processes.

Because **all that matters to us is merit – wherever it comes from.**

LEADERSHIP
Succession planning for leadership roles with male and female candidates for each role



EXECUTIVE APPOINTMENTS
Gender-balanced candidates for executive roles



PROMOTIONS TO MANAGEMENT ROLES
Gender-balanced first-round candidates for management roles



RECRUITMENT
Gender-balanced recruitment and openness to multicultural diversity



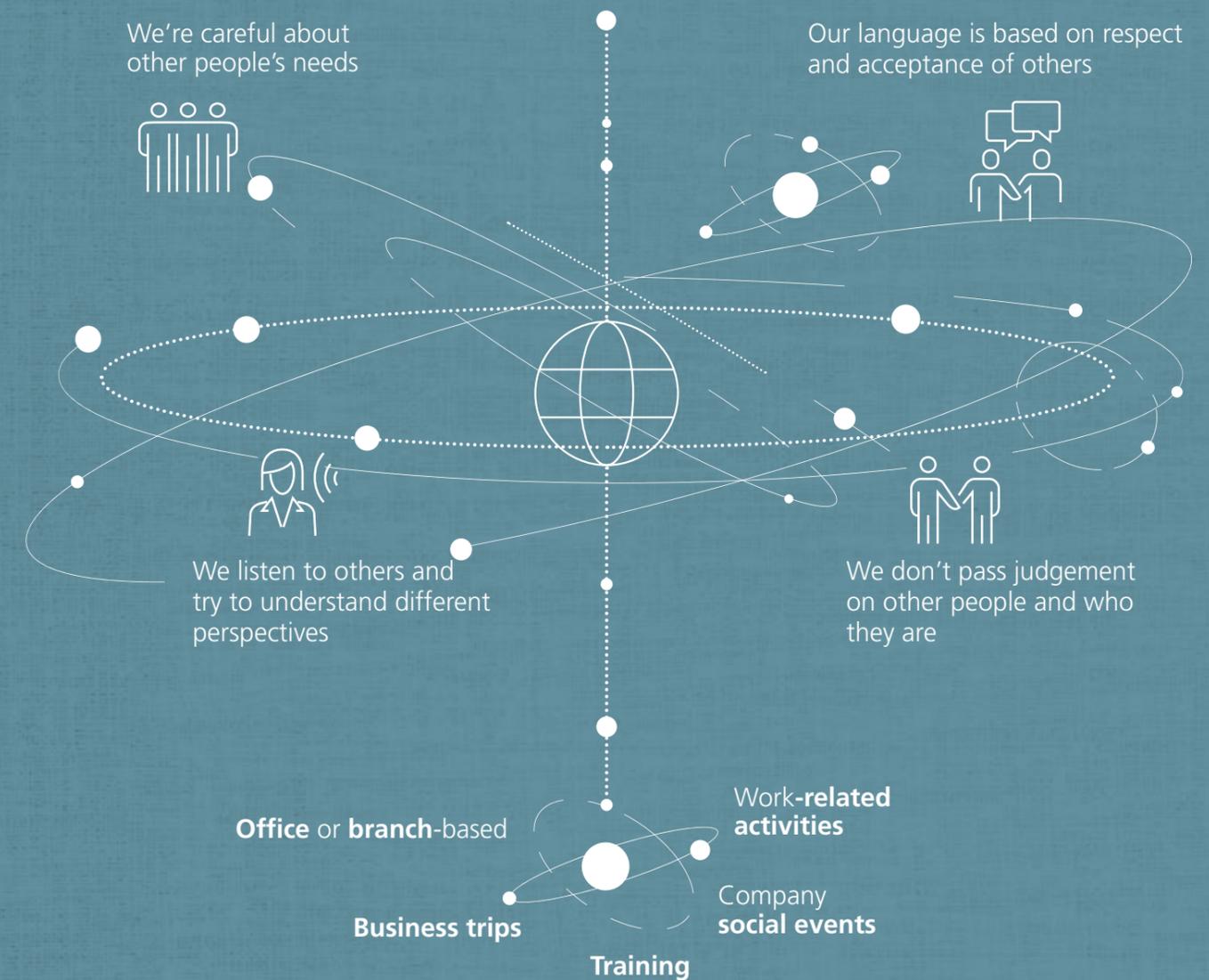


OUR BEHAVIOUR: MAKING THE DIFFERENCE

We all need to contribute to inclusion.

The behaviour of each of us has an influence on everything around us. It drives change and helps establish the culture of the environment in which we work and live.

The starting point of our journey towards inclusion is the awareness that every day we build the reality we aspire to. And we do it together.



OUR MANAGERS TAKE THE LEAD AS AMBASSADORS FOR OUR VALUES

Valuing diversity, supporting inclusiveness and establishing a climate of trust are the key building blocks for long-term, sustainable excellence.

Each of our managers embodies this behaviour with full awareness that they are an example to our employees and the wider community.

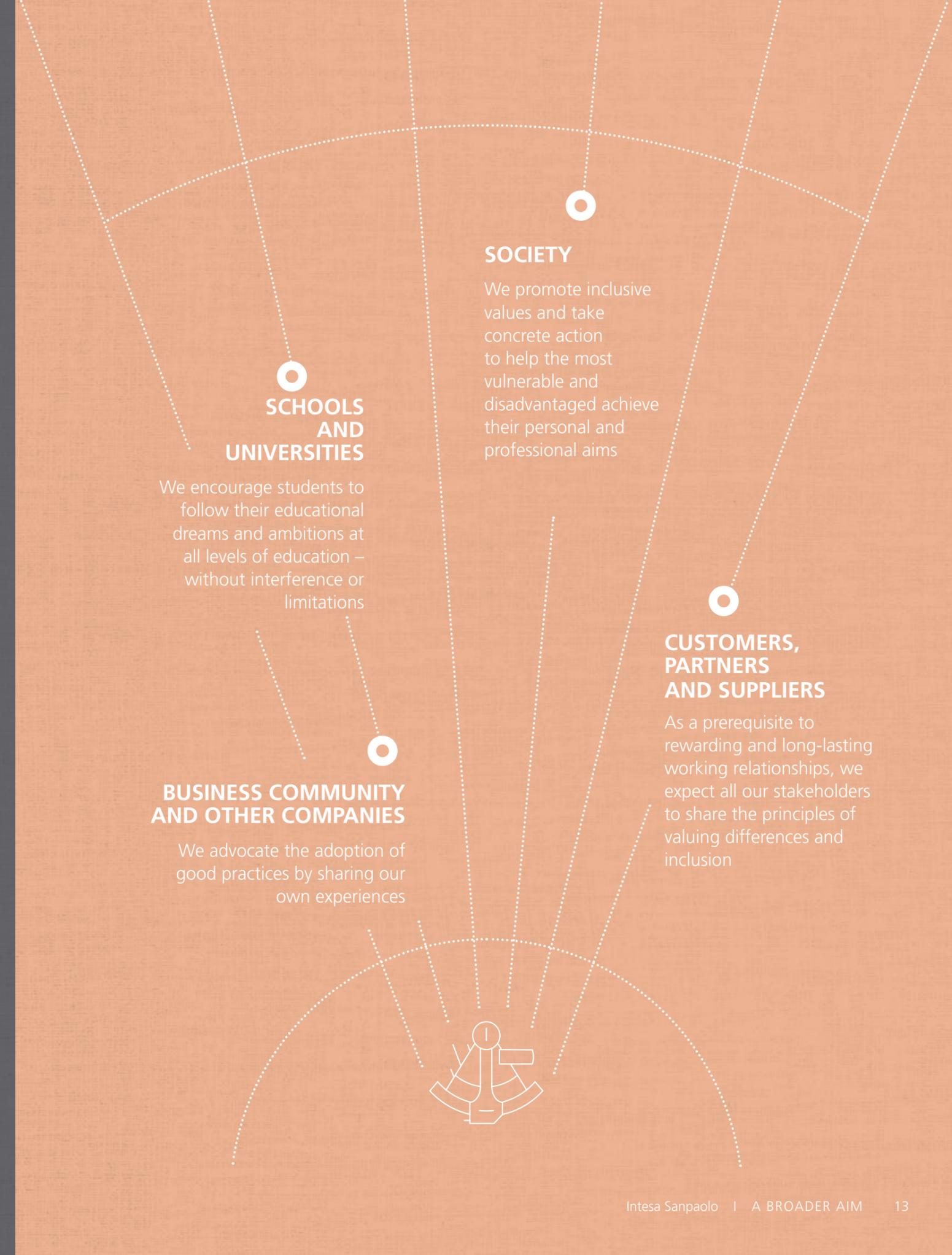


INCLUSION: PURSUING A BROADER AIM

We create value for the communities in which we operate through not only our results, but through concrete actions to achieve a more open and inclusive culture and society.

As a large company, we are aware of our responsibility to foster inclusive and sustainable growth at a local level and we share our values throughout all our stakeholder relationships.

Because true change takes place when we share the values we believe in.





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