



Dossier on Diversity,
Equity and Inclusion
(De&I)
2022



At Exolum we have a purpose:
To create innovative solutions to
improve the world. To achieve this,
we know we must rely on **Diversity,**
Equity and Inclusion as key
strategic levers.



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Message from the CEO



Sustainability has become one of the great challenges facing humanity. Under this umbrella, which encompasses various aspects related to the environment, governance and society, **diversity, equity and inclusion** are key elements on which to build a more solid and committed company. We want Exolum to be a company that integrates different points of view and reflects the diversity of the societies in which we operate as a true driver of change, innovation and growth. We define **trust**, one of our company values, as "we believe in people and what we do, and we create a culture of respect and tolerance". Under this premise, we work together to ensure a work environment where diversity, equity and inclusion are part of our organisational culture with the aim of promoting dignified and respectful treatment for everyone in the company.

Not only that; at Exolum we are aware that these three pillars help us make better decisions, foster creativity, improve productivity, contribute to talent retention and, in short, generate value by making us a better company. Hence, in their own right, they form part of Exolum's global strategy. As a result of this effort and commitment, today I am proud to present **Exolum's first Diversity, Equity and Inclusion Report**, which sets out not only the initiatives and actions implemented to continue promoting and fostering, both in our organisation and in society as a whole, the three pillars mentioned above, but also the **aspirations and ambitions** we have in this regard for the coming years.

Our presence in **nine countries around the world**, including Europe, Latin America and the Middle East, invites us to have a team where multiculturalism and diversity reflect the reality of our own society. Through our policies, we promote equality between men and women, family reconciliation, as well as the integration of people regardless of their sexual orientation, origin, race or religious beliefs. In 2021, we have intensified our activity by joining the **"CEO for Diversity" Alliance**, whose aim is to promote innovation in diversity, equality and inclusion strategies in Spanish companies. Likewise, and in clear harmony with the United Nations Sustainable Development Goals, we are an active part of the **"Target Gender Equality"** programme, which aims to increase the presence of women in senior management positions.

We are aware that we have room for improvement and that the road ahead is long, but we know where we are heading and we have the support of all the members of the **Governing Board and the people of Exolum**, our main asset. I invite you to read this report and learn first-hand about our initiatives to make Exolum a better company every day.

Jorge Lanza Perea, CEO Exolum



MAIN MILESTONES

Main milestones



1 **female Chairperson** on the Board of Directors

11%

In Spain, from 2020 to 2021, the number of women in management positions increased by 11%, and in the specialist/operator category by 20%.



In Exolum Spain, we have been audited with the **WEP (Women's Empowerment Principles)** tool within the framework of the **United Nations Global Compact**, to determine our level of development and implementation of policies and practices on Gender Diversity, and we are at an **ADVANCED level of maturity**, on a scale of four levels (Beginner, Intermediate, Advanced and Leader).



4 women on the Board of Directors



We are part of the **CEOxlaDiversity Alliance**

20%

of new hires in the Group were women.



We have a total of **31 nationalities** in the Group.

40%

of new hires are under 30 years of age.



Presence in 8 countries



In the last 2 years, we have grown in 2 new countries, committed to multicultural diversity

< 30

9% of the workforce is under 30 years of age



0,57% de empleados con algún tipo de discapacidad

2.103

Globally, Exolum employs a total of 2,103 employees

An underwater photograph showing a large amount of plastic waste, including bags and bottles, floating in the water. The scene is dimly lit, with a blue-green tint. A white rectangular box is centered over the image, containing the word 'CONTEXT' in white capital letters.

CONTEXT

What do we mean by Diversity, Equity and Inclusion at Exolum?

Our commitment to Diversity, Equity and Inclusion (De&I) allows us to ensure **equal opportunities** for all our professionals, regardless of their status or personal circumstances. We comply with the legislation in force in each country, we follow the best international standards and practices, as well as the provisions in this area included in the **Sustainable Development Goals (SDGs)** approved by the United Nations. For us, De&I is a critical aspect, which has been included in the company's strategic planning sessions.

Diversity

Diversity is the presence of differences in our teams, i.e. the representation of all backgrounds, ethnicities, races, disabilities, learning styles, religion, faith, socio-economic status, culture, marital status, languages spoken, sex, sexual orientation and gender identity, as well as their differences in ideas, thoughts, values and beliefs. At Exolum we rely on our people as a **key strategic asset** to achieve our purpose and are committed to a people management model where diversity is embedded as an inherent part of our **culture** and **values**.

Inclusion

By Inclusion, we mean creating behaviours and experiences where all people feel welcome, respected and valued. Inclusion needs to be intentionally designed to respectfully welcome and listen to different points of view. Inclusion is the step towards Diversity. In an international company like Exolum, where we live together in different cultures, traditions and languages, we understand the inclusion of geographical differences and the **uniqueness** of our people as a vector of competitiveness and a source of continuous innovation, which we wish to continue to promote and consolidate.

Equity

Equity is a principle based on Equality, but which goes one step further by taking into account the **particularities** of each person and offering them tailor-made solutions and possibilities for development. At the Exolum Group we are committed and will continue to ensure fairness through **meritocratic** management and objective decision-making.

How does Exolum ensure Diversity, Equity and Inclusion?

Governance Model

One of our objectives is to create a **Governing Body** to ensure compliance with De&I policies and initiatives in the Group, with the aim of promoting and valuing Diversity, Equity and Inclusion, as well as Equal Opportunities. This Body will integrate the Articles of Association, our Purpose and Values, the Code of Ethics, corporate policies, the rules of governance of the corporate bodies and internal committees and the compliance rules that guide the company's actions with its stakeholders.

This Diversity Governance Body will be responsible for **sponsoring the strategy**, monitoring the progress and impact of De&I initiatives and will have a diverse composition of people holding executive positions, with influence and decision-making power in the Group.

Exolum's commitment...



...to teams: proactively managing diversity and inclusion has a tangible benefit on the **engagement** and **commitment** of our colleagues. It contributes to increased satisfaction, maximising the potential of our diverse talent and the quality of leadership. A diverse company attracts the best talent available as these people prefer to work in committed and inclusive companies.



...with customers: our customer base is diverse and spread across all our geographies. Having diverse customers challenges us and invites us to **innovate** in our products and services, which helps us to drive **continuous improvement**.

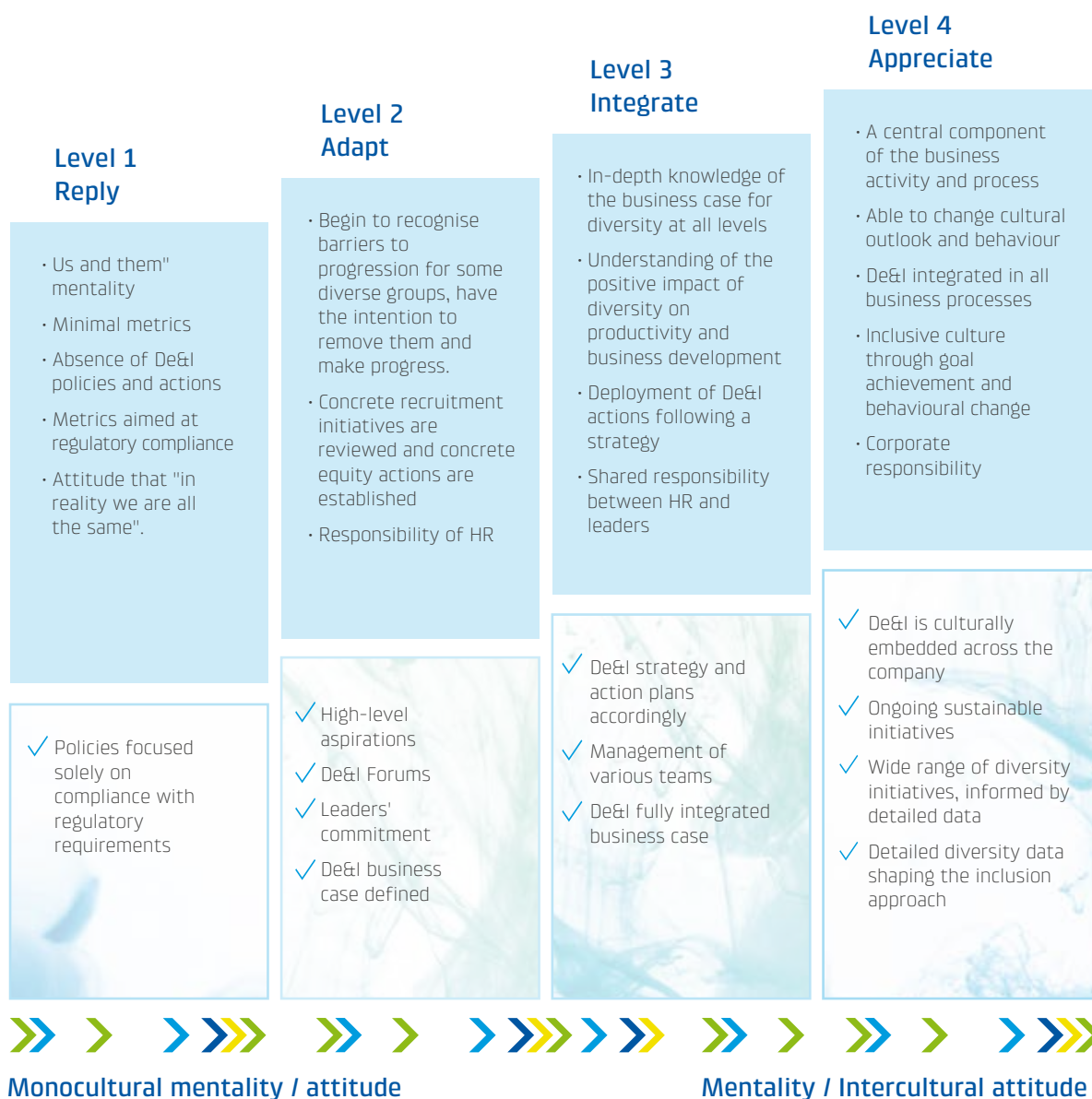


...with the communities where we operate: our commitment to **sustainability**, recognised in the Social Dividend, is non-negotiable, we want to create a positive impact and become a **benchmark** company in our sector for our diversity, equity and inclusion practices and policies.

Maturity Level Model

Knowing the De&I **Maturity Level** is an indicator that allows us to understand where the organisation stands with respect to its management in these matters. Once the level has been identified, a personalised roadmap is

established with actions adapted to the moment, based on four axes: leadership style, culture, talent policies and metrics, which allow us to advance steadily and sustainably towards the maximum level "**appreciating differences**".



At Exolum we are at the first levels of the maturity matrix; we are responding to the regulatory mandates in the different countries in which we operate, we have begun to raise awareness among our leaders about unconscious bias and we have made a public commitment to different organisations and associations at local and international level in the area of De&I.

We know we have a long way to go to achieve an inclusive culture, and to do so we need to maintain **the firm commitment** of our governing body, leadership, processes and policies, as well as the alignment of its entire ecosystem with the goal of achieving a pluralistic, egalitarian and fair culture.

An underwater scene featuring a large, vibrant jellyfish with a blue and purple bell and long, flowing tentacles. The background is a deep blue-green, with various pieces of coral and other marine life visible. The overall lighting is soft and ethereal.

PERFORMANCE
2021

exolum

Performance 2021

Promoting Diversity, Equity and Inclusion of team members and Governing Bodies

At Exolum we have experiences and lessons learned that allow us to contemplate our achievements and progress in terms of Diversity and Inclusion. However, we are aware

that we must continue to work with the aim of being a **benchmark company** in our sector and to contribute to **a more diverse and inclusive society**.

Our diverse workforce includes:



31 nationalities



4 generations co-creating



16% women

9% of colleagues under 30 years old

62% of colleagues between 30 and 50 years old

29% of colleagues over 50 years old

Exolum listens to its colleagues

In 2021 we **conducted a climate** survey that reinforces our commitment to Diversity, Equity and Inclusion. The survey, which we launched simultaneously for the first time globally, **received 60% participation**.

Among the **most highly rated issues**, the personal contribution to Exolum's goals and the impact of the work performed on customers, as well as the autonomy to develop it; and the degree of knowledge of the responsibilities of each employee, both to act against unethical behaviour and to work safely thanks to the means available.

The areas where we have room for improvement are those related to certain aspects of transparency and consistency of management messages, as well as the agility of the company's response to unethical behaviour.

In **Diversity and Inclusion**, people at Exolum feel that we treat each other with respect, regardless of gender, race or sexual orientation, and are confident to show who they are at work, without worrying about being accepted. They also emphasise equal opportunities to progress and demonstrate talent.

Exolum Group best practices in De&I

In the Exolum Group we have launched numerous **initiatives**, some of them global in scope, others local (mainly these with an impact on the SPAIN region, which encompasses the Group's companies in Spain, Latin America and Ireland) and the NWE (North

West Europe) region. These initiatives promote **diversity and inclusion** in the different dimensions that are strategic for Exolum, as they reflect the plurality of all internal and external stakeholders, as well as some initiatives with multidimensional impact.

Best practices in Gender Diversity

Gender Diversity refers to the full range of behaviours and external factors that are determined by gender and seeks to ensure effective equality between men and women.

We know that there are still many gender inequalities in terms of salary and access to management positions. That is why at Exolum we actively seek **parity** through various initiatives to ensure meritocratic management of the entire team regardless of gender.

We are aware of the journey ahead of us at Exolum in terms of gender diversity in senior management roles in particular and across the workforce in general.

However, this challenge provides us with the **impetus to undertake** and continue the initiatives we are putting in place, as we will see below, which we are starting to see results from, for example:

- In Exolum Group, women accounted for 16% of the workforce in 2021.
- Regarding the % of women in the different professional categories, the data reflect that in all of them we still have a path towards diversity, although we can observe a **positive evolution** in particular in Spain, from 2020 to 2021, the increase of women in management positions has been 11%, and in the category of specialists/operators has been 20%.
- Exolum Group sets the same base salary for all people within each Professional Group and Development Level.
- In 2021 Exolum recruited 20% women.

Performance 2021

Key initiatives

Women in Movement (WIM) Group

This internal **initiative** was created with the aim of adding value to the company from an inclusive, collaborative and plural perspective. Among other initiatives, these women had access to presentations and workshops related to Diversity.



Cristina Jaraba, Global People Lead

“For me, diversity is an important lever for advancing our purpose because it adds value to the organisation, encourages innovation and increases employee engagement, as well as making us better people and Exolum a better company. With the creation of the **WIM (Women in Movement)** group in 2019, we sought to create interest groups that would

promote actions aimed at increasing diversity based on employees' own needs. Initially the focus was on gender, but we have evolved to a broader sense of the concept of diversity. I am proud to be part of this movement and I hope it will grow much more in the future. Together we will make Exolum a better place to work.”

Target Gender Equality (TGE)

We have joined this initiative, through **the United Nations Global Compact**, which aims to empower women in organisations. This action included:

- Participation in events and forums
- CEO Statement of support for the Women's Empowerment Principles (WEPs)
- Interview with José Luis Conde as a man committed to De&I
- **Gender gap diagnosis carried out.** It has been reviewed and analysed with the **WEP (Women's Empowerment Principles)** tool to know our level of development and

implementation of policies and practices on Diversity, **and we are at an ADVANCED level of maturity**, on a four-level scale (Beginner, Intermediate, Advanced and Leader). This means that we recognise that, while formalising policies is important to effect change, we need to support those policies with practice, measurement and reporting. The next step is to address the remaining gaps in implementation and strengthen **performance** in areas where our company is doing well.

Performance 2021

Participating in forums

Representing our sector, which aimed to promote women's **empowerment** and promote gender diversity, such as UN, Inspira Steam, Matasella, Mujer e Ingeniería, Eje&Con, AEMENER...

Cristina Álvarez, BP/Operations Lead-Logistic Scheduling

“I participate in various associations such as Inspira Steam, Mujer e Ingeniería, or Aemener, because we live in a world full of opportunities for women that are often hindered by the biases that society itself creates. We professional women are responsible for confronting these biases, giving visibility to our work and activity with the aim of becoming a point of reference for girls and women of new generations”.



Participation in events to promote the presence of women in the STEM field

We are aware that Exolum belongs to a traditionally male sector. In order to reverse this trend and to promote gender diversity in the sector, we wanted to highlight the importance of incorporating young women in **STEM skills** through participation in various

forums and associations whose purpose is to promote these vocations in girls and adolescents. The aim of these actions is not only to achieve effective equality in studies and professions, but also to enrich them with other perspectives.

Performance 2021

Programmes for the development of female leadership

We signed the “**CEO Alliance for Diversity**” in collaboration with the Adecco Foundation and the CEOE Foundation, with the aim of advancing diversity policies among member companies, participating, within this alliance, in various talks on inclusive communication, on key concepts on diversity, or the one given by the philosopher and thinker José Antonio Marina. Our CEO also took part in the 1st CEO meeting, which brought together some thirty CEOs from different companies.

The Exolum Group has promoted various programmes to promote the development of women's professional careers. Exolum Spain took part in the third edition of "Sharing Talent", a **Mentoring Programme** for career development that promotes networking and skills development. We are also involved in programmes to promote women's career progression such as "Promociona" or "Progresa".

At the local level, we participate in a new programme called "**Advanced Women and Leadership Program**", which is currently in its 35th edition. This programme is provided by the Madrid Chamber of Commerce to promote women's career development, and we are members of Eje&Con, the association Ejecutivas & Consejeras whose objective is to promote #talentWithoutGender by promoting the presence of women in Senior Management and Board of Directors positions.

José Luis Conde, **Operations Aviation & Network Lead Exolum**

“My experience tells me that the accompaniment and support of a mentor is fundamental from education and during the professional stage, guiding you in making decisions and not setting limits through their example and experience. My greatest satisfaction is their freedom to decide”.



Performance 2021

Best practices in generational diversity

Generational diversity tells us about the variety of ages, professional stages and experiences that coexistence with different generations brings. Generational diversity is a **strategic advantage** for the company, as it brings different points of view and experiences, it is related to innovation, breaking traditional paradigms and encouraging new ideas. In addition to being a reality, generational diversity is an opportunity.



Metrics tell us that **the average age** of the Exolum Group is **43.65 years**, most of our teams belong to the so-called "Generation X", those born between 1961 and 1981. This generation is characterised by being at the turning point between tradition, represented by the "Baby Boomers" generation, and the modernity brought by the "Y" and "Z" generations.

At Exolum we have **four different generations** collaborating together, and we are aware of the richness that the inclusion of different perspectives, experiences and ways of understanding the world brings us. The synergy resulting from this coexistence gives us a unique approach.

Some facts about our people from a generational perspective that define us and create our DNA:



In 2021, we have recruited 56 colleagues under 30 years of age, 65 team members between 30 and 50 years of age and 18 individuals over 50 years of age. We offer **career opportunities** to both young and senior talent, in our understanding of the importance of multigenerational coexistence.

Main initiatives

Scholarship programmes

At the Exolum Group we have Scholarship Programmes that give university students, vocational training students and dual training students the opportunity to receive on-the-job training.

Paula Gavela, intern in the communication department

“I have recently joined the communication department thanks to an internship grant that has given me the opportunity to be part of this company. Since then, I have been able to learn and put into practice many things related to my studies, growing both professionally and personally. I consider myself lucky to work with great professionals from whom I learn every day, who are not afraid to delegate and give opportunities and responsibilities to younger people”.



Iván Rubio, intern at the Barcelona Laboratory.

“My experience at EXOLUM has been very enjoyable, it is a pleasant working environment. My colleagues make me feel that my activity as an intern is useful and they are training me to carry out the same tasks as them. I am learning a lot of things that I will be able to apply in my next job. Personally, EXOLUM is a company where I would like to have a job”.



Regionally, Exolum participates in various **job fairs**. In Spain, for example, we participate in Induforum and Induempleo organised by the Polytechnic University of Madrid to attract young talent.

Ángel Montiel, Operations Lead- People and General Services

“At Exolum we base our selection and talent attraction processes on objective and transparent criteria, promoting equal opportunities, with an interesting value proposition and seeking to attract the best talent to face the company's current and future challenges. To this end, we apply different measures that clearly reflect and guarantee our commitment to diversity and inclusion, such as, for example, the representation of both genders in the applications presented to the applicant area”.



Performance 2021

Best practices in Multicultural Diversity

Multicultural diversity refers to the range of races, ethnicities, behaviours, values, languages and traditions that each culture, country or background brings to the table. Each **cultural peculiarity** is a learning opportunity, as it enriches and generates value.

This dimension is strategic for us, because as a Group, we are present in different geographies and countries, and our identity as an organisation is and must be multicultural.



Lorena Iza, Head of Maintenance, Exolum Ecuador

“Proud of my indigenous roots. I belong to the inter-Andean region of Ecuador and I hold the position of Head of Maintenance specialising in supply equipment at Exolum Aviación Ecuador at the Jose Joaquín de Olmedo International Airport in Guayaquil. My experience has been very enriching professionally with constant learning and development of my skills. At Exolum we are a united family that values and respects each other among the different cultures that make my country diverse”.

Performance 2021

Some data that reflects our multiculturalism:



We are more than 2,100 colleagues and operate in 8 countries: Spain, United Kingdom, Ireland, Germany, Holland, Panama, Ecuador and Oman.



We have 31 nationalities.



Our team members are diverse in race, ethnicity, languages and traditions.

We have implemented various actions to raise **awareness** of multiculturalism. For example, at **NWE** we organise events to promote and raise awareness of the importance and richness of multiculturalism, celebrating:

- World Day of Dialogue and Development for Cultural Diversity, International Mother Language Day, Chinese New Year, Divali, St. Patrick's Day, Ramadan Wishes, Nelson Mandela International Day, Black History

Month, International Migrants Day, we commemorate Victims of Acts of Violence based on their race or religion, Shrove Tuesday (Pancake Day), International Peace Day and United Nations Day.

- We also conduct language training to ensure communication skills and to ensure we provide greater opportunities for all our colleagues.



Miguel García, BP-Commercial Services

“We can already say that we are an international group, so there are more and more occasions when we work in English, whether with new colleagues or with customers and suppliers. That's why it's very important to continue our language training and to take advantage of the opportunities the company gives us to improve in this area”.

Performance 2021

Best practices in Functional Diversity

Functional diversity refers to any person or group with a physical, sensory or mental impairment. Fifteen per cent of the world's population has some form of disability. The WHO is committed to promoting the **integration** of all people with disabilities in all their diversity.

The Exolum Group promotes the **inclusion** and integration of functionally diverse groups through various initiatives.

- We promote inclusion through **agreements and subcontracts** with companies that employ functionally diverse people, for example, with PRODIS, with whom we collaborate in their employment centre through various initiatives and activities, or with the ONCE Foundation, through the Inserta Agreement. In addition, we organise events, talks, workshops and charity markets with other foundations (El Arca and Talismán) on the occasion of different milestones associated with the calendar.



Ana del Pie Nájera, Head of Document Management CEE Prodis Foundation.

“We have been working with EXOLUM for years thanks to its strong commitment to the labour integration of people with intellectual disabilities. This collaboration has made possible the creation of jobs for this group and has meant a strong impulse in the improvement of their quality of life. At the PRODIS Special Employment Centre Foundation, we are very proud of the joint effort made with EXOLUM to achieve the integration of this group”.

Performance 2021

Carmen Arroyo, Operations Analyst Communication and Social Action

“On the International Day of Persons with Disabilities, we organised a charity market at our head office with the Prodis Foundation and the Talismán Foundation. The experience was extraordinary and the participation was very high. Both Prodis and Talismán were delighted with the affection and enthusiasm of all the people who came to the market and were very happy with how well received their articles and plants were. No doubt, we will repeat”.



- At Group level we commemorated **International Cancer Day** to raise awareness among team members about the importance of maintaining a healthy lifestyle.
- In April we celebrated **Health and Safety Month** on the occasion of World Health Day and World Day for Health and Safety at Work by addressing different topics such as nutrition, emotional wellbeing, physical exercise and safety at work.
- In NWE we have focused on men's health problems with the "**Movember**" initiative, and we have dealt with menopause, to raise awareness of this stage and the consequences it has on women's lives.
- In Spain Region we commemorated **Breast Cancer Day** by organising a webinar with a specialist to address the importance of prevention as a means of combating this disease.

Performance 2021

Best practices in LGBTQ+ Diversity

LGBTQ+ diversity refers to any way of expressing and living sexuality, as well as assuming sexual and gender expressions, preferences or orientations, identities. We want to foster a culture where anyone who wants to express their uniqueness feels free to do so without fear of being judged or of it impacting their career progression.

- At Group level, we celebrated **Diversity Month** in May with an internal campaign to raise awareness and highlight the value of diversity. One of the actions was the creation of a video, "Diversity Challenge", made up of images of people from the company to show Exolum's diversity.

Transdimensional Diversity Best Practices

Diversity events with a trans-dimensional approach:

Some of these events, already mentioned above, had a trans-dimensional scope, i.e. they impacted by their own focus and idiosyncrasy on more than one dimension. Most of them consisted of global internal communication actions such as, for example, the publication of the Non-Financial Reporting Report, the launch of the **Diversity Statement**, the publication in our Connexion magazine of a report on Charlene Samshuijzen, a member of the LGBTQ+ community, or the organisation and implementation of bite size training for all colleagues on Diversity, Equity and Inclusion.

- In June, we joined the **Pride Day** celebration by customising our logo and organising a webinar with a transgender colleague from the Group who shared her life experience with the rest of the company.

- In the NWE region, we celebrated **International Non-Binary People's Day**, Zero Discrimination Day, International Day for Family Equality and International Day for Tolerance.

Charlene Samshuijzen, Operator Amsterdam

"I am proud to be part of Exolum and to be able to show myself as I am. I am very happy that, from the different areas of the company, I have been given visibility and support to share with the organisation the great challenge of my life, which is to be able to be myself".



Exolum Group Diversity Statement

We want you to be yourself, that's why we want to create an inclusive workplace where everyone feels respected and valued. Our essence, our culture and environment, our experience... help us to be more creative and innovative and have a positive impact on the world.

Major initiatives

We have also been involved in a multitude of initiatives with a local scope. Some of these initiatives were:

- In Spain, and under the umbrella of the **CEOxlaDiversidad** alliance, we attended different workshops on leadership and inclusive communication. In addition, our CEO, Jorge Lanza, attended the annual meeting organised at the Club Financiero Génova in Madrid together with some thirty CEOs. Within the framework of the UN Global Compact, we signed the Women's Empowerment Principles (WEPS), and José Luis Conde, Operations & Aviations Network Lead at Exolum, was interviewed as a committed and representative man of De&I in our company. In addition to these institutions, we participated in the "Diversity

We celebrate diversity because interacting with different people, with different perspectives, makes Exolum a better company, and each of us, better people. Our customers are incredibly diverse, so we should be too. There's room for everyone at Exolum.

Roundtable" at Forum Spain, and signed the **Diversity Charter in Spain**; a European charter of principles that companies and organisations in Spain sign voluntarily and free of charge in order to make visible their commitment to diversity and inclusion in the workplace. This project is promoted by the European Commission and the Ministry of Equality.

- In NWE, at regional level, we carry out events to commemorate **International Human Rights Day**, International Peace Day, Zero Discrimination Day, and we organise the National Inclusion Week, among other activities.

Performance 2021

The Exolum Group's talent management processes

Our talent selection and attraction processes are based on **objective and transparent criteria**, promoting equal opportunities and seeking to attract the best talent to meet the company's current and future challenges.

In addition, to encourage interdisciplinary learning and retain internal talent, the company promotes horizontal development actions, promotions and appointments.

Promoting a flexible working environment

The Exolum Group includes specific measures in its Human Resources policies and collective bargaining agreements to foster a flexible, open and tolerant work environment.

Our work-life balance and **flexibility policies** aim to promote a work-life balance for our team members.

In 2021, the company launched numerous initiatives and measures to alleviate some of the effects that the pandemic has had on colleagues' lives, such as providing psychological and emotional support services for our professionals and their families or training for remote team management, among other measures.

In Spain, the Exolum Group offers **more than 65 social benefits** for team members and measures to ensure work-life balance, such as reduced working hours in the summer months and unpaid and extended leave dedicated to caring for family members. Likewise, in 2021, we published in Spain the remote work policy that enables those roles whose position allows it, to work remotely from home two days a

week, which facilitates responsible family reconciliation. In addition, this policy, based on the principles of flexibility, trust, well-being, responsibility and communication, offers the option of working remotely one week from other provinces during the holiday period.

All these measures have contributed to the Exolum Group **achieving the EFR (Family Responsible Company)** certificate in Spain, with a "B+ Proactive" rating.



An underwater photograph showing a large amount of plastic waste, including bags and bottles, floating in the water. The scene is dimly lit, with a blue-green tint. A white rectangular box is centered over the image, containing the text 'ROADMAP FOR THE FUTURE'.

ROADMAP
FOR THE
FUTURE

Roadmap for the future

At Exolum we are aware of the positive **economic, social and environmental** impact of our activities. Our contribution of value to all our stakeholders is reflected in our social dividend. With our commitment we want to

respond to the most critical aspects of our sector, to the needs of our stakeholders and to the challenges that are present in the societies in which we operate.

Diversity, Equity and Inclusion in the achievement of the Sustainable Development Goals (SDGs)

Our contribution to Diversity, Equity and Inclusion in each of our processes is reflected transversally in commitments that contribute to the **achievement of the Sustainable Development Goals** established by the United Nations.



We consider that contributing to the SDGs is an opportunity to participate in building the future we want, within a Global Compact that allows us to be part of the solution; it is a declaration of intent that helps society to identify with our purpose of making the world a better place.



The SDGs are a **common frame of reference**, set tangible goals and reinforce the strategic role of our CSR actions, while strengthening ties with other companies that share our philosophy.



We prioritise the **health and well-being of people** (SDG3), through a policy and philosophy that guarantees the equality of our colleagues and initiatives that reconcile professional and personal life. We are a family-friendly company.



Creating a **good working environment** is another of our priorities. Through our working conditions, equality plans and social benefits, we promote inclusive economic growth, ensuring decent work for all (SDG8) and gender equality (SDG5).



In addition, our **Corporate Social Responsibility Plan** is aligned with the 17 SDGs and contributes indirectly to promoting quality education (SDG4), thanks to our collaboration with educational and university entities, and to reducing inequalities (SDG10), through the different initiatives we regularly promote with non-profit associations and NGOs.

Roadmap for the future

Inclusion of the SDGs in variable remuneration

The Company's annual objectives include **ESG indicators** that allow us to quantify the level of compliance in this area at a global level, as these issues are part of Exolum's strategy. In this way, these indicators become tools to mobilise the organisation and define priorities. Some of these indicators are the ESG Master Plan, the reduction of CO2 emissions, the GRESB sustainability ranking, the evolution of diversity and inclusion indices and the company's accident rates.

These Group objectives have a direct impact on the annual incentive of our team members, and it is understood that their impact affects around half of the workforce, as the company's results have a multiplier effect on the incentive. These results currently impact those colleagues who participate in the **performance evaluation** model and the annual variable remuneration programme, mainly technical professionals, middle management and management of the Group's main operations. Likewise, within the individual objectives of our colleagues in the operational, HSSE, Quality, etc. areas. Targets linked to ESG (Environmental, Social and Corporate Governance) indicators are set.

De&I objectives for 2022 and 2023

- Create a governing body that allows us to set the company's agenda in relation to De&I.
- Strengthen and increase colleague training and **awareness** in these matters through internal communication actions.
- Formalise a **scorecard that allows** us to monitor and measure the degree of compliance and success of activities and/or initiatives.
- Include the ESG strategy in the ESG master plan, including the De&I strategy.
- Include in the Onboarding period a training activity on De&I and the promotion of an inclusive culture. Likewise, the design of our Onboarding programme will include the figure of the "Buddy" who will be responsible for acting as an informal companion for the professional who joins the company.
- Create informal mentoring pairs, cultural tutors or exchange tutors.
- Disseminate the De&I culture with clients and distributors.
- Encourage the figure of **internal ambassadors** for the different dimensions with the aim of promoting De&I policies (breakfasts, round tables, networking events, etc.) both internally and externally through participation in congresses, talks in educational centres, the media, etc.



Roadmap for the future

Commitments to Diversity, Equity and Inclusion

- Reinforce and make visible in our **communication plans** aspects of inclusion and diversity, both internally within the Group and in external communications and publications, reflecting the plurality existing in the markets in which we operate.
- Encourage the mobility of the different nationalities that coexist in the Exolum Group, in order to generate more innovative multicultural teams.
- Review our **Succession Plans** to ensure that all the dimensions of diversity that we want to advance are represented in our successors.
- Measure and monitor the **indicators** established to ensure our progress towards the strategic lines of action we have set ourselves in terms of De&I.
- **Raise awareness**, through training actions, among all our team members about the value that De&I provides to the Group, so that they are aware of the biases and barriers that exist and incorporate good practices and behaviours that favour bias-free decision-making and a culture based on meritocracy and equal opportunities.
- Review Exolum's **talent processes** to identify possible biases or inequities in its policies that may affect the equal progression of minorities.
- Analyse the colleague experience of the groups to be favoured, in order to identify possible barriers and obstacles.
- Continue acquiring commitments with different organisations, foundations, pacts, etc. that reinforce and broaden our line of action.



"Improving the world is part of our purpose as a company and that includes the people and the environment around us. Because Exolum is a heterogeneous company, diversity, equity and inclusion are at the heart of who we are and what we do. Only by being able to build a company culture that celebrates the values that unite us and fosters De&I will we be able to innovate, move forward as a company and, ultimately, be sustainable by contributing value to society as a whole"

Rosa García, president of Exolum