

# Diversity, Equity, Inclusion and Belonging at Keter

Keter is a team of more than 5,000 individuals, coming from different backgrounds, different places, with different points of view, ideas and perspectives. Each of us is different, each of us is Keter. Keter is nothing without its people, we want all of our people to feel they belong here.

Diversity constitutes a fundamental value of the societies we live in. We believe that equal rights policies and diversity management translate into measurable benefits and drive forward the development, the innovation and the sustainability of our business. Promoting equal rights, irrespective of gender, age, disability, health, race, nationality, ethnic origin, religion, creed, irreligiousness, political views, union membership, psychosexual orientation, sexual identity, family status, lifestyle, employment form, scope and basis, thinking style, other types of cooperation or other traits which may give rise to discrimination, are essential for our Employees, our Teams, our Company, and our Communities.

In this Manifesto, we presented our continued commitment to Diversity, Equity, Inclusion and Belonging (DEIB) in the workplace, how those commitments translate in practise and what we expect from our Keter leaders in terms of DEIB.

In our most recent survey, 70% of our Employees felt that Keter is dedicated to Diversity and Inclusiveness. This is fantastic but we should not be complacent. At the heart of our Diversity, Equity, Inclusion and Belonging programmes in each location, is the want that everyone at Keter feels valued, that they are safe at work, that they can contribute to the fullest of their potential and develop a career with the Company. This is what we strive for. We are convinced that embracing diversity and appreciating this diversity has a positive impact on our teams, on our innovation and on our Company. Our journey continues.

“Across the globe Keter is a diverse organization of people who, despite different ideas, experiences, and beliefs, can work together collaboratively in a culture of respect for one another. We stand for diversity, tolerance, coexistence, and respect. These are very important values we strive to promote and exemplify throughout our organization every day”

Alejandro Pena, Chief Executive Officer

## **At Keter, we commit to:**

### **•Raise Awareness**

Diversity is what makes Keter unique. We want to strengthen our diverse and inclusive workplace culture by raising awareness, by sharing our commitment to Diversity, Equity, Inclusion and Belonging and by making sure that every Keter Employee knows what DEIB is all about. We also commit to support and train our Employees, Line Managers and Senior Managers to identify, understand and manage situations or issues that our team members from different backgrounds may face. Being aware and informed is one big step towards being more inclusive.

### **•Make Diversity and Inclusion an integral part of the Company policies, practises ways of working and Culture**

At Keter, we live by the values of Respect and One Team – all our Employees should feel safe and respected and should know they are working in a secure and ethical workplace. We believe in cultivating a work environment where all co-workers feel welcomed, included, supported, heard and appreciated, no matter who they are or where they come from. To this aim, we are constantly building, reviewing, supplementing and implementing our suite of policies, including family-friendly policies whenever possible. Our aim is to foster equal opportunities in all the organisation's policies and processes and to promote a culture based on merit and respect for people. We also ask our suppliers the same level of commitment.

### **•Empower our people**

Inclusion is everyone's responsibility. We hold each other accountable for respect and inclusiveness within Keter and we encourage people to speak up when they see activity or behaviour that they feel is wrong or does not match our values. We have policies in place to ensure consistent consequences for uncivil behaviour and that empower bystander to act. Hear something you don't like? Call it out! If you are uncomfortable or you feel it is too difficult, tell someone who will speak up on your behalf or use the Whistleblowing platform.

### **•Communicate**

We will communicate our commitment to DEIB and our activities to all of our Employees as well as to our Customers, Consumers, Suppliers, Social Partners and Stakeholders – after all, they come from all walks of life too! We want to recognize and celebrate inclusive cultures and communities.

### **•Report and evaluate practices**

Assessing and measuring our progress is essential to meet our goals and commitment. We want to periodically monitor the progress of equal opportunity actions at Keter and assess the impact of good practices that we have across the different Keter countries or locations.

## **In Practice**

### **•Zero tolerance against discrimination and harassment**

With our Code of Conduct and our Global Anti-Discrimination, Anti-Harassment and Anti-Bullying Policy, Keter has committed to ensuring an environment free from any form of discrimination or abuse by establishing working relationships characterised by fairness, equality, non-discrimination, and attention and respect for the dignity of each individual. If someone is not applying or is about to violate one of the principles of these policies and this Keter DEIB Manifesto, all individuals working at Keter (and third parties) have a duty to either raise a complaint with a member of Human Resources or of Management or file a report using the Keter Whistleblowing hotline ([EthicsPoint - Keter Group](#)). Keter takes seriously any complaints of bullying, harassment, victimisation, retaliation and unlawful discrimination made by fellow employees, customers, suppliers, visitors and any others in the course of our work activities and will deal with all grievances promptly and adequately.

### **•Promote a Diverse, Equitable and Inclusive Culture**

Promoting a DEIB Culture means fostering a working environment free of bullying, harassment, retaliation and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the contributions of all staff – including Temporary workers – are recognised and valued. This commitment includes training Managers and all other Employees about their rights and responsibilities. This also includes Employees conducting themselves to help the Organisation provide equal opportunities in employment, and prevent bullying, harassment, victimisation and unlawful discrimination. Examples of the initiatives we are developing:

- ⇒ Reviewing our current policies and management practises and/or developing clear and robust policies where needed.
- ⇒ Developing a "Diversity, Equity, Inclusion and Belonging Glossary" to help Employees to understand what it is all about.
- ⇒ Using inclusive language in internal communication (policies, documents, emails...) and external communication (job ads, Company website, social media...).
- ⇒ Implementing open door practices and Employee Assistance Programmes so Employees can report or share concerns more easily.

- ⇒ Registering all Line Managers involved in recruitment, training and career development in specific training, including on unconscious bias and inclusive leadership.
- ⇒ Including DEIB in onboarding processes and leveraging our training platforms to provide regular training to all Employees.

### •Building a gender-balanced business

We are committed to reaching gender equality – we believe that everyone has the right to be treated fairly and given equal opportunities, no matter what their gender, and that greater gender balance benefits everyone. This means ensuring equal opportunities for both women and men and fostering a working environment that supports the retention and development of women leaders. Our commitment is to reach 35% of women in all countries, levels and positions, including senior management teams, by 2025. We will reach this goal by:

- ⇒ Challenging gender-biased behaviours and language.
- ⇒ Providing women and men with equal career opportunities.
- ⇒ Giving specific targets and focused plans in departments that are known for having a lower female representation.
- ⇒ Developing and disseminating a Gender-balanced interview slate hiring policy.
- ⇒ Using assessment centres in recruitment to reduce bias.
- ⇒ Providing career development programmes specific to women's needs to help them advance into leadership roles.
- ⇒ Identifying and removing the barriers that hinder women from reaching the first level of managerial positions.

### •Recruitment, Career Development and Fair and Equal Treatment

We are an Equal Opportunity Company. Keter compensates Employees competitively relative to the Industry and local labour market. We operate in full compliance with applicable wage, work hours, overtime and benefits laws. Recruitment and career development decisions are made on the basis of fair and objective criteria, particularly focusing on the skills and experience required for the position. We actively welcome a variety of perspectives within the company, whilst remaining true to our company values. We are implementing measures to ensure we avoid unconscious biases throughout the recruitment process. Example of meaningful actions we put in place:

- ⇒ Basing our decision on a robust internal recruitment process.

- ⇒ Explaining our DEIB vision in every job ad that we publish.
- ⇒ Making sure that every Job Description has a commitment to DEIB as an essential requirement.
- ⇒ Expanding our pool of candidates – whilst we will not make hiring or promotion decision purely on the basis of a characteristic, we want to remove barriers and make sure our pool of candidates is sufficiently diverse. Ultimately, the decision is based on skills, competencies and experience but we want to extend the opportunity of being hired.
- ⇒ Identifying different sources from which we are pulling our candidates from.
- ⇒ Developing specific DEIB interview questions available to all hiring managers so that candidates can demonstrate their track record in advancing DEIB in their teams.
- ⇒ Making sure our recruiting panel is as diverse as possible.
- ⇒ Making (pay) decisions concerning staff being based on position and merit. We check market rates every time we recruit, promote and during every pay review, across all levels within Keter, to ensure we are paying people in line with their level of roles and responsibilities, rather than their gender, race, age or background.

#### •Measure

Diversity, Equity and Inclusion is not just about numbers – it is all about having a cohesive, collaborative and included Employee population. We however believe it is paramount to measure the impact of our initiatives to understand what is working well, what is not working and what needs to be improved. We want our plans to be reviewed and our progress tracked. With specific KPIs and metrics, we are setting measurable goals to hold ourselves accountable. We will also propose voluntary Diversity, Equity and Inclusion specific pulse surveys.

Our varied perspectives and unique backgrounds are what make us collectively strong. We are a community of diverse individuals from all walks of life and that makes us who we are.

## **We expect Leaders:**

### **•To lead by example:**

We expect our Leader to show the people they are in charge of what they want them to do by doing it themselves, to be inclusive, to seek out diverse perspectives for broader insights and more robust decisions and to create a workplace in which every individual feels supported and inspired to operate to their full potential. They also show they are personally engaged in the active prevention of discrimination, of mobbing, of bullying and of retaliation within the Company.

### **•To be creators of "sense of belonging":**

Leaders should promote an environment where everyone is valued, respected for their own identity. Diversity is about recognising that each person is unique and understanding their differences. Harnessing these differences creates a productive environment in which everybody feels valued, their talents are fully utilised, and organisational and personal goals are met.

### **•To be good coaches:**

Leaders must be the people who show to their team members the right direction and foster an environment that help them develop their full potential. They should be aware of their unconscious biases and be open to understanding perspectives and what differences bring to the table.