



BRINGING
NEW ENERGY
TO EUROPE

DIVERSITY, EQUITY & INCLUSION FRAMEWORK

June 2026



Employees are our key success factor, since our foundation and throughout our remarkable growth over the years. Having talented and motivated people in place is critical for our business operations and a key competitive advantage that we have.

Today our global operations require a diverse, global workforce and we are proud to have colleagues from 60 nationalities in the 24 countries we operate. We have a performance-driven culture in which performance is acknowledged and rewarded regardless of nationality, gender, age or any other factor, each employee has equal chance to succeed and equal measurement criteria.

Having diversity in place, ensuring equity in opportunities and treatment, and creating an inclusive environment, not only enhances our employee engagement and productivity, but ensures a strategic advantage that drives our success and ambitious growth plans forward. It opens new market opportunities, fuels innovation, and ensures our long-term sustainability and competitiveness in a continuously changing global environment. Our leadership team is committed to create a diverse and equal workplace for all employees.

Let`s celebrate and promote diversity together!

Huibert Vigeveno

Group Chief Executive Officer

MET Group



Diversity, Equity, and Inclusion (DEI) framework is designed to promote diversity, foster equitable environment where everyone has equal opportunities to deliver and grow, and create an inclusive culture where everyone feels valued and respected.

THE MAIN PRINCIPLES ARE



DIVERSITY refers to the presence of different identities, backgrounds, and ideas within the Group. Embracing diversity means actively pursuing and valuing differences and recognizing the unique contributions of individuals from diverse backgrounds.



EQUITY focuses on ensuring fairness and justice in processes, policies and practices, and create conditions where everyone has an equal chance to succeed, perform and develop further.



INCLUSION is about creating an environment where all people are valued, respected, and empowered to participate and bring their perspectives and talents to bear. It is fostering a culture of belonging, collaboration and teamwork across differences and through that enabling a superior performance.

EMBRACING OUR DIFFERENCES & MUTUAL RESPECT

We believe that our collective experiences, knowledge, innovation, motivation to reach goals and go beyond and our unique capabilities and talents are making the core of our company culture.

We wholeheartedly welcome diversity among our employees, encompassing differences in age, generation, nationality, race, ethnicity, physical and mental abilities, health conditions, religious beliefs, sexual orientation and many other aspects that make each of us unique.

NATIONALITIES AND CULTURES

We operate across **24 countries**, primarily in Europe, and as part of our international expansion, in 2023, we opened our Asian office in Singapore in cooperation with our local partner there and minority shareholder, Keppel Infrastructure. Within our workforce consisting of 1,400+ employees, we boast representation from **60 nationalities** worldwide, from all continents of the world, embracing the richness of cultures and perspectives.



AGE AND GENERATION

79% of our workforce comes from Gen Y and Z, meaning that they were born after 1980 and our average age is 39. While we believe in the power, creativity and ambition of young talents, we consciously balance our workforce by attracting and welcoming experienced professionals and work in age-diverse teams.

We understand and acknowledge the different needs of different generations and employee situations and adjusted our HR practices accordingly, ie. by having a Remote Work Guideline in place, various events and learning activities. For our young talents, we designed a bespoke Group Talent Development Programme with the aim to accelerate their careers and grow talents internally.

GENDER DIVERSITY

We promote gender diversity and proud of having 39% of female employees across the Group, more than our industry competitors. Our HR strategic aim is to foster female diversity across seniority and position levels, while keeping our performance-based evaluation and career management system.

The development of our female colleagues is supported through our Group Talent Development Programme alongside targeted initiatives such as our dedicated Female Leadership Programme. This programme is designed to develop further leadership capabilities, strengthen self-confidence and visibility, increase opportunities for career progression, and advancement into higher leadership roles.

On International Womes`s Day, we celebrate them by giving them a little present and time for themselves.



We ensure fair treatment, access, and opportunities for all employees, regardless of their backgrounds, identities, or circumstances.

Incorporating these principles to our everyday life and having a comprehensive **Code of Conduct** can create an environment where all employees feel valued, respected and empowered to succeed, contributing to a more inclusive and diverse workforce.



Fairness



Individual Responsibility



Transparency



Mutual Respect



Integrity



Professionalism

Fair Employment Practices: We ensure that our recruitment, hiring, promotion, and compensation processes are transparent, unbiased, and based on merit and performance, with equal opportunities for all candidates.

Inclusive Policies and Procedures: Our internal policies and procedures are promoting fairness and equal treatment for all employees. Our Code of Conduct outlines our core values and expected behaviours, while our Speak-up policy offers both guidance and a platform for preventing discrimination and harassment, etc.

Pay Equity: We ensure that employees receive fair compensation for their work regardless of their gender, race, or other characteristics. As an Employer we regularly review our pay practices to identify and address any disparities.

Career Development and Advancement:

We provide equal opportunities for career development and advancement to all employees. Through intra-company projects and internal mobility opportunities, our colleagues have the chance to transfer within the organization to new roles locally and internationally, exchanging knowledge and introducing fresh perspectives stemming from their diverse backgrounds.



Work-Life Balance: We recognize the importance of work-life balance, and we are supporting our employees in achieving it by offering remote work, flexible work arrangements, flexible hours, sabbatical, and parental leave.

Code of Conduct: Our Code of Conduct not only aims to illustrate our values and reinforce the culture we believe in, but also is a powerful tool in making our business decisions.



Enforcement and Accountability: Equity requires mechanisms for enforcing policies and holding individuals accountable for violating them. We've established clear procedures for reporting and addressing complaints of discrimination, harassment, or other violations of the Code of Conduct via our Speak-up policy. We also provide training materials and e-learning about both policies on how to recognize and respond to issues of equity and inclusion effectively.

Continuous Improvement: Achieving equity in the workplace is an ongoing process that requires continual reflection, assessment, and improvement. We are reviewing our policies and practices on a regular basis to identify areas for improvement and take proactive steps to address disparities and promote fairness and inclusion.

Inclusion is essential for fostering a positive and supportive work environment where we can reach our full potential and contribute to MET Group’s success.

Your Voice Matters: We provide several channels to our employees to express their opinions, share their ideas, and provide feedback without fear of judgment, not only with fellow employees, but with senior management as well. Our Employee Listening Channels handbook summarizes all platforms, processes, and events that provide opportunities for feedback. We are proud to see the result of our bi-annual Employee Engagement Survey which showed that our employees are satisfied with diversity and inclusion-related items, as all received a score above 4 (out of 5) and all are above external benchmark. All voices are heard, respected, and valued in decision-making processes.



Equitable Treatment: We treat everyone fairly and respectfully, regardless of their backgrounds or identities. There are no barriers to accessing opportunities, resources, or rewards, and biases and discrimination are actively addressed and eliminated.

Collaborative Environment: MET Group’s teams contain best-in-class professionals with diverse backgrounds, among whom we cultivate collaboration and teamwork. Based on our Employee Engagement Survey results, relationships with Colleagues and Managers were among the highest rated items. We acknowledge the significance of varied perspectives and experiences in driving innovation, problem-solving, and overall delivery of results.

Continuous Learning and Growth: We promote and provide continuous learning and growth for all employees, such as education, training, and professional development that are accessible to everyone and address the diverse needs and interests of employees. We have a Group Learning Catalogue and Coaching Portfolio in place supporting all colleagues' professional and personal growth regardless of their location. Furthermore, as of 2025, an online learning platform is accessible to all employees. In addition, we organize quarterly, group-level learning sessions and workshops on various topics, tailored to identified organizational needs. These sessions are delivered by both internal experts and external speakers, ensuring relevant, high-quality content and fostering knowledge sharing, inclusion, and continuous capability building across the Group.

Sense of Belonging: As we operate across various countries and collaborate with different entities, our connection extends beyond local teams – we are an integral part of the global MET family! We provide several teambuilding opportunities, with a highlight of the year being our unique Group teambuilding event to which colleagues from all countries in which we operate are invited. In addition, we reinforce Group cohesion and transparency through regular online touchpoints with senior leadership, including company-wide sessions with the Group CEO on the company's anniversary and at year-end. These moments provide employees with insights into business performance, strategic direction, and reinforce a shared sense of purpose and identity across the organization.

We believe that human talent is a key driver of our success, and that success would not be possible without the commitment and hard work of our employees. We make sure that our long-serving and top-performing employees who continue to represent company values are recognized, and their excellence and loyalty are rewarded. Departure is part of life, and regardless of the reason, former employees can remain forever part of our family via our Alumni Club community.



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