

Commitment: Provide purposeful employment for all our employees in a diverse and inclusive workplace

Target	Performance against baseline			This year at a glance
	2021	2022	2023	
Achieve 90% Purpose Satisfaction score in our Employee Survey				A 79% score on the Purposeful Workplace Index was achieved in our 2023 Employee Survey
Achieve 90% Inclusiveness score in our Employee Survey				A 77% score on the Inclusiveness Index was achieved in our 2023 Employee Survey
Employ 30% women across Mondi				22.6% women employed across Mondi, representing a small improvement since last year (2022: 22.1%)

At Mondi, a diverse and inclusive workplace includes understanding, accepting and valuing differences between people. We promote a diverse and inclusive work culture so our employees feel they belong.

We engage regularly with our employees, using formal and informal processes including our intranet, local engagement sessions, virtual events for all colleagues, management dialogues and pulse surveys. We redesigned our Group-wide Employee Survey to better capture employee views through more relatable questions and more effective measurement indices. We have a new baseline for our Purposeful Workplace Index, Inclusiveness Index and – for the first time – Wellbeing Index which support us in measuring our progress towards our MAP2030 commitments.

Our recruitment activities and our Diversity and Inclusion (D&I) Policy are aligned to promote diversity and maintain fair and non-discriminatory work practices for recruitment and succession planning. Recruitment is based on skills and future development potential, with conscious reflection on biases and hidden talents to give fair consideration to all applicants. We aim to offer opportunities for development that match individual aspirations and the future needs of our organisation.

There are significant variations in the percentage of female colleagues and rate of female hires across our different operations and functions. We are at the beginning of an ambitious journey to become a more attractive employer for women, and our initiatives will take time to show results.

Employee behaviour does not necessarily change with one global standardised approach, so we integrate D&I guidance and awareness raising into all aspects of work and encourage continuous learning for all employees. The momentum across Mondi to create a diverse workforce and inclusive culture needs to involve everyone, at every level.

Key initiatives and progress in 2023

- We achieved a 79% score in our Purposeful Workplace Index covering questions about development opportunities, recognition and personal accomplishment.
- Our Inclusiveness Index covers respect, fairness and trust and we achieved a score of 77%. The majority of employees confirm that we listen and care about what others have to say. However, fewer employees felt able to speak their minds or recognised for their efforts and achievements. We have identified psychological safety as a common theme which we will work on in 2024.

- We launched eight Employee Resource Groups in 2023. These are voluntary, employee-led groups based on shared identity, experiences, characteristics or interests, which aim to support people and be a positive resource at Mondi.
- The 'Curious Community' is an evolving online community that connects more than 350 members from 27 countries to learn, grow and discuss their shared interest in D&I.
- In 2023, we ran two workshops called 'Men Advocating Real Change'. The approach supports the principle that all genders benefit from more gender equity, while men in particular have an important role in making equality a reality.
- In 2023, we had 22.6% female employees (2022: 22.1%) and 28.4% of all new hires were women (2022: 30.9%). The female representation on our Executive Committee was 17% (2022: 25%). This percentage of women will increase to 29% with the new female Chief People Officer joining in April 2024. The percentage of female direct reports to the Executive Committee was 30% (2022: 25%) and we had 4 (40%) female directors on the Mondi Board (2022: 33%)

Nominations Committee
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Gender diversity 2023

	Male	%	Female	%	Other**	%
Directors	6	60.0%	4	40.0%	0	0%
Senior managers*	188	81.4%	43	18.6%	0	0%
Employees***	16,856	77.4%	4,917	22.6%	1	0%

* As at 31 December 2023. Senior managers as defined by Mondi and including directors of all subsidiaries in accordance with the definition set out in Section 414C of the UK Companies Act 2006.

** Not specified/prefer not to say.

*** Headcount of employees that are active or on leave as at 31 December 2023.