

Strategic Plan for Diversity, Inclusion and Well-being

2022-2025

Purpose

To set the direction of how we develop an organisation – including working environment, organisational culture and microclimate – that guarantees **equal opportunities** for all.

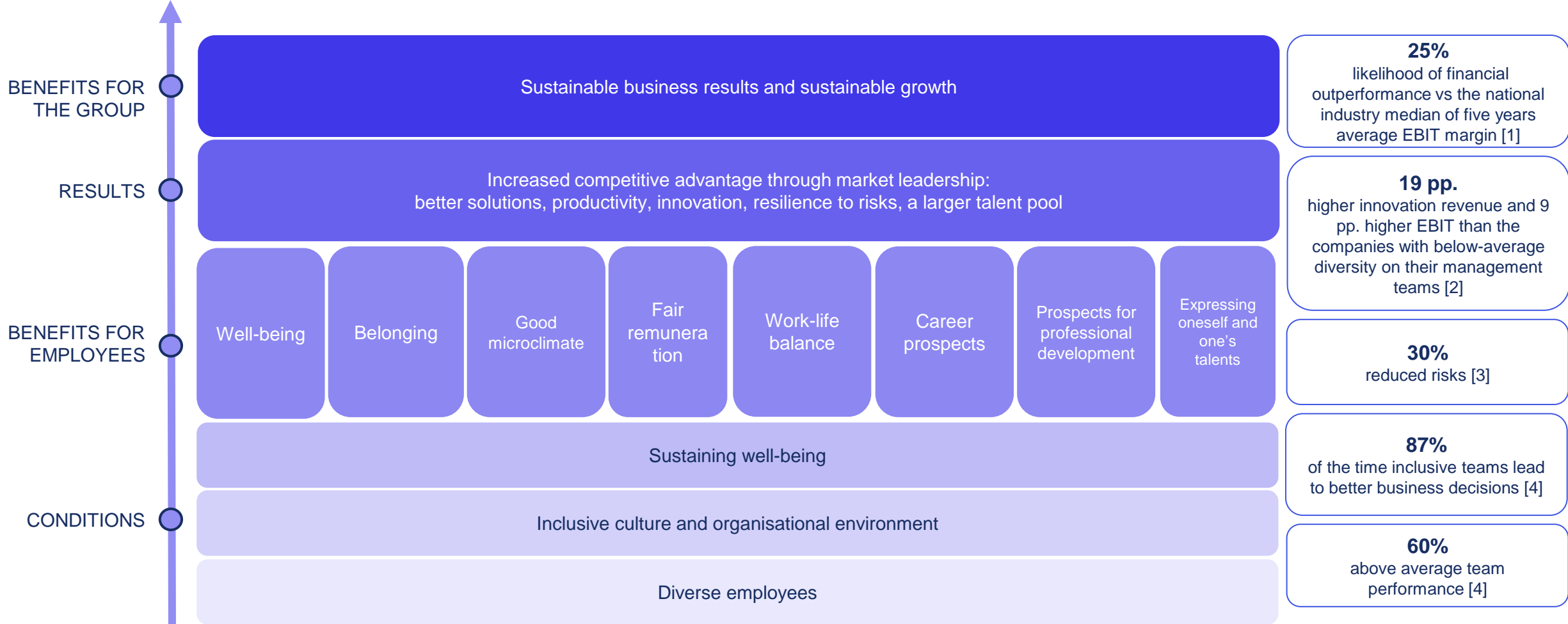
Equal access to employment, fair work, fair remuneration, career opportunities, emotional well-being, personal growth, work-life balance, realising personal skills and talents.

Benefits

When the Group is full of diverse people who feel engaged, valued, have equal opportunities, the diversity brings better solutions, innovation, creativity, resilience to risks, productivity and employee loyalty.

All this promotes the sustainable growth of the Group.

Benefit model



[1] Companies with more than 30 percent women on their executive teams. [McKinsey, Diversity Wins, 2020.](#)
 [2] [BCG, How Diverse Leadership Teams Boost Innovation, 2018.](#)
 [3] [Deloitte, The diversity and inclusion revolution, 2018.](#)
 [4] In teams with gender, age, and geographic diversity. [Cloverpop, Hacking Diversity with Inclusive Decision Making, 2007.](#)

Strategic plan



STRATEGIC
DIRECTION

Recognizing diversity and
improving inclusion

Supporting
well-being



PRIORITY
AREAS

Improving gender balance
Bridging communication divide
Creating inclusive environment for people
with disabilities
Ensuring inclusion of people of all ages
Raising awareness of LGBT inclusion

Improving physical and emotional well-
being
Supporting financial well-being
Fostering work-life balance



HORIZONTAL
PRINCIPLES

Diversity data

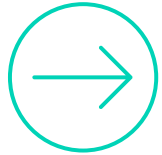
Education & learning

Communication

Priorities identified through:

- Materiality assessment
- Equal opportunities survey
- Stakeholder meetings
- Company data analysis
- D&I market standard

Strategic directions and strategic messages

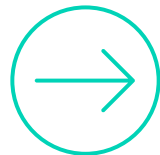


RECOGNISING DIVERSITY AND IMPROVING INCLUSION

Diversity is about us. We recognise and strive to understand our diverse employees better: we are different in gender, age, marital status, occupation, sexual orientation, nationality, etc.

Diversity is good for everyone. We recognise and strive to better understand the benefits and importance of diverse teams and organisations. We become people who value, reach for and talk about diversity.

Inclusion is essential to diversity. We develop a work culture and organisational environment which includes everyone and support self realisation. We make diversity work: we promote equal opportunities to be heard, seen and valued.



SUPPORTING WELL-BEING

We work while taking care of our well-being. We create and use tools that help sustain our well-being, work-life balance, personal and family responsibilities. We create a culture of productivity that conserves us and the environment.

Strategic directions



**RECOGNISING
DIVERSITY AND
IMPROVING
INCLUSION**



**SUPPORTING
WELL-BEING**

Well-being priorities



Improving physical and emotional well-being

- ⇒ Development of emotional well-being ecosystem
- ⇒ Initiatives on physical activities
- ⇒ Prevention of mobbing, psychological violence, harassment



Supporting financial well-being

- ⇒ Financial literacy competencies
- ⇒ Financial management initiatives
- ⇒ Investment knowledge



Fostering work-life balance

- ⇒ Burnout monitoring, prevention and intervention
- ⇒ Creating family-friendly workplace
- ⇒ Inclusion of employees on parental leave

Diversity and inclusion priorities



Improving gender balance

- ⇒ Measures to improve gender balance in top management, in IT and engineering professions
- ⇒ Creating a culture of dialogue, engaging men



Bridging communication gap

- ⇒ Inclusion of employees working outdoors and English-speaking colleagues
- ⇒ Inclusion in terms of information, communication, education



Creating inclusive environment for people with disabilities

- ⇒ Adjusting and assessing working conditions
- ⇒ Reintegration of employees with disabilities

Diversity and inclusion priorities



Ensuring inclusion of people of all ages

- ⇒ Changing ageist attitudes
- ⇒ Increasing digital competences



Raising awareness on LGBT inclusion

- ⇒ Communication and education initiatives that raise awareness of LGBT people and their experience
- ⇒ Survey on work experience and needs of LGBT employees

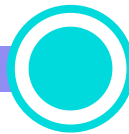
Distribution of priorities for annual plans

Diversity Data + Education & learning + Communication



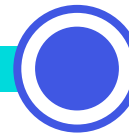
2022

50%	Gender balance
20%	Communication gap
10%	Physical and emotional well-being
10%	LGBT awareness
10%	Work-life balance



2023

50%	Work-life balance
20%	Communication gap
10%	Gender balance
10%	LGBT awareness
10%	Physical and emotional well-being



2024

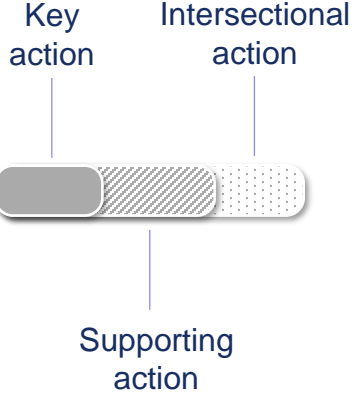
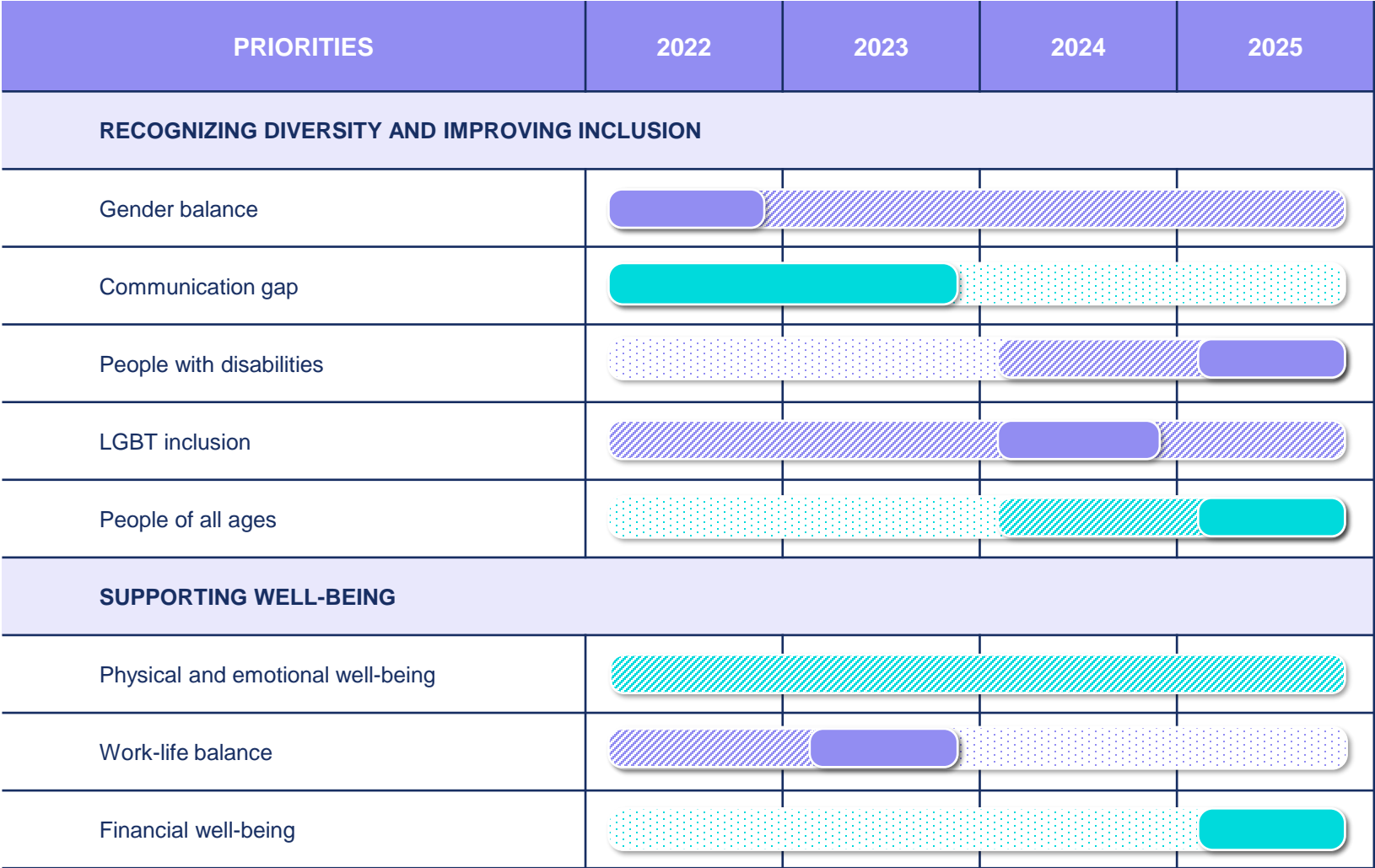
50%	LGBT awareness
20%	People with disabilities
10%	Gender balance
10%	People of all ages
10%	Physical and emotional well-being



2025

50%	People with disabilities
20%	People of all ages
10%	Financial well-being
10%	Physical and emotional well-being
10%	Gender balance

Distribution of priorities for annual actions plans



↑ ↑ ↑ ↑

Diversity Data + Education & learning + Communication

Responsible parties

Head of Diversity, Inclusion and Well-being

Forms the Group's diversity, inclusion and well-being strategy, contributes to its implementation, monitors and analyses the situation of diversity and inclusion, generates solutions. Coordinates responsible parties, works in partnership with People and Culture, Organisational Development managers.

Teams

Teams such as Talent Management, Internal Communication, Data Analysis, People Growth, Sustainability and other teams implement the strategy.

HR Business Partners and Companies

HR Business Partners, as agents of change, coordinate the implementation of the strategic plan in the Group companies.

Formal responsibility

Informal responsibility

D&I group

The Diversity and Inclusion Group (group of educators/experts) oversees the implementation of the strategy and spreads the message about diversity and inclusion to the people of the Group.

Well-being mentors

Well-being mentors implement the emotional well-being programme in the Group, implement its measures, and advise employees on emotional well-being issues.

Relevance of diversity, inclusion and well-being to stakeholders

Employees

Direct impact on **personal well-being**: equal access to employment, fair work, fair remuneration, career opportunities, well-being, work-life balance, realising personal skills and talents.

Investors

Direct impact on **return on investment**: inclusive diversity leads to better solutions, higher productivity, innovation, which improves business performance and promotes sustainable growth.

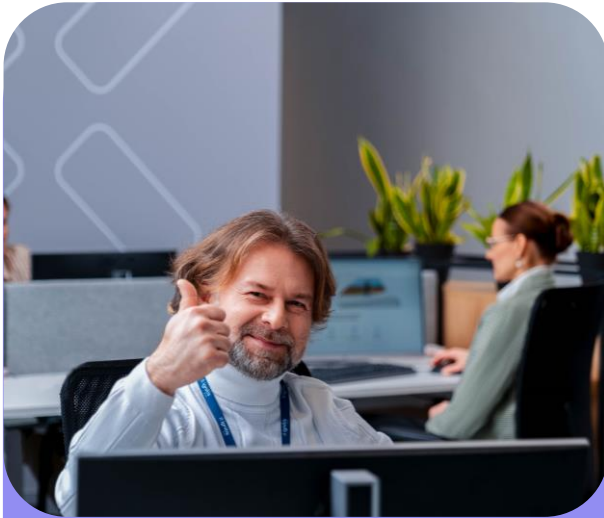
Politicians

Direct impact on **governance**: diversity, inclusion, well-being are an integral part of good corporate governance and a prerequisite for sustainable operations.

Media

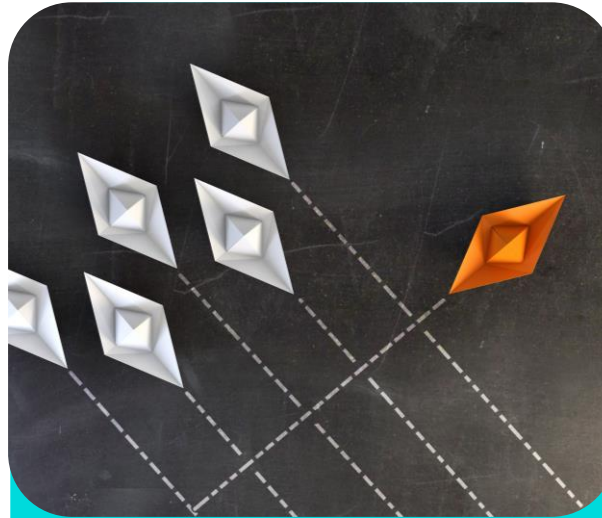
Direct impact on **transparency and accountability**: the Group's public commitment to diversity, inclusion and well-being increases transparency, accountability and the trust of stakeholders and the public.

Evaluating our work



Employee experience

eNPS
Equal opportunity surveys
“After” surveys



Strategic indicators

Share of women in engineering
and IT positions
Share of women in top
management



External evaluation

Top Employer certificate
ESG Sustainalytics
3 Equal Opportunity Wings

Key performance indicators

KPI	2021 BASELINE	2025 TARGET
TOP Employer, Diversity and Inclusion area	68%	≥20%
TOP Employer, Well-being area	62%	≥20%
Sustainalytics, Diversity programmes area	75/100	100/100
Share of women in engineering and IT positions	19%	≥23%
Share of women in top management	27%	≥34%

Our principles



**DIVERSITY DATA, COMMUNICATION,
EDUCATION & LEARNING – HORIZONTAL
PRINCIPLES**



**SUSTAINABLE, LONG-TERM, STRATEGIC
INITIATIVES**



**THE CHANGE IS INITIATED AND THE CULTURE IS
BEING BUILT BY THE EMPLOYEES THEMSELVES**