

ANTI-HARASSMENT POLICY

1. Introduction

NCG strives to create and maintain a gender equal work environment in which people are treated with dignity, decency and respect. The environment of the company should be characterized by mutual trust and the absence of intimidation, oppression and exploitation. The accomplishment of this goal is essential to the mission of the company. For that reason, NCG will not tolerate unlawful discrimination, harassment and bullying of any kind. Through enforcement of this policy and by education of employees, the company will seek to prevent, correct and discipline behaviors that violate this policy.

2. Target group

All persons associated with NCG (including partners, employees, associated consultants, interns) are covered by and are expected to comply with this policy and to take appropriate measures to ensure that misconduct does not occur. Appropriate disciplinary action will be taken against any employee who violates this policy and will take the form of verbal or written reprimand, suspension or termination of employment, depending on the seriousness of the offense. NCG, in compliance with all applicable anti-discrimination and anti-harassment laws and regulations, enforces this policy in accordance with own Code of Conduct and the following definitions and guidelines:

3. Definitions of harassment and violence

Harassment is any offensive, improper and undesired conduct in the workplace or in connection with work that might reasonably be expected or be perceived to cause:

- An offence/insult to the identity, personality, dignity or physical integrity of an employee/a group of employees, or
- An intimidating, hostile, degrading, humiliating or offensive work environment.

Harassment may involve any conduct of a verbal, nonverbal or physical nature, including written and electronic. It includes harassment based on any grounds, such as race, religion, color, belief, creed, ethnic origin, physical attributes, gender or sexual orientation. Harassment may be deliberate, unsolicited, and coercive. It will often consist of a series of incidents, but it may be brought about by a single incident only. Harassment may take various forms, including what are known as moral harassment and sexual harassment:

Moral harassment

Moral harassment covers, inter alia, any repeated or persistent aggression, whether physical, verbal or psychological, having a negative effect on conditions at the workplace or that may reasonably be expected or perceived at humiliating, demeaning, offending, intimidating an individual or a group of individuals, and potentially seriously affecting their health, career or dignity.

Sexual exploitation and abuse and sexual harassment

Any behaviour that is unwanted, intimidating, degrading, humiliating and/or offensive to the victim/survivor and where two conditions are present:

- 1) "Quid Pro Quo, when a job benefit – such as a pay rise, promotion, or even continued employment – is made conditional on the victim acceding to the demands to engage in some form of sexual behaviour, or
- 2) Hostile working environment in which the conduct creates conditions that are unwelcome, intimidating, degrading, humiliating and/or offensive for the victim/survivor."

Sexual exploitation in the sphere of work is where people abuse their positions of relative power or trust to exploit someone through sexual relationships.

Sexual abuse in the sphere of work as a result of force or unequal power, for example through sexual assault, rape, attempted rape or forcing someone to perform oral sex. All sexual activity with children is sexual abuse.

Sexual harassment in the sphere of work is any unwelcome sexual advance, request for sexual favour, verbal or physical conduct or gesture of a sexual nature, or any other behaviour of a sexual nature that might reasonably be expected or be perceived to cause offence or humiliation to another, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. While typically involving a pattern of behaviour, it can take the form of a single incident. Sexual harassment may occur between persons of the opposite or same sex. Both males and females can be either the victims or the offenders.

It is acknowledged that both women and men can be survivors or victims, as well as perpetrators. Sexual harassment may occur between persons of the opposite or same sex. At the same time, the vast majority of all sexual exploitation, abuse and harassment is perpetrated by men and targets women and girls. Sexual harassment affects employees, interns and job-seekers. It can take place on the job, to and from the job, as well as in any job-related situation, such as business trips, study-tours, trainings and social work-related gatherings.

Sexual exploitation, abuse and harassment in the sphere of work can take different forms, e.g.:

- Physical: Physical violence, touching, blocking, unnecessary close proximity.
- Verbal: Comments and questions about appearance, lifestyle, sexual orientation, offensive phone calls, email, social media.
- Non-verbal: Whistling, sexually suggestive gestures, display of sexual materials.

Annex: Procedure for reporting harassment

For the purpose of this policy the following terms are defined as follows:

- The **affected individual** is the person or persons in the workplace or in connection with work towards whom the conduct constituting possible harassment is directed.
- The **alleged offender/offender** is the person or persons in the workplace or in connection with work whose conduct constitutes possible harassment, or harassment, if established.

Step 1: The affected individual or third party initiates the complaint procedure

The affected individual wishing to report harassment can initiate the procedure by filing a complaint in writing to NCG Head of Board (HB). Such report may also be submitted by any person(s) who has direct knowledge of possible harassment or by any other third party. Only after a written and signed complaint containing sufficient details has been received will formal action be taken by the Board of Directors.

The complaint shall, to the extent possible, describe specific incident(s) or a pattern of possible harassment and should include the following details:

- 1) The name of the alleged offender
- 2) The name of the alleged affected individual, if the report is made by a third party
- 3) The date, location and description of the incident(s)/patterns
- 4) The name of witnesses (if any)
- 5) Any other information, including documentary evidence (if available)
- 6) The date of the submission of the report and name of the person(s) making the report, unless submitted anonymously.

The report must be made in good faith, which means that the person making the report must have a reasonable belief, that based on the facts and his/her perception thereof, the alleged misconduct has occurred. Bad faith implies an element of malice, ill will, improper motive or similar dishonest purpose. Reporting in bad faith constitutes misconduct, and may lead to disciplinary or administrative actions, as appropriate.

Step 2: The HB notifies the company and begins reviewing the complaint with the company's legal counsel

In case where the HB is also the affected individual or the alleged offender, a substitute will be appointed, either the CEO or another Board member.

Step 3: The HB notifies the alleged offender of the complaint and initiates the investigation

The investigation is initiated **within 5 working days** of receiving the complaint to determine whether there is a reasonable basis for believing that the alleged violation of this policy occurred. During the investigation, the HB together with partners and/or legal counsel will interview the affected individual, the alleged offender and any witnesses to determine whether the alleged conduct occurred.

Step 4: The HB or other person(s) conducting the investigation concludes the investigation

Within 15 working days of the complaint being filed (or the matter being referred to the HB), the HB or other person conducting the investigation will conclude the investigation and submit a written report of their findings to the company.

- If it is determined that harassment or discrimination in violation of this policy has occurred, the HB will recommend appropriate disciplinary action. The appropriate action will depend on the following factors: 1) the severity, frequency and pervasiveness of the conduct; 2) prior complaints made by the complainant; 3) prior complaints made against the respondent; and 4) the quality of the evidence (e.g., first-hand knowledge, credible corroboration).
- If the investigation is inconclusive or if it is determined that there has been no violation of policy but potentially problematic conduct may have occurred, the HB may recommend appropriate preventive action.

Step 5: The HB notifies the affected individual and the alleged offender of the findings of the investigation

Within 5 working days after the investigation is concluded, the HB will meet with the affected individual and the alleged offender separately, notifying them of the findings of the investigation, and informing them of the action being recommended. The affected individual and the alleged offender may submit statements to the HB challenging the factual basis of the findings. Any such statement must be submitted **no later than 5 working days** after the meeting with the HB in which the findings of the investigation are discussed.

Step 6: NCG reviews the investigative report and decides what action will be taken

Within 10 days from the date the HB meets with the affected individual and the alleged offender, the company will review the investigative report and any statements submitted by the affected individual and the alleged offender, discuss results of the investigation with the HB and other management staff as may be appropriate, and decide what action, if any, will be taken. The company's decision will be in writing and will include findings of fact and a statement for or against disciplinary action. If disciplinary action is to be taken, the offender will be informed of the nature of the discipline and how it will be executed.