



PNO

Leading the transition to sustainable freight

MEETING NORMS



Be Curious and Open-Minded



Participate Actively



Assume Positive Intent



A fundamental pillar at PNO



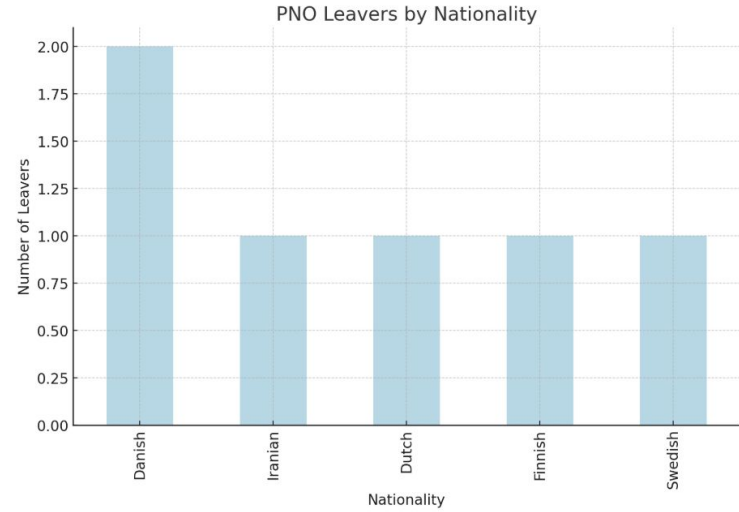
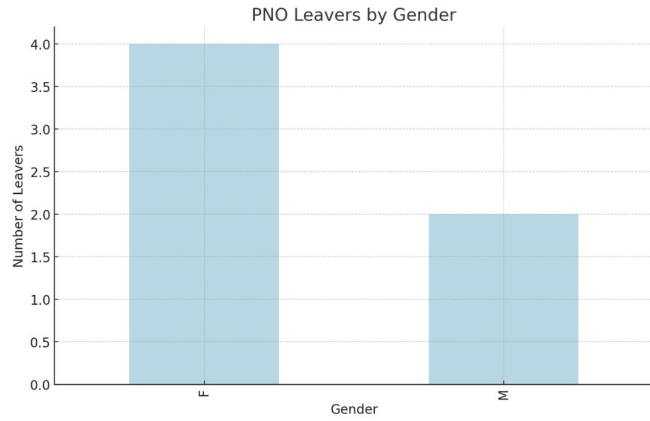
Commitment to Diversity, Equity & Inclusion

Leading the transition to sustainable freight also means taking responsibility for who has access to opportunity, voice, and good work at PNO. DEI is not an add-on to our impact work - it is part of how we run PNO.

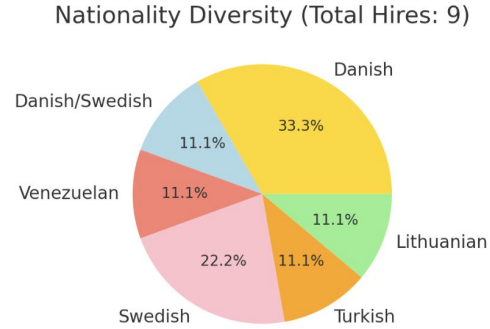
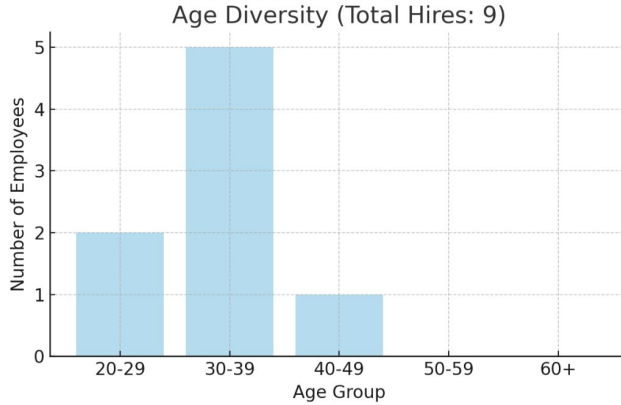
Diversity for us spans gender, age, culture, background, lived experience, and ways of thinking, and we expect that diversity to be visible across teams and in the leadership. Equity means we look at data on hiring, pay, development and act when we see gaps. Inclusion means everyone can speak up, be heard, and help shape decisions.

We set measurable goals, track our progress, and share results openly. When we fall short, we listen, adjust, and keep going. This is ongoing work and core to building a PNO that serves people, planet, and profit with integrity.

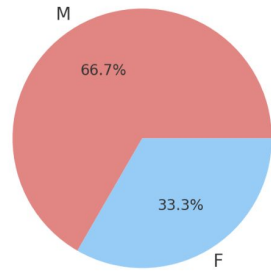
Leavers data (2025)



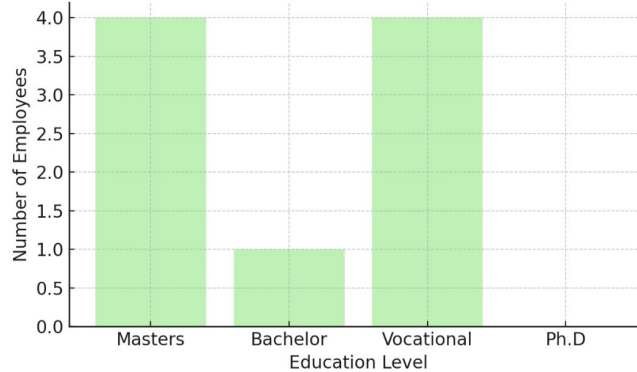
DEI Q1



Gender Diversity (Total Hires: 9)

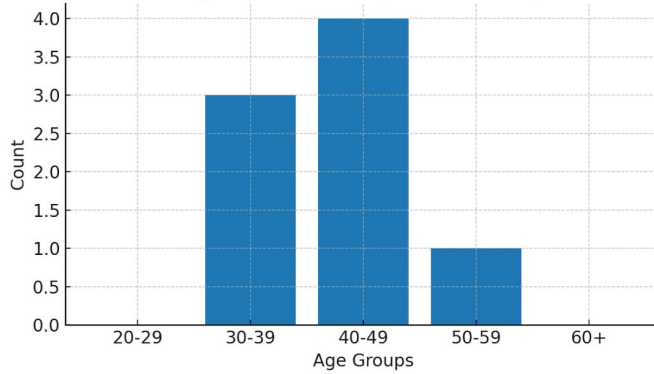


Education Level Diversity (Total Hires: 9)

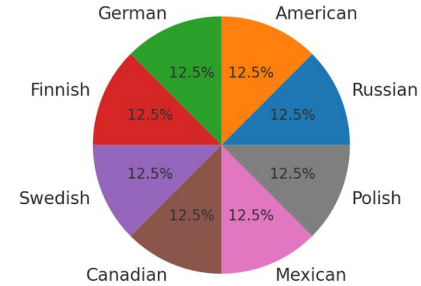


DEI Q2

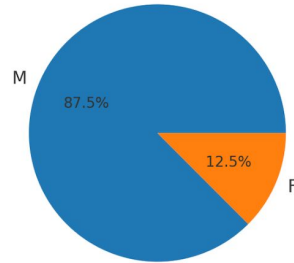
Age Distribution (Total Hires: 8)



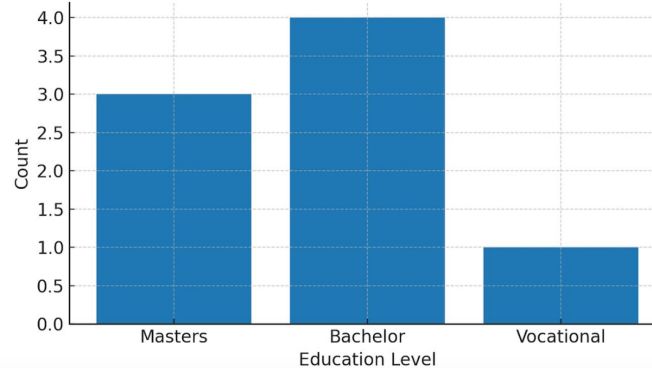
Nationality Distribution (Total Hires: 8)



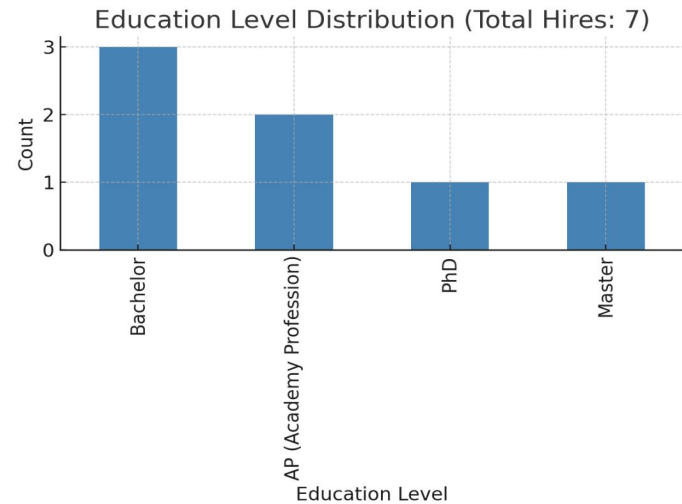
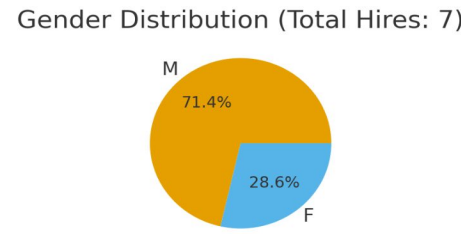
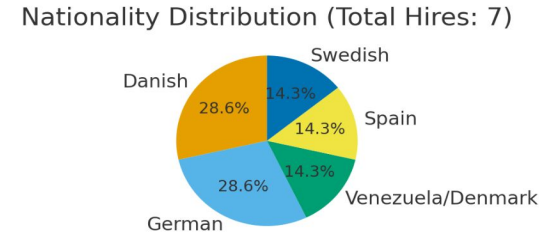
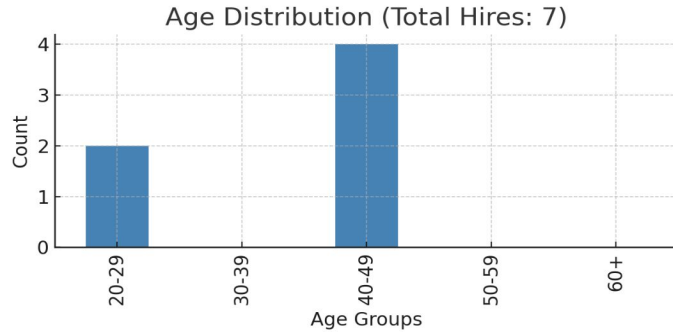
Gender Distribution (Total Hires: 8)



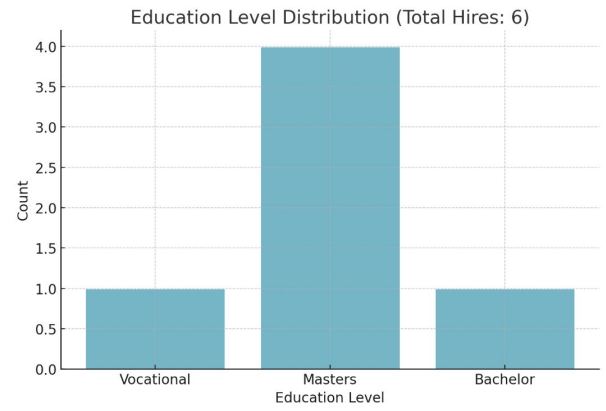
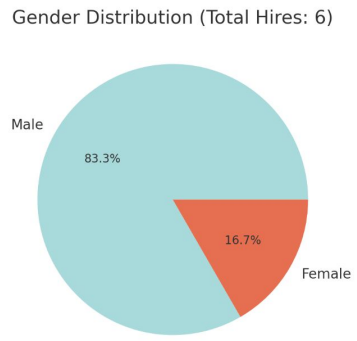
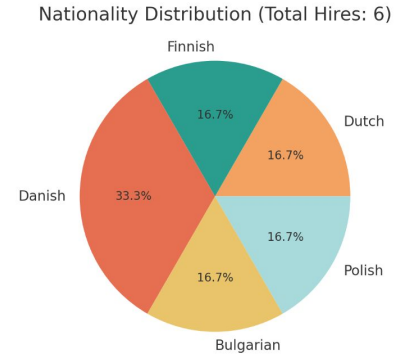
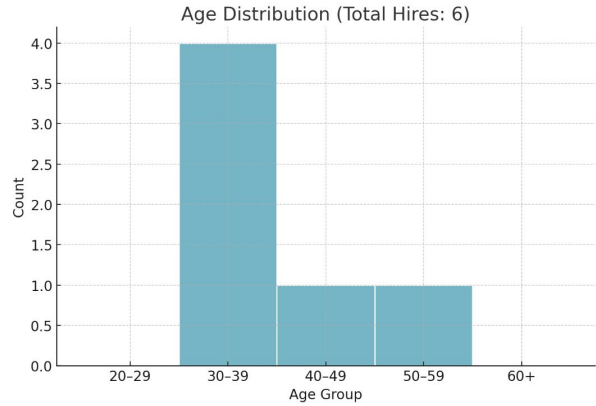
Education Level Distribution (Total Hires: 8)



DEI Q3

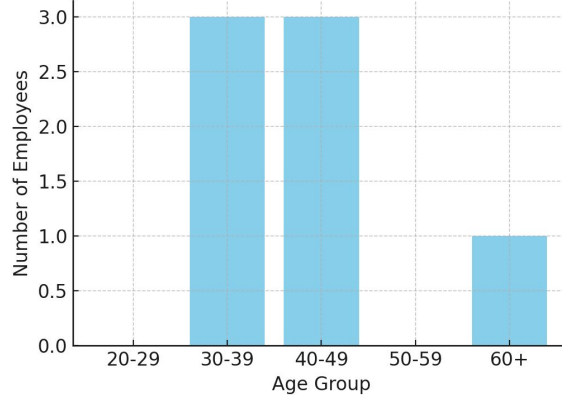


DEI Q4

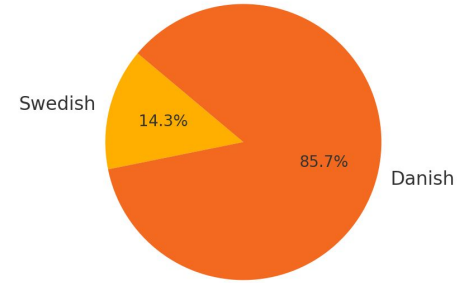


DEI Q1

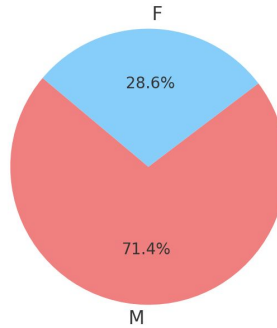
Age Diversity (Total Hires: 7)



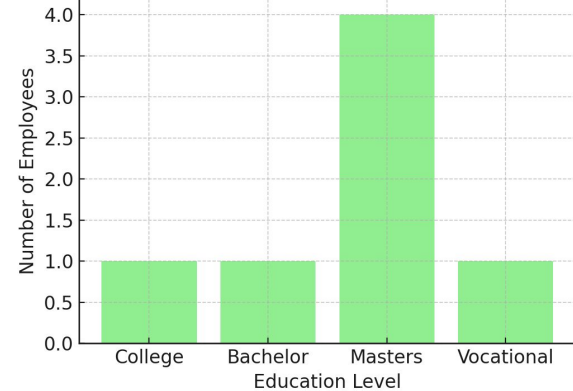
Nationality Diversity (Total Hires: 7)



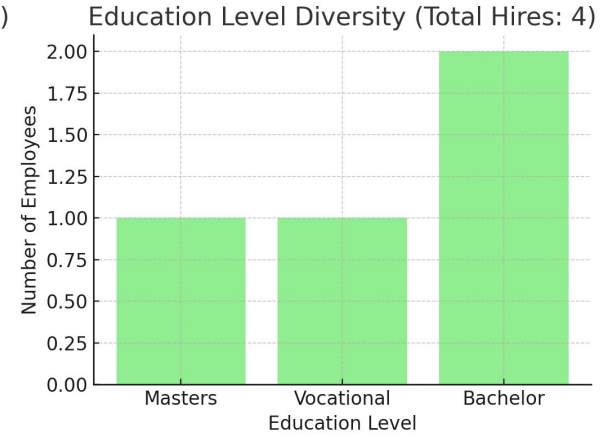
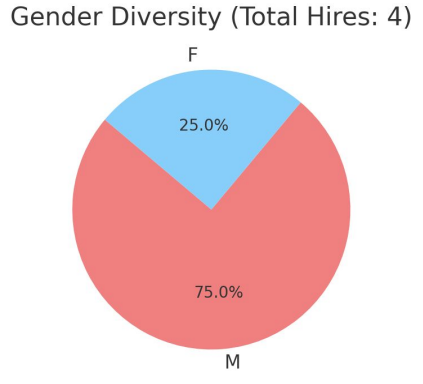
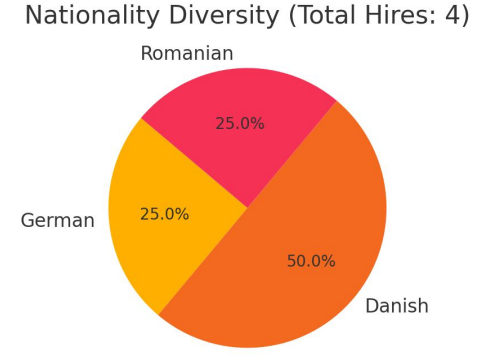
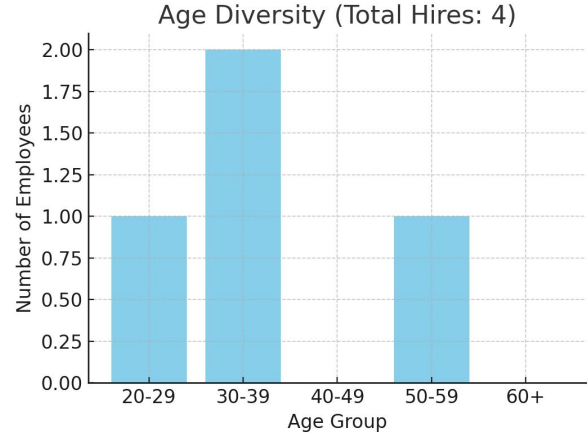
Gender Diversity (Total Hires: 7)



Education Level Diversity (Total Hires: 7)

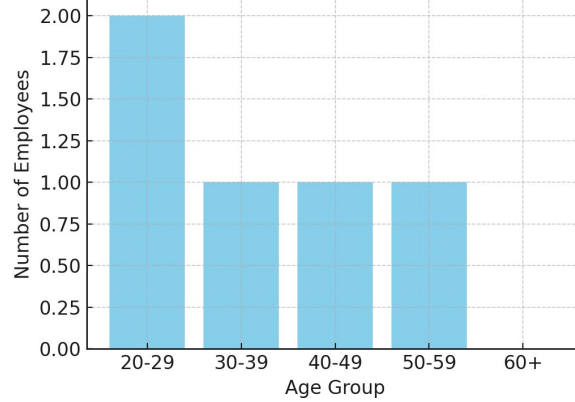


DEI Q2

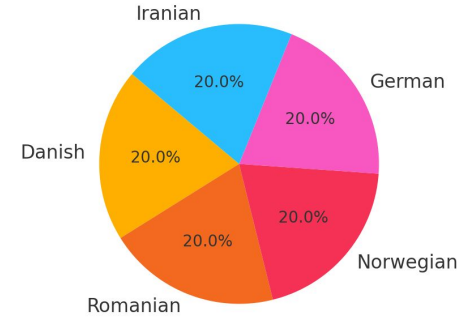


DEI Q3

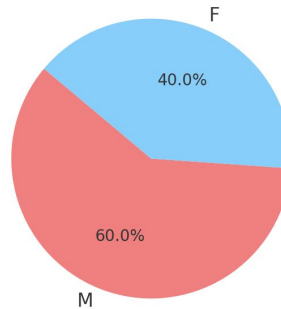
Age Diversity (Total Hires: 5)



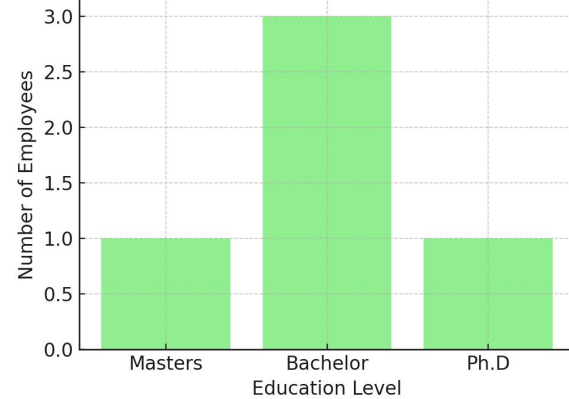
Nationality Diversity (Total Hires: 5)



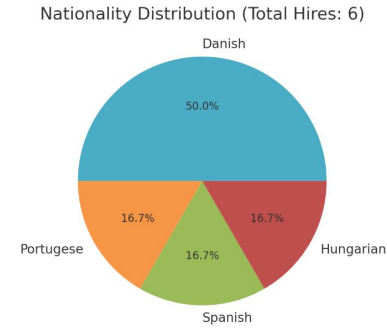
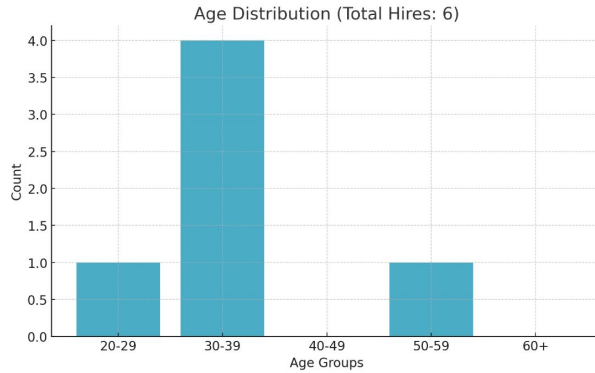
Gender Diversity (Total Hires: 5)



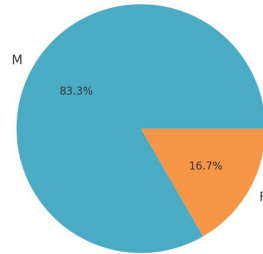
Education Level Diversity (Total Hires: 5)



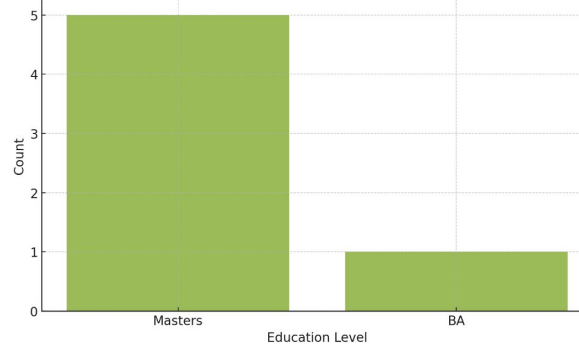
DEI Q4



Gender Distribution (Total Hires: 6)



Education Level Distribution (Total Hires: 6)



ACTIONS - 2025 (recruitment)



Address Regional Imbalances

- **Target:** Improve female representation in regions with the lowest gender diversity (e.g., The Netherlands & Germany) by 10 percentage points.
Result: Not delivered - 01 female recruited to the team in 2025 (5 members in the team) - **target not delivered.**
- **Action Plan:**
 - Develop region-specific recruitment strategies and establish partnerships with local women's networks.
 - Set quarterly reviews for tracking regional gender representation progress.

Expand Leadership Development Programs

- **Target:** Ensure 80% of women across all levels participate in coaching or training initiatives (i.e AI training)
Result: CWAI partnership training extended to all (q3) with 100% participation - **target obtained.**
- **Action Plan:**
 - Increase funding for leadership development.

Monitor and Act on Data Trends

- **Target:** Conduct quarterly data collection. - **target not delivered.**
- **Action Plan:**
 - Use the report to identify actionable areas for improvement and adjust initiatives accordingly.

Gender Gap Analysis 22, 23 & 24



Country	Female 2022	2023	2024	2025	Male 2022	2023	2024	2025
Group (CPH)	36%	35%	29%	21%	64%	65%	71%	77%
Denmark	39%	33%	50%	67%	71%	67%	50%	33%
Sweden	33%	43%	46%	43%	67%	57%	54%	57%
Finland	30%	27%	20%	10%	70%	73%	80%	90%
The Netherlands	0%	0%	0%	0%	100%	100%	100%	100%
Germany	0%	29%	0%	17%	100%	71%	100%	83%

Gender Gap Analysis 22, 23 & 24



Overall Gender Balance	2022	2023	2024	2025
Female	31%	33%	33%	25%
Male	69%	67%	67%	75%

Career Level Female	2022	2023	2024	2025	Male	2022	2023	2024	2025
Junior	50%	67%	40%	41%	50%	33%	60%	59%	
Medior	30%	30%	30%	41%	70%	70%	70%	59%	
Senior	33%	37%	40%	15%	67%	63%	60%	85%	
C-level	17%	17%	17%	17%	83%	83%	83%	86%	

How we will take action



DE&I Targets 2026

AREA	DESCRIPTION	TARGET
KPI dashboard	Build a public-facing dashboard (via Power BI) showing gender, nationality, age, and education diversity per region and seniority .	In place by Q1
CWAI partnership	Our partnership with CWAI reflects our focus on Women in AI and creating a solid network. The partnership gives access to events, training and network which is offered to every women at PNO.	100% female representation
Breakfast meet - Women at PNO	Continue the breakfast meet for women every quarter. Include SE office with a local set-up.	100% participation Quarterly meet up

How we will take action



DE&I Targets 2026

AREA	DESCRIPTION	TARGET
Regional recruitment focus	Launch (DE and NL) region-specific employer branding campaigns featuring local female employees.	50% female representation In the initial round of the candidate pipeline
CQ Assessment	CQ assessment across all teams for PNO. Self assessment done.	100% assessment done by the teams
CULTURE days	Run quarterly <i>Cultural immersion sessions</i> where the different local cultures are introduced (history, values, language snippets, traditions).	Q1 take off - rest of year

How we will take action



DE&I Targets 2026

AREA	DESCRIPTION	TARGET
Onboarding - Culture and Values	Within the first 14 days of joining PNO all new hires will be invited to our value-centric sessions and along with an intro to our DEI work.	In place by March
DEI Survey - Internationals	Conduct a survey once yearly to understand and gauge the DEI temperature within our international team.	1 survey (May) 100% participation
DEI Survey - Manager & Leadership	Conduct a survey twice yearly to understand and gauge the DEI temperature within the Manager and Leadership team.	2 surveys (Jun, Nov) 100% participation in both surveys

How we will take action

DE&I Targets 2025



AREA	DESCRIPTION	TARGET
KPI dashboard	Create and include a KPI DEI dashboard (in Power BI) for everyone to view our progress	In place by April
Advisory Board	Welcome two women in the Advisory Board - the board will consist of 4 members	25% female representation
Breakfast meet - Women at PNO	Continue the breakfast meet for women with a specific topic relevant for the women at PNO.	2 yearly meetings (March and November) 90% participation

How we will take action

DE&I Targets 2025

For 2024, we have set specific DE&I targets across the following areas to ensure that we measure our efforts and hold ourselves accountable:

AREA	DESCRIPTION	TARGET
Recruitment funnel	Increase female representation of new hires by initially by building a solid female representation in the first interview round.	50% female representation In the initial round of the candidate pipeline
AI	Actively encouraging and pushing our internationals in our team and women to join the AI training courses	80% participation in the course track
CULTURE days	Actively encouraging introducing a culture that represents one of the cultures from our team i.e. via food or an event	Twice yearly

How we will take action



DE&I Targets 2025

AREA	DESCRIPTION	TARGET
Onboarding	Within the first 14 days of joining PNO all new hires will be invited to our value-centric sessions and along with an intro to our DEI work.	In place by March
Mentorship Programs	Create a mentorship program for our internationals and women with the leadership to support career development.	In place by May
DEI Survey - Manager & Leadership	Conduct a survey twice yearly to understand and gauge the DEI temperature within the Manager and Leadership team.	2 surveys (Jun, Nov) 100% participation in both surveys

How we will take action



DE&I Targets 2024

For 2024, we have set specific DE&I targets across the following areas to ensure that we measure our efforts and hold ourselves accountable:

AREA	DESCRIPTION	TARGET
Gender Gap	Increase female representation of new hires & increase female representation of female candidates in the final interview round.	50% female representation In the final round
Advisory Board	Welcome two women in the Advisory Board - the board will consist of 4 members	25% female representation - the board was not established
Gender & Diversity Workgroup	This groups supports our DE&I strategy. Workgroup members for 2024 are: Jenny, Ibrahim, Bianca and Solvej	2 yearly meetings (Jun, Dec) 50% female and 50% male representation

How we will take action



DE&I Targets 2024

AREA	DESCRIPTION	TARGET
Moments that matter	To help the managers navigate religious holidays respectfully & equitably, we will create an inclusive scheduling guide in CODA.	Scheduling guide 100% in place
Communication	To ensure that all our external communication is aligned with the principles behind gender-neutral language. We use Grammarly for this.	100% language checked
Supplier Engagement	Our suppliers (largest in terms of revenue) receive our supplier assessment, which covers the area of DE&I.	Add DE&I questions



How we will take action



DE&I Targets 2024

AREA	DESCRIPTION	TARGET
Culture Day	To understand our different cultures at PNO we will launch a Culture Day Afternoon twice yearly where we will share insights (facts and fun things) about one of the cultures represented at our offices.	100% in place by June
New meeting norms	New meeting norms introduced to start off all meetings with good intent and a positive approach	100% launch by end of April

How we will take action

DE&I Targets 2024

AREA	DESCRIPTION	TARGET
Data collection	<p>We will do a 1st (Jan-June) and 2nd (July to Dec) half internal diversity evaluation to monitor overall diversity numbers and trends. By doing it twice yearly we can course correct and receive insights which will enable us to take action on trends.</p>	100% in place by June
Salary transparency	<p>We will set a salary range and give candidates insights to the range during pre-screening or first interview. Further, we focus on an open dialogue on where in the salary range, we assess the candidate would be placed. Why? It can perpetuate and exacerbate pay gaps</p>	100% launch by August

How we will take action



DE&I Targets 2024

AREA	DESCRIPTION	TARGET
Training Hiring Managers / Recruitment	Provide training on recruiting for DE&I for all hiring managers through our online sessions with The Other Box.	100% training participation in all 2 trainings
DE&I Survey	DE&I surveys sent to all PNO members through Officevibe. We will run these internal surveys to assess the engagement 'temperature' of where we stand.	2 surveys (Jun, Nov) 80% participation in both surveys
Women in Leadership Coaching or Individual Coaching	A dedicated coaching track to provide women with the skills, tools and opportunities to develop key leadership skills.	70% of women in PNO join the women in leadership or individual coaching sessions

DEI workgroup - 2025 + 2026

Our DEI workgroup consist of the following members:

Representing different offices

Representing different nationalities

Representing different gender groups

Jenny - team Sweden

Bianca - team Horsens

Solvej - team CPH

Ibrahim - team CPH

DE&I information on our website

Here's where you find our DE&I info



1. Go to <https://pnorental.com/impact/>
2. Scroll down to "People Initiatives"
3. Box "Diversity, Equity & Inclusion"
4. Click on "learn more here"



IMPACT

LEADING THE TRANSITION TO SUSTAINABLE FREIGHT

People and Planet

an business. The industry has a of it. At PNO, we believe in ge, humility, and a determination sponsible isn't just a box to





THANK
YOU

