



Diversity & Inclusion in GlobalConnect

Diversity & Inclusion



In GlobalConnect we believe in having a diverse workforce and work environment. We have a clear focus on an inclusive work culture, where all are welcomed and treated with respect. Inclusion and respect for various perspectives and ideas also bring increased innovation and better solutions. Leading by example we are determined to inspire those around us to be inclusive and fair and to create a work environment where diversity, equal opportunities and freedom to express opinions are valued. In 2023, GlobalConnect launched new social impact initiatives, and continued to act on the responsibility that comes with being a frontrunner in our industry. Our D&I work is shared and available for all employees to read on our intranet Workplace. It is reflected in several different processes and policies, not least in our Code of Conduct.

During 2023 we have:

- Continued initiatives with Equal pay for equal work – Using the tool PIHR Equal pay we have conducted equal pay analysis in Sweden, Norway and Denmark and acted on any unexplained “red flag”.
- Continued to improve modules and functions in PeopleConnect - our people data system which helps us digitalize and globalize all people processes such as recruitment, performance management, succession planning and annual salary review. The continuous work with harmonizing our people processes and having similar ways of leading throughout the group will promote an inclusive leadership and equality and inclusion in the group.
- Introduced mandatory D&I Unconscious Bias E-Learning for all leaders to develop and learn more about creating an inclusive and diverse working environment.
- Implemented a comprehensive leadership training that spans over 7 weeks with the aim to equip the participants with the essential tools needed in a leadership role. Through hands-on exercises and discussions, the participants learn about relevant theories and leadership best practices.
- Peakon - we have followed the engagement scores (and comments) related to Diversity & Inclusion in our employee engagement tool Peakon to detect and act upon any warning signs.
- Continued to expand our in-house Talent Acquisition team, supporting recruiting leaders and enabling us to secure a fair and transparent recruitment process.
- Revised our recruitment policy – strongly encouraging leaders to keep equality, inclusion and diversity in mind when onboarding new talent.
- Implemented Develop Diverse – a tool that analyzes all job ads with an emphasis on increasing diversity through inclusive communication. To attract the best candidates regardless of gender, age, ethnicity, disabilities and/or neurodiversity.

• DIVERSITY & INCLUSION

We want to attract, hire, develop, and retain a higher percentage of females, and we want to create a continuously more inclusive work environment overall. For our ongoing and upcoming work within Diversity & Inclusion in GlobalConnect we have the following activities and targets:

- Equal pay for equal work – Keep on mapping the average gender pay gap and act on it. Annual Equal Pay Analysis using Equal Pay Tool PIHR and job grade structure built together with Mercer. Mercer is an external advisor using a global job evaluation methodology (IPE = International Position Evaluation) to evaluate jobs and develop a defined job architecture which will serve as a foundation for the Equal Pay Analysis.
- Gender equality targets in recruitment
 - A) Gender split target 2025 to recruit at least 40% women in total of new hires
 - B) Commitment to present minimum one female candidate in each recruitment process for hiring leader to interview (with few exceptions, e.g. if it is only possible to find one candidate due to certain role)
- The Talent Acquisition Team is responsible for recruiting the majority of all new hires. To ensure this is done as unbiased as possible and to support our gender targets and include a diverse range of people, the following actions have been implemented or will be implemented during 2024:
 - Phone screening instead of Teams meeting, to avoid appearance-biases
 - Clear requirement profiles and criteria for the role, to ensure unbiased screenings

- All job advertisements run through the tool Develop Diverse, to create a language more appealing to female candidates.
- Ensuring that every candidate meets at least one female interviewer during the process.
- Creating job ads primarily in English, enabling us to hire candidates without knowledge of the local language – when the position does not require it.
- Posting Employer branding stories, focusing heavily on female success stories.
- Implement an Applicant Tracking System (Jobylon ATS), making it easier to extract and analyze data on diversity. The data is currently collected partly manually. Accurate data is a prerequisite for achieving our ambitious KPIs.
- Once Jobylon ATS is implemented, creation of a new career site, focusing on diversity & inclusion. On the career site, we will, among other things, include sharing success stories of female and 'diverse' candidates accomplishing significant achievements or being promoted. This also includes improving the photo library for more diversity.
- Ambition to start use blindfolding/anonymizing in selection phase of recruitment to reduce biases. This feature will be possible to enable once the new ATS is implemented. We aim to then remove names, genders, and ages from applications for a more unbiased screening process.
- Ambition to adjust parental leave policies, to an inclusive work environment and encourage active parental involvement. Look to align terms and to develop a network for employees on leave to build relations across the business and a sense of belonging.



Equal Pay for Equal Work

Our job grade structure in GlobalConnect is built together with an external advisor, Mercer and enables us to draw analytics about pay related to gender equality: equal pay for equal work.

During 2023, we used PIHR – Equal Pay tool to perform equal pay analysis. The analysis is used as key input to the salary process to promote fairness and equality. PIHR performs analysis based on equal jobs and equivalent jobs. If we find consistent inequalities in the compensation due to gender, we will act to ensure equal pay for equal work.

We want to:

- reward consistent high performance
- provide individual and differentiated salary adjustment
- be on par with the market
- demonstrate a fair and transparent process to all employees
- ensure equal pay for equal work regardless of gender, nationality, religion, sexual orientation, etc.

Presented in Table 1 is the gender split in Norway and salary differences divided in Equivalent Positions/Groups (for groups that includes a minimum of five females and five males) 2023. Male mean equals index (100%).

Group 1 includes senior managers and positions graded as equivalent.

Group 2 includes managers and positions graded as equivalent.

Group 3 includes senior specialists and positions graded as equivalent.

Group 4 includes specialists, senior coordinators and positions graded as equivalent.

Group 5 includes coordinators, junior specialists and positions graded as equivalent.

Group 6 includes assistants and positions graded as equivalent.

Table 1	Number of employees	Gender split		Salary differences (women's mean pay in comparison with men's pay in %)	
		Female	Men	Female	Men (index)
Total	497	20%	80%	100.5%	100%
Top 20% earners	99	15.2%	84.8%	-	-
Group 1	57	26%	74%	89.6%	100%
Group 2	88	15%	85%	99.2%	100%
Group 3	81	19%	81%	94.6%	100%
Group 4	93	20%	80%	89.9%	100%
Group 5	63	25%	75%	102.1%	100%
Group 6	56	18%	82%	103.3%	100%

Presented below in Table 2 is the gender split in Norway for temporary hires, parttime hires and average weeks of parental leave 2023

Table 2	Female	Men
Gender split in numbers	100	397
Temporary hires (in numbers)	1	4
Parttime hires (in numbers)	3	15
Involuntary parttime hires	0	0
Parental leave (in average weeks)	22.1	9.4

Gender Equality

Promoting gender equality is crucial to accelerate sustainable development and more effective work environments. It is fundamental for social cohesion and prosperity, and progress made is one that we can measure. However, there is still work to be done. GlobalConnect operates in a male-dominated industry. In general, there is a lack of diversity in technical and digital professions. Such under-representation is unfortunate. It is a matter of diversity, but also talent and skills.

More than ever before women are part of leadership and decision-making processes in GlobalConnect. The ratio of women in the Corporate Leadership Team (CLT)/Executive Leadership Team (ELT) was increased from 38% in 2022 to 43% in 2023 (38% 2022).

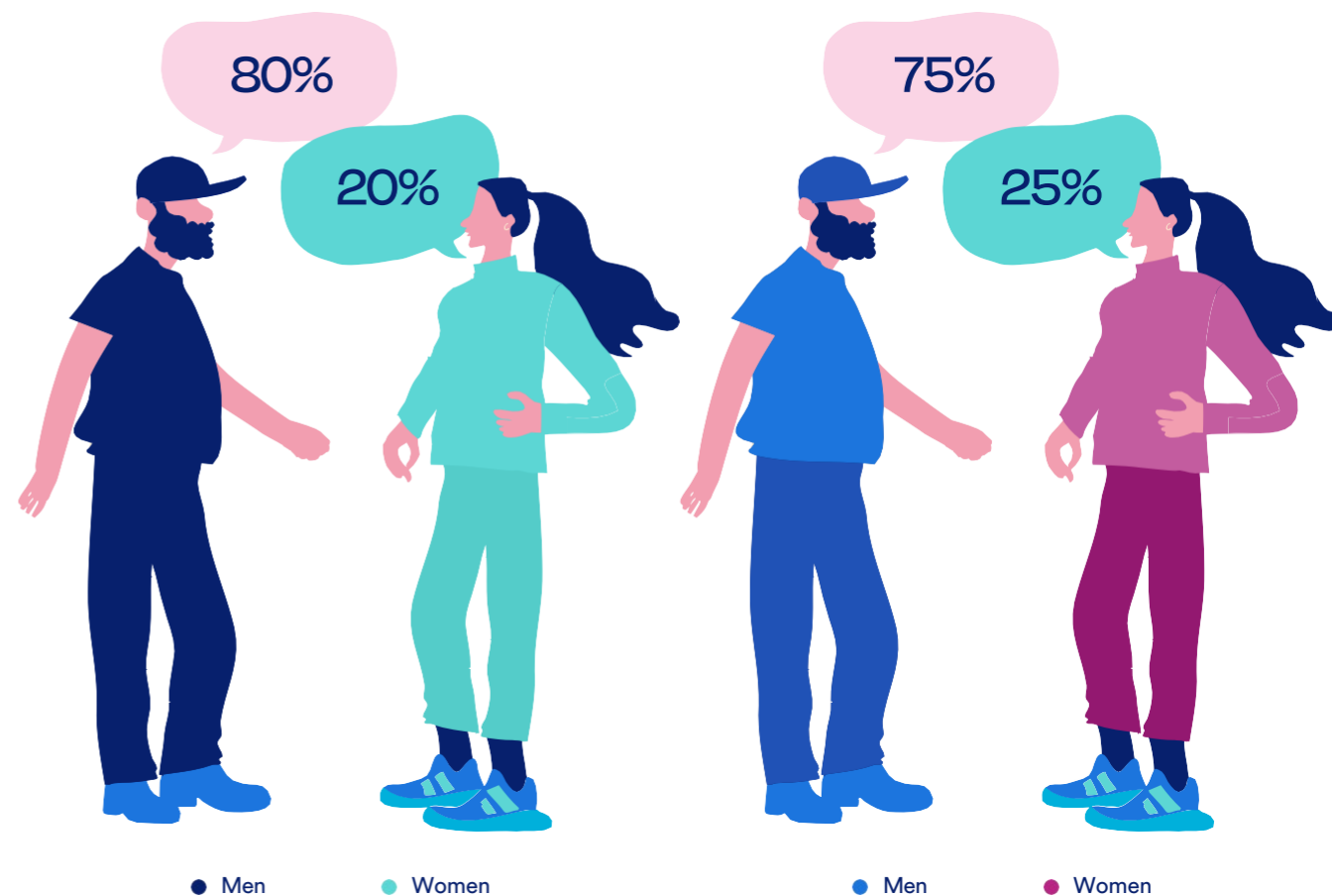
Among all employees the gender split was 26% women and 74% men. A small increase of women compared to 25% in 2022. Through better processes for recruitment, we are set on improving the ratio of women across the group. Furthermore, we acknowledge and respect that there are many ways to identify gender diversity also outside of the binary of male and female.

Status of the gender distribution of the Board of Directors in GlobalConnect are two women, out of a total of nine Board members (22/78).

For GlobalConnect AS – Norway, the split among all employees is 20% women and 80% (same as 2022) men and the gender split among leaders are 25% women and 75% men (23/73 2022)

The Board of GlobalConnect AS in Norway is also focused on diversity, having an equal split of 3 woman and 3 men.

GENDER SPLIT EMPLOYEES



Talent Acquisition Team — Diversity in the Recruitment Process

In 2023, GlobalConnect expanded the talent acquisition team significantly. An evidence-based recruitment approach is used to ensure consistent quality and reliable results, and to avoid biases. The hiring process has been improved and expanded our candidate network with a diverse pool of talent, giving recruiting leaders a wider range of candidates from which to choose. In the context of gender diversity and to support the organization in reaching its gender goals, these improvements have resulted in a better balance of genders in the final stages of recruitment processes.

We are committed to presenting at least one female candidate in each recruitment process for the hiring leader to interview (where possible), and we have set a gender split target for 2025 to recruit at least 40% women in the total number of new hires.

During 2024, we will implement an Applicant Tracking System (ATS) which will improve the candidate experience and make it easier to extract and analyze data related to diversity. When the ATS is in place, a new career site will be created, focusing on D&I.



Peakon

Peakon is our engagement tool, where we can follow scores and comments having alerts set on selected words in comments made by employees. Comments are anonymous and the tool allows for correspondence between the leader or People team and the employee without knowing the identity of the employee. The percentage of employees responding to our bi-weekly engagement survey during 2023 is 80% with an overall engagement score of 8.0 out of 10.

During 2023, we are proud to keep on reporting a high score to the question 'People from all backgrounds are treated fairly at GlobalConnect'.

The score is 9.0 out of 10 (8.9 2022) in the group and 8.9 (8.8 2022) in Norway.

GlobalConnect is equally proud of the result in the category 'I'm confident I won't be subject to harassment at GlobalConnect.' The score is 8.8 out of 10 in the group and 8.8 in Norway.

GlobalConnect's Code of Conduct also addresses the obligation of all leaders and employees to act in accordance with our values. We are committed to thoroughly investigate any reported situation and take appropriate action.

8.0 OUT OF 10

ENGAGEMENT SCORE

9.0 OUT OF 10

'PEOPLE FROM ALL BACK-
GROUNDS ARE TREATED FAIRLY
AT GLOBALCONNECT'

8.8 OUT OF 10

'I'M CONFIDENT I WON'T BE
SUBJECT TO HARASSMENT AT
GLOBALCONNECT'

EASY



EASY value-led behaviors, a part of our company strategy and part of the comprehensive leadership training.

EASY. These four letters represent our value-led behaviors and reflect who we are: Expertise, Available, Speed, You. GlobalConnect strives to simplify the complicated – to be EASY to work with. GlobalConnect's strategy EASY promotes, among other things, the celebration of different perspectives and the ambition to set each other up for success, not only focusing on one's own performance and career development but striving to also take responsibility for e.g., the success of our colleagues. All new employees are being introduced to our EASY value led behaviors when they attend the introduction day, and the behaviors are integrated as part of our annual performance appraisal process.

Based on EASY, we have also outlined our desired leadership behaviors to maximize team productivity and overall engagement. To enable leaders to explore fresh ways of thinking and discover exciting new directions, GlobalConnect has implemented a comprehensive leadership training course that spans over 7 weeks. The overall aim of the course is to equip participants with the essential tools needed in a leadership role. All the leaders have also been introduced to a mandatory D&I Unconscious Bias E-Learning to develop and learn more about creating an inclusive and diverse work environment.

Physical Work Environment and Work-Life Balance

We are committed to offering a healthy and balanced work environment that promotes mental and physical wellness and aims to reduce absences due to illness and the number of sick days. In the countries where we operate, we organize diverse group training sessions to support physical wellbeing and foster cross-departmental connections. Additionally, through partnerships with different gym chains, we provide discounted memberships to encourage regular exercise. Our initiatives also go beyond physical wellbeing, and initiatives such as meditation and mental wellbeing programs have been offered, reflecting our dedication to sustainable health for all our employees.

During the past year we have offered a hybrid working from home policy with the possibility to work from home now and then, in agreement with the leader, when tasks and business operations permit. A hybrid model can be one way of ensuring work-life balance. We also want to offer a physical work environment fit for purpose and all our offices are equipped with Webex and connected meeting rooms to enable communication with colleagues across countries without the need to travel. This supports both a CO-2 friendly policy as well as reduces the need for our employees to travel, positively impacting the ability to be with family and friends or attend to hobbies outside of working hours.

We also recognize the importance of encouraging employees to come into the office and meet with colleagues. Enjoying a coffee together, go for a walk and talk - spontaneous moments that occur in person and contribute to increased engagement and collaboration.

Throughout the year, various work environment committees in GlobalConnect held regular meetings with the goal of collaborating on issues in the work environment and improving areas in need. In Norway, the physical work environment gets evaluated on an annual basis, to ensure it is suited for all employees. The evaluation is conducted by 'hovedverneombud,' 'bedriftshelsetjenesten' and the People team.

Diversity & Inclusion – a Continuous Journey

The critical journey of diversity and inclusion is ongoing. In 2023, we have not only implemented new initiatives but also enhanced systems and streamlined processes. This has empowered us to make data-driven decisions and undertake actions and initiatives as non-biased as possible. 2024 will bring more activities within Diversity & Inclusion. We continue with a focus on being 'a preferred place to work', with initiatives to create an inclusive work culture where all are welcomed and treated with respect.

