ZSE Group
Diversity, Equity and Inclusion Policy (DEI)

ZSE Group Diversity, Equity and Inclusion Policy (DEI)

Introduction and commitment of top management

The ZSE Group is a leading energy company that builds its long-term growth on responsible business practices, expertise of its people, and values of fairness, respect, and equal opportunities. Diversity, Equity and Inclusion (DEI) are an integral part of both our corporate culture and our business strategy. We do not regard DEI as a standalone initiative, but rather as a guiding principle that shapes our approach to governance, people development, corporate culture, long-term sustainability and the ZSE Group's responsible role in Slovakia.

We view diversity as a source of innovation, growth and a stronger corporate culture. We are committed to creating a working environment in which everyone can develop their full potential and contribute through their unique experiences, perspectives and talents.

Through its Statement on Diversity and Inclusion in the ZSE Group and by signing the Diversity Charter, the ZSE Board of Directors has committed to fostering and promoting an inclusive and respectful workplace, removing barriers and ensuring equal opportunities for all people across the ZSE Group and throughout our business partnerships. The Board also supports equal opportunities, actively promotes gender equality – including the objective of achieving at least 30% representation of women in management positions by 2030 – and is committed to integrating DEI principles into decision-making, people management and external relationships.



Our approach to diversity, equity and inclusion

The ZSE Group's approach to diversity, equity and inclusion is built on the following strategic pillars:

Equal opportunities and fair treatment

We foster a working environment in which no one is disadvantaged on the basis of sex, gender, age, ethnic origin, disability, religion or belief, sexual orientation or any other protected characteristics. We are committed to ensuring fairness in remuneration and to providing equal pay for equal work or work of equal value. Our recruitment processes are open, fair and transparent, and we strive to ensure that employment opportunities, learning and development programmes, and career advancement opportunities are equally accessible to everyone. Performance evaluation and career progress are based on objective criteria, and we ensure that no employee is disadvantaged or favoured on the basis of their personal characteristics.

Gender equality

We are committed to promoting gender balance in leadership and decision-making, ensuring equality in recruitment, remuneration and career advancement, eliminating bias from decision-making processes, and integrating a gender perspective into corporate policies and learning and development programmes. We are committed to achieving at least 30% representation of women in management positions across the ZSE Group by 2030. We monitor gender-related indicators, including gender pay equity, and maintain zero-tolerance approach to gender-based violence and sexual harassment.

Work-life balance

We promote health, safety and overall well-being of everyone across the ZSE Group. We support a healthy work-life balance by fostering safe and healthy working conditions and offering flexible working arrangements wherever feasible. We invest in mental health, preventive well-being programme, and development of a workplace culture that supports long-term sustainability of employee performance.



Inclusive workplace

We are committed to building a workplace founded on respect, cooperation and equal opportunities, where everyone can develop their full potential regardless of their individual needs or background. We provide accessible and appropriately adapted working conditions and promote fair and transparent processes to ensure that every individual feels welcome and respected. We support employee groups, mentoring initiatives and development programmes that enable employees to develop their potential, strengthen their capabilities and advance their careers within the ZSE Group. We are committed to ensuring that everyone has an equal opportunity to work effectively and comfortably, while supporting a corporate culture based on mutual respect and cooperation across all team members.

Protection from violence and harassment

We maintain a zero-tolerance approach to all forms of violence, harassment, bullying, discrimination and any other inappropriate or degrading behaviour. We provide safe, confidential and accessible channels for reporting concerns and we protect persons that report misconduct. Our preventive approach is supported through trainings, clear policies and procedures, and the promotion of a workplace culture founded on respect and dignity.



Specific areas and measures

Recruitment and career development

- Transparent recruitment processes with an emphasis on equal opportunities,
- Use of gender-inclusive language,
- Training for managers on addressing bias,
- Objective and measurable performance evaluation criteria.

Remuneration

- Monitoring of pay equity,
- Measures to identify and eliminate gender pay gaps,
- Disclosure of key indicators.

Learning and awareness

- Provision of DEI and inclusive leadership training,
- Provision of talent development programmes using objective selection criteria and validated psychometric tools,
- Implementation of awareness-raising activities (Diversity Days, workshops, and campaigns)

Flexible work and well-being

- Support for flexible working arrangements,
- Support for ergonomic and adapted working conditions,
- Support for measures for employees with specific needs,
- Implementation of initiatives to promote mental health and workplace well-being.

Prevention of harassment and safe working environment

- Clear channels for reporting concerns,
- Protection of reporting persons,
- Transparent and confidential investigation processes,
- Regular training on inappropriate behaviour in accordance with the Code of Conduct and the Work Rules.

Governance and responsibilities

DEI is integrated into all internal processes as well as external relationships with customers, partners and suppliers. At the same time, it is a shared responsibility across the entire organisation – including leadership, management and every individual within the ZSE Group.

Management
The Company's management is responsible for the strategic integration of DEI, its alignment with the Company's strategy, and the creation of the conditions necessary for its implementation, including provision of appropriate resources. It also monitors the implementation of the DEI strategy and its regular evaluation.

Human Resources Division
The Human Resources Division supports the implementation of DEI principles primarily through the design and delivery of development activities, training, mentoring programmes and tools that promote an inclusive corporate culture. It provides methodological support to managers, coordinates internal initiatives, and is responsible for data management and the evaluation of DEI-related trends.

Managers
Managers, both female and male, play a key role in applying DEI principles in day-to-day practice. They support fair decision-making in recruitment, performance evaluation, and career development, and actively foster an inclusive environment within their teams.

Employees
Everyone within the ZSE Group actively contributes to a respectful and inclusive workplace culture and adheres to the principles of DEI. In the event of a breach of these principles, they are expected to report such conduct through the available internal mechanisms. They are also expected to apply these principles in their external interactions with customers, partners, and suppliers.



Resources

Appropriate resources are allocated to support DEI, including professional expertise, development and training programmes, data monitoring and reporting tools, as well as internal and external advisory resources, where required. These resources enable the systematic implementation of DEI principles and continuous improvement.

Monitoring and transparency

The ZSE Group regularly collects and evaluates data on pay equity, gender balance, representation of women in management positions, employee participation in DEI training, as well as data on internally reported concerns and measures taken to support an inclusive culture. This information is communicated transparently through sustainability reporting as well as other internal and external assessments.

Scope of applicability and validity

This Policy applies to all companies within the ZSE Group, all people working within the Group, and all partners acting on behalf of the Group. The Policy shall enter into force on the date of its approval by the ZSE Board of Directors.

