



Equity, Diversity and Inclusion Policy

April 2024

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Introduction

emagine Consulting A/S, Reg-no. 26 24 96 27, and its subsidiaries and associated companies (collectively the "Group") and employees are required to comply with this Equity, Diversity and Inclusion Policy.

Policy Objective and purpose

The objective of this Equity, Diversity and Inclusion Policy (the "Policy") is to ensure that all business activities of the Group comply with our values (and Code of Conduct).

At emagine, we have a fundamental respect for the value of human life and dignity and want to foster a culture of respect and consideration. We want to be a good place to work for our employees and strive to develop talent, teamwork, and diversity.

We value that all people are unique and are to be respected for their individual strengths.

Principles for Diversity and Inclusion in emagine

We strive to attract a diverse workforce and create an inclusive work environment which allows everyone to contribute in the best possible way. The E, D & I policy sets the guidelines and principles on how emagine will enhance diversity and inclusion throughout our organization always with values as guiding stars.

Diversity at emagine is about difference. Difference in (and not limited to) gender, physical ability, sexual orientation, nationality, gender identity, race, religion, age or education. A number of these differences are protected in our countries of operation through law, however there are some countries where the local law does not cover these important areas. To ensure employees enjoy a respectful workplace we adopt a global and consistent approach for all our countries of operation.

emagine's global approach to diversity and inclusion is grounded in:

- Our values (Dedicated, Responsible, Confident and Genuine) - creating the right culture for employees to thrive.
- Our Commitment to the UN Global Compact.
- Our commitment to respect human rights according to the UN Guiding Principles on Business and Human Rights.
- Our global framework of labor relations policies applies to all employees.
- Our Environmental, Social and Governance (ESG) Framework and targets.

By embracing diversity and acting inclusive we open for new ways of thinking, new skills and new opportunities as a significant part of our culture, our reputation and our achievements as well.

Our actions

We operate in a traditionally male dominated and global industry. Therefore, our focus is on increasing gender and different nationality representation at the management levels of our organization and building a culture of inclusion for all colleagues.

We have set up a structure to drive our ambitions - these as well as targets and progresses are available to employees on our internal intranet (see Annex 2):

1. Engaging our employees in EDI - providing opportunities through employee networks and communications to enable our colleagues to shape and drive the D&I agenda.
2. Capability Building - ensuring our colleagues have the knowledge and know-how to drive EDI at emagine.
3. Leader led agenda - clear expectations that our leaders are key to driving change. Leaders who understand accountability sit with them.
4. Equity in our People Practices - continuously improving on processes to ensure equity.
5. Targets - clear and measurable targets to measure progress and hold us accountable.

Policy Review

This policy will be reviewed at least every year and, if necessary, revised. The policy may be amended at any time with the approval of the emagine management. Responsibility for the policy revision lies with the Group CPO. This policy is available on our website. This version of emagine's EDI Policy was approved by Management in April 2024.

Miscellaneous

If no officer holds the official position of Group CPO, the role of Group CPO under this policy shall be presided by the highest-ranking officer in the Group.

Annexes

- Annex 1: Document Classification Overview
- Annex 2: Actions and KPI's

Annex 1

Document Classification: Internal
 Version: 1.2
 Dated: 04/2024
 Document Author: KWE
 Document Owner: JDI

Revision history

Version	Date	Revision author	Summary of Changes
1.1	01.12.2023	JDI	Original
1.2	02.04.2024	JDI	Date changed

Distribution

Name
Group CXO, Country Managing Directors, Compliance and ESG Team, and Employees

Approval

Name	Position	Presenter	Date
emagine Board	emagine Board	JDI	08.04.2024

Annex 2

Engaging our employees in E, D & I - At a basic level we ensure our employees understand the company's stand on discrimination, bullying and harassment.

Capability Building - We have implemented mandatory training on our internal Business Code of Conduct. Our target is to have min. 90% of our employees through the training before August 2024. And 100% of all new employees from 1 January 2024.

In 2024 we have planned to implement:

- On-line "Beating Bias" program. This important tool helps increase understanding bias in our decisions.
- Working across cultures program to help our colleagues understand and leverage cultural differences.

Leader led agenda - E, D & I are built into our leadership competencies, we expect that our leaders to have a high level of competency in "Valuing Diversity" and with empathy. We built this into our leadership approaches in talent management and performance management. Building upon this foundation we expect our leaders to be accountable for driving the action and behaviour required to reach our global D&I ambitions.

Equity in our People Practices - Ensuring we have equity in our people practices and policies is an ongoing ambition from employee attraction to career management and attrition. We understand that small changes in our policies and practices can make a significant difference to the many different groups of colleagues we have at emagine.

In 2024 we plan to implement specific training for HR and our hiring managers, helping them to break down the recruitment process to ensure equity and to eliminate bias.

We measure equity, particularly for gender and nationality in a number of areas including: -

- Attraction
- Recruitment
- Talent management - promotions and talent pool
- Leavers

Targets - We measure headcount, talent reviews, promotions, attrition, salary gaps and performance by gender and nationality to ensure our processes are free from bias and to identify opportunities for improvement. And in our annual report 2024, we have set up targets in most of these areas.