

1 Purpose

The purpose of this policy is to define the overarching framework that guides all other governing documents related to how we work with people in NG Nordic. It supports NG's strategic goals, compliance efforts, and business requirements by promoting a consistent, inclusive, and legally compliant approach to people management across the NG Nordic.

The policy serves as a guiding framework for how we attract, develop, and support our people – enabling a strong, inclusive, and future-oriented organization. It provides direction for local HR practices and supports compliance with both local labor laws and our common ambitions.

2 Scope

This policy applies to the entire NG Nordic, including subsidiaries that are more than 50% owned, unless otherwise specified. All NG Nordic employees are expected to comply with this policy.

3 Policy Statement

At NG Nordic, we believe people are the key to our success. We aim to foster a work environment that is safe, engaging, and inclusive – where all employees are treated with respect and can have the opportunity to grow and thrive. We are committed to:

- Promote a **healthy and safe** workplace, where collaboration, engagement, trust, and psychological safety are essential. We believe in open communication, clear expectations, and respectful behavior across all roles and locations.
- Seek to **recruit and develop** people with diverse backgrounds and relevant competence who want to contribute to our purpose. We aim to provide opportunities for professional growth, internal mobility, and meaningful work, supported by performance and development practices.
- Foster **diversity & inclusion**. We expect all employees and leaders to help create a culture where people feel respected, included, and valued, with equal opportunities for all regardless of gender, age, ethnicity, nationality, disability, religion, sexual orientation, or other personal characteristics. Discrimination and harassment are not tolerated, and we all share responsibility for ensuring an inclusive and welcoming workplace.
- Act with **integrity** and comply with applicable laws and act in accordance with our Code of Conduct. We handle personal data responsibly and maintain confidentiality in all people-related matters.
- Ensure **fair, transparent, and competitive pay** – we are committed to offering compensation that reflects the value of the work performed, is free from bias, and aligns with market standards. We strive for transparency in how pay is determined and communicated, and we regularly review our practices to promote internal equity and equal pay for equal work.

4 Responsibilities

The Group People & Organization function is responsible for defining the governance framework, processes, and tools that enable compliant and consistent people practices across NG Nordic. This includes setting direction, maintaining Group-level policies, and supporting implementation in collaboration with country and platform functions.

Location and process	Head office / People & Organization / People & org. Policy	Document category	
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		Document responsible	Trond Vinje

High-level responsibilities of key stakeholders are outlined below. More detailed descriptions can be found in the NG Nordic - People & Organization Governance and Operating Framework and related role descriptions.

- **NG Nordic's Board of Directors** is accountable for overseeing People governance and strategy. The Board approves this policy and reviews relevant people-related performance indicators and compliance across the organization.
- **Chief Executive Officer (CEO)** ensures effective implementation of this policy across NG Nordic, allocates sufficient resources, and ensures that people-related risks are managed appropriately.
- **Chief People & Organization Officer (CPO)** is the owner of this policy and the operating model for the People & Organization function. The CPO ensures alignment with NG Nordic's strategy and oversees policy implementation across platforms and countries.
- **Group People & Organization Function** is responsible for developing and maintaining NG Nordic-wide frameworks and systems within the areas of talent, leadership, compensation, learning, and core people processes. The function also ensures structured cooperation with the European Works Council (EWC). Implementation is enabled through standardization, collaboration, and support.
- **Country People & Organization Leads** ensure local compliance and adaptation of Group policies to national legal frameworks. They coordinate HR activities across platforms within the country and facilitate collaboration with unions and authorities.
- **Platform People & Organization Directors** are responsible for implementing this policy within their platform and ensuring local processes and practices are in line with NG Nordic's direction and local regulations. They work closely with business leaders and unions to embed people practices into daily operations.
- **People Business Partners and Platform Specialists** provide practical support to leaders and teams. They guide policy application, ensure local follow-up, and contribute to cultural and leadership development.
- **Line managers** are responsible for applying this policy in their teams, ensuring a fair, compliant, and supportive work environment, and partnering with the People function when needed.
- **Employees and contractors** are expected to act in accordance with this policy, contribute to a positive workplace culture, and speak up if they experience or observe behavior that conflicts with the policy.

5 Review cycle

This policy is reviewed on an as-needed basis by the ELT. Any amendments to this policy are approved by the ELT.