



Normec



D&I Policy

Normec Group

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Diversity and Inclusion

At Normec, we are dedicated to fostering a diverse and inclusive workplace where all employees are respected, valued, and empowered to contribute fully to the organization. We believe that diversity in backgrounds, perspectives, and experiences enriches our company culture and drives innovation. Our commitment to inclusion is reflected in our policies and practices, which are designed to create equal opportunities for all, prevent discrimination, and support the personal and professional development of every individual.

6.1 Our culture

Research shows that diverse and inclusive workplaces perform better. Employees are likely to be more engaged, creative and innovative, have higher levels of wellbeing, and less likely to take part in unacceptable behaviours such as bullying and harassment.

Diversity and Inclusion (D&I) is essential for Normec's culture, reflecting our values, and in that regard, we are committed to building diversity and inclusion into our daily business. Our Diversity and Inclusion plan for the coming years outlines our commitment to increase workforce diversity and inclusion through a variety of initiatives to increase representation of underrepresented groups, retain emerging talent, and strengthening an inclusive work environment and culture.

The foundation of our D&I plans is around employee connection and education.

Definition

- **Diversity:** refers to ensuring we employ people from different backgrounds, experiences, thoughts and perspectives to represent the communities we are serving and staying relevant to our members and stakeholders.
- **Inclusion:** refers to ensuring we are a community that celebrates our diversity and fosters an environment that everyone feels welcome.
- **Belonging:** refers to ensuring that Normec is a place where all employees belong, feel empowered, are engaged and are facilitated to develop to their full potential.

6.2 Our focus

Normec is working to diversify its workforce, and has set clear targets around gender as the first priority. In this regard, the company's Diversity and Inclusion plan focuses on the following main areas:

- 1 Fair recruitment process
- 2 Preventing career discrimination
- 3 Diversity and Inclusion training
- 4 Women's development programs and mentorship
- 5 Pay equity program
- 6 Honest work program
- 7 Preventing discrimination and harassment
- 8 Grievance mechanism
- 9 Remediation procedure



6.3 Fair recruitment process

We are committed to an open and equitable recruitment process that provides equal opportunities for all candidates. To ensure fairness, we:

- *Use objective criteria to assess all candidates based on their qualifications, skills, and experience, regardless of gender, race, ethnicity, religion, disability, sexual orientation, or age.*
- *Implement structured interview processes to minimize bias.*
- *Ensure that our recruitment teams receive training on unconscious bias and diversity and inclusion to create a fair and inclusive hiring environment.*

We believe that diversity in recruitment leads to a stronger, more dynamic workforce.

We also develop strategies to recruit talent from diverse backgrounds, targeted to:

- *Setting up our hiring and talent development processes to increase representation of women and minority groups at all levels;*
- *Diversify where we source applicants; request shortlist of candidates to include at a minimum 1 'diverse' candidate such as gender, background, belief or age;*
- *Attracting diverse talent by openly promoting a diverse and an inclusive business environment (via social media, position posting, career website) as part of the employer branding.*

Partners in supporting and driving diversity, such as:

- *Emma at Work*
- *oPuce (Isabelle Lebrocqy)*
- *and other networking including government institutions such as the SER in the Netherlands*

6.4 Preventing career discrimination

As we are committed to building an agile, diverse and high performing workforce at Normec, it is important to have programs in place that continuously support the development of our employees and encourages engagement of all age groups and backgrounds.

- *Provision of resources, training and development opportunities that enable our people to better support each other and contribute to the overall success of the organization.*
- *Develop an onboarding program to introduce new diverse talent to leaders, in order to promote networking and knowledge sharing.*
- *Develop our reporting capability to monitor the diversity profile of application and employees over the employment lifecycle.*
- *Have employee turnover analysis, exit interviews and employee experience surveys in place as part of feedback culture to improve retention and engagement.*
- *Identify trends from analysis and surveys and remove barriers to workplace participation for employees from key diversity groups.*

We are committed to creating a workplace where all employees can advance in their careers without facing barriers related to discrimination.

6.5 Diversity and inclusion training

To create a more inclusive workplace, we offer a mandatory training session via Normec Academy to all our employees on diversity and inclusion (D&I). This training course:

- *Raise awareness about the importance of diversity and the benefits of an inclusive work environment.*
- *Help employees and managers recognize and combat unconscious bias.*



- *Provide practical tools to foster a culture of inclusion, including strategies to support diverse teams and create an inclusive atmosphere.*

This training is mandatory for all employees and is reinforced through ongoing initiatives and resources to promote D&I across the organization.

Diversity, discrimination, and harassment training by 2027

By 2027, we aim to ensure that 75% of our total workforce across all locations receives training on diversity, discrimination, and/or harassment. This objective underscores our commitment to fostering an inclusive workplace environment where all employees feel respected and valued.

6.6 Women's development programs and mentorship

At Normec, we believe in promoting gender equality and supporting the professional development of women. To foster the growth of women in our organization, we have established:

- ***Women's development programs:*** *Focused on leadership development, skills training, and career advancement for female employees.*
- ***Mentorship opportunities:*** *We connect women with mentors who can provide guidance, support, and advice to help them navigate their careers and overcome challenges.*

Our goal is to create an inclusive environment where women have equal opportunities to succeed and advance. Normec aims to fill at least 45% of senior management and leadership positions – including board positions – with female talent by 2027.

Normec has signed the SER Diversity Charter on 19 May 2022 to endorse our targets.

6.7 Pay equity program

We are committed to achieving pay equity across all levels of the organization. Our pay equity program includes:

- *Regular audits of salary data to identify any gender pay disparities.*
- *Transparent pay structures and policies that ensure all employees are compensated fairly for their skills, experience, and contributions.*
- *Corrective measures to address any pay gaps and ensure equal pay for equal work.*

We believe that closing pay gaps is essential to creating a fair and inclusive workplace.

When carrying out these regular assessments, the purchasing power differences in the various jurisdictions where we as Normec operate are also taken into account, this is corrected for in the assessment. The results of the Pay Gap analyses are reported in our ESG Annual Report.

6.8 Honest work program

Our honest work program is designed to provide meaningful employment opportunities for individuals who face barriers to entering the workforce. This program:

- *Aims to hire and integrate employees with disabilities, long-term unemployment, or other challenges into our workforce.*
- *Provides additional support, training, and accommodations to ensure these employees can thrive in their roles.*
- *Works in partnership with local organizations and government agencies to create pathways for underrepresented talent to join our team.*

Through this program, we aim to contribute to a more inclusive society while enhancing the diversity of our workforce. The following targets have been defined, Normec's target for this honest work program is to have 5% of its employees made up of individuals with a slightly greater distance from the labour market by 2027.

6.9 Preventing discrimination and harassment

Normec does not tolerate any form of discrimination against employees based on race, colour, gender, language, religion, political or other opinion, caste, national or social origin, property, birth, union affiliation, sexual orientation, age, disability, or other distinguishing characteristics.

Any employment-related decisions, from hiring to termination and retirement, must be based solely on lawful, non-discriminatory criteria.

We maintain a zero-tolerance policy toward harassment in any form, whether it be sexual harassment, bullying, or any other form of discriminatory behaviour.

Our Discrimination and harassment prevention initiatives include:

- *Clear policies that define harassment and outline unacceptable behaviour.*
- *Regular training for all employees and managers to identify and prevent harassment in the workplace.*
- *Swift and confidential procedures for reporting and addressing harassment claims through our grievance mechanism.*

We are committed to providing a safe and respectful workplace for everyone.

6.10 Grievance mechanism

To ensure that all employees feel empowered to raise concerns, we have established a comprehensive grievance mechanism for reporting incidents related to discrimination, harassment, or unfair treatment. Key features of this mechanism include:

- *Multiple channels for reporting grievances, including anonymous reporting options, like our external confidential advisers.*
- *A commitment to investigating all complaints promptly and fairly.*
- *Confidentiality protections to ensure that employees feel safe when coming forward.*

Our grievance mechanism is designed to give employees a voice and ensure that any issues are addressed swiftly and justly.

6.11 Remediation procedure

In the event of confirmed cases of discrimination or harassment, we are committed to providing full support to the affected employees through our remediation procedure. This includes:

- *Immediate action to stop the discriminatory or harassing behaviour.*
- *Offering counselling and support services to the victim.*
- *Implementing corrective measures to ensure the workplace is safe and inclusive for the affected employee.*
- *Disciplinary actions against perpetrators, which may include termination of employment, depending on the severity of the misconduct.*

Our remediation procedures are designed to restore trust and provide justice to those affected by discrimination or harassment in the workplace.