

# Diversity & Inclusion Policy Plan 2023-2027 - Ctac N.V.

*“Everyone is unique, but together we are Ctac”*

## Introduction

The Diversity & Inclusion (D&I) Policy is designed to ensure that we create a (more) inclusive and diverse working environment where everyone feels welcome and valued, regardless of origin, race, sexual orientation, gender, age, religion, cultural background or physical disability. We have developed and implemented our policy in line with our core values: collaborative, driven, entrepreneurial, results-oriented and conscious.

Our core values are the foundation of our commitment to diversity and inclusion. Collaboration is central to our diversity efforts, where we join forces to promote an inclusive work environment. Drive and enthusiasm fuel our commitment to diversity, believing that diverse perspectives stimulate creativity and innovation. Results-oriented and responsible, we work together to achieve common goals, regardless of the diversity of our team. Entrepreneurship encourages an inclusive culture where diverse ideas and initiatives are welcome. Lastly, our awareness of social responsibility contributes to sustainable relationships and an inclusive work environment where every employee has the chance to grow and develop.

With this D&I Policy, Ctac N.V. and its subsidiaries (hereinafter “Ctac”) aim to comply with applicable laws and regulations, including the Dutch Corporate Governance Code.

## Mission

At Ctac, we believe that diversity and inclusion are crucial to achieving our goals. It is our people who make the difference. Creating a work environment where everyone feels welcome and valued is essential to bring out the passion and expertise that bind our people. By looking beyond our field, valuing differences and being inclusive and diverse, we work together to develop sustainable IT solutions for our clients and create a far-reaching impact together.

## Objectives (2023 - 2027)

We have set the objectives listed below in terms of diversity and inclusion. The target date for achieving these objectives is by the end of 2027, unless explicitly stated otherwise:

### Diversity in leadership:

- At least one-third of our Supervisory Board (“SB”) is female and at least one-third is male<sup>1</sup>
- At least one-third of our Board of Directors (“BoD”) is female and at least one-third is male
- At least one-third of our Executive Committee (“ExCo”) is female and at least one-third is male
- At least one-third of the members in middle management positions<sup>2</sup> are female and at least one-third are male

### Diversity in promotions:

- At least one-third of the promotions to the next management roles (Team Leads, Competence Leads or positions in middle management (hereinafter: “Leadership Positions”)) are female and at least one-third are male
- At least 20% of the promotions to higher positions (scale 7 or 8), excluding Leadership Positions, are female and at least 20% are male

### Diversity in the workforce:

- At least 25% of the workforce is female and at least 25% is male
- At least 15% of the workforce has a non-Dutch or non-Belgian background<sup>3</sup>
- At least 10% of the workforce has a non-European background<sup>4</sup>
- At least 30% of the workforce is under 35 years old
- Participation of at least six individuals with a distance to the labour market

### Inclusion:

- At least 60% of the workforce has completed the online training on “unconscious bias”<sup>5</sup>
- An improvement to be determined compared to the baseline for inclusive employee experience, to be conducted in 2024<sup>6</sup>

We believe that achieving an inclusive and diverse team leads to better decisions, better products and services, and a more successful organisation.

### Sustainable Development Goals

Ctac has chosen to work with the Sustainable Development Goals (“SDGs”) launched by the United Nations. By striving to achieve several of these goals, Ctac can make a difference in the world and

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<sup>1</sup> This target is effective immediately, in line with the applicable legislation.

<sup>2</sup> Middle management includes, on the one hand, the business unit managers and the executive directors of all Group entities (excluding ExCo members) and, on the other hand, the heads of staff departments and business management teams.

<sup>3</sup> Persons with a non-Dutch or non-Belgian background are considered to be those who were not born in the Netherlands or Belgium themselves or have at least one parent who was not born in the Netherlands or Belgium. For the Ctac Group offices, this target relates to employees with a non-Dutch background, and for the Belgian office, it relates to employees with a non-Belgian background.

<sup>4</sup> According to the CBS definition, Europe includes Russia but not Turkey, Georgia and Armenia. Persons with a non-European background are considered to be those who were not born in Europe themselves or have at least one parent who was not born in Europe.

<sup>5</sup> This target is to be achieved by the end of 2025.

<sup>6</sup> This target is to be achieved by the end of 2024.

help to minimise the impact on the environment at the same time. In total, Ctac has selected five SDGs, two of which are focused on reducing inequality:

1. Gender Equality (SDG 5)
2. Reduced Inequalities (SDG 10)

### Definitions

Ctac uses the following definitions of Diversity and Inclusion:

#### *Diversity*

Diversity is the difference between people in terms of race, ethnicity, gender, age, nationality, religion, sexual orientation, socio-economic background and other unique characteristics and properties. It also includes differences in personality, skills, experiences and perspectives.

#### *Inclusion*

Inclusion is the process by which people with different backgrounds, characteristics and needs are equally involved and integrated into an organisation, community or society. It means that everyone, regardless of their background, has equal opportunities to participate and excel. Promoting an inclusive environment results in increased employee engagement, enhances psychological safety and allows space for authenticity. It also contributes to a positive image and better relationships with customers and other stakeholders.

## **Action Plan 2023 - 2027**

We aim to promote diversity throughout our workforce by managing both the recruitment and career advancement of Ctac staff, with the goal of achieving a (more) representative reflection of society. To provide equal opportunities for everyone, we maximise objectivity in our recruitment, selection, internal promotion and advancement processes.

### **Principles**

At Ctac, we adhere to the following principles in recruitment, selection, advancement and promotion:

- Everyone with the same skills, agility and potential has equal opportunities for the same position.
- We strive to ensure that no one feels discriminated against and are guided by relevant and objective criteria in recruitment and selection.
- We value differences.

### **Gender-Diverse Leadership**

We are committed to increasing the gender diversity of the Supervisory Board (SB), the Board of Directors (BoD), middle management and other leadership positions. A gender-diverse leadership team brings together different perspectives and experiences, enriching decision-making, enhancing business performance and fostering an inclusive culture. The plan to achieve this specific goal includes several strategic steps.

## **Supervisory Board and Board of Directors**

First, we will develop an inclusive profile that emphasises the importance of diverse backgrounds, experiences and perspectives in the SB and BoD. This profile will serve as a guide for future appointments and highlights the organisation's commitment to inclusion.

Additionally, the recruitment and selection process will be revised to promote the inclusion of female candidates in the BoD and SB. This includes actively seeking female candidates, reducing unconscious bias in the selection process and implementing structured interviews.

To measure concrete progress, we will set ambitious goals for the male/female ratio on both the longlist and the shortlist for appointments to the SB and BoD. At least one-third of the candidates on both the longlist and shortlist should be female and one-third male. These goals will serve as measurable milestones and a driving force to promote gender diversity and ensure inclusion.

## **ExCo, Middle Management & Other Leadership Positions**

For this group, job descriptions and selection criteria will be revised to use inclusive language and minimise bias. Furthermore, a mentoring and coaching programme will be implemented for women, where experienced leaders share their expertise and experience to foster their growth. The third pillar focuses on organising awareness-raising and information campaigns about gender diversity to make the entire organisation aware of the importance of women in leadership positions.

## Recruitment

At Ctac, it is already possible for candidates to apply for vacancies without mentioning their date of birth, gender and place of birth. Additionally, we strive for a diverse composition of interviewers in the recruitment process to minimise bias. However, we are aware that more is needed to achieve a truly inclusive recruitment process. Every aspect of the process needs attention. Below is the ambition described to achieve this.

1. Job descriptions will be written in more inclusive language. Research shows, for example, that a shorter list of requirements helps attract women. Offering the possibility of part-time work also helps.
2. We will experiment with scientifically proven methods to make the initial screening more objective. This can be done by using predefined criteria with corresponding weighting factors to assess submitted applications.
3. As the third part of the recruitment process, we will pilot structured interviews. During the interview, everyone will be asked the same questions within the same timeframe. Again, choices will be made based on predefined criteria, with each interviewer filling in a score separately.
4. Finally, we have an additional tool to eliminate unconscious bias and assess employees' individual qualities, agility and potential: the BrainsFirst skills assessment. A pilot will be launched for junior positions, and will be expanded to career switchers if successful.

In addition to the ambition of achieving a truly inclusive recruitment process, it is also important to appeal directly to minority groups during recruitment. To attract young people, we have an active campus recruitment and a successful internship policy. To appeal to female students, we organise an

annual event/in-house day specifically for this target group to introduce them to the IT world. We also give young girls in the process of choosing a pathway a glimpse into Ctac during Girl's Day to stimulate their interest in IT.

Through a partnership with the Refugee Talent Hub, Ctac also reaches employees who have refugee status or a residence permit. Our multi-year collaboration and partnership allows us to strive for more than just recruitment and selection. We believe that the following four pillars are all necessary to achieve our goals.

1. Recruitment: Meet-and-greets, speed-dating sessions and other ways to meet talent.
2. Advising: Strategic advice on working with status holders, to management, HR and other stakeholders.
3. Support: Mentoring programmes, town hall meetings, meetings with (CEOs, CHROs, D&I managers or recruiters from) other employers in our network, and publications about our field.
4. Retention: Guidance for hiring managers, HR and other stakeholders regarding onboarding and retaining newcomers. Regular check-ins with managers of employees with a refugee background.

Lastly, the "Working at Ctac" website will be adapted to reflect greater diversity on a visual level. Initiatives promoting an inclusive work culture, such as the option to take a Dutch-language course, the collaboration with the Refugee Talent Hub and our internal networks will also be showcased.

#### Career Advancement

Vacancies are posted internally, allowing everyone who may be interested to apply. This not only contributes to retaining knowledge, especially in leadership positions, but also provides talent the opportunity to grow. The application process follows the same trajectory as described under "Recruitment". In case of equal suitability, preference is given to a woman or someone with a non-Dutch/Belgian background.

#### **Inclusive Work Environment**

An organisation can be diverse, but if it cannot provide an inclusive work environment, the benefits of diversity will not be realised. We have therefore chosen to make every effort to create an inclusive work environment where everyone feels welcome and valued. For the coming period, the focus will be on leadership, psychological safety, awareness, internal networks and practical, inclusive adjustments.

#### Leadership

Our leaders play an important role in achieving the Diversity & Inclusion Policy. By acting as role models with exemplary behaviour and as sponsors for colleagues, they demonstrate how inclusion works and encourage the same behaviour in our employees.

- In 2024, a new leadership programme will be set up. As part of this programme, social safety will be addressed, which is part of the range of possibilities to promote inclusive leadership.
- Sponsorship of talent and/or internal network: We connect female talent and talent with a non-Dutch or non-Belgian background with a leader to support their development within our organisation.

### Psychological Safety

In striving for an inclusive work environment, psychological safety is essential. Promoting a culture in which every individual feels valued and heard begins with a safe foundation. We therefore maintain a zero-tolerance policy and take clear action against discrimination (including various forms of microaggression), ensuring all employees know where to go in case of (alleged) discrimination and are assured that these reports are taken seriously and actively addressed. For incidents of unwanted behaviour such as bullying or discrimination, employees can contact an internal or external confidential advisor. The confidential advisor has the following tasks:

- Providing initial support to employees
- Informing employees about possible solutions
- Referring to other supporting agencies
- Advising and supporting managers and management in preventing unwanted behaviour
- Recording cases of unwanted behaviour

It is also important that everyone feels that they have the space to speak out. To encourage this, the entire organisation underwent feedback training in 2022/2023, and it is part of the onboarding programme to make sure every new employee is included.

### Awareness

It is important that everyone becomes aware of their own bias and unwritten rules. Increased awareness opens the door to truly valuing each other's differences. We actively offer "unconscious bias" training on our online learning platform, New Heroes. A physical bias and bystander training will also be created to provide reflection and specific tools to minimise bias.

Making real connections with each other as well as sharing stories and interests have proven effective in reducing bias. To facilitate this, we organise events such as a 'potluck' with the specific goal of connecting colleagues from different backgrounds. Lastly, diversity and inclusion will be a recurring theme in the staff magazine *Cyou*.

### Internal Networks

We have established two internal networks, created by and for employees. The networks organise activities, work with external partners, and connect with each other to exchange knowledge and experiences. Using the power of connection, they contribute to an inclusive work environment for all.

- Ctac Women focuses on gender equality.
- Young Professionals brings together Ctac's junior employees.

In the future, we would like to add another network focused on colleagues with a non-Dutch or non-Belgian background. For this group, we have started a buddy programme, where new colleagues are paired with a Ctac colleague to guide them within Ctac and in the Dutch or Belgian culture.

### Inclusive Adjustments

Within Ctac, practical, inclusive adjustments have been facilitated for religious or cultural expressions. This includes, for example, a prayer room, as well as an extra day off (Ctac day) to be used for (cultural) celebrations. By granting an extra day off for (cultural) celebrations, Ctac acknowledges, celebrates and values the cultural diversity of its employees. Additionally, Dutch- and English-language courses are offered to ease integration. Ctac also translates essential employee documents into English and ensures bilingual communication from the Board of Directors and the Executive Committee.

### **Safeguarding**

#### Diversity & Inclusion Project Team

For D&I, an executive sponsor is available from the BoD. In addition, a project team has been formed that actively works on the initiatives formulated in the areas of recruitment, career advancement and an inclusive work environment. This team is led by employees from HR and Recruitment. The team reports to the executive sponsor.

#### Measuring and Monitoring

We have set goals for the recruitment and career advancement of female colleagues, colleagues with diverse cultural backgrounds, younger colleagues, and colleagues with a distance to the labour market. To map out the origins of its employees, Ctac asks its employees to participate in a survey, on a voluntary basis, that asks about the origins of the respective employees and/or their parents. Ctac processes such personal data solely to measure and monitor the effects of its D&I Policy. We also monitor the progress of other D&I factors and take additional measures when the goals are not met. Furthermore, we monitor the status of the inclusive work environment annually through the “inclusive employee experience” measurement, and every two years we measure psychological safety, as an important part and condition of an inclusive work environment, through the employee satisfaction survey (ESS).

This policy comes into effect immediately.

's-Hertogenbosch, 14 December 2023

The Board of Directors  
The Supervisory Board