

## Introduction

The Diversity & Inclusion Policy (the 'Policy') aims to describe Asper Investment Management's ('Asper') commitment to diversity and inclusion, including specifying our mission, vision and approach. Asper acts to ensure equal opportunities to all employees, to maintain an inclusive culture, and to contribute to the societies in which we are active through our Clients and Platforms. This Policy applies to the management and all employees at Asper.

## Our mission

Our "Build the New" mission is about building a vibrant, high-energy firm that is also deeply caring towards our people, to grow a diverse pool of talent, and nurture it by relentlessly focusing on peoples' development. Even as a small team, we are proud of our talent diversity and of how we nurture it. At Asper, we want to keep making progress on this, so we're gradually tracking more diversity and inclusion performance KPIs and introducing new recruiting, training, and team initiatives. The "Build the New" mission is anchored in three goals, which guide our approach:

- Look after the physical and mental wellbeing of our team members
- Seek and support diversity in our team, enhancing our intellectual and cultural capital
- Uphold a high-achievement, caring culture based on teamwork and talent development

## Our vision

Diversity is when different perspectives, backgrounds, and experiences come together. Inclusion is the deliberate act of valuing diversity and creating an environment where everyone can thrive and succeed. Diversity and inclusion are integral to our culture and the way we work at Asper. We do not expect our people to be, act or think the same. We believe that diversity and inclusion drive our success and support the growth of sustainable Platforms we develop with our Clients, our employees, and the society around us. We believe that diverse teams foster better employee engagement, higher productivity, and satisfaction, and have better investment decision-making and problem-solving abilities as varying perspectives often approach business challenges in a new way. This is why we are stimulating an inclusive culture where our employees can be themselves, contribute their perspectives and perform roles that are meaningful and align with our shared values.

## Our pillars within diversity and inclusion

Based on our diversity and inclusion commitment and goals, we have defined a range of internal ambitions to enhance diversity and inclusion within our firm, supply chain and the wider industry. This has been captured in the following five pillars:

1. Inclusive recruitment
2. Open and inclusive working environment
3. Diverse and inclusive leadership teams in our firm and platforms
4. Unbiased remuneration policy
5. Promotion of diversity and inclusion in our industry

### Pillar 1: Inclusive recruitment

Asper aims to attract, develop, and retain people with different perspectives, experiences, and backgrounds to support our mission to "Build the New". Our approach to diversity and inclusion must be visible in all steps of recruitment e.g. through inclusive job adverts, the selection of platforms and networks to spread our vacancies, in our interview questions, and in our selection criteria. In case of external recruitment, the third party needs to live up to the same standard in their selection of candidates. Asper provides all

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managers with non-discriminatory training for objective recruitment to curtail biased decisions and to ensure we consider all qualified candidates fairly and equally.

### **Pillar 2: Open and inclusive working environment**

Cultural humility, through an open and inclusive working environment, is another dimension through which Asper aims to overcome bias and to foster more open and inclusive environments. This concept includes measures such as an ambitious set of benefits and provisions, redesigning logistics in post-covid world, being aware and respectful of religious and cultural holidays, development of open feedback culture and a broad variety of formats of team events, to remain curious and humble about different identities, and to create a safe and welcoming environment for everyone.

### **Pillar 3: Diverse and inclusive leadership teams in our firm and platforms**

Asper aims to inspire women in their careers and set ambitious targets to drive gender diversity across its leadership teams. We are convinced that a diverse workforce results in a greater variety of perspectives, leading to more collaboration and better results. Diversity is not only defined by gender, but we are looking at diversity as it pertains to ethnicity and gender. On an annual basis, we will review each leadership team within the firm and platforms and challenge their composition and performance together with the Board of Directors. This is to make sure the governance bodies are moving in the right direction in terms of more diverse, and culturally robust teams.

### **Pillar 4: Unbiased remuneration policy**

Asper aims to create equal access to opportunity regardless of social identities. We seek to ensure all employees are paid fairly based on their individual performance, Asper's objectives, and professional competency. The remuneration policy outlines the general guidelines for remuneration and benefits at Asper and ensures remuneration at Asper is fair and reflective of the local market, local laws, and collective agreements. It supports the organization's strategic direction and aims to foster an engaging and high-performance culture while securing relevant and diverse competencies and talents. Asper measures the average gender pay on an annual basis and analyzes the results to better understand patterns or trends that may exist and to implement preventive measures when necessary.

### **Pillar 5: Promotion of diversity and inclusion in our industry**

Asper has set clear expectations to our Platforms and suppliers on promoting diversity and inclusion within their workforce and supply chain. Asper has included diversity and inclusion efforts and performance in our ESG Due Diligence process before deciding to invest in a Platform. We expect our Platforms and suppliers to treat employees fairly, to provide a workplace with excellent employee standards which supports diversity and is free from discrimination.

Asper aims to further spread our values beyond our Platforms and suppliers to influence the wider industry. We do this by contributing to related networks, conferences, and events, and by sharing insights, knowledge, and best practices within the financial industry.

## **Governance & Reporting**

The Sustainability Committee is responsible for overseeing the diversity and inclusion commitment and the progress on the five pillars. The work on implementing this Policy is a collaborative effort between the Head of Operations and the Sr. Sustainability Manager, however, the Policy and efforts are designed to be front

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and center of the entire organization, by involving everyone in Asper across all teams and functions. This Policy is assessed at regular intervals to ensure that equality of opportunity is afforded to all employees.

On an annual basis, we track the progress on our commitment and its pillars, by measuring the diversity of our leadership teams, number of nationalities, number of feedback points provided, average gender pay and by using targeted questions in our annual employee survey. Besides the diversity and inclusion efforts internally, Asper also monitors the Platform's efforts and performance on diversity and inclusion, through active ownership and engagement with the teams. Progress on diversity and inclusion is being discussed in the Sustainability Committee and reported in Asper's Sustainability Report on an annual basis.

*This Policy has been approved by the Board of Directors on 20 September 2021.*