

DIVERSITY, EQUITY & INCLUSION (DEI) REPORT

20
25

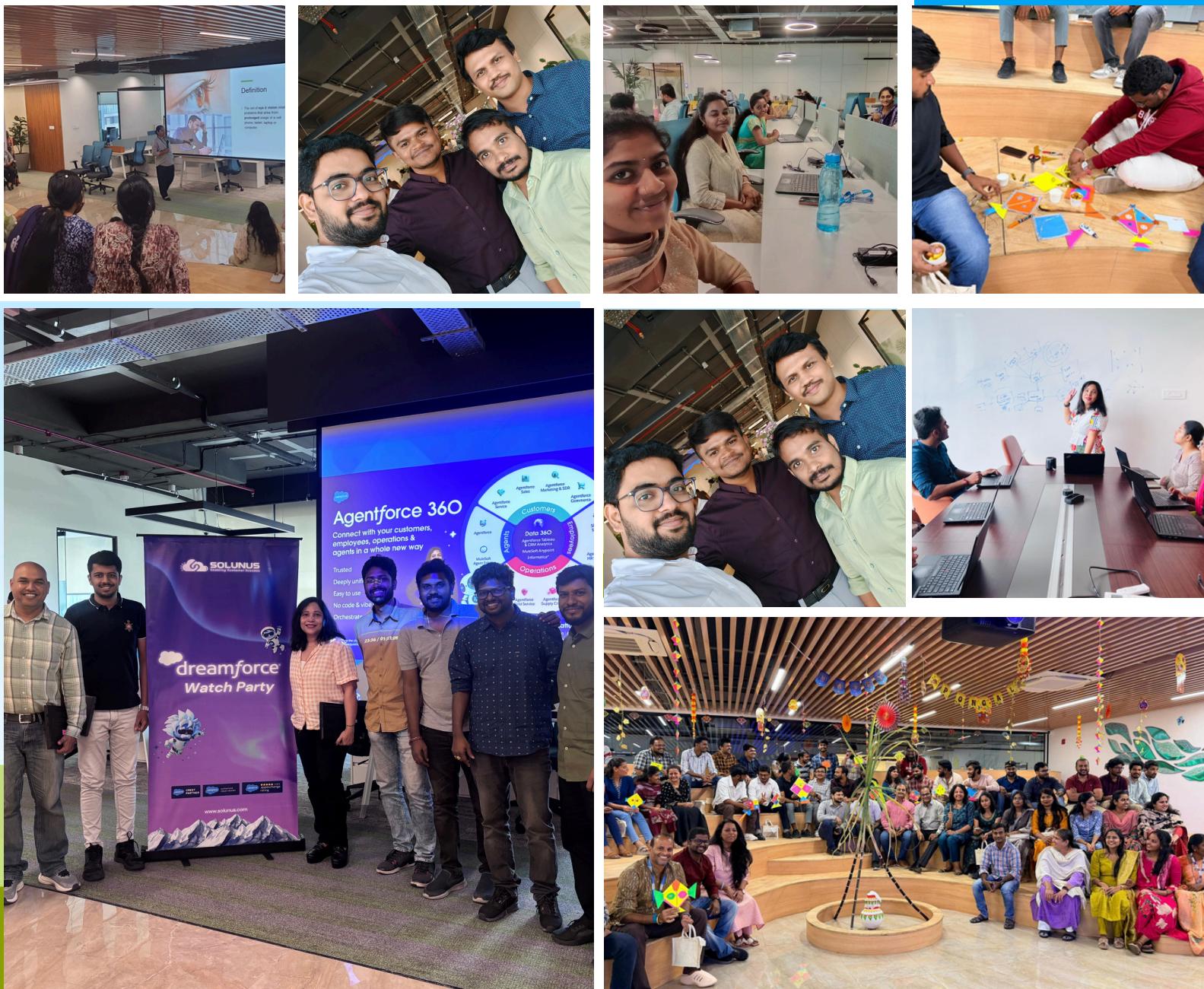


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Our DEI 2025 Framework



Representation

- Gender diversity across roles and levels
- Inclusive hiring pipelines
- Early-career talent development



Equity

- Fair access to opportunities
- Skills-based evaluation and promotions
- Structured onboarding and mentorship



Inclusion & Belonging

- Psychological safety
- Inclusive leadership behaviours
- Cultural and community engagement



Enablement & Awareness

- Continuous DEI learning
- Leadership enablement

DEI at Solunus

At Solunus, Diversity, Equity, and Inclusion (DEI) is a strategic business enabler—embedded into talent strategy, leadership governance, and long-term growth. In 2025, DEI efforts were aligned with:

- Business resilience and innovation
- Ethical growth and employer branding
- Salesforce partnership expectations (DEI, ESG, Trust)

DEI is governed as a cross-functional priority, not a standalone HR initiative.

We continued to embed Diversity, Equity, and Inclusion (DEI) at the core of its organisational culture to foster innovation, enhance employee experience, and strengthen business performance. Our DEI strategy focuses on measurable actions across recruitment, leadership growth, learning & development, and inclusive culture-building – all aligning with business objectives and employee wellbeing.

Vision:

To build an equitable and inclusive workplace where diverse backgrounds, perspectives, and experiences drive innovation and growth.

Commitment:

- Leadership accountability for DEI outcomes
- Inclusive talent practices from recruitment through career progression
- Employee education on bias, equity, and inclusive collaboration
- Regular progress reviews and adaptive strategy refinement

Workforce Representation

(2025 Snapshot)

At Solunus, we believe diversity begins with representation across every level of the organization and we are committed to it. Our 2025 workforce snapshot reflects steady progress toward building a balanced, inclusive, and future-ready talent ecosystem.

This section provides a data-driven view of how diversity is represented across gender, leadership, early career programs, and technical delivery teams.

Category	Representation Focus	2025 Status
Gender Diversity	Women across workforce	27 (41.5%)
Early Career Talent	Interns → Full-time conversions	15 hires
Technical Roles	Diverse talent in delivery teams	Improving

Leadership Diversity

For Solunus, leadership is essential is an essential factor to drive innovation, creativity, and enhancing decision-making.

We maintained 50% gender representation across leadership roles (senior management, delivery leads, and people managers with decision-making authority), ensuring diverse perspectives shape strategic and operational decisions

Leadership Level	Women	Men
Senior Leadership	50%	50%
People Managers	50%	50%

Initiatives Taken

Diverse Hiring & Recruitment

Leadership Diversity

At Solunus, early career talent development is a core pillar of our long-term diversity and workforce sustainability strategy. We intentionally invest in students, interns, and early professionals by providing structured learning, real-world project exposure, and clear pathways to full-time employment.

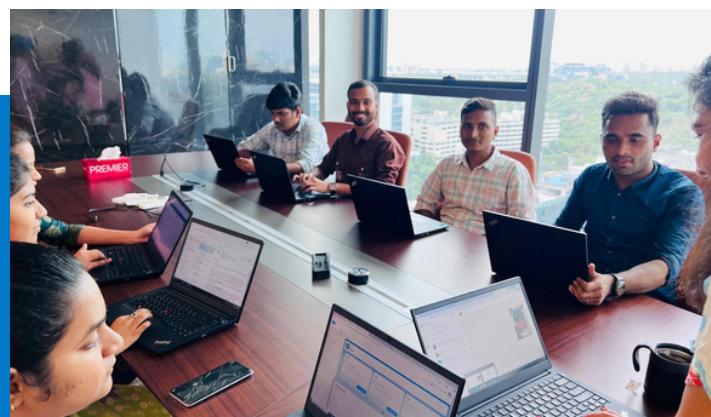
Our internship and graduate programs are designed to be inclusive by default—expanding access to technical and non-technical roles, supporting diverse educational backgrounds, and enabling hands-on contribution from day one. Through mentorship, guided onboarding, and continuous skill development, early career talent is equipped to transition confidently into high-impact roles. A strong focus on intern-to-full-time conversion has enabled us to build a diverse talent pipeline that supports both leadership succession and technical excellence.

Inclusive Hiring Practices

As part of our commitment to building a diverse and equitable workforce, Solunus has embedded inclusive hiring practices across its recruitment processes. These initiatives are designed to reduce bias, broaden access to opportunities, and ensure fair evaluation at every stage of hiring.

Initiatives:

- Unbiased job descriptions
- Diverse interview panels
- Skills-based assessments
- Outreach to diverse candidate pools



Together, these practices help ensure our hiring processes are equitable by design—supporting long-term workforce diversity and strengthening the foundation for future leadership and technical excellence.

Inclusivity Through Employee Development

Buddy System

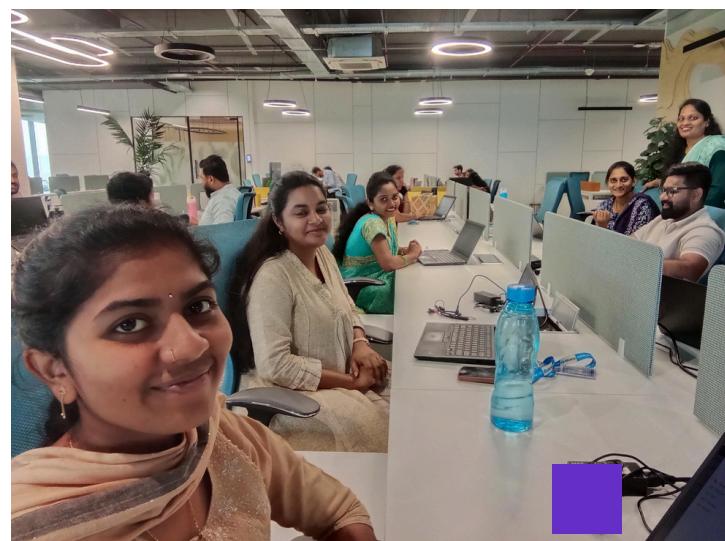
The Buddy System at Solunus is a structured onboarding and development initiative designed to promote inclusion, accelerate integration, and enhance early productivity. Each new employee is paired with an experienced team member who provides guidance, support, and cultural orientation during the initial phase of employment.

The program ensures equitable access to information, networks, and support, fostering psychological safety and a strong sense of belonging—especially for employees from diverse backgrounds.

Beyond its inclusion impact, the Buddy System delivers tangible business value by reducing ramp-up time, improving early engagement, lowering attrition risk, and strengthening overall workforce productivity. This initiative reflects Solunus' commitment to inclusive growth and sustainable organizational performance.

Objectives

- Enable inclusive onboarding and faster assimilation
- Provide psychological safety and a sense of belonging
- Reduce early attrition and ramp-up time
- Support learning, confidence, and role clarity
- Build cross-team collaboration and knowledge sharing





Inclusivity & DEI Impact

The Buddy System strengthens inclusion by:

- Ensuring no employee feels isolated or excluded
- Supporting employees from diverse backgrounds and career stages
- Encouraging cross-gender, cross-team, and cross-cultural interactions
- Creating psychological safety during the most vulnerable phase of employment

This approach reinforces Solunus' commitment to equity, belonging, and inclusive growth.

Business & Value Impact (Profitability Lens)

The Buddy System delivers measurable business benefits:

- Faster productivity and reduced ramp-up time
- Lower early-stage attrition and replacement costs
- Improved engagement and employee experience scores
- Knowledge continuity and reduced dependency risks
- Stronger employer brand and retention outcomes

ERG in 2025: SheSquad (Women @ Solunus)

Employee Resource Groups (ERGs) at Solunus play a critical role in strengthening our inclusive culture. They provide safe, collaborative spaces where employees connect, grow, and contribute beyond their functional roles. In 2025, ERGs continued to act as catalysts for community-building, leadership development, and meaningful engagement across the organization.



SheSquad, Solunus' ERG for women, continued to be a cornerstone of our DEI efforts in 2025. The group focuses on enabling professional growth, confidence, and leadership readiness for women across the organization.

Key initiatives included:

- Professional Development Sessions: Workshops and talks focused on career growth, skill-building, and navigating leadership pathways.
- Peer Mentorship: Structured and informal mentorship circles encouraging experience-sharing, guidance, and mutual support.
- Confidence & Leadership Building: Initiatives aimed at strengthening self-advocacy, visibility, and leadership presence.

Cultural Celebrations & Inclusion Initiatives

Solunus promotes multiculturalism through recognition and celebration of diverse traditions, holidays, and heritage months, fostering belonging and mutual respect. Cultural inclusion at Solunus goes beyond symbolic celebrations—it is about embedding respect, representation, and participation into everyday workplace culture.



Key Focus Areas:

- Celebration of Diverse Festivals and Milestones: We recognize and celebrate a wide range of cultural festivals, national milestones, and significant moments, creating opportunities for employees to share traditions and build cross-cultural understanding.
- Inclusive Internal Communication: Our internal communication reflects diverse voices, perspectives, and experiences, ensuring representation across cultures, roles, and backgrounds.
- Employee-Led Initiatives: Employees actively lead and shape cultural initiatives, fostering ownership, authenticity, and grassroots inclusion across teams.

Measurement, Accountability & Business Impact

At Solunus, Diversity, Equity, and Inclusion is guided by measurable outcomes and continuous learning. We track a focused set of DEI metrics to ensure our initiatives translate into meaningful progress and sustained impact. Through structured analysis, we identify gaps, evaluate effectiveness, and refine action plans to strengthen outcomes.

Measurement & DEI KPIs

Our DEI progress is measured through a combination of quantitative and qualitative indicators. These insights enable us to understand how inclusive our workplace truly is and where focused action is required.

Key metrics include:

- Representation ratios
- Hiring & retention trends
- Training participation



Key Focus Area:

Our DEI efforts have delivered tangible people and business outcomes. From a people perspective, we observed higher employee engagement, improved retention—particularly among early-career talent—and the development of a stronger, more diverse leadership pipeline.

From a business standpoint, inclusive teams have contributed to improved collaboration and performance, stronger client relationships, and increased trust. Our DEI practices reinforce alignment with the Salesforce Trust & Values framework, strengthening Solunus' position as a responsible, people-first organization.

2026 DEI Roadmap

DEI Vision 2026

To embed Diversity, Equity, and Inclusion into Solunus' culture, leadership, and decision-making through data-driven insights, inclusive leadership, strong employee communities, and transparent storytelling that demonstrates measurable impact.

Strategic Priority 1: DEI Analytics & Dashboarding

Focus: Strengthen accountability and decision-making through robust DEI data, metrics, and insights.

2026 Initiatives	Outcome
<ul style="list-style-type: none"> Establish a centralized DEI analytics framework covering representation, hiring, retention, pay equity, learning access, and engagement Launch DEI dashboards for leadership review with quarterly reporting Track progress against defined DEI targets and benchmarks Use insights to identify gaps and guide focused interventions 	<ul style="list-style-type: none"> Increased transparency and accountability Evidence-based DEI decisions Clear visibility into progress and areas requiring action

Strategic Priority 2: Expanded Employee Resource Groups (ERGs)

Focus: Strengthen inclusion, belonging, and peer support through structured employee communities.

2026 Initiatives	Outcome
<ul style="list-style-type: none"> Strengthen and scale SheSquad as a flagship ERG Define clear charters, objectives, and governance for ERGs Encourage cross-functional and ally participation Position ERGs as contributors to talent development, engagement, and culture building 	<ul style="list-style-type: none"> Stronger sense of belonging and community Increased peer mentorship and knowledge sharing Greater employee voice and participation in DEI initiatives

Strategic Priority 3: Inclusive Leadership Certification

Focus: Build leadership capability to foster inclusive, equitable, and psychologically safe teams.

2026 Initiatives	Outcome
<ul style="list-style-type: none"> Design and roll out an Inclusive Leadership Training for managers and people leaders Cover key topics such as unconscious bias, inclusive decision-making, allyship, psychological safety, and equitable performance management Integrate training completion into leadership development and performance expectations. 	<ul style="list-style-type: none"> More inclusive leadership behaviours across the organization Stronger trust, engagement, and team effectiveness Leaders equipped to support diverse talent and equitable growth

Strategic Priority 4: Stronger DEI Storytelling & Reporting

Focus: Enhance visibility, credibility, and impact of DEI efforts through consistent and transparent communication.

2026 Initiatives	Outcome
<ul style="list-style-type: none"> Strengthen DEI content on the Solunus website and internal platforms Publish structured DEI updates as part of ESG / Sustainability reporting Share impact stories, ERG highlights, leadership commitments, and progress metrics Align DEI reporting with ESG expectations and stakeholder needs 	<ul style="list-style-type: none"> Clear and credible DEI narrative Improved employer brand and stakeholder trust Demonstrated linkage between DEI initiatives and business sustainability

2026 Roadmap

Summary

- DEI Analytics & Dashboarding
 - Measurable, data-driven DEI governance
- Expanded ERGs
 - Stronger inclusion, belonging, and community
- Leadership Certification
 - Inclusive, accountable leadership culture
- DEI Storytelling & Reporting
 - Transparency, credibility, and ESG alignment

Overall Impact

Through these strategic priorities, Solunus aims to transition DEI from intent to impact—embedding inclusion into leadership, culture, and governance while supporting sustainable growth and long-term organizational value.

Looking Ahead

As we look to the future, Solunus remains deeply committed to advancing diversity, equity, and inclusion, fostering a workplace where every voice is heard and valued. Our goal is not only to create an inclusive environment within our organization but also to contribute meaningfully to a more equitable and just world.

Solunus views DEI as a long-term capability—one that strengthens people, performance, and purpose. Our 2025 progress reflects intentional action, and our roadmap reinforces a future-ready, inclusive organization.

Together, we build a workplace where everyone belongs and grows.



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