

Diversity and Inclusion Policy 2022



A diverse and inclusive environment 3

- Initiatives to achieve gender balance and diversity and to avoid bias3
 - Recruitment3
 - Onboarding3
 - Promotion and development.....4
 - Culture and management4
 - Flexible working conditions.....4
 - Later working life4
 - Inclusive labour market5
 - Offboarding5
- Discrimination management.....5
- Targets.....5
 - Senior management body/board of directors:.....5
 - Other management levels:.....5



At TDC NET, we are committed to diversity and inclusion. We want our employees to reflect the diversity of the people connected by our infrastructure, and we work to employ and integrate underrepresented groups in society.

This policy sets out some guidelines that will help us to achieve our aims and objectives.

A diverse and inclusive environment

A prerequisite for promoting diversity is having an inclusive working environment.

For TDC NET, an inclusive working environment is characterised by our accommodating one another's differences, recognising that differences are an asset, and where all employees feel that they are able to safely express themselves.

It is everyone's responsibility to make every member of staff feel included, and so we expect all managers and employees to treat colleagues equally, with respect, and without bias.

TDC NET wants all HR processes in our employment cycle to reflect our desire for diversity and inclusion, and to help to support equal opportunities for all employees at TDC NET. With this in mind, TDC NET ensures that recruitment, onboarding and promotion, performance management, talent development, etc. are fair and free of from bias.

To support a diverse and inclusive culture, TDC NET has implemented the following initiatives:

Initiatives to achieve gender balance and diversity and to avoid bias

Recruitment

- Our recruitment process is driven by objective selection criteria with a focus on the candidate's skills, experience and potential.
- We use a tool to ensure that our job adverts are phrased in such a way that we appeal to a broad and diverse field of applicants.
- The job adverts emphasise that all applicants are invited to apply for the position, regardless of their gender, age, religion, sexual orientation, national and social background, political views, disability, race, skin colour or ethnic background.
- Managers are trained to recognise and reduce the risk of bias and prejudices.

Onboarding

- All managers must be aware of TDC NET's policy on gender balance and diversity.
- The diversity and inclusion policy are explained to newly employed managers as a part of their onboarding.
- Our new-employee onboarding programme articulates our focus on diversity and inclusion.



- New employees are provided with information about what they should do if they experience unfair discrimination, bullying, abusive behaviour or harassment.

Promotion and development

- Decisions relating to employees must be made solely on the basis of the employee's professional qualifications, experience, training and development potential in terms of the job function.
- TDC NET's HR policy sets the same conditions for everyone.

Culture and management

- Management plays an important role in our efforts to create an inclusive workplace. We expect our managers to act as role models in their work on inclusiveness and building a supportive environment, and to commit themselves to building diverse teams.
- We want managers who will create a working environment that is beneficial to employees' mental health, where employees feel, they can come to work and be who they are, and where there is trust and space to contribute and to share their opinions. To support our expectations on inclusive management, we constantly invest in manager training that focuses on mental well-being, unconscious bias and how to create good dialogue with employees and teams on the topic of inclusion.

Flexible working conditions

- We recognise that different employees have different needs at different points of their lives. It is important for TDC NET that we ensure that individual employees can adjust their working conditions depending on their needs.
- TDC NET endeavours to offer managers and non-managers working conditions that ensure a well-balanced relationship between their working life and their personal life.
- At TDC NET, it is possible at all levels of the company to enter into an agreement with a line manager about working from home.
- Working conditions at all levels of employment allow staff to take days off for their sick children, and they are entitled to time off in addition to what is mandated the Danish Holiday Act, just as they are entitled to paid leave for the birth of a child.

Later working life

- We aim to retain older employees, who have valuable knowledge and competencies gained from many years on the labour market. TDC NET also wants to contribute to a gradual and reasonable transition to a life beyond the labour market and to a positive attitude towards senior employees.
- To help plan the transition to life beyond TDC NET, all employees are offered a senior life conversation with their line manager.
- The conversation aims to clarify the employee's desires and needs regarding the planning of the years leading up to a life beyond the labour market. During the conversation, the following should be discussed:



- ✓ *Identifying competencies with a view to ensuring retention of competencies through tasks and courses etc.*
- ✓ *Any desire or need for more flexible working conditions.*
- ✓ *The opportunity to participate in webinars/café meetings arranged by the PFA.*

Inclusive labour market

- We work for an inclusive labour market, where we focus on opportunities rather than limitations in relation to an employee's ability to function. We do that, among other things by using public schemes in relation to vulnerable groups such as flexible jobs etc.

Offboarding

- If the employee terminates their employment themselves, TDC NET will look into their reasons for doing so.
- TDC NET focuses on whether specific groups of employees are looking to leave.

Discrimination management

TDC NET is opposed to all forms of discrimination on the grounds of age, race, gender, sexual orientation, handicaps etc. and encourages employees who are subject to discrimination to report this to their immediate superior, HR or make use of the TDC NET whistleblower scheme, found [here](#).

A separate policy for how TDC NET handles abusive behaviour has been produced.

Targets

Senior management body/board of directors:

The TDC NET board of directors currently has an equal gender balance in accordance with the Danish Business Authority's guidelines. The board is not obliged to set new targets and has chosen not to do at this moment. The board will reconsider this from time to time and at least once per year.

Other management levels:

The Executive Committee (including people who are on the same level organisationally as the Committee) and employees with staff responsibilities, who report to the Committee and employees with staff responsibilities who report to them:

The target for other management levels is a 70/30 male/female split by 2025, but it is an ultimate ambition to have a 40/60 male/female gender distribution latest by 2030.

Approved by the Board of Directors of TDC NET A/S on 9 December 2022.