

DIVERSITY, EQUITY AND INCLUSION POLICY

ADOPTED BY THE BOARD OF DIRECTORS OF MAIRE S.P.A.

ON 30 JUNE 2025





1 SCOPE

MAIRE group operates in an international and multicultural context and has always recognized the strategic value of the diversity of People as a distinctive and competitive factor, fundamental for creating and preserving an inclusive work environment, ensuring fair and sustainable long-term growth and fostering the ability to generate innovation and create value for its People and *stakeholders*.

In line with the Group's Business Plan and the vision of leading the energy transition, the purpose of the Diversity, Equity & Inclusion Policy ("**DE&I Policy**") is to promote the enhancement and respect of diversity, promote equity, gender equality and inclusion, enhancing the merit, knowledge, skills and attitudes of People. It sets out the core values and principles and practices to create and preserve an inclusive work environment where relationships and dialogue with all *stakeholders* are based on trust and transparency and are free from all forms of discrimination, harassment and violence.

1.1 Applicability and dissemination

The DE&I Policy applies to MAIRE S.p.A. ("**MAIRE**") and to all Group companies in compliance with the laws and regulations in force in the countries in which they operate.

All employees, interns, collaborators, temporary workers and those who work for a company of MAIRE Group and operate in the name and on behalf of it, are required to strictly observe its principles and to actively apply them in all interactions with colleagues, customers, suppliers, *partners*, local communities and any other individual or entity involved in their work activities.

This Policy is made available on the MAIRE corporate website so that there is full awareness and further impetus for its promotion within the Group, along the entire value chain and in the communities in which it operates. In addition, it is also communicated to all Persons through specific training initiatives.

1.2 Approval and Review

The DE&I Policy is approved by the MAIRE Board of Directors and is updated in the event of regulatory and/or organisational changes.

1.3 Governance

The *Group Corporate Affairs, Governance, Ethics & Compliance* Department of MAIRE, through the *Group Compliance, Ethics, Diversity & Inclusion* Function, has the task of promoting the integration and implementation of the issues of equity, inclusion and enhancement of diversity in the Group's activities and initiatives with the aim of promoting the ever-increasing spread of an inclusive culture and ensuring compliance with this Policy.

The *Group Compliance, Ethics, Diversity & Inclusion* Function, with particular reference to initiatives dedicated to human resources, works in close collaboration with *Group HR Administration & Management* and *Group Development & Compensation* Functions of MAIRE. In addition, in coordination with the relevant Functions, it develops and monitors the implementation of MAIRE Group's DE&I Strategic Plan, which identifies specific initiatives aimed at integrating diversity, equity and inclusion into corporate activities.

The *Group Corporate Affairs, Governance, Ethics & Compliance* Department of MAIRE reports to the Internal Sustainability Committee of MAIRE on the initiatives of the DE&I Strategic Plan.

2 FUNDAMENTAL VALUES AND PRINCIPLES

The DE&I Policy sets out the founding values pursued by the Group in order to guarantee and promote a work environment that supports integration, coexistence and the enhancement of diversity and equal

opportunities for all People. These values are in line with the commitments made by the Group as part of the initiatives promoted by the United Nations to which it adheres, with the principles of the ILO - International Labour Organization and the SA 8000 standard, with the Sustainable Development Goals (SDGs) and the Group's Sustainability Strategy.

This Policy is an integral part of the Document System in force at MAIRE Group and is in harmony with the principles and values of the Code of Ethics, the Sustainability Policy and the Human Rights and Human Resources Policies adopted by MAIRE Group and which define its identity and culture.

Respect for the individual, inclusion and enhancement of diversity

The Group believes that each Person makes, with their individuality and experience, a fundamental contribution to the company's development and growth strategy. The Group recognises and promotes the richness and value of diversity as an effective organisational, motivational and competitive level.

People represent the main asset that the Group is committed to researching, attracting, retaining and engaging, respecting them and enhancing their uniqueness, freedom, dignity, skills, attitudes, knowledge, potential and guaranteeing equal opportunities.

The Group promotes coexistence and the integration of diversity, fostering and preserving an open and stimulating work environment based on trust and transparency. It creates the conditions that allow every individual to access the work environment and express themselves freely. The Group does not tolerate any form of discrimination based on gender, culture, nationality, age, political opinions, religion, sexual and emotional orientation, cognitive, physical and socioeconomic differences and condemns any form of violence, harassment and abuse.

Merit, equality and fairness

The Group places merit at the center and offers equal opportunities for employment and professional development to all People, including those applying for specific job opportunities. It guarantees a system for the selection, management, development and remuneration of People that is based exclusively on merit and fairness, enhancing People's skills, attitudes, knowledge and needs in order to provide each person with the most suitable tools for their professional development.

Sharing and Collaboration

The Group believes that the fundamental values and principles of this Policy can create trust-based relationships and generate a positive and sustainable impact throughout the entire value chain and in the local communities where it operates but only if they are shared with all stakeholders and actively pursued in all daily activities.

Through constant dialogue with local stakeholders, the Group develops shared projects that meet the needs of the communities where it operates, generating positive and lasting impacts over time.

In addition, the Group requires its Suppliers to acknowledge, share and respect its principles and values by integrating them into their operational practices in compliance with the laws and regulatory provisions in force in the countries in which they operate. To this end, it adopts Suppliers selection criteria based on transparency and integrity.



3 COMMITMENT

The values and principles of this Policy constitute a strategic lever for the Group to generate value in relations with People and stakeholders, strengthen its connection with local communities and contribute in a tangible and positive way to the economic, social and cultural environments in which it operates.

MAIRE Group is committed to adopting and implementing policies, initiatives, standards and KPs in order to disseminate the values of this Policy, create and preserve an inclusive work environment and increase the involvement of People and stakeholders *in* the creation of an inclusive culture.

To this end, the Group undertakes to:

- developing, implementing and monitoring initiatives and programs aimed at ensuring equality, equity, gender equality and transparency at all stages of the employment relationship (from the selection process to the assignment of roles and termination of the employment relationship), in performance evaluation and in professional development and remuneration initiatives;
- promote the protection of parenthood and the balance between professional and personal life, through work flexibility initiatives, fair leave and well-being support programs;
- promote training and awareness-raising initiatives in order to raise awareness of the values of diversity, equity, gender equality and inclusion;
- promote the use of respectful language and communication style;
- ensure that all People, regardless of their physical, sensory or cognitive conditions, have equal access to the work environment, both physical and digital, work tools, information and professional development opportunities;
- adopt systems to counteract, prevent, manage and sanction all forms of harassment, violence and discrimination;
- promote diversity in public, academic and scientific events in which it participates. In these contexts, the Group is committed to respecting the criteria of equal gender representation;
- disseminate and promote the values and founding principles of the DE&I Policy along the entire value chain;
- develop, implement and support social, cultural and educational initiatives, also involving strategic stakeholders, that contribute to reducing inequalities and strengthening of the social fabric in the local communities where the Group operates;
- collaborate with institutions and organizations in the third sector to create, in the communities in which it operates, opportunities for growth, training and inclusion.

4 TRANSPARENCY AND REPORTING MECHANISMS

Anyone who becomes aware of any violation of this Policy can make a report - even anonymously - through the following channels:

- Whistleblowing platform, available at the link [Maire Group - Whistleblowing](#);
- SA 8000 platform, available at the link [Social Responsibility and Human Rights | Maire](#);
- Postal mail: MAIRE S.p.A., Group Corporate Affairs, Governance, Ethics & Compliance Department, Via Gaetano De Castillia 6/A, 20124, Milan, (Italy).

Reports will be handled in accordance with the provisions of the Group's "Whistleblowing"¹ Procedure and the SA8000 Corporate Social Responsibility Management System for certified MAIRE group companies.

Any form of direct or indirect retaliation, discrimination or penalization is prohibited against those who have made a report, for reasons directly or indirectly related to the report.

MAIRE is committed to protecting the confidentiality of the identity of the whistleblower and the reported person, without prejudice to legal obligations and the protection of the rights of the Group or of persons

¹ The procedure is available at the following [link](#).

wrongly accused and/or in bad faith. Any intentional or grossly negligent reporting that proves to be unfounded is subject to the application of possible sanctions.

5 REFERENCES

This Policy is based on internationally recognised principles and standards and is integrated with the policies and regulatory instruments adopted by the Group.

In particular, the Policy is inspired by:

- United Nations 2030 Agenda – Sustainable Development Goals (SDGs)
- Universal Declaration of Human Rights (UN, 1948)
- ILO (International Labour Organization) Convention
- United Nations Guiding Principles on Business and Human Rights (UNGPs)
- Women's Empowerment Principles (UN Women & UN Global Compact)
- EU Diversity Charter / Charter for Equal Opportunities and Equality at Work
- UNI/Pdr 125 Guideline on the management system for gender equality
- Social Accountability 8000 Standard

This Policy is supplemented by the following Group strategic documents:

- Code of Ethics,
- Business Integrity Policy
- Sustainability Policy,
- Human Rights Policy
- Human Resources Policy
- Supply Chain Policy
- Supplier Code of Conduct
- Anti-Harassment Policy
- Whistleblowing procedure
- HSE&SA Policy

This Policy is implemented in the Manual of the Gender Equality Management System and related internal organizational procedures of the MAIRE Group.

In addition, this Policy contributes to the implementation of the management systems to support the sustainability reporting required by Directive (EU) 2022/2464 (CSRD) and the commitments provided for by Directive (EU) 2024/1760 (CSDDD).