

GENDER EQUALITY PLAN 2021-2024



Strategic Plan for the development of diversity and inclusion

Management vision

We firmly believe that diversity and inclusion foster innovation, creativity, and collaboration. To this end, we actively promote diversity through the recruitment of diverse nationalities, genders, cultures, and academic backgrounds. In terms of gender diversity, we make every effort to contribute to the development of the female gender in STEM (Science, Technology, Engineering, and Mathematics) professions so that they are better represented in all our fields of activity. To achieve this, we participate in programs dedicated to the promotion of technical disciplines to young adults. On an internal level, mentoring, coaching, and training are some of our courses of action. Human Resources (HR) processes, particularly those related to equal pay, recruitment, induction, career, and personal development, as well as training and communication, are regularly reviewed, and concrete measures are implemented to improve our practices.

We are putting in place various means to help achieve a better balance between professional and family life. This includes flexible working hours, the possibility of working remotely, childcare facilities for preschool children, and time to support "family caregivers".

We adhere to a Charter of Values and adapt this in our daily activities. We ensure it is applied and that there is no discrimination based on age, gender, nationality, culture, sexual orientation, or disability.

Our communication is respectful of everyone, and collaboration is encouraged in the pursuit of excellence and innovation.

CSEM Executive board, July 2021



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Preamble

Diversity and inclusion cover a vast area. Given its high level of variety in terms of nationalities, genders, cultures, and academic backgrounds, CSEM has decided to focus on gender balance by increasing the proportion of women in its fields of activity at all levels.

This document outlines a global strategy that is applicable to all persons under contract with CSEM, to promote gender balance and equal opportunities within our company. This strategy is broken down into four axes, deployed in concrete actions, and measured by success indicators. The members of the Executive Board are responsible for implementing the Gender Equality Plan through targeted actions corresponding to their respective areas.

To define and implement its strategy, CSEM relies on the best practices of universities and polytechnics and maintains a network of partners including foundations, institutions, and industrial companies. CSEM also relies on scientific literature and external recommendations to achieve its objectives. A "diversity" working group is responsible for initiating projects, facilitating and encouraging the promotion of diversity, and increasing female ratios within the company while attracting talent from outside. The Management Committee evaluates its strategy and the achievement of indicators on an annual basis so that corrective actions can be taken if necessary.

Foundations of the approach

Diagnose, define roles and responsibilities, uncover current issues, apply a methodology, and then implement an action plan

After the current situation (female to male ratio, recruitment, HR process issues), had been analyzed, and once a framework had been created and the necessary resources identified, the

Management Committee validated an umbrella-document describing the current situation, roles and responsibilities, theoretical contributions, as well as the methodology and an action plan. The commitment of the Board of Directors to the achievement of the axes described below is central to the implementation of this policy.

The implementation of a strategy linked to the diversity policy requires strategic parameters (target values) and measurement indicators.



The management allocates a budget each year until the objectives are achieved. The financial resources must be used to promote gender diversity and equal opportunities for women and men in the broadest sense.

Set up a working group, appoint a diversity manager

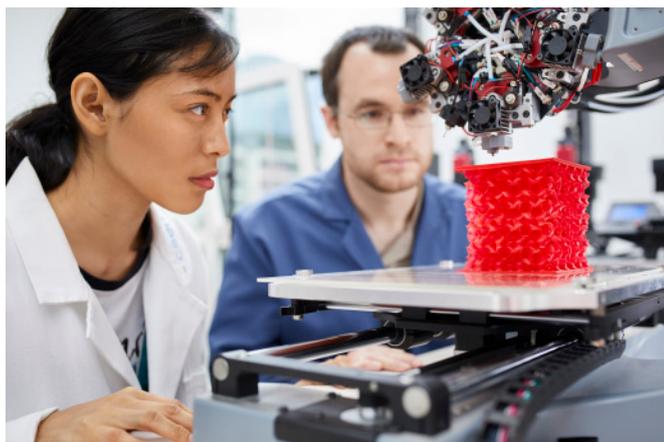
It is essential to have ambassadors within the organization to support, disseminate, initiate, and promote steps both internally and externally. An academic diversity manager in a scientific field, attached to the HR Department, carries out the necessary actions to achieve the main objective: to welcome more openness and gender diversity within CSEM.

The actions are communicated twice a year to all employees.

Axis 1

Raise awareness of gender stereotypes and prejudices and ensure respectful behavior and communication

It is essential to give meaning to our focus on gender diversity and equal opportunities. Specific training sessions and themed days will be organized to raise awareness of the benefits of gender diversity so that the people who make up CSEM are aware of unconscious gender bias and "ordinary" sexism. Sharing, debating, and creating ideas is essential to integrate diversity at all levels through respectful and caring communication. A diversity charter enables us to set out and remind ourselves of the fundamental principles.



Axis 2

Ensure gender diversity and equal opportunities for women and men in research and innovation

Measures are already in place to detect gender bias internally. HR are doing everything possible to ensure equal treatment in terms of salary (regularly audited by the Confederation's LOGIB software) and better representation of women in technical/scientific professions and in research projects. Our code of conduct is based on respect and kindness, it defines and seeks to rule out discrimination, intimidation, mobbing, threats, violence, and sexual harassment, and it further provides means to remedy discriminatory actions. Everyone is expected to uphold this code of conduct by taking action against inappropriate behavior. If they are unable to do so on their own, members of the Executive Board, managers, the Human Resources Department, or an external mediator are available to accompany, support, and act.

In all its research projects, CSEM aims to achieve a mix of genders, cultures, and academic backgrounds. Gender diversity allows for greater creativity, innovative approaches, and different visions.

In each communication activity, the male/female representation is balanced as much as possible. Oral and written communication respects inclusive and non-discriminatory language.

Information about CSEM's diversity strategy, action plans, and measures are readily accessible on our intranet site.

Axis 3

Equal career development opportunities at all levels

Based on the steering indicators of each division, an indicative target is set, and specific measures are put in place to promote the career advancement of women within CSEM (recruitment, talent review focused on the development of internal talent, individual or collective training).

To attract and promote the most talented women and to allow them to develop on an equal footing, CSEM develops strategies to encourage female leadership through actions such as mentoring, coaching, and training.

CSEM collaborates with external partners to set up leadership programs that support women. Mentoring is offered to encourage the emergence of talent and to encourage women to apply for positions of responsibility. For candidates with equal skills, preference is given to female applications.

To develop careers and attract talent, CSEM cooperates with external partners who are active in the promotion of scientific careers. CSEM actively supports female trainees through mentoring and coaching.

The proactive search for female talent is also done through external partnerships (e.g. women's associations) and the training of recruiters to reduce unconscious prejudices. Particular attention is paid to the retention of female talent internally.

Members of the Executive Board and the Human Resources Department regularly assess the gender balance in recruitment and promotion procedures, as well as in the access to and use of staff development measures.

Axis 4

Work-life balance

CSEM offers working conditions that promote harmony between professional and private life. This balance must be conducive to equal opportunities for women and men.

Access to the company crèche and subsidies for crèches in the different sites are available to help find childcare solutions and support parents in reconciling their professional and family life. A similar process applies to support "family caregivers".

CSEM promotes flexible working solutions, such as access to part-time work and the possibility of working remotely, for all employees. Employees are made aware of the importance of flexible working conditions as well as compatibility with family and private life in achieving excellence. Employees can work remotely for a maximum of two days per week (based on full-time / 100% activity).

Our values, our charter

We believe that solid **values** support our organization's successful development and the harmonious and balanced development of all employees at CSEM. As collaborators of CSEM, we actively foster **innovation**, strive for **excellence**, embody our solid **ethics** and resolutely contribute to a fruitful **collaboration**.

Innovation



I approach each situation with an **open** mindset.

I generate, welcome and promote **creative** ideas.

I continuously look for new opportunities to strengthen our positive impact on a **sustainable** society.

I commit to strengthening the **competitiveness** of our customers and promoting the technologies of the future.

Excellence



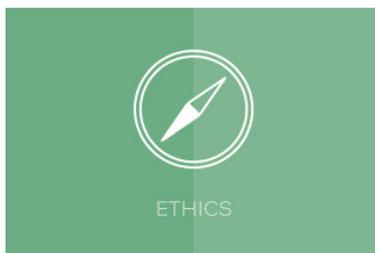
I dedicate myself to provide outstanding **quality** and efficiency to achieve our challenging goals.

I put **passion** and enthusiasm into my work.

I proactively seek and provide constructive **feedback**, furthering excellence.

I strongly support an open culture of debate and consider each mistake an opportunity to **learn**, grow and succeed.

Ethics



I behave with **integrity** in all situations and take full ownership of my choices, words and actions.

I act **sincerely** and honestly, positively representing the values of CSEM.

I behave as a role **model** for a harmonious working climate and to inspire my colleagues and partners.

I strive to work for a sustainable **future** and will not work for projects linked to weapons development.

Collaboration



I represent CSEM as one entity to **benefit** our clients and society.

I proactively **share** my knowledge and support my colleagues.

I communicate with clarity and develop **trustworthy** relationships with colleagues and partners.

I consider and treat everyone as unique, I respect the **diversity** of people in our organization, considering it enriching and inspiring.

In conclusion

CSEM has been known for many years for its commitment to diversity and inclusion.

Diversity is a real opportunity for both professional and personal development. Diversity brings a greater variety of perspectives and improves creativity and innovation. As an inclusive and humane company, we have ambassador-employees who represent our values in an exemplary way. Beyond displaying its principles, CSEM does everything in its power to live by them and to reach the objectives it has set.

Our company has a role to play in society, internally by ensuring the continuous evolution of our practices and the application of our charter, and externally by opening its doors to future female talent through conferences and mentoring. CSEM does everything possible to ensure that every employee feels recognized, supported, and valued, regardless of age, academic background, gender, culture, beliefs, nationality, sexual orientation, or disability.



CSEM Diversity team

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