

Equality, diversity and inclusion

Commitment

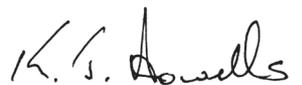
- The Group is committed to creating an inclusive working environment, providing equal opportunities for all staff and ensuring no current or prospective employee feels disadvantaged because of:
 - Age
 - Colour
 - Disability
 - Gender
 - Gender reassignment
 - Marital status
 - Maternity/Paternity
 - National/Ethnic origin
 - Race
 - Religious belief
 - Sexual orientation
- We fundamentally believe that talent, qualifications, capability and merit are the only way to determine who to select and progress.
- The Group complies with all employment and equal opportunity legislation and regulations in the countries in which it works. We have fair employment policies in accordance with our standards and within the framework of local cultures and sensibilities.

Responsibility

- The Executive Board director responsible for human resources ensures this policy is understood and implemented at all levels within the Group. The Director reports to the Executive Board on compliance.
- General managers are responsible for the day-to-day implementation of the policy. Staff that recruit, select, train, develop and promote employees fully understand their responsibilities under this policy, and under local legislation.
- Everyone is responsible for their actions at work, ensuring they do not discriminate against any colleagues, clients, suppliers or members of the public. Any behaviour in breach of this policy will lead to appropriate disciplinary action.
- Suppliers must set out and maintain their own equality and diversity policy. This is taken into account when managing our supply chain.

Approach

- We aim to have a workforce that reflects the diversity of the communities in which we work. Where appropriate we will also take proactive and positive steps to ensure we can access diverse talent from our local and global communities. Our commitment to recruiting the best staff to deliver the services we provide determines the composition of our workforce.
- This policy is displayed in all Group offices and is drawn to the attention of all employees. Information and training on diversity is provided to all staff, enabling them to comply with this policy.
- Human resources advisors provide information and advice on diversity to managers and staff to support the implementation of this policy.
- Our equality, diversity and inclusion team are responsible for the promotion of awareness and appropriate behaviour and help foster an inclusive workplace culture.



Keith Howells
Chairman