

# Gender Equality Statement for Schenker AS

## 2020



*We work for equality and against discrimination due to gender, pregnancy, maternity or adoption leave, caring responsibilities, ethnicity, religion, outlook on life, disability, sexual orientation, gender identity, gender expression and combinations of these principles.*

### Part 1: State of Gender Equality

Mapping of gender equality in the company has been done in collaboration with representatives of the employees (elected). Together, we will work to find measures that contribute to increased gender equality in the company.

Every year we **will** map and account for

- Gender balance in total in the company (number)
- Temporary employees (gender difference in number or percentage)
- Employees in part-time positions (gender difference in number or percentage)
- Average number of weeks of parental leave for women and men

At least every other year, we **will** map and account for

- Wage differences at different job levels / groups (gender differences in NOK or per cent)
- Total wage difference in the company (gender difference in NOK or per cent)
- Gender distribution at different job levels / groups (gender differences in number or percentage)
- Employees who work involuntarily part-time (gender difference in number or percentage)

### Job levels

All our positions are included in our new global framework tool for HR, Global Grading. Global Grading will contribute to visibility and transparent career opportunities. In addition, the framework tool will contribute to a systematic approach to recruitment, talent development and wage levels.

This will also serve as a tool for clarifying expectations between manager and employee. Work on Global Grading began in 2020 and will be completed in the third quarter of 2021.

GLOBAL CAREER LEVEL CHART				
People Manager		Individual Contributors		
Internal Titles	Leader	Professional	Technician	Support
EXECUTIVES	OFK+			
LEADERSHIP	L6			
	L5 – Director	P6 – Director		
MANAGEMENT	L4	P5 – Sr. Expert Professional		
	L3 – Manager	P4 – Expert Professional		
SUPERVISORY	L2	P3 – Senior Professional		
	L1 – Supervisor	P2 – Professional		
		P1 – Junior Professional	T5- Sr. Expert Technician	
			T4 – Expert Technician	
			T3 – Senior Technician	S5 – Sr. Expert Support
			T2 – Technician	S4 – Expert Support
			T1 – Junior Technician	S3 – Senior Support
				S2 – Support
				S1 – Junior Support

GLOBAL CAREER LEVEL CHART			
People Manager	Individual Contributors		
Leader	Professional	Technician	Support
<ul style="list-style-type: none"> <li>• May include hiring, training, performance management, budgeting, etc. according to local requirements</li> <li>• Lower levels usually supervise two or more Support and/or Technicians and may perform some similar duties along with subordinates</li> <li>• In mid-level, usually supervises a group of Support, Technicians, Professionals or lower-level Leaders</li> <li>• At highest levels, accountable for the strategic direction of the organization</li> <li>• Advanced knowledge of the field and the ability to supervise is required</li> </ul>	<ul style="list-style-type: none"> <li>• Focus of job is on higher level, technical or specialized work</li> <li>• Requires knowledge gained through formal education or deep relevant experience</li> <li>• Advanced knowledge of a specialized field is usually required</li> <li>• Higher degree of difficulty and responsibility than Support or Technician jobs</li> <li>• Typically, reports to middle management and do not have direct reports</li> </ul>	<ul style="list-style-type: none"> <li>• Service-related work that focuses on technical or specialized work</li> <li>• Requires knowledge gained through technical certification and previous experience</li> <li>• Uses practical knowledge and informal educational experience to complete job duties</li> <li>• Supports all levels of the organization and usually report to lower/middle management</li> </ul>	<ul style="list-style-type: none"> <li>• Service or production-related work</li> <li>• Typically requires minimum skill</li> <li>• Work generally focuses on providing clerical, administrative or operational support to all levels of the organization</li> <li>• Previous experience is preferred but not required for entry into the role</li> <li>• Usually report to lower/middle management</li> </ul>

By using this framework tool as a basis, we can compare equal work and work of equal value across all products, departments, office employees and terminal employees. By looking at the gender distribution within the various job categories with associated salaries, we will get a total picture of the real gender equality in the company. The elected employee representatives have been involved in the implementation of this new framework tool as well as in the evaluation of the wage survey.

State of gender equality in the company

Gender distribution at different job levels / groups **									
		Female		Men		Wage differences**			
						Women's share of men's wage stated as a percentage			
						Total cash benefits		Total taxable benefits in kind	
Total		26%		74%		30%		19%	
L2 (managers)		18%		82%		19%		12%	
L1 (managers)		37%		63%		54%		56%	
P3 (specialist,sales)		29%		71%		32%		14%	
P2 (specialist,sales)		22%		78%		28%		37%	
T4 (technical competence, group leaders)		37%		63%		60%		19%	
S3 (office, service)		55%		45%		112%		94%	
S2 (office, service)		73%		27%		290%		247%	
S1+T1+T2 (terminal employees)		3%		97%		2%		3%	
Gender balance*		Temporary staff* (incl. substitutes)		Parental leave*		Actual part-time*		Involuntary part-time**	
Stated in number		Stated in number or percentage of all employees		Stated in average number of weeks		Stated in number or percentage of all employees		Stated in number or percentage of all employees (to be mapped in 2021)	
Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
296	834	11%	89%	27	10	3,8%	4%		

Star explanation:

\* To be mapped every year

\*\* To be mapped (at least) every second year)

To ensure anonymisation, there must be a minimum of five women and five men within each payroll group (GCL) in order for the results of the payroll survey to be published. The report therefore does not contain results for GCL where there are not sufficient numbers.

### **Development over time and causes**

Historically, our business and industry have been, and partly are, very male-dominated. This is probably related to tradition, career choices and the fact that parts of the business involve a lot of physically heavy work. Against this background, Schenker AS has, for a number of years, worked to promote gender equality.

As early as 2003, the first project group started with active gender equality work. This work included "women and men, regardless of cultural background, personal orientation and age."

In 2005, the following measures were implemented:

- Attitude influence (leadership groups and other leaders, "Presis" and intranet, theme meetings, etc.)
- Editing of the company's advertisement templates
- Adjustment of recruitment routines and selection criteria
- Development plan for selected women
- Assess customized working time arrangements
- Annual review of wage levels to uncover imbalances and correct gender differences (on the office side)
- Review of job categories and title use

Historical figures show a slight improvement in the gender balance in the company, but that we still have few women in management positions (cf. Project report Gender equality in Linjegods AS 2005).

We have not previously had good tools that can effectively compare the wage level for equal work and work of equal value, regardless of whether you work in the office or the terminal. Global Grading will give us a better overview of the real gender equality in the company. This will help us to implement targeted measures more easily.

It is important to point out that any biases must be evened out over time, as the current situation is historically conditioned. With this work, Schenker AS wants to work purposefully for equality and against discrimination on the grounds of gender, pregnancy, maternity leave or adoption, caring responsibilities, ethnicity, religion, outlook on life, disability, sexual orientation, gender identity, gender expression and combinations of these principles.

## **Part 2: Our work for equality and against discrimination**

Schenker's gender equality work includes all the grounds for discrimination and the various personnel areas: recruitment, pay and working conditions, promotion, development opportunities, facilitation and the opportunity to combine work and family life, as well as work against harassment, sexual harassment and gender-based violence.

### **Principles, procedures and standards for equality and against discrimination**

Our gender equality work is rooted in the company's strategies, tools and guidelines.

Already in the early 2000s, the company prepared its own guidelines for how to work with gender equality and non-discrimination in collaboration with the various trade unions.

In connection with the work for the year 2020, a requirement has been identified for updating how to work with gender equality. A greater prioritization will be anchored in the company's working environment committee, which includes representatives from both management and employees. An anchoring in the top management group is absolutely crucial.

#### **Corporate Principles: Ethics; Code of conduct**

The Code of Conduct contains binding standards and the company's expectations of how we should behave in our daily work to achieve ethical business conduct. These principles are binding on all board members, CEOs, executives and employees worldwide. Managers have a special obligation as role models in this work. All employees review the Code of Conduct on a regular basis.

Our purpose is that our business activities, and how we perform and act in our work, are inextricably linked, and must always be in accordance with our ethical and legal principles.

In all our business activities, we must comply with applicable laws, regulations and standards, avoid conflicts of interest and show respect for the customs, traditions and social values of the countries and cultural groups we are dealing with.

## **Diversity**

In our Corporate Guideline-HR Management, it is emphasized that one of the goals of the company's cultural change process is to build a work environment where employees can contribute with their diversity. Be it personal and professional experiences, perspectives and values. There will be more focus on "psychological freedom" to promote good dialogue and diversity.

DB Group runs its own global diversity program, Diversity, in which Schenker AS participates. Diversity Week is marked for an entire week in November each year.

At DB Schenker, we are proud of our international and diverse workforce. By embracing our differences, we build strong, innovative, high-performance teams. By utilizing our diversity, we find creative solutions that can best serve our customers. By using our individual ideas, backgrounds and experiences, we work best as a team with one common goal.

In connection to Diversity Week 2020, a separate e-learning course on diversity was made available to all employees; Diversity & Inclusion (eLibrary Bookboon).

## **Female leaders**

DB Schenker is focused on getting more women into top management positions. Women in Business (WIB) was established in 2017 and the goal of the group is to increase the proportion of women in top management positions in a natural way.

By creating and improving the visibility of women's networks and using female colleagues in leadership positions as mentors, the goal is to achieve a more even balance in top management. As an example, DB Schenker participates in Unthink Women in Leadership 2021.

## **Wage policy**

The wage policy of Schenker AS is based on the company's vision, goals, strategy and values. The wage policy must be life-phase and gender-neutral. This is described in our Management Guide.

Considerations of equality and non-discrimination are otherwise included in the rest of the personnel policy.

## **This is how we work to ensure equality and non-discrimination in practice**

Schenker shall, in collaboration with the elected employee representatives, work steadily to ensure equality and prevent discrimination.

The four-step work methodology is used (examine, analyze, implement, assess), and the descriptions are linked to the personnel areas described in the law (recruitment, pay and working conditions, promotion, development opportunities, facilitation or opportunity to combine work and family life) and other relevant matters in our business.

The company's information pages on HSE also describe the company's procedures related to bullying and harassment.

*«Health, environment and safety work in Schenker shall comply with the Working Environment Act and regulations that regulate health, environment and safety. This will lead to a safe physical and mental working environment for own employees, visitors and others who perform work in Schenker's areas or for Schenker. There is zero tolerance for fatal accidents, and where efforts must be made to reach a minimum of personal injuries, **and there is zero tolerance for bullying and harassment.** Systematic efforts must be made to reduce sick leave.*

#### **Notification of bullying / harassment**

*Bullying / harassment is destructive to a work environment and a great burden for the person being bullied. The Working Environment Act prohibits harassment or other improper conduct in the workplace. It is therefore very important to report such cases, whether you yourself feel bullied / harassed or by observing that others are being bullied / harassed. Notification of bullying should primarily be made to the manager. Where this is not natural, notification shall be made to the manager's manager, safety representative, employee representatives, or on Schenker's notification telephones“.*

The company has its own established routines for what to do if employees experience being bullied and / or harassed, as well as what to do if they know that a colleague is being bullied or harassed, and guidelines for what managers should do to handle such cases.

## **This is how we work to identify the risk of discrimination and prevent equality**

### **The structure of gender equality work**

A breadth of gender equality work in Schenker AS is desirable, and many parties are therefore involved. This will also be particularly expanded in 2021, and will involve the board, HR, QHSSE, CMT, local management, employee representatives and working environment committees. This will ensure good input from both management and employees. Gender equality work will be dealt with in board meetings, CMT (top management), meetings in the working environment committees both centrally and locally, as well as in co-operation meetings between management and national committee representatives from the unions.

Schenker AS has therefore chosen to follow the Equality and Anti - Discrimination representative's recommendation by working systematically to prevent gender equality and prevent discrimination, so that this work is considered part of the company's HSE work.

### **Examine discrimination risks and gender barriers**

- As described under part 1, HR has mapped the company's wage levels and how these are distributed between women and men. This work has also been done previously, but in a different structure, and it has therefore been decided to prioritize this for 2020. The survey was carried out in the fourth quarter of 2020. The findings are presented to the employee representatives in a separate forum.
- It is planned to carry out further mapping of discrimination risks and gender equality barriers in 2021.
- During 2021, local leaders will, in consultation with the security service, review physical conditions in the company, to see if it is adapted for the visually impaired, people in wheelchairs and the hearing impaired.
- The canteens have mainly been closed through 2020 due to Covid-19, and therefore the labelling of pork, gluten or nuts has not been reviewed and assessed as to whether sufficient or not. This work will be taken up when it is relevant to open up for further canteen activities at the terminals where this applies.
- In the employee survey, questions were asked whether the employees had experienced bullying or harassment. This survey was conducted in 2020. However, results from the survey and further work on this will not be conducted until 2021.

### **We discovered the following risks for discrimination and prevention of equality**

As mentioned above, the employee survey was conducted in the reporting year, but the results from this, as well as work with measures are not available until 2021. The follow-up of these results will therefore be a natural part of the work for 2021.

Some areas in the company may be somewhat less diverse in relation to ethnicity, religion and outlook on life. As an example, the top management group consists exclusively of ethnic-Scandinavian white men.

Some may also experience that the jargon in some work areas may seem exclusive in relation to ethnicity, gender and LGBTQ people.

Finally, we found differences between women's and men's wages. This shows that there may be a risk of discrimination within certain job levels.

## **We found the following possible causes for risks and obstacles, and initiated the following measures**

It has been decided to use an action form to illustrate the planned measures to be implemented during 2021. This will be a living document that will be used and updated throughout the work during the year.

### **The following possible causes of risks and obstacles have been identified:**

- The payment gap between women and men in occupationally heavier positions (P) and managerial positions (L), which has an individual pay adjustment, may be due to women not asking for pay increases as often. It is important to point out that these imbalances must be evened out over time, as the current situation is historically conditioned.
- We may not be good enough at including diversity of all kinds in certain areas of our business. The further surveys in 2021 will reveal this, both in terms of physical design and the jargon that is used.

### **Description of measures:**

For the year 2020, we have focused on mapping, payment and structure of the work. In addition, we started the work on the following measures:

- The content of job advertisements has been updated for the entire global business. We have become even more aware that the use of images and word choice has consequences for who applies for a job with us. We also make demands on diversity and non-discriminatory / professional recruitment processes for any partners. There are specific goals for hiring more female managers.
- A policy has been prepared for the home office, which will come into force when we return to normal operation after the pandemic.
- The reason for the reduced number of measures for 2020 is mainly due to challenges related to Covid-19.

Measures we plan for the coming year, as well as objectives for this, are illustrated in the overview of measures below.

### Action overview- and plan

ff area	Background for measures	Description of measures	Objectives of the measures	Responsible	Deadline /Status	Result
Promotion and development opportunities /Recruitment	The company's top management team consists of men of equal ethnic origin, and other management in the company also has a predominance of men.	Agree on specific goals for management recruitment and top management recruitment with regard to diversity, gender, ethnicity, LGBTQ and disability.	Increased diversity in Schenker's management	CMT, HR	Q2 2021	Not started
Promotion and development opportunities	There is variation in which employees use the company's e-learning system for further development.	Establish a plan for further development of all employees through the company's e-learning system. This is done via LMS: Job Journeys	Further development follows the job category, which minimizes the possibility of discrimination.	CoE &HR	2021-2023	Under development

Staff area	Background for measures	Description of measures	Objectives of the measures	Responsible	Deadline/ Status	Result
Wages and working conditions	There is an imbalance in the salary level between the sexes within professionally heavy positions P / management positions L (men earn the most), and within office positions at level S2 & S3 (women earn the most).	Keep statistics / overview of which employees (and who do not) request a salary increase, and the results of individual salary negotiations for professionally heavy positions / management positions. Establish goals for equal pay at level S2 & S3.	Review the overview once a year to see if the salary distribution is evenly distributed. This bias must be evened out over time, as the current situation is historically conditioned.	Leader with personnel responsibility, HR, CMT	Annual	Not started
Wages and working conditions	There is a requirement to map the proportion of involuntary part-time employees as part of the gender equality work.	Interviews with part-time employees to map involuntary part-time work.	Map out how much involuntary part-time there is, and clarify whether there are differences between the various grounds for discrimination.	HR & LU	2021	Not started
Facilitating diversity and the opportunity to combine work and family life	Unclear frameworks and working hours at home office	New policy for home office	The experience of working life vs. leisure time is measured in the Employer Survey	HR	Completed	Not implemented