

# Equal Treatment and Cultural Integration Plan

## Our Commitment to Equal Treatment

Our company is defined by a deep respect for individual differences. We are committed to ensuring our workplace and our training environments are safe, inclusive, and free from discrimination or any form of abusive behaviour.

## Our Commitment to Equality and Fair Pay

Our business is organised to be accessible to everyone, regardless of gender or any of the nine protected characteristics outlined in our Inclusion and Fair Treatment Policy.

- **Work-Life Balance:** We ensure all colleagues have the opportunity to balance their professional responsibilities with family life and parenthood.
- **Zero Tolerance:** We ensure no colleague is subjected to sexual harassment or is victimised for reporting discrimination.
- **Equal Opportunity:** everyone has the same opportunities for engagement, training, promotion, and development.
- **Equal Pay:** We are committed to the principle of equal pay for equal work and transparently review our practices to ensure parity.

## Purpose

The purpose of this plan is to provide practical guidance on how we live our values of equal treatment and inclusion.

This plan provides the operational framework for our Inclusion and Fair Treatment Policy. It translates our legal and ethical commitments into a daily reality through our unique 'Tuff' way of working and shared responsibility

## Organisation and Working Methods

As experts in self-managing organisations, we "walk the talk." Our business is decentralised and self-governing. We believe this structure is our greatest tool for equality. Our collaborative culture thrives on transparency and psychological safety, which serve as inherent safeguards against discrimination and biased attitudes.

## Our Values in Action

Two of our core values are fundamental to our approach to equality:

### 1. We do it together

We develop Tuff together without a traditional management hierarchy. There is no "boss" to blame or rely on; there is only "us." We are joint owners of our mission and share responsibility for the whole business. In this model, every person has an equal say, equal power, and equal influence. To exercise this shared responsibility, all

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information is open and available to everyone. We work systematically to surface and address any imbalances in power or responsibility.

## 2. We always want it to be said

Transparency is essential for trust and authentic relationships. We know that what is not expressed cannot be changed. We encourage an environment where it is safe to be vulnerable, to admit doubt, or to voice a concern without fear of looking "unprofessional." We promise to tell each other if something, big or small, is causing friction. Authenticity is the only way to maintain real cooperation and prevent the "silence" that often allows discrimination to go unnoticed.

## Our Practical Framework (Active Measures)

To maintain our high standard of equal treatment, we utilise the following "Rules of the Game":

- **Friction Checks:** dedicated time during all meetings and gatherings to address interpersonal friction and individual well-being.
- **The Obligation to Raise:** a fundamental expectation that everyone is obligated to raise issues that cause friction and to accommodate such conversations in a respectful manner.
- **Values Assessment:** bi-annual digital measurement and data-gathering to evaluate how we are living up to our inclusion values.
- **Annual Review:** This plan is revised every January to ensure it remains aligned with our **Equality, Diversity, and Inclusion Policy** and current best practices.

## Responsibility

**Carl Erik Herlitz** acts as the Lead Custodian for this plan, ensuring it is reviewed and upheld by the collective.

**Last Revised:** October 2025 (Scheduled for review January 2027)