

Gender & Diversity at PNO

We can't wait

INTRO:

Our purpose is to lead the transition to sustainable freight. We constantly push the boundaries to create an even better and more responsible version of PNO, where we make a profound impact. Therefore, we need to embrace being comfortable with the uncomfortable. Being in transition is moving forward with a mindset of being extremely focused on People, Planet, and Profit.

This document highlights our commitment and actions to Gender and Diversity.

2021 and 2022 UPDATE

FOCUS 1: Gender and Diversity - priorities and targets

In 2021, we signed the UN's Women Empowerment Principle (WEP) and pledged Gender Equality. Why? We needed to learn and get started with our gender and diversity work, and looking at the world we live in, we can't wait to do more. We want to run fast to see that we create real action within this focus area internally - first, and through the WEP, we are provided with a framework that enables us to create concrete actions.

We made a self-assessment of our status on Gender and Diversity through the WEPs Gender GAP Analysis Tool and scored the Achiever status (30% out of 100%).

What is WEP

The Women's Empowerment Principles (WEPs) are a set of Principles offering guidance to businesses on how to promote gender equality and women's empowerment in the workplace, marketplace, and community. Established by UN Global Compact and UN Women, the WEPs are informed by international labor and human rights standards and grounded in the recognition that businesses have a stake in and responsibility for gender equality and women's empowerment. WEPs are a primary vehicle for corporate delivery on gender equality dimensions of the 2030 agenda and the United Nations Sustainable Development Goals.

2021 update

We can always do better, and these are just a few steps in the right direction.

1. Recruitment and job posting (80% reached)

In our job postings, we used non-gender-specific language to target a diverse group of candidates. We also added a specific section in our postings and website (under “join us”) that describes our Gender and Diversity approach.

All applications shared from our recruitment agencies to PNO for the initial interviews only showed the actual CV, not a name, image, or gender, to remove any potential unconscious bias.

The applications shared with PNO directly through LinkedIn or other job posting channels included names, images, etc.

2. Gender-diverse board (female board member) (100% reached)

We invited new members to our board, and we set a target to have greater board diversity along with at least one female board member (25%). Yolanda Paulissen joined us as our first female board member.

3. Women in business talks (50% reached)

We had two sessions with female leaders who shared their growth journey - challenges and opportunities with our team to share some honest thoughts about being women in business.

We set a target of at least four sessions which we did not manage to reach.

4. Education (100% reached)

We are a company in different countries, languages, backgrounds, and cultures. We need to watch out for unconscious bias, and we did this through education related to cultural differences and value-driven education. Through education on good values, we build a great foundation for diversity and inclusion. We must lead and think through our values to ensure that everyone can bring their true selves to work every day irrespective of their ethnicity, religion, sexual orientation, gender, disability, or any other individual characteristic.

We set out to find and launch a framework for all new members to run through the Transformation Table (value-driven education).

5. Establish a Gender & Diversity workgroup (100% reached)

We established a workgroup to discuss and qualify Gender & Diversity initiatives.

Workgroup: Hanne, Solvej, Jacob, and Thomas.

2022 update

We focused on seeing change happen - and we want to see PNO move fast forward with impact in the field of Gender & Diversity.

1. Gender breakdown (*not reached*)

To correctly measure and take concrete actions in terms of our gender breakdown, we needed to understand the gender breakdown for candidates that we have hired over the past twelve months.

I.e., Are specific employee demographics more likely to leave PNO than others? And why?

2. UN Global Compact (*100% reached*)

In Q3 2022, we signed the UN Global Compact with a specific focus on the Sustainable Development Goal (SDG) 5.5. We want to work on including diversity and inclusion in every aspect of PNO. We all have a role to play in making sure that diversity and inclusion do not sit with one person but it has to live in the organization. It is not an easy task, but it is a priority, and we want to see that we move the pin to this focus area.

Therefore:

The PNO team covering the management, Country Directors, Head of, and communication roles will attend unconscious bias and inclusive communication training with The Other Box between November 2022 and January 2023.

Our target is that the above group has run through the training by the end of January 2023.

We (Head of People, Solvej) have joined the UN Global Compact's Target Gender Equality Team Accelerator program to be trained to best implement the DEI tools in an organization. It is a program running for 11 months (finishes in Q2, 2023)

3. Gender & Diversity workgroup change (*100% reached*)

By November 2022, a new Gender & Diversity workgroup made up of 4 members of our team will be in place to support our strategy surrounding our Gender & Diversity efforts. They will be enrolled for a 1-year term. The group will include members who are newcomers to PNO who demonstrate an interest or a strong voice in gender and diversity. They will also represent a diverse age group.

The workgroup will evaluate new ideas, concepts and see that concrete actions are taken and set measurable targets.

The workgroup members:

Solvej

Romeo

Minakshi

Hanne

Renate

Meeting routine:

Twice yearly during November and June - 1 hour.

4. Commitment to work with projects or groups - SAGA (**100% reached**)

We have a big heart for projects or groups that can be levers of change in the world and honestly feel responsible for putting collaboration above the competition. We decided to support the party-neutral youth movement, SAGA, as they are bringing dialogues with those parties that can result in more impactful systemic change. SAGA is putting climate, mental health, and education as their core focus areas, and they establish dialogues hoping to create a healthy society *with* them. There is so much that can be made better, and we believe SAGA can be that changemaker in creating a society that is more sustainable and equitable for all of us.

SAGA - <https://sagaorg.dk/hvad-er-saga/>

For 2023

In 2023 we will focus greatly on Gender & Diversity and how we put this into practice.

1. Leadership commitment to gender diversity

All managers must support and activate the gender diversity priorities for 2023 to make commitments stick in the respective teams. We will focus on these areas from January 2023.

Why?

Gender & Diversity commitment from managers increases the share of advancement-seeking women. The share of Nordic women seeking promotion rises by 25% if the manager is committed to Gender & Diversity.

1. Emotional needs alongside functional

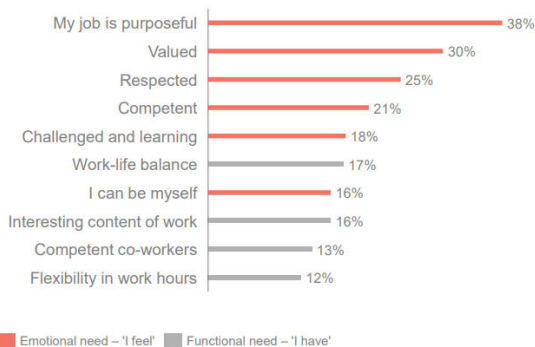
In our approach, we need a balance between focusing on functional needs to accommodating emotional needs as well.



1. Share of women that have chosen a higher share of emotional needs compared to functional needs as most important needs (up to three)
Source: BCG Denmark DE&I Survey 2022

Five most important needs of women are emotional

Share of Danish women selecting need as most important (top three)¹



1. Share of women that regard the need as 'top three' in importance. Q: "At work, I care most about ..." (select up to 3 needs)
Source: BCG Denmark DE&I Survey 2022



In practice

To respond to a greater balance between functional and emotional needs, we suggest the following actions:

Sponsorship

Sponsorship is a key initiative throughout a woman's career. This includes:

- Consistent (personal and timely booked meetings) touchpoints throughout career changes and disruptions.
- Holistic confidant understanding the changing needs along the career journey
- Supportive challenger of ambitions to keep momentum and progression
- A female leader who has the mindset of being a support and influence

For the team members returning from maternity leave, it is key to have a specific Buddy in the team who will help with the transition back to the team. A buddy who will be emotional support vs. functional needs. We have to be mindful of accommodating the changing needs of women instead of using a one-size-fits-all solution once back from maternity leave.

Dialogue

It is key to have frequent 1:1 dialogues with the team member to ensure a close dialogue with the manager. Regular internal career progression and recognition talks and feedback are important. Continuous and planned dialogues are essential where Officevibe comes into play.

Coaching - women in leadership coaching

We will select 1 or 2 women from the respective country teams and the Group office who will go on a coaching track. It will combine four x 60min one-to-one sessions and six x 60min group coaching sessions. It also includes a 90-day follow-up group call to ensure accountability.

Target to reach: One group consisting of representatives per country to run through the full women in leadership coaching program in 2023.

2. Accounting practice

We will track the below indicators per country:

The **pay gap** and how to improve on this (making a plan for this - 3-year plan with Managers and C-level)

Advancement rate

Including regular reporting on specific goals and initiatives toward the Board, team, and external stakeholders (Impact reporting or on our website)

Targets to reach:

Pay gap analysis tool and action plan in place.

3. Training

We will set a target for all training offered through PNO Capability Academy, which reflects our focus on gender & diversity. In practice, this means:

All training groups must consist of a 50% representation of our female team members.

Set up training sessions for managers with team members leaving for maternity or paternity leave.

Set up training for all PNO members to run through the training related to unconscious bias, allyship, and inclusive communication through The Other Box between January 2023 to December 2023.

Targets to reach:

All training will be in place and conducted for the relevant area by the end of 2023.

4. Communication

Communicate our efforts and targets related to our 2023 efforts internally (primarily) and externally. We must communicate our process vs. our actual targets.

What will bring value to communicate in terms of targets?

Where to communicate?

Who to communicate to?

How do we stay relevant with this focused communication?