



# More female managers

Policy and action plan for increasing the share of female managers in the William Demant Group



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### Objective

The Group's objective is to increase the number of female managers at all levels.

The William Demant Group will make an effort to promote women leaders at all levels. To ensure this, we have defined the policy below and will on an ongoing basis take a number of initiatives to support the policy.

It is important, however, to keep in mind that all these initiatives do not change our basic recruiting goal, which is to always seek, hire and promote the best qualified employees – gender set aside.

### Policy focus areas

It is the Group's position that in order to ensure that female candidates and employees can obtain executive positions in the Group, the following principles must be observed:

- Relevant and concrete qualifications must always be present for any candidate – male or female – to be considered relevant for a given position.
- We will work determinedly to create real and equal opportunities for all.
- We want our initiatives to work. We will therefore launch successive initiatives whose effect will be evaluated on an ongoing basis.

We want to ensure equal conditions for the sexes when **external** candidates apply for executive positions in the William Demant Group.

We want to ensure equal opportunities for the sexes in connection with **internal** promotions.

Our managers and HR function will thus have special focus on both internal and external female applicants for managerial positions in the Group.

If there are conditions at the workplace basically resulting in inequality between the sexes as far as obtaining a career as a leader in the Group is concerned, such conditions must be eliminated.

### Concrete initiatives

With the introduction of this policy in 2012, Group Management also launched a range of initiatives, the purpose of which is partly to ensure equal opportunities for women to obtain executive positions in the Group, and partly to promote the number of women in executive positions in the Group. Further initiatives have since been added and others suspended if they did not have the desired effect. Examples of initiatives are:

When – for recruiting purposes – we cooperate with external suppliers (e.g. recruitment agencies), it will be a fixed part of the specification of the search criteria laid down that the Group wants to see women in the field of candidates in the first and in the second round of all searches.

Our managers will have greater focus on guiding and nudging female talents towards pursuing opportunities for promotion.

With regard to the external recruitment process to increase the base of female employees and thus the number of potential female managers, relevant departments in the William Demant Group must prioritise sending female employees to job fairs. In job advertisements and in our general employer branding material, we will further balance the tone of voice between 'male' and 'female' connotations in our communication, ensuring the use of female employees in employer branding visuals.

We will follow and document the number of female managers starting with our Danish companies. Over time, we aim to include foreign companies as well in the analysis.

## Process

Once every year, Group Management will consider whether or not the current number of women managers in the Company can be considered natural compared with the underlying number of potential candidates having the relevant professional background, and – if this is not the case – Management will consider further activities to change this.

All the above-mentioned initiatives are handled by the Group's HR function, which reports to Group Management.

We expect the formulation and implementation of this policy to stretch over a number of years. By default, the **policy** will apply to all Group companies world-wide, but the adopted **initiatives** will – as they prove their worth in the Danish part of the Group – subsequently be propagated to other Group companies.