

Group Policy People

As an engineering, design and advisory company within the infrastructure, industry and energy sectors, our people with their deep sector knowledge are our biggest asset. This policy establishes the foundation for promoting safe, equal and fair working conditions for our people.

AFRY's values - brave, devoted and team players - reflect our culture. They help us make the right decisions, act wisely and treat each other with care and respect.

Purpose

This policy should be understood from a holistic perspective and along with local laws and regulations in our operating countries. This policy constitutes the foundation for all People directives, processes and guidelines at AFRY and is closely integrated with AFRY's business strategy, Code of Conduct, values and culture.

The purpose of this Policy is to describe the management commitment with regards to our people and applies to all employees and any non-employees working at AFRY's premises or who may be otherwise affected by our activities. We require that our business partners also respect the principles of this policy.

Principles

- Working for AFRY should be a rewarding and fulfilling experience.
- AFRY operates globally and respect the differences in local cultures and customs.
- We are convinced that a collaborative and inclusive workplace makes a company more competitive. At AFRY, diversity and inclusion form the basis of our

people policy and we promote inclusive and diverse teams.

- To achieve a better gender balance at AFRY, we aim to increase the number of female employees significantly at all levels.
- AFRY has zero tolerance for discrimination and harassment. This applies to the work environment in our workplaces as well as digital channels such as e-mails, social media platforms or websites.
- AFRY's recruitment strategy aim to nurture AFRY's valuable employer brand to ensure our long-term growth and candidate relationships. Our recruitment process is structured, transparent and competency based. Our ambition is to mitigate bias and avoid distortion in decision making. Inclusion is central, where the AFRY Inclusion Recruitment Guide is the starting point.
- We believe in continuous development and to provide for a learning environment where our people can thrive, pursue their ambitions and advance their career.
- Leaders at AFRY commit to 'Brave Leadership'; they take a stand and are leveraging diversity and inclusion. They empower others and are flexible and find new paths.
- All people at AFRY are encouraged to challenge, ask questions and raise concerns. Speaking up and giving feedback shall not lead to any disadvantages or retaliation.
- We support equal opportunities for our people and job applicants regardless of their ethnicity, religion, gender, age, nationality, language, political opinions, sexual orientation, marital status or disability.
- We safeguard the well-being of our people by ensuring a healthy and safe working environment encompassing physical, emotional and mental well-being and a sustainable work-life balance.

- AFRY acts to promote responsible, safe and fair working conditions with respect for human rights within our operations and our supply chain. We require that our business partners also acknowledge and comply with basic human rights and responsible business conduct.
- We welcome cooperation with trade unions as we appreciate the value unions add towards creating a healthy, fair and safe place for our people to work.
- AFRY employees enjoy freedom of association and joining any union of choice. Participation in a trade union does not entail any disadvantages for the employee.

Roles and responsibilities

The People Policy is closely integrated in AFRY's business strategy, values and culture.

AFRY's Board of Directors and Group Executive Management are responsible to consider and incorporate AFRY's people's health and safety into all overall business decisions.

The Executive Vice President (EVP) and Head of Human Resources (HR) is the document owner of this Group Policy and is responsible for its content. EVP and Head of HR is also responsible for maintaining and updating

this Group Policy, and for ensuring that it is properly published.

Division and country HR and Management are responsible for communicating and implementing this Group Policy and for ensuring that all people within their area of responsibility are familiar with and follow this Group Policy.

Managers have a special responsibility to act as role models in demonstrating the desired behaviours as outlined in this Group Policy and to proactively enforce the policy on a day-to-day basis.

All employees must comply with this People Policy and are encouraged to ask questions and discuss compliance to this Group Policy with their managers and relevant support functions.