

EUROPEAN BUSINESS LEADERS'

COMMITMENT TO Inclusion & Diversity

Diversity focuses on the representation of different groups of people.

Diversity is a fact both in society and in our companies today as every human is unique.

Inclusion is about creating an environment that appreciates and values the different contributions that a diverse workforce can bring.

WE BELIEVE IN

We believe that tapping the full measure of talent from across society is **critical for the long-term success of people**, our organisation and society as a whole.

We are convinced that the **diversity** of our workforce and the **inclusion** of all our employees by making them feel supported in the workplace has a **positive impact on our company and society**.

We recognize that **diversity and inclusion** are multi-faceted issues and that we need to tackle these subjects holistically to **better engage and support all of our employees**, our customers, our communities and partners, as well as other stakeholders.

We resolve to take action to make the **workforce at our company representative for society**. We will treat this goal as a **top management priority** and business imperative.

We commit to take up a role in **addressing societal challenges** that have a **direct impact on our talent pipeline** or business environment. (e.g. digital transformation).

1

An inclusive culture

Create an open and inclusive work environment where all individuals' contributions are value, their voices are listened to and respected.

2

Inclusive leadership

Establish diversity and inclusion as a strategic business imperative at all levels of an organisation visibly led by the "top leadership, acting as role models.

3

Aspiration and goal setting

Set and maintain challenging but achievable goals and ambitions within the organisation.

4

Clear responsibility

Ensure that all managers are responsible for reaching diversity and ambitions and that they have appropriate oversight of strategies and initiatives to achieve them.

5

Equal opportunities

Review people policies, processes and practices, including recruitment retention, development, remuneration and career planning to foster diversity and avoid any bias.

6

Societal engagement and responsibility

Contribute to bridging the skills gap by supporting the development of STEM and digital subjects in education. Focus on apprenticeships, dual learning (i.e. combined learning in schools and on the workforce), and business-education partnerships especially for underrepresented.

WE SUPPORT THE PLEDGE

2025

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President and CEO

ABB

Morten Wierød
President and CEO

Air Liquide

Benoit Potier
Chairman

AstraZeneca

Michel Demaré
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BASF

Markus Kamieth
CEO

BMW Group

Oliver Zipse
Chairman and
Board of Management

bp

Helge Lund
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Capgemini

Aïman Ezzat
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CIR

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Timotheus Höttinges
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dsm-firmenich

Thomas Leysen
Chair of the Board

E.ON

Leonhard Birnbaum
CEO

ENGIE

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Claudio Descalzi
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Ferrovial

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GSK

Jonathan Symonds
Chair

HEINEKEN

Dolf van den Brink
Chairman of the Executive
Board and CEO

Holcim

Jan Jenich
Chairman

Iberdrola

Ignacio S. Galán
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Investor AB

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L'Oréal

Jean-Paul Agon
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Roberto Cingolani
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Mercedes-Benz Group

Ola Källenius
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Management

Michelin

Florent Menegaux
CEO

MOL

Zoltán Áldott
Chairman of the
Supervisory Board

Nokia

Pekka Lundmark
President and CEO

Novo Nordisk

Lars Fruergaard Jørgensen
CEO

Rio Tinto

Jacob Stausholm
CEO

Roche

Severin Schwan
Chairman of the Board

Royal Philips

Roy Jakobs
CEO

Sabanci Holding

Güler Sabanci
Chair

SAP

Christian Klein
CEO and Chairman of the
Executive Board

Siemens

Jim Hagemann Snaube
Chairman

Smurfit Westrock

Tony Smurfit
Group CEO & President

Sonae

Cláudia Azevedo
CEO

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Ilham Kadri
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José María Álvarez-Pallete
CEO

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Gianfelice Rocca
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TITAN Cement

Dimitri Papalexopoulos
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Chairman of the Board
and CEO

Unilever

Hein Schumacher
CEO

UPM

Henrik Ehrnrooth
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Veolia

Estelle Brachlianoff
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Wolters Kluwer

Nancy McKinstry
CEO and Chair of the
Executive Board