



Our statement on Diversity, Equity & Inclusion

At dormakaba we believe in the success of diverse teams and in providing equal opportunities for our employees. We value the uniqueness of each of our colleagues and strive to create a culture where everyone can be their authentic selves.

We are committed to further developing diversity, equity and inclusion in dormakaba through:

- Building an inclusive culture where employees can thrive
- Supporting employee resource groups and ensuring minorities are valued
- Building a succession pipeline that supports a diverse leadership team

Why is this important?

First and foremost: treating all people with respect is the right and moral way for how we want to work at dormakaba.

Diverse & Inclusive organizations are more successful, provide increased organizational effectiveness with higher employee engagement because employees can thrive.

Why? Because diverse teams and leadership bring different perspectives, knowledge and ideas. enabling more meaningful innovation and supports greater access to new market segments. However, for diverse teams to thrive it is important to further develop an inclusive culture.

How will we achieve this?

Building an inclusive culture where all employees can thrive:

- We not only want to attract a diverse workforce but also provide an environment where employees have the psychological safety to share their views and be themselves
- We strive to be a company where we treat people the way they want to be treated because we value equity.
- We further develop inclusion through communication and training, aimed at creating awareness and furthering understanding.
- Our approach for an inclusive culture will be supported by our dormakaba Behaviors; treating others with respect, demonstrating empathy and the understanding of others' situations and opinions.

Supporting employee resource groups and ensuring minorities are valued

- Diversity is not just about gender balance
- Diversity is about respecting and embracing people from all minority groups
- We support and engage with voluntary Employee Resource Groups in which our minority groups can connect, discuss concerns and opportunities to enable a better workplace where everyone can thrive

Building a succession pipeline that supports a diverse leadership team

- The right person in the right role, which means the person best suited for the position gets the role. We will not use unfair discrimination practices
- We will employ strategies during the recruitment phase that are fair and are unbiased
- Our approach will be to attract a diverse workforce through effective employer branding and recruitment processes and by being an attractive organization
- We will furthermore focus on developing our internal talent to ensure that employees from different diverse groups receive the same opportunities to development programmes

Shaping a place for every person to thrive



Jim-Heng Lee

CEO dormakaba