




Global Policy

Fairness & Respect at Work

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1 Executive Summary

At Envu, we constantly strive to create the best environment for employees to perform, innovate and develop. We believe that a critical element in achieving this goal is treating every employee fairly and with respect.

The essential components of Fairness and Respect are an environment in which acceptable standards of behavior are followed and that ensures that employees shall not be subject to discrimination, harassment, or retaliation. Envu believes that its employees deserve to work in an environment where fairness and respect are an essential part of the company culture.

2 Purpose Statement

2.1 Policy Rationale

The objective of this Policy is to support Envu employees and managers in their efforts to create a fair and respectful work environment that is also compliant with applicable laws and regulations.

2.2 Risks to be mitigated

The consequences for violating employment, labor or anti-discrimination laws or otherwise failing to provide Fairness and Respect at Work can be extremely serious both for Envu as a company and for individual employees, can negatively impact employee morale and motivation, and can expose Envu to legal and reputational risk that, among other things, impairs our ability to recruit the best talents in the market.

If you believe that there has been a violation of this Policy, you should report your concerns primarily to your manager, your manager's manager (only in case your direct manager is involved), your HR Business Partner, Compliance Officer, your Law Department, or the Envu Compliance Hotline.

2.3 Groups Affected

This Policy applies to all Envu employees.

3 Policy Content

3.1 Material guidance applicable to fairness and respect at work

Envu employees deserve to be treated fairly and not discriminated against and not subjected to harassment or other unprofessional or disrespectful behavior, and to feel free to share their good faith concerns without fear of retaliation.

3.1.1 Fair treatment

At Envu, the only acceptable reasons for deciding regarding an employee are the employee's competencies, performance at their job and behavior in the work environment.

Typical discriminatory treatment takes into consideration – consciously or unconsciously – irrelevant characteristics of an employee such as race, national origin, gender, age, physical

characteristics, social origin, disability, union membership, religion, family status, pregnancy, sexual orientation, gender identity, gender expression or any unlawful criterion under applicable law (called “Characteristics Unrelated to Work” in the rest of this chapter).

Treating similarly situated employees differently because of Characteristics Unrelated to Work is not permitted at Envu.

3.1.1.a Recruiting

Applications may only be evaluated based on legitimate, job-related, non-discriminatory criteria. Reviewers may not use any criteria irrelevant to a candidate’s competencies in reference to a given opportunity.

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| <ul style="list-style-type: none"> ✔ Start with a clear, accurate and complete job description ✔ Use competency-based interviews and prepare the interview questions you would like to ask candidates in advance ✔ Review your questions with your HR Recruiter as need be to ensure they are effective, related to the competencies required for the job, legal and culturally appropriate ✔ Follow a consistent interview process with each candidate ✔ Use interview teams instead of individual interviewers ✔ Be specific when evaluating a candidate, focusing on the candidate’s competencies ✔ Document the reasons for your hiring decision | <ul style="list-style-type: none"> ✘ Ask about or make decisions based on Characteristics Unrelated to Work ✘ Ask about sensitive topics (such as politics) that are not related to the competencies of the candidate ✘ Unnecessarily delay decision-making and appropriate notice to candidates ✘ Ignore established recruiting procedures and practices ✘ Forget to collaborate with HR |
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3.1.1.b During employment

Discrimination can also occur during employment, such as when providing performance reviews, making decisions about compensation, deciding to offer a development opportunity, addressing vacation requests, addressing performance deficiencies, or making decisions regarding discipline. Such decisions may only consider legitimate job and performance related factors.

3.1.1.b.i Performance management

Performance reviews should only be based upon relevant factors, primarily the extent to which agreed upon business and ESG-related objectives have been achieved. Performance reviews also consider other relevant factors, such as key job responsibilities.

3.1.1.b.ii Compensation

Similarly situated employees who perform comparable work of comparable quality deserve to receive comparable pay. Differences in pay may only be supported by the following factors: pay for performance, external competitiveness, and internal equity.

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| <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Start with the perspective of equal pay for equal performance <input checked="" type="checkbox"/> Recognize and reward the actual contributions of employees <input checked="" type="checkbox"/> Use available tools and resources for determining initial compensation and merit increases | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Make compensation decisions that are grounded in illegitimate, discriminatory, or other factors not related to job performance or business considerations |
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3.1.1.b.iii Development opportunities

Promotions and decisions regarding access to development opportunities may not be based on discriminatory criteria or reasoning (for example, hindering an employee from being promoted despite demonstrated superior competence and superior performance compared to other candidates because he or she belongs to a minority ethnic group).

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| <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Foster the development of your direct reports <input checked="" type="checkbox"/> Provide the same room for personal growth to all employees <input checked="" type="checkbox"/> Have a Development Dialogue with your direct reports that reflects the perspective that employee development is a worthwhile investment <input checked="" type="checkbox"/> Emphasize to your direct reports that development opportunities are available <input checked="" type="checkbox"/> Encourage self-initiative and personal accountability <input checked="" type="checkbox"/> Base development decisions on an employee's performance, current job requirements, demonstrated competencies, development potential, the knowledge and competencies required to support the employee's future career development and the employee's ambitions <input checked="" type="checkbox"/> Post open positions to the global internal job board | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Consider characteristics unrelated to work in offering development opportunities or making promotion decisions <input checked="" type="checkbox"/> Act in an inconsistent or unfair manner in developing or promoting an employee <input checked="" type="checkbox"/> Give less time and attention to the development dialogue than it deserves <input checked="" type="checkbox"/> Restrict development resources or access to opportunities that may be needed for satisfactory performance in an employee's current role or to achieve development objectives |
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3.1.1.b.iv Flexible Work Time Arrangements and Vacation

Envu offers its employees a variety of such opportunities wherever possible and expects that employees will take advantage of these opportunities. In some cases, manager approval is required. Managers may not unreasonably deny such requests. Likewise, managers may not penalize or discriminate against an employee who uses one or more of these options, such as a flexible work schedule.

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| <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Promote a healthy work-life balance <input checked="" type="checkbox"/> Support flexible work arrangements when possible <input checked="" type="checkbox"/> Respect an employee's right to rest and recharge <input checked="" type="checkbox"/> Make use of modern technologies to avoid unnecessary travel demands | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Pressure employees to put work above all else <input checked="" type="checkbox"/> Routinely schedule meetings and calls outside of core working hours <input checked="" type="checkbox"/> Unreasonably restrict employee attempts to schedule or use vacation time |
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3.1.1.b.v Performance Deficiencies

When an employee's performance or behavior is unsatisfactory, it is necessary to institute performance improvement measures. Such measures are most commonly necessary to correct performance or behavior that could result in unfavorable consequences for the employee, such as an unfavorable performance review (or another such review) or discipline.

When discussing performance improvement measures with the employee, it is important to emphasize that their primary purpose is to support the employee by correcting problems that negatively affect performance, not for punishment. It is also important that the measures are designed to improve the employee's performance and put the employee on track to a successful career at Envu. Finally, the reasons for the measures must be legitimate and properly documented.

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| <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Act only for sound business reasons <input checked="" type="checkbox"/> Validate that you are acting in a reasonable, consistent, and lawful manner <input checked="" type="checkbox"/> Be honest and transparent about why performance improvement measures are needed <input checked="" type="checkbox"/> Be sure the employee has been warned and has a reasonable chance to correct the unsatisfactory performance or behavior, except in cases of serious misconduct where this may not be possible <input checked="" type="checkbox"/> Respect the dignity of the person when discussing performance or behavior | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Use performance improvement measures as punishment <input checked="" type="checkbox"/> Be dishonest or publicly demean, embarrass, or humiliate an employee in the process of addressing performance deficiencies <input checked="" type="checkbox"/> Hesitate to ask for guidance and assistance from HR |
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problems and the related performance improvement measures

- Appropriately document your decision making

3.1.1.b.vi Discipline

In some cases, an employee's performance or behavior may be so unsatisfactory that it is necessary to take disciplinary action.

Employees should only be disciplined for reasons relevant to their job.

In all cases, the actions that led to the discipline and the reasons for the disciplinary measures imposed must be legitimate and properly documented.

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| <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Analyze your decision to discipline or terminate an employee carefully <input checked="" type="checkbox"/> Act only for sound business reasons <input checked="" type="checkbox"/> Validate that you are acting in a reasonable, consistent, and lawful manner <input checked="" type="checkbox"/> Be honest and transparent about the reason for the discipline <input checked="" type="checkbox"/> Respect the dignity of the person when communicating throughout the disciplinary process <input checked="" type="checkbox"/> Appropriately document your decision making | <ul style="list-style-type: none"> <input type="checkbox"/> Discipline or discharge in anger <input type="checkbox"/> Make judgments too quickly – make sure you know the facts and relevant history before reaching a conclusion <input type="checkbox"/> Be dishonest or publicly demean, embarrass, or humiliate an employee in the process of taking disciplinary action <input type="checkbox"/> Hesitate to ask for guidance and assistance from HR |
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3.1.2 Respectful Relations

We expect our employees to be respectful, professional, and fair in their dealings with colleagues and third parties. This includes customers, suppliers, and officials. Bullying or harassment of any kind is forbidden.

Often harassment and bullying are things that occur over time, through a pattern of behavior that an employee eventually finds intolerable. However, even a single incident, if severe enough, can constitute harassment or bullying.

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| <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Treat people within the company and beyond it with dignity and respect <input checked="" type="checkbox"/> Appreciate and respect diverse abilities, experiences and cultural backgrounds and derive benefits from those differences <input checked="" type="checkbox"/> Address any violations of these social | <ul style="list-style-type: none"> <input type="checkbox"/> Treat the people you interact with at work in an intimidating, hostile or abusive manner <input type="checkbox"/> Use ambiguous or suggestive comments towards colleagues that might be viewed as discriminatory, offensive, or |
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interaction principles through appropriate channels

malicious

- Create or allow an atmosphere that tolerates or encourages unwanted touching or the sharing of inappropriate or offensive comments, jokes or images

3.1.3 Free and Open Sharing of Concerns

Employees should share their good faith concerns about discrimination, harassment, disrespectful or unprofessional behavior, or any other good faith concern they have about possible violations of law, legal regulations, Envu values or company regulations. When you have a concern, you can turn primarily to your manager, your manager's manager (only in case direct manager is involved), your HR Business Partner, Compliance Officer, your Legal Department, or Envu's anonymous Compliance Hotline.

Envu encourages its employees to speak up and will not retaliate or tolerate retaliation against any employee who in good faith raises concerns or takes other appropriate action, even if the concerns ultimately prove not to have been justified.

Any action by a manager that might convince a reasonable worker not to express a good faith concern may be viewed as retaliation.

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| <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Report any concerns you may have about violations of law or Group Regulations <input checked="" type="checkbox"/> Report suspected retaliation <input checked="" type="checkbox"/> Make decisions for legitimate, non-retaliatory reasons <input checked="" type="checkbox"/> Ensure that employees who raise concerns are treated fairly and are not retaliated against <input checked="" type="checkbox"/> Scrutinize any decision impacting an employee who raised a concern <input checked="" type="checkbox"/> Take steps to prevent retaliation, such as reminding an employee who is a subject of a complaint of Envu's non retaliation policy <input checked="" type="checkbox"/> Handle retaliation complaints as seriously as the original concern <input checked="" type="checkbox"/> Let the employee know the outcome of his or her complaint, to the extent possible <input checked="" type="checkbox"/> Discipline any retaliator – zero tolerance for retaliation is the standard | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Be afraid to speak up if you have a concern <input checked="" type="checkbox"/> Make comments suggesting a retaliatory motive (for example, complaint would "come back to haunt" employee; supervisor threatened to make potential complainant's life "a living nightmare") <input checked="" type="checkbox"/> Take a legitimate, justified action against a complainant without adequate review and documentation, especially when that action is to be taken close in time to the complaint <input checked="" type="checkbox"/> Take an unjustified, non-legitimate negative action against a complainant (or anyone else) |
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3.1.4 Social Dialogue

Envu strengthens global fairness and respect through vibrant social dialogue. Empowered employee voices resonate in negotiations, diverse perspectives fuel balanced outcomes, and constructive disagreements build a collaborative space where every voice matters.

Envu is dedicated to enhancing its social dialogue through focused and strategic initiatives. Central to our approach is strengthening collective bargaining, where employee representatives are empowered to engage effectively in negotiations, ensuring their voices are robustly represented and heard. Envu is committed to promoting equitable dialogue, creating an environment where parties of all sizes and influences can participate equally, contributing to balanced and fair outcomes.

Envu is committed to cultivating a culture of mutual respect where diverse perspectives are not just tolerated but actively valued. This commitment manifests in creating an atmosphere conducive to embracing different viewpoints, ensuring that disagreements are approached with constructive and solution-oriented discussions. By doing so, Envu fosters a collaborative environment where every voice is heard and respected, contributing to more inclusive and effective decision-making processes.

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| <ul style="list-style-type: none"> ✔ Establish regular dialogue channels with employee representatives, ensuring their active participation in collective bargaining negotiations and other key decision-making processes. Allocate dedicated resources to empower effective representation ✔ Create a platform where diverse voices are heard and actively sought. Encourage contributions from all levels and backgrounds to foster balanced outcomes and enrich strategic decision-making. ✔ Nurture a culture of mutual respect where constructive disagreements are embraced as opportunities for growth. Equip managers with conflict resolution skills to facilitate solution-oriented discussions that value diverse perspectives ✔ Continuously invest in programs that enhance social dialogue skills for both employees and representatives ✔ Regularly assess and refine the social dialogue framework to ensure its relevance. Be responsive to evolving needs and adapt processes to optimize participation and effectiveness | <ul style="list-style-type: none"> ✘ Recognize the crucial role of employee representatives in ensuring fair decision-making. Avoid excluding them from key discussions or neglecting their input ✘ Cultivate an open and honest dialogue environment, even when confronted with challenging viewpoints. Suppressing diverse voices hinders innovation and undermines balanced outcomes ✘ Approach disagreements as opportunities for constructive collaboration and problem-solving. Avoid escalating tensions or dismissing concerns, as solutions often lie within respectful exchange ✘ Remain flexible and adaptable in approaching social dialogue processes. Regularly evaluate their effectiveness and be willing to update them to address evolving needs and ensure continued relevance |
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3.1.5 Career Management & Training

At Envu, we believe in fostering a dynamic and thriving workforce where individual growth unlocks collective success. Our career management and training practice nurtures potential, empowers internal mobility, and navigates dignified transitions. It ensures every employee has the tools and opportunities to carve their unique path to fulfillment.

Envu commits to supporting its employees at every stage of their careers, prioritizing their development and well-being. Professional development and training at Envu are structured to comprehensively address the key stages of an employee's career journey. This includes the recruitment process, which focuses on attracting and selecting individuals who align with Envu's values and objectives. Training is a continuous and dynamic aspect tailored to equip employees with the necessary skills and knowledge for current and future roles. Additionally, when necessary, layoffs are handled with utmost sensitivity and respect, ensuring that transitions are as smooth and dignified as possible for all involved.

Envu strongly emphasizes supporting and prioritizing internal mobility as a key aspect of its career management and training strategy. This approach ensures employees are provided with opportunities to explore different roles and responsibilities within the organization, fostering a dynamic and adaptable workforce.

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| <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Seek individuals whose goals and values align with Envu's, building a foundation for shared success <input checked="" type="checkbox"/> Provide training and development programs that equip employees with the skills and knowledge needed for current and future roles <input checked="" type="checkbox"/> Promote internal opportunities, allowing employees to explore diverse paths and unlock their full potential within Envu <input checked="" type="checkbox"/> Implement dedicated programs and mentoring initiatives to facilitate skill development and career progression <input checked="" type="checkbox"/> When necessary, handle layoffs with utmost sensitivity and compassion, ensuring a dignified and supportive process for all involved | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Overlook the importance of shared values and aspirations, potentially hindering long-term engagement and success <input checked="" type="checkbox"/> Overlook internal candidates for suitable roles <input checked="" type="checkbox"/> Missed the opportunity to support employee aspiration and career progression <input checked="" type="checkbox"/> Approach layoffs with disregard or insensitivity, damaging employee morale and impacting company culture |
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3.2 Roles and Responsibilities

An understanding of the roles and responsibilities of the parties involved is imperative. It is expected that all involved stakeholders support compliance with this Policy as well as external, legal requirements.

3.3 Implementation, Training and Control

This Policy is reviewed annually, and any new version is approved by the Head of People, Culture & Communication.

Fairness & Respect at Work is the object of a web-based training to be followed by all Envu employees.