# POLICY
# DIVERSITY, EQUITY AND INCLUSION

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# INTRODUCTION

## PURPOSE

Promoting pluralism and diversity within our company is essential to our success and growth. This is why Ethias is committed to promoting an inclusive culture by shaping a working environment where all differences are valued, respected and not subject to prejudice. A work environment that promotes diversity, equity and inclusion opens up new perspectives and fosters innovation. With this policy, we define the principles that guide our approach to Diversity, Equity & Inclusion (DE&I), in order to promote a respectful, open working environment that is representative of the society in which we operate.

Moreover, the prohibition of all forms of discrimination and the principle of equal opportunity have already been expressly established in our Code of Social Ethics. This policy aims at reaffirming these principles, by rooting them in our culture and making them concrete.

## TARGET

The DE&I policy covers:

- Staff in the broadest sense[1], whether Group employees or external contributors to our activities;
- Clients, in the context of the business relationships maintained by the Group;
- Communities, through philanthropic actions and local partnerships;
- Partners and suppliers, whom we encourage to uphold the same principles of equity, diversity and inclusion.

## DE&I: OUR DEFINITIONS

The following definitions are inspired by the work and principles established by the United Nations, the International Labour Organization (ILO) and the United Nations Global Compact (UNGC). They reflect the way in which the Ethias Group understands and implements DE&I within its activities and corporate culture.

**Diversity**
*Diversity is the recognition and respect of individual and collective differences, whether visible or invisible, innate or acquired. It includes, in particular, gender, age, disability, ethnic origin, language spoken, sexual orientation, gender identity, philosophical and religious beliefs, neurodiversity, socio-economic background, as well as diversity of experience and career paths.*

In other words, diversity is about **who is invited to sit at the table**. At Ethias, we are convinced that diverse teams foster creativity, innovation and collective intelligence.

**Equity**
*Equity means ensuring that everyone has fair and equal access to opportunities, resources and career progression, whilst acknowledging any systemic barriers or imbalances that may exist.*

In other words, equity is about **ensuring that everyone has the same chance to sit at the table and take part in the discussion, while acknowledging that not everyone starts from the same place.** At Ethias, we strive to create fair and favourable conditions for the success and fulfilment of every individual.

[1]This includes anyone working for or within the Group, whether they are employees or operate under another status, in particular as consultants, temporary workers, service providers, subcontractors or any other person carrying out activities at Group sites.



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**Inclusion**

*Inclusion is about creating a culture in which everyone can find their place and feel respected, valued and supported. Inclusion goes beyond diversity. While diversity is about differences, inclusion is about how we manage those differences.*

In other words, inclusion is about **listening to every voice at the table and making sure each one counts.** At Ethias, we strive to create a working environment where every person feels welcome, valued and involved, regardless of their background or characteristics, so that they can fully contribute to the life and development of the Group.

## VISION

At Ethias, we are convinced that diversity is the foundation of a thriving society. We aspire to an equitable and inclusive environment where every individual is respected, valued and encouraged to contribute to collective success.

# PILLARS AND PRINCIPLES

Diversity covers many dimensions which together reflect the richness and complexity of society. At the Ethias group, we are committed to promoting and valuing all forms of diversity, creating an inclusive and respectful working environment that encourages open dialogue and trust, without fear of discrimination.

- **Gender**: ensuring equality of opportunity at all levels.
- **Visible and invisible disability**: removing barriers and creating opportunities by ensuring accessibility and inclusion, so that everyone has the freedom to shape their lives and achieve their full potential.
- **Cultural, ethnic and socio-economic diversity**: fostering cultural, ethnic and socio-economic diversity by creating opportunities for all and ensuring inclusive representation of origins, cultures, languages and backgrounds.
- **Generational inclusion**: strengthening cooperation and experience-sharing between generations
- **Sexual and emotional orientation and gender identity**: creating a safe and respectful working environment, encouraging people to speak and listen without fear of discrimination.

## OUR PRINCIPLES

It is essential to create a working environment that welcomes, respects and supports everyone. We have therefore defined 5 principles that reflect our commitment to putting these values into practice in our decisions and actions.

1. We uphold the principle of non-discrimination in all its forms and promote it at every stage of human resources management, from the recruitment process through to internal mobility. We guarantee fair and equitable opportunities for all.
2. We enrich social dialogue within the company by promoting freedom of expression among all stakeholders on the topic of discrimination, in a climate of trust, tolerance and openness.
3. We promote a culture of inclusion on a daily basis. We encourage inclusive behaviour in all professional interactions.



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4. We see DE&I as a business priority: we set targets and action plans to measure progress and hold leaders and teams accountable.
5. We inform our stakeholders transparently about our commitments, actions and results, in particular through our annual report and the Group's communication channels.

## ENGAGEMENT AND EXTERNAL PARTNERSHIPS

This policy is part of a broader framework of collective commitments and international standards. The entities of the Ethias Group subscribe to several charters and initiatives that reflect our values and strengthen our action in favour of an ethical, inclusive working environment that respects human rights.

In this regard, we support in particular:

- **The United Nations Global Compact (UN Global Compact)**, whose principles relating to human rights, labour, the environment and anti-corruption guide our practices;
- **The Universal Declaration of Human Rights (UN)**, which enshrines in particular the principle of equality and non-discrimination;
- **The fundamental conventions of the International Labour Organization (ILO)**, in particular those relating to non-discrimination, equal opportunities and freedom of association;
- **Sector-specific and local initiatives** in which we participate to promote diversity and inclusion (professional networks, labels or partnerships with associations).

## GRIEVANCE PROCESSES

Any person who witnesses or is the victim of behaviour that is contrary to these principles, in particular a situation of discrimination, harassment or exclusion, is encouraged to report it in a climate of trust and confidentiality.

Reports are possible:

- to the line manager, the human resources department, the counsellors or the prevention advisors for psychosocial aspects;
- or, if the situation so requires, via the whistleblowing process (anonymous), available to all employees, as well as to former employees, trainees, candidates, service providers and external partners. This process guarantees confidentiality, protection against any form of retaliation and the diligent handling of each report.

The purpose of these processes is to ensure fair, transparent and respectful management of the concerns raised, and to contribute to a safe, inclusive working environment that is consistent with our values.

# GOVERNANCE

## SCOPE

The policy applies to the whole Ethias Group. Each entity is required to integrate these diversity, equity and inclusion principles into its management policies, processes and practices, as well as in its relations with external stakeholders.



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## MONITORING AND UPDATE

The policy is subject to regular monitoring to assess its relevance and effectiveness and to identify areas for improvement.

Progress, targets and actions are communicated transparently in the annual report and in other internal publications.

The policy is reviewed periodically, at least every three years, or more frequently in the event of legal, organisational or strategic changes.



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# FOR MORE INFORMATION

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