



# **Declaration of Commitment to Diversity and Inclusion**

**January 2022**

# Declaration of Commitment to Diversity and Inclusion



## Declaration of Commitment

The Declaration of Commitment to Diversity and Inclusion puts into practice one of the strategic cornerstones of NOS' Sustainability Policy, in which the principle of Respect and Appreciation for Our People is enshrined.

The Declaration contains a number of principles that should guide the behavior, attitudes and decisions of all corporate bodies and employees of the NOS Group, strengthening NOS' reputation with its stakeholders, be they employees, customers or any other.

The Declaration should be read and interpreted in conjunction with the various policies followed by NOS, in particular the Code of Ethics.

## Diversity and Inclusion

For NOS, Diversity means building a work environment that leverages and optimizes the various characteristics and qualities of each person.

Inclusion means ensuring that everyone is respected and listened to, that no-one is discriminated against, meritocracy is encouraged and equality of access to opportunities for personal and career development is enhanced, encouraging talent, well-being and an appropriate balance between personal and work life.

At NOS, we are aware that to do what no-one has done before implies leveraging our aspirations and our strategy for diversity and inclusion, as drivers of innovation, creativity and development. We believe that the existence of a culture of Diversity and Inclusion makes the people in our organization stronger and more enriched.

For that reason, we intend to affirm and disseminate a diverse and inclusive culture that considers everyone, regardless of age, gender, sexual orientation, race, handicap, culture, religion or belief, marital status, social status, manner of thinking, way of working, background, experience or other.

## Our Aspiration

As well as a clear definition of what we must understand by Diversity and Inclusion, organizations need to put the culture into practice through specific actions.

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So the mission to create a Diverse and Inclusive work environment, which ensures respect and equality of opportunity for all our people, regardless of their individual characteristics, and which understands and values these differences, is put into practice mainly via 3 cornerstones: A Mindset of Diversity and Inclusion, Inclusive Leadership and a Diverse Pool of Talent.

## **Diversity and Inclusion Mindset**

At NOS we believe that the right mindset of our people is essential towards increasing the sense of belonging and commitment, and to address our main objectives of growth and value creation.

A mindset of Diversity and Inclusion must be present in our culture and our day to day lives as an organization.

Divulging, providing training for and building a common understanding of Diversity and Inclusion are essential components towards increasing awareness and a sense of joint responsibility throughout the organization, in particular among management staff who must bear an additional responsibility to implement this commitment.

Everyone must identify and eliminate barriers, and deconstruct unconscious preconceptions and bias. We must recognize and value different perspectives and experiences, dealing naturally with the differences between the ways in which our people see the world, fostering a work environment in which everyone, without exception, feels comfortable. We must promote equality of opportunity, in particular through job rotation and involvement in training and personal development programs.

We must also encourage communication, free expression and the exchange of experiences between people.

At the same time, it is crucial to stimulate a predisposition in the organization to adapt ways of working and work space, whenever necessary, in order to enable everyone to be fully integrated, including handicapped people.

We think that in this manner people will be able to feel more fulfilled with benefits for them and consequently also for the organization.

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## **Inclusive Leadership**

We believe that our leaders should take on the role of being the main ambassadors for a culture of Diversity and Inclusion, communicating these values to their staff.

At NOS we are committed to developing our leaders and ensuring that they leverage internal talent, and are capable of managing teams in which all members feel comfortable, integrated and with the necessary conditions and support to give the best of themselves, both personally and professionally, and are recognized for their merits.

We intend to continue to empower our managers and give them the knowledge on this issue that is so crucial for their role as leaders, in particular through training and providing practical tools to manage diverse teams and especially to avoid unconscious bias. This factor will also be taken into consideration at the time that new leaders for the organization are hired and promoted.

## **Diverse Talent Pool**

Managing talent brings huge challenges and opportunities. NOS believes that, if, as an organization, it can leverage the cornerstone of Diversity and Inclusion, it will be able to position itself better for the future and improve its organizational performance.

We are aware that our ambition to be an organization with a Diversity and Inclusion mindset implies that this diversity really exists in our workforce and is reflected at all levels of the organization.

Thus, our priority is to attract, develop and retain people of different kinds with different perspectives, different personal and career experiences, different backgrounds, and different talents. This means incorporating these principles into all people management policies and processes, eliminating any issue that might jeopardize the desired culture of meritocracy:

- Talent Management:
  - Performance
  - Development

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- Careers
- Succession
- Remuneration
- Talent Acquisition (recruitment and selection)

Among the various aspects of talent management, it is essential to constantly identify and mitigate potential barriers to equality of opportunities for development and subsequent career progression.

We want people management policies that aimed at maximizing and valuing the potential of the individual and teams. To do this, we have implemented a clear and transparent performance evaluation process.

Development initiatives, which are not limited simply to training, should enable all our staff, regardless of their individual characteristics, to have the opportunity to develop the skills, knowledge and experience that are necessary for them to perform well in their jobs. These efforts should also take into account the fact that the organization believes that diversity adds value to teamwork.

Career progression and succession planning arise as a result of performance and development, and must be based on merit and the potential of each person. In order to avoid unconscious bias, succession planning must take into consideration a diverse pool of candidates who should be compared on the basis of skills and experience.

The remuneration policy must ensure that all our people are paid in a fair manner, based on the market value for the job concerned, and on their demonstrated capabilities and performance, and must never be influenced by individual attributes such as gender, race, age or others.

In addition, and in order to allow greater flexibility to deal with different circumstances, flexible benefits must include different options, adapted to different profiles and individual preferences.

When recruiting talent, as the point of entry for people into the organization, the initial mission is to attract male and female candidates with a range of profiles for all levels and areas of the organization.

In order to achieve the recruitment of people with these profiles, it is vital to use the lens of Diversity and Inclusion in all phases of the process, whether this be via extending the sourcing base, ensuring that the job description is not discriminatory and is faithful to the essence of the job involved, or ensuring that short lists are made for which, for each

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position, curriculums of people of different genres are considered, and no bias is involved therein.

The pool of interviewers and panels assigned to each process must also have a range of profiles and be capable of identifying and mitigating any unconscious bias, in order to ensure that for each process the candidate with the best profile to do the job is hired, regardless of his/her individual characteristics.

These are the main enabling principles for increasing awareness throughout the organization in relation to Diversity and Inclusion, which can always be revised whenever NOS deems it to be important in order to sharpen the focus on this issue, as well as to constantly align the business' sustainability and strategic objectives with its aspiration for Diversity and Inclusion.