



# Diversity, Equity and Inclusion Policy

## Directive

Scope	Units	Implenia Gruppe
	Countries	AT; CH; DE; FR; NO; SE; RO; CI; ML
Process Owner		Human Resources (Heather Steele)

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## Introduction

### **WE BUILD BELONGING!**

#### **Whoever you are and wherever you are you belong to Implenla!**

“Success has many factors. Key elements are the right strategy, right culture and most importantly - the right people. In order to be successful as a company, we need employees who have a wide range of experience, education, knowledge, values and personalities. Implenla already employs people with diverse backgrounds, who all contribute to our successful Implenla team:

- they represent over 90 nationalities, that’s almost half the world
- there are employees from all phases of life from school age to well past retirement age
- among them are extroverts and introverts, some think very fact based, some are more intuitive decision makers
- some come straight from school, others completed several degrees and have a vast experience in their field

Diverse teams are beneficial. They are more innovative, create more robust solutions, are more attractive for new talent and they perform better. Especially in a complex environment, this leads to a competitive advantage. Additionally, we want to provide equal opportunity for every individual to contribute and bring their best self to work – every day. First this is about providing a work model which enables everyone to join the work force and second when people realise that they are accepted and feel safe, they are more likely to thrive and reach their full potential.”

André Wyss  
CEO

## 1 Objective

At Implenía our story begins and continues with our people. Across several geographies, we employ over 7,000 employees who passionately share our mission, vision and values.

Implenia aspires to become a more diverse, equitable and inclusive company: To reflect the diversity of our customers and the local populations where we build; and offer a modern working environment where our people belong so they can be their best selves at work every day. We consider diversity, equity and inclusion (DEI) to be business critical to achieve our “Fit for Growth” ambitions and want this to increasingly be part of our DNA.

With diversity, we mean diversity in age, gender, culture, nationality, ethnicity, physical abilities, political and religious beliefs, sexual orientation and other attributes. Equity recognizes that each person has different circumstances and allocates the exact resources and opportunities needed to reach an equal outcome.

With inclusion, we mean involving, accepting and valuing all people in the workplace regardless of their differences and social identity. With all three dimensions we will build a sustainable culture of belonging.

The Implenía DEI policy describes our commitment to DEI including what our ambitions as well our focus areas are. It forms the basis for DEI management within the company and what we best believe supports our business and our employees.

## 2 Scope

The policy applies to all managers of people and all employees of Implenía. We recognize that in some countries there may be requirements that go above and beyond the scope covered in this Group policy. In such instances a country specific policy can be more detailed in compliance with local regulations. The local policy should not in any way contradict the Group policy.

## 3 Our aspiration

At Implenía, we are committed to sustainably develop properties and construct buildings as well as infrastructure with and for people to fit their modern living, working and mobility needs. This is only possible through our exceptional people who work every day towards this endeavor. A culture of belonging is critical to our business success and makes us stronger. At Implenía we strive for a culture where individual differences are not only welcomed but celebrated.

Our DEI Policy anchors across four pillars:

- Business focus
- A culture of inclusion and belonging
- Diverse representation
- Equity

### 3.1 Business focus

DEI is not a human resources topic; it is a business priority. The DEI agenda must be leader-led, and we hold ourselves accountable for progress which is measured on a regular basis. The DEI agenda is anchored across Implenía’s values of agility, collaboration, integrity, excellence and sustainability and is a key element for ensuring our future growth.

The DEI policy is complemented by our DEI framework which is owned and led by local leadership teams to ensure it truly sits at the heart of our business.

### **3.2 A culture of inclusion and belonging**

Inclusion is a powerful multiplier of innovation and growth that drives creativity and inspiration. At Implenia, we are committed to inclusive leadership where our leaders ensure that our employees are empowered to be their best professionally.

Our leadership training programmes integrate core elements of listening and empathetic leadership as well as trainings around unconscious bias. We promote inclusive leadership role models, and our hiring processes include hiring for listening, empathy and inclusive behaviour, as well as commercial and technical skills. Through our leadership principles we clearly expect all Implenia leaders to foster an environment of inclusion and diversity.

### **3.3 Diverse representation**

We aim to be an attractive employer that can attract, train and retain employees with different perspectives, experiences and backgrounds. This is crucial to be able to access wider and more diverse talent pools that will support us in our strategic objectives.

We are committed to sign the UN Women's Empowerment Principles and we see gender diversity as a key goal of our people and sustainability strategies. We actively work towards increasing the size of our female workforce and the number of women in senior management roles as well as young female talents.

We promote DEI via our Employer branding to enforce, communicate and share our commitment to an inclusive age and gender diverse culture and work environment wherever feasible in our business.

### **3.4 Equity**

At Implenia, we acknowledge that to continue to gain competitive advantage and growth we must leverage diversity, different perspectives and different experiences. We therefore aim to provide access to all opportunities to allow all to succeed irrespective of social identity.

We seek to ensure that all employees are paid fairly based upon the external market value of the role, capabilities and performance. We frequently review our workplace policies and practices to ensure we are creating a fair and transparent environment for all.

We have zero tolerance for any form of harassment / and or discrimination and have a clear set of consequences for noncompliance.

## **4 Reporting**

To achieve our diversity and inclusion ambitions it's imperative that we set ourselves clear targets, hold ourselves accountable, uncover hidden hurdles and measure our progress. Targets and measures are common business language that apply equally to DEI as to all other areas of the business. We track as a minimum the following KPI's:

- Gender split for manager and non-managers
- Track belonging in all engagement surveys
- Age distribution
- Hiring diversity and retention

## 5 Our approach

We continue to take steps to promote diversity, equity and inclusion in our organisation:

- We set ambitious targets to support increasing the share of women and monitor progress on ambitions set and committed to
- We support the establishment of a vibrant community of Employee Resource Groups (ERGs) to connect engaged and emerging leaders with professional networking and development opportunities. In 2023, we will start with our Women@Implenia ERG as an important addition to our Young Generation ERG
- We embed DEI best practices in training for all our people managers, providing support and guidance for interviewing and selecting candidates
- We provide fair pay for employees who undertake the same works, at the same level and with the same performance and experience
- We embed DEI practices, training and diagnostics throughout all our people processes from talent selection to leadership development
- We promote a flexible approach to working models – home office, core hours, working models
- We want it to be possible for employees to work throughout different life phases. We seek individual solutions where possible, in dialogue with the individual and for the best for both the company and the employee

## 6 Implementation / Safeguarding

To ensure that the principles set out in this document are adhered to throughout the company, the DEI Policy is published internally and externally for all to see. In particular, managers and HR officers are made aware of these principles. For employees who feel discriminated against in any way, their superiors and HR supervisors are the first point of contact, followed by the group-wide or regional compliance officers ([compliance@implenia.com](mailto:compliance@implenia.com) or via [www.implenia.com/compliance](http://www.implenia.com/compliance)).

## 7 Version history

Date	Version	Changes to content	Approved by
15.05.2023	1.0	Initial release	Claudia Bidwell