



# Diversity, Equity and Inclusion Policy

## 1. Policy Statement

Diversity, equity, and inclusion (DEI) in all aspects of our business are fundamental values at Damen. We are committed to creating a work environment where all individuals are treated with respect and dignity. As a global company, we recognize and value our workforce's diversity of cultures, backgrounds, and perspectives. A diverse and inclusive workforce is critical to our success, and we strive to create a work environment where all voices are heard and all employees feel valued, respected, and able to achieve their full potential. A key concept behind our fundamental values recognizes that most people do not fit into neat diversity silos; instead, there is more complexity to what makes you, you. With this in mind, we strive as Damen to create an inclusive environment that provides everyone, no matter who you are, equal access to opportunities and removes barriers in the form of discrimination or intolerance.

Alongside our fundamental values, we have specific standards and policies that apply globally to ensure our business's smooth and effective operation. These standards are designed to support our mission, values, and goals and to provide a consistent and fair workplace for all employees to thrive.

We focus not on our differences but on what unites us. When people of different backgrounds work together, they come up with new insights, which fuel innovation and creativity. We are committed to balancing our fundamental values and operational standards to create a diverse, inclusive, equitable, effective, and innovative workplace.

## 2. Definitions

- **Diversity:**  
Refers to the differences among individuals, including but not limited to race, ethnicity, gender, age, sexual orientation, ability, culture, religion, and background.
- **Inclusion:**  
Refers to a culture that values and actively seeks out diversity and creates an environment where individuals feel valued, respected, and included in the work environment.
- **Equity:**  
Refers to fairness and equitable treatment of all individuals regarding access to resources, opportunities, and benefits.
- **Pay discrimination:**  
Pay discrimination occurs when an employee is paid differently from others because of race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, disability, age, or genetic information.
- **Recruitment:**  
The process of finding and attracting qualified candidates for a job opening.
- **Selection:**  
The process of choosing the most suitable candidate for a job based on their qualifications, skills, and experience.
- **Compensation:**  
The total financial and non-financial rewards provided to an employee in exchange for their work, including base pay, bonuses, benefits, and perks.
- **Employee Development:**  
Providing employees with equal opportunities to grow and enhance their skills and abilities through training, education, and other experiences.
- **Performance Evaluations:**  
Regularly assessing an employee's job performance to identify improvement areas and set future performance goals.
- **Promotions:**  
The process of advancing an employee's job position to a higher level within the organization.
- **Transferring:**  
The process of moving an employee from one job or department to another within the same organization.
- **Benefits:**  
Additional perks and advantages offered to employees in addition to their base pay, such as health insurance, retirement plans, and paid time off.
- **Disciplinary Action:**  
The process of taking corrective measures against an employee violating company policies or having an unsatisfactory job performance.
- **Independent Confidential Advisor:**  
An appointed, trained, internal person who is not affiliated with the HR Group nor Compliance, allowing employees to report incidents without fear of retaliation or conflicts of interest.
- **External Confidential Advisor:**  
An appointed, trained, impartial professional who is not affiliated with the organization where the incident occurred and is not obliged to report to the organization. They are trained professionals who provide unbiased and confidential advice to individuals who may feel uncomfortable seeking support from the organization's internal resources.

### 3. Scope of the policy

This policy applies to all levels of Damen's operations, from recruitment to career development, including all management (top, middle, and operational), employees, applicants for employment, and certain third parties that can be affected by their relationship with the company. This policy covers all aspects of the employment relationship, including but not limited to recruitment, selection, compensation, employee development, performance evaluations, promotions, transfers, benefits, disciplinary action, and company social and recreational programs.

### 4. Policy aims

As a forward-looking company, we are committed to encouraging and embracing DEI in all aspects of our business. DEI drives innovation and success in today's rapidly changing global marketplace.

We are committed to hiring, retaining, and promoting employees from a variety of backgrounds, including but not limited to ethnicity, religion, gender, gender identity, sexual orientation, national origin, citizenship, ancestry, age, disability, genetic information, family care status, social background, military caregiver status, veteran or military service or obligation, reserve status, national guard status, refugee status, and cultural groups.

We believe everyone has the right to be treated with dignity and respect, and we strive to create a working environment free of discrimination, harassment, victimization, and bullying. We are committed to promoting equal opportunities for all employees, including but not limited to career advancement and personal development. We will provide reasonable accommodation for the needs of individuals with disabilities.

In addition to promoting DEI in all aspects of our business, we are committed to ensuring fair pay for all employees. We believe all individuals must be fairly compensated for their contributions to the company, regardless of race, ethnicity, gender, sexual orientation, age, language, or ability.

We will not tolerate any form of pay discrimination and will regularly review and assess our pay practices to ensure that all employees are fairly compensated.

We take all complaints of discrimination, harassment, victimization, and bullying seriously. Such acts will be dealt with as misconduct under the organization's grievance or disciplinary procedures, and appropriate action will be taken. Severe complaints could amount to gross misconduct and can lead to dismissal without notice.

We are committed to staying attuned to the evolving needs and expectations of our employees and stakeholders and to continue adapting our policies and practices to improve our DEI efforts continuously. We will regularly review and assess our progress to ensure that we are accounting for changes in the law and the needs of employees, management, and relevant third parties and that we are meeting our aims and commitments outlined in this policy.

## 5. Expectations from DEI procedure

- ▶ The company will integrate DEI into the core business strategy and regularly review and assess its progress in promoting DEI. Management will make changes as needed to ensure that Damen upholds its fundamental values and builds a more diverse and inclusive workplace.
- ▶ Damen will seek opportunities to expand on the initiatives in place to support employees from all backgrounds by appointing a DEI ambassador to lead and ensure accountability towards DEI within the company.
- ▶ The DEI and HR ambassadors will oversee progress and ensure that Damen continuously improves.
- ▶ Damen will improve data collection about the state of DEI and employee attitudes to develop insights to evolve strategic behaviors. This data will include points from the employee lifecycle and be used to make changes and set goals. This data will consist of, but not be limited to, employee demographics, employee engagement surveys, retention rates, and promotions.
- ▶ Damen aims to use data collected to set clear and measurable DEI goals aligned with the company's mission and values. The aim is to ensure goals are tailored to all employees without leaving anyone behind.
- ▶ Top Management will allocate resources for DEI, sponsor initiatives, sponsor internal network groups and counseling, and, where appropriate, hold employees accountable for misconduct and failure to uphold this policy.
- ▶ Trained employees will be appointed as confidential advisors for internal support and direct contact persons, so all Damen employees feel that they have a support system within the company to discuss any incidents related to this policy.
- ▶ We are constantly seeking new ways to foster a more diverse and inclusive workplace and support all our employees' professional development and growth. These ways include actively promoting equal opportunities for all employees and providing ongoing training and support to help equip and educate them to understand their role in fostering a diverse, inclusive, and equitable workplace.
- ▶ Damen will develop a DEI program to train top management, leaders, and line managers in their role in mentoring and sponsoring programs to implement inclusive leadership into the managerial programs.
- ▶ Damen will integrate DEI messages into recruitment processes and onboarding of recruits to create and maintain an organizational culture of equity and belonging where everyone has equal opportunities to thrive.
- ▶ Damen aims to increase transparency and communicate our fundamental values of DEI internally and externally to prove commitment, targeting existing employees, new talent, and the maritime industry to collectively move towards a more diverse, equitable, and inclusive sector.
- ▶ The HR Group will promptly and appropriately investigate and address any incidents of discrimination or harassment in accordance with applicable law and company policy. Depending on the seriousness and level of the parties involved, they may work with internal legal teams or external investigators as needed. In some cases, an independent external body may also be responsible for investigating incidents of discrimination and harassment.



**DAMEN**

[Damen.com](https://www.damen.com)