

# Strategy for Diversity initiative We@PORR



**PORR**

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# Strategy

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## 1. Introduction

At PORR, cultural and personal diversity is deliberately valued and specifically promoted. This enables employees to tap their full potential and develop their skills and strengths - which ultimately also contributes to increasing the company's success. Diversity is seen as a valuable resource that can be used to create something new and contribute to an even more productive and positive corporate culture. Without recognition and appreciation of diversity, equality is not possible.

PORR is firmly in favor of equality between women and men and regards this as a target-oriented investment in the future. Furthermore, PORR is committed to equal opportunities and diversity; 87 nationalities are currently represented in the company.

## 2. The meaning of diversity

Companies today are faced with major social challenges. Keywords such as globalization, migration, demographic changes, growing digitalization - the networked world is bringing people ever closer together - climate change and many more are on the agenda. Furthermore, the labor market is characterized by an increasing shortage of skilled workers. The target group on the labor market is now being deliberately expanded to include, for example, older unemployed people, qualified professionals with a migration background, etc., which calls for the promotion and retention of talent. Moreover, employees' expectations of employers have changed. This creates a need for measures that enable a better work-life balance.

The convergence of different ideas, perspectives, experiences, skills and attitudes makes companies more innovative and improves problem-solving capabilities. Diversity also means that people in different phases of life with different biographies bring a knowledge and experience advantage to the company, which has a positive impact on competitiveness. In addition, diversity enables challenges such as demographic change and a shortage of skilled workers to be overcome.

Another major advantage is that it opens up the possibility of developing new submarkets and customer groups. This can happen if the company has employees from these countries who already understand the language and culture. This leading advantage can then be used to formulate a successful strategy that can also serve as a guide for other markets.

In addition, diversified leadership promotes the organization's openness and ability to learn, thus improving its future viability. In addition, the intercultural understanding and intercultural competence of the employees\* was expanded.

Finally, it should be noted that companies that successfully implement diversified management are perceived as attractive employers and can thus attract and retain talent.

## 3. Methodology

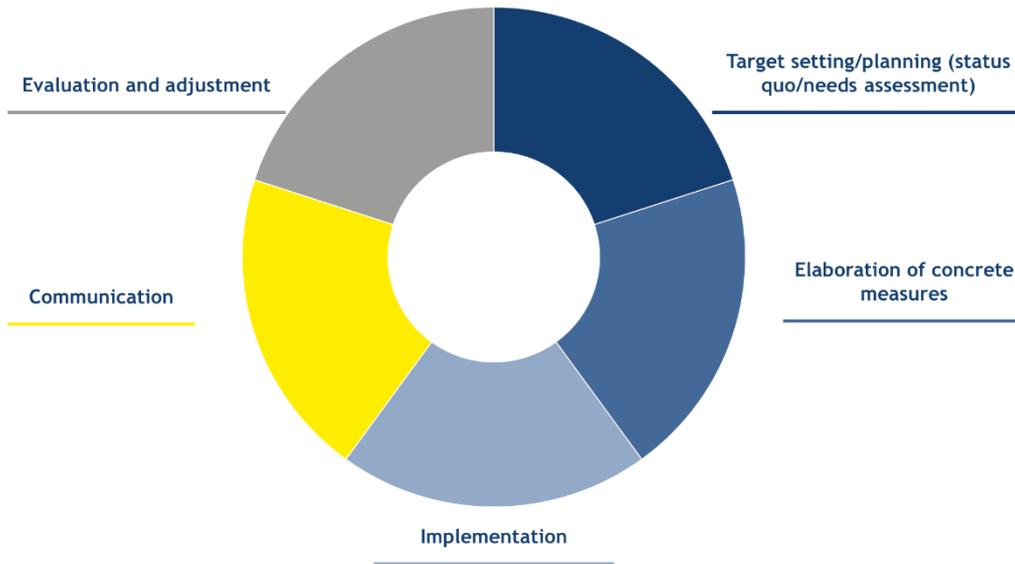
In order to make the best possible use of the individual potential of each employee, PORR relies on targeted diversity measures. This is based on a strategic and holistic approach that not only encompasses internal stakeholders, but also extends to the supply chain. The corporate values, which are reflected in the Code of Conduct, apply to employees as well as to suppliers and service providers. After all, diversity management only works together and when each individual exemplifies diversity not only in theory, but also in practice and acts as a role model. For this reason, PORR launched the **We@PORR diversity initiative** in 2015 and is a signatory to the **UN Global Compact and the Diversity**

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Charter, a member of respACT (Austrian business council for sustainable development) and a **cooperation partner of Companies for Families**. The PORR Sustainability Report in accordance with the **Global Reporting Initiative** has been published since 2009.

Employee needs are elicited through focus groups, live polls at events or needs surveys. The results are used to derive measures that follow a defined process.



## 4. Integration in Companies Structure

Diversity is the responsibility of the Head of Corporate Responsibility, who reports directly to the CEO. Topic-specific project teams, such as the We@PORR project team in Vienna, which have been installed both in Austria and in other markets, are in regular contact with employees from different areas and hierarchical levels in order to evaluate and expand the projects on an ongoing basis. The catalog of measures developed is reviewed by the CR Advisory Board, adjusted if necessary and then submitted to the highest decision-making body, the Sustainability Committee, with the participation of the entire Group Board of Management.



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The diversity measures are launched by the Diversity Manager from PORR headquarters or tested if necessary and subsequently rolled out to the PORR markets, where the responsible project teams take care of identifying requirements and implementation options in accordance with local legal conditions.

## 5. Motivation

PORR aims to promote equal opportunities and diversity and make an important contribution to an inclusive and positive working climate full of appreciation. Employees with different cultural backgrounds and experiences can provide important insights that can improve the way we work. Possible communication difficulties that may arise due to different value perceptions or in intercultural exchange should be eliminated in advance. This requires an increased awareness of the topic of diversity, which is created in particular through best practice examples or role models. They show how the topic can be integrated into daily professional and everyday life.

### Definition of targets

The specific objectives of We@PORR can be summarized as follows:

#### Targets 2025

- - Implementation of holistic age and generation management ( → *Age and Generation Management-Strategy*)
- - Increase the proportion of women in junior management training to 25 %.
- - Increase in the general proportion of women and the proportion of women in the same ratio
- - Increasing the attractiveness of PORR as a "Best Place to Work"
- - Sustainable securing of skilled workers and know-how
- - Strengthening employee motivation and team spirit
- - Maintaining the performance of employees
- - Increasing innovation and problem-solving potential
- - Securing the average length of service
- - Securing skilled workers through group-wide apprentice management
- - Eliminating potential communication or prejudice traps through awareness change
- Implementation of a Group-wide awareness campaign

## 6. Overview of content

As a forward-looking employer, PORR knows that diversity is the key to success and that targeted employee measures and innovative approaches to the issue of diversity strengthen employees' motivation, work performance, innovative potential and social skills, thereby contributing to increased corporate success.

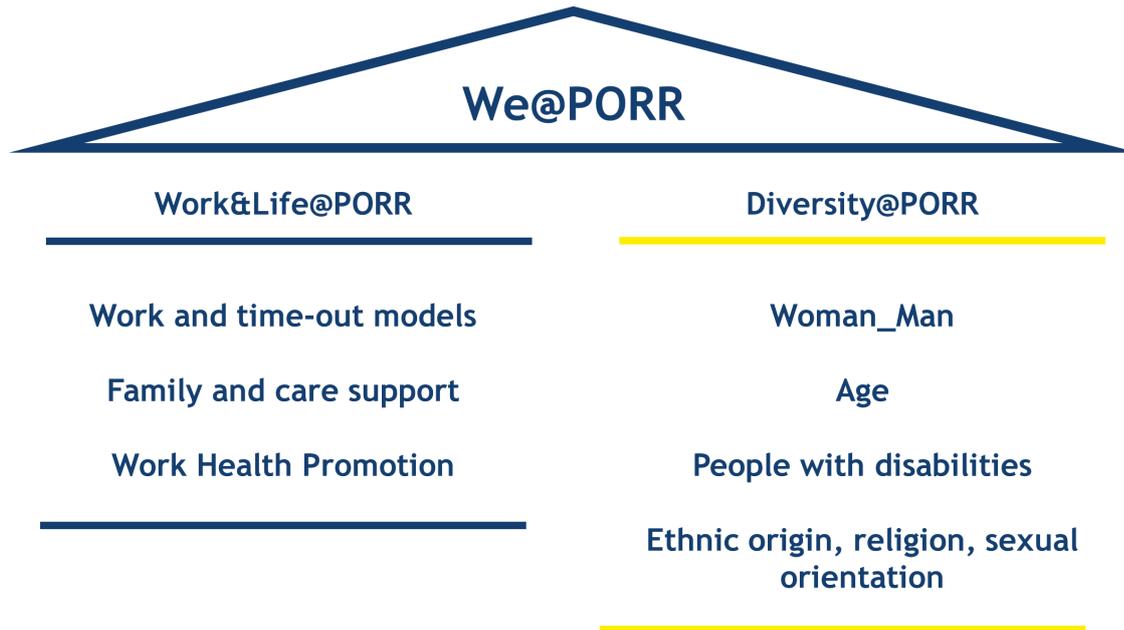
In terms of content, the We@PORR diversity initiative is divided into the areas of **Work&Life@PORR** and **Diversity@PORR**. The two areas are characterized by strong interaction.

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## 6.1 Work&Life@PORR

Work&Life@PORR offers an attractive and flexible environment in a modern working world that contributes to a better work-life balance.



### 6.1.1 Catalogue of Measures

- **Work and time-out models**
  - Full- and part-time, flexitime, home office
  - On request, employment of employees beyond the regular retirement age, partial retirement, partial pension (special form of partial retirement)
  - 8-month sabbatical (leave of absence)
  
- **Family support**
  - Parent-Child Office
  - Kids-Days: Childcare on days when there is no school
  - Adventure Camp: childcare during the summer holidays
  - Active parental leave management and promotion of paternity leave
  - Family-friendly meeting culture
  
- **Pflegeservices**
  - PORR Care+: Insurance in the event of serious illness and death (Group-wide roll-out)
  - PORR caregiver leave: leave of absence for a maximum of three months to care for relatives with continued payment of remuneration

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- **Work Health Promotion (→ Strategy Work Health Promotion)**
  - Uniform office container/break container equipment according to new standards
  - Increased controls on construction sites with regard to hygiene, cleaning service and drinking water supply
  - Smoking ban in office and crew containers as well as crew vehicles
  - Series of lectures on mental health, increased focus on primary, secondary and tertiary prevention
  - Increase in resources for company doctor/occupational physician hours
  - Annual group-wide health days, vaccination programs, healthy food offerings
  - Increase in sports offers, fitness subsidy, free training facilities at PORR headquarters and at PORR Campus Simmering

## 6.2 Diversity@PORR

The Diversity@PORR catalog of measures is directly related to the core diversity dimensions and is aimed in particular at increasing awareness of the issue and breaking down outdated stereotypes. Accordingly, there are **intensive workshops** for members of the Executive Board, mandatory two-day **diversity training for managers**, and the company's internal networking series "**Diversity Table**". There is mandatory diversity training for all apprentices, addressing challenges related to diversity and unconscious bias. **Group-wide e-learning** for all employees and tradespeople is planned for 2022.

### 6.2.1 Catalogue of Measures

- **Women\_Men**

At PORR, women are underrepresented due to the nature of the industry. Promoting women at all hierarchical levels is both an important goal and a major challenge for PORR.

As it is still predominantly women who are responsible for looking after children and carers, PORR has taken numerous measures to make it easier to reconcile work and private life, as already mentioned in the **Work&Life@PORR** chapter, and has thus created an opportunity for part-time employees, and thus increasingly women, to take on management responsibilities. In addition, the company has implemented programs to actively support women and improve networking.

  - "Empowerment for women in the construction environment" training for operationally active female employees
  - Mentoring program: targeted promotion of female high potentials
  - Active maternity leave management and, if desired, the possibility to stay in contact with the company (via laptop/smartphone)
  - On request, further training opportunities also during maternity leave
  - Women@PORR women's network
  - Greater transparency in management development
  - Internal obligation to advertise management positions
  - Equal treatment in terms of language
  - Breaking down stereotypes by actively promoting paternity leave, the use of male role models in videos, articles or presentations
  - Promoting topic-specific events such as Daughters' Day, company presentations at schools, etc.
    - Increased use of female role models in media reporting and recruiting.
- **Age (→ Strategy Age- and Generationmanagement)**

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PORR offers various options for retaining older employees and maintaining their continued employability. The catalog of measures includes:

- Flexible working and time-out models (see chapter on working and time-out models)
- Workplace health promotion
- Alternative field of activity that matches the employee's skills
- Training offers on the subject of skills management to support lifelong learning
  - Raising awareness by raising the topic at internal company network meetings, lectures, articles in the employee newspaper "reportt" or on the "porrtal" intranet

- **People with disabilities**

When it comes to people with disabilities, PORR, as a company in the construction industry with an increased risk of accidents, is focusing more on the reintegration of employees who have had an accident at work or in their private lives and are unable or only partially able to carry out their original activities. For the above-mentioned persons, active participation in working life is sought as far as possible by creating the conditions for the person concerned to remain in the company. The offer includes:

- Work-related special equipment
- Reintegration possibilities such as an alternative field of activity that corresponds to the abilities of the person concerned
- Information campaigns in terms of secondary and tertiary prevention
- Agreements on part-time reintegration
- Awareness-raising through thematization at company-internal network meetings, lectures, articles in the employee newspaper "reportt" or on the intranet "porrtal"

- **Ethnic origin, religion, sexual orientation**

In the above-mentioned thematic blocks, PORR relies in particular on creating awareness through thematization within the framework of:

- Corporate networking meetings and events
- Roadshows
- Diversity training
- Awareness-raising through presentations, articles in the employee newspaper "reportt" or on the intranet "porrtal"
- Intercultural training

### 6.3 Member of the Executive Board and Supervisory Board of the PORR Group

When selecting and appointing members to the Management Board, the Supervisory Board's focus and the associated decision-making criteria are primarily on the existence of the necessary competence and expertise with regard to the management of an industrial and internationally active listed construction company.

In addition, the educational and professional background, age and gender, as well as general aspects of the respective personality are taken into account and included in the decision.

Taking into account the requirements of the Austrian Corporate Governance Code, the Supervisory Board defines a corresponding requirements profile when appointing a member of the Management Board. The Management Board is then appointed on the basis of a defined appointment procedure.

The composition of the Supervisory Board is determined in accordance with the statutory provisions of Sections 86 and 87 of the Austrian Stock Corporation Act. Prior to the election, the proposed persons must present to the Annual

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General Meeting their professional qualifications, their professional or comparable functions, and any circumstances that could give rise to concerns about bias. The educational and professional background, age and gender, as well as general aspects of the respective personality, are also taken into account when making appointments to the Supervisory Board.

The proposed persons are selected taking into account a professionally balanced composition of the Supervisory Board with regard to the Company's business area. Aspects of diversity with regard to the representation of both genders, the age structure and internationality are taken into account. In accordance with statutory provisions, care is taken to ensure that no one is elected as a member of the Supervisory Board who has been convicted by a final court decision of a criminal offense that calls into question his or her professional reliability.

Any new appointments to the Supervisory Board are made on the basis of the legal requirements of the Gender Equality Act for Supervisory Boards (GFMA-G), which sets a quota of 30% for women.

The overriding objective is to find the best possible appointments to the Executive Board and Supervisory Board for one of Austria's largest construction companies and Europe's leading infrastructure specialist, taking into account the aspects outlined above.

The Executive Board of PORR AG is made up of four men of different nationalities. They are between 50 and 63 years old. They have a technical/construction and/or a commercial educational and professional background.

Of the eight capital representatives on the Supervisory Board of PORR AG, two are female. The capital representatives are between 47 and 77 years old and have a wide variety of educational and professional backgrounds. Among other things, they have a technical, legal or business management professional background.

Vienna, 18th July 2022



Karl-Heinz Strauss, CEO



Klemens Eiter, CFO



Josef Pein, COO



Jürgen Raschendorfer, COO