



Diversity, Equity, and Inclusion (DEI) Policy

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1. Introduction

Kaizen Institute's DEI Program challenges paradigms to achieve long-term success.

Kaizen Institute (KI) believes that a key to long-term success for any organization lies in the ability to live and promote an inclusive mindset, equal opportunities, and diversity. This successfully challenges paradigms and unlocks solutions that enable organizations to prosper.

All members of KI (in this document referring to the Kaizen Global Group of Companies "KGGC") are expected to adopt and nurture diversity and inclusion through the KI's DEI (Diversity, Equity, and Inclusion) program. Strong global leadership, education, and collaboration with KI's corporate strategy and KI leaders are the drivers to create an impactful approach towards Diversity, Equity, and Inclusion. Every KI member is expected to support the DEI program by adhering to the following principles:

Culture - Creating an inclusive company culture.

Respect - Emerging diversity and respect various minority groups.

Innovation - Fostering Innovation through inclusive mindsets.

Gender Balance - Provide women empowerment in business.

2. Diversity

KI encourages diverse teams and workplaces, internally and for our clients.

KI strongly believes in the benefits of diversity in the workplace. More specifically, personal experiences, individual backgrounds, and unique capabilities are essential aspects of any organization's authenticity, reputation, resilience, and long-term competitive advantage.

Consequently, at KI, building and sustaining diverse teams is a fundamental pillar of our methodology both internally and for our customers.



3. Women Empowerment + Gender Balance

KI recognizes the fundamental role of gender equality within an authentic, diverse, and balanced workforce. In fact, multiple studies of gender balance show that in an increasingly globalized and interconnected world, businesses with greater gender parity and more women in senior positions are thriving.

Therefore, women empowerment is a deliberate part of KI's corporate strategy and is a natural step towards KI's goal of gender balance and long-term economic success.

4. Discrimination & Inclusion

Equal opportunities must be accessible to everyone, regardless of backgrounds or characteristics.

4.1 Discrimination and Equal Opportunities

KI is committed to provide an inclusive, healthy, respectful, and productive environment for everyone regardless of age, belief, colour, cultural and national background, gender identity, language, marital status, parental status, physical and mental ability, sexual orientation, and any other characteristic.

In a workplace free from discrimination and harassment, individuals' knowledge, skills, and abilities are the critical factors of success and the unbiased basis for equal opportunities.

4.2 Disability Discrimination

KI believes that everyone has the right to work without discrimination. A member, or potential member, with a disability who can perform the core functions of the job, with or without reasonable accommodation, is entitled to the same opportunities, protection, and respect as any other member.

5. Workplace Ethics

Any form of discrimination or harassment is prohibited by or against everybody.

At KI, we have a zero-tolerance policy for any form of discrimination or harassment. We prohibit discrimination and harassment in the workplace whether committed by or against partners, managers, colleagues, customers, suppliers, or visitors. Discrimination and harassment create an unfair and intimidating environment and is unacceptable.

5.1 Harassment

Harassment can occur between any two or more individuals regardless of their identities or characteristics. This includes, but is not limited to, the following:

Abusing, bullying, humiliating, or offending someone mentally, physically, sexually, or verbally.

Making unwelcome jokes or negative comments about someone's characteristic(s).

Threatening or intimidating someone.

Harassment based on any of the following characteristics is prohibited in any working environment.

- Attitudes about gender roles or age
- Disabilities, illnesses, or impairments
- Gender identity or sexual orientation
- Marital status, parental status, or pregnancy
- Ethnicity, nationality, race, or skin color
- Political or religious convictions
- Any other characteristic protected by law

5.2 Sexual Harassment

Any form of sexual harassment is not tolerated in any working environment. This includes, but is not limited to, comments regarding sexual activities, sexual advances, sexual jokes, unwanted or unwelcomed requests for sexual favors, and any other verbal or physical conduct of a sexual nature that:

- is made explicitly or implicitly for a term or condition of employment;
- is issued as a basis for employment decisions affecting an individual;
- and has the purpose or effect of substantially interfering with an individual's work performance and creating an intimidating, hostile, or offensive work environment.

6. DEI Program at KI

Within KI's ESG initiative, the DEI program has been created to help drive awareness both internally and externally with special focus on diversity, equity, and inclusion.

Some current activities of our DEI program include:

- initiating and creating material to increase awareness of DEI internally and externally;
- interviewing KI members and sharing articles internally and externally;
- conducting DEI surveys to measure KI's current DEI state, improvements, and gaps;
- and annual analyses of gender balance and women empowerment within KI.

7. Monitoring and Reporting

All KI members must follow this policy and include DEI targets in their routines to help KI's culture thrive.

Incorporating a DEI mindset reflected by behaviors and actions is a deliberate goal of KI.

All KI members are expected to follow the policies and guidelines provided, participate in mandatory audits, and are welcome to provide feedback to the ESG team (esg@kaizen.com). KI Leadership is expected to include organizational DEI related targets in their Daily KAIZEN™ routines to drive an inclusive, diverse, and balanced culture in KI.

Following our authentic methodology and through regular audits, KI's ESG team is monitoring and assessing the effectiveness, progress, and achievements of the DEI policy, program, and actions across the organization. A confidential reporting system for any misbehavior or acts in violation of this DEI policy is being installed and accessible to all KI members and clients.

Non-compliance or misbehavior against our policies and standards may lead to removal from the group as outlined in KI's respective agreements.

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