

# Equality, diversity and inclusion

## Commitment

- The Group is committed to an inclusive working environment in which there are equal opportunities for all staff and no current or prospective employee feels disadvantaged because of:
 

|                       |                          |
|-----------------------|--------------------------|
| – Age                 | – Marital status         |
| – Colour              | – Maternity/Paternity    |
| – Disability          | – National/Ethnic origin |
| – Gender              | – Race                   |
| – Gender reassignment | – Religious belief       |
|                       | – Sexual orientation     |
- It is a fundamental belief of the Group that talent, qualifications, capability and merit are the only determinants for selection and personal progress within the organisation.
- The Group will comply with all employment and equal opportunity legislation/regulation wherever it works in the world. It will implement fair employment policies in accordance with Group standards and always within the framework of local culture and sensibilities.

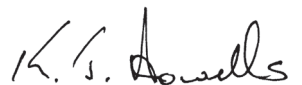
## Responsibility

- The Group Board director responsible for human resources has overall responsibility for ensuring that the policy is understood and implemented at all levels within the Group. The director will report to the Group Board on compliance.
- Directors and senior managers are responsible for the day-to-day implementation of the policy. All employees responsible for recruitment, selection, training, development and promotion are to fully understand their responsibilities under this policy in addition to their responsibilities under local legislation.
- All employees must take responsibility for their actions at work, in that they do not behave in a discriminatory manner against any colleagues, employees of a customer or supplier, or members of the public. Discriminatory behaviour in breach of this policy will lead to the appropriate disciplinary action.

- Suppliers who are providing services to the Group are responsible for setting out and maintaining their own equality and diversity policy. This will be taken into account when managing the supply chain.

## Approach

- The Group operates across the world and seeks to employ a workforce that reflects the diversity of the communities in which it works. However, because of customer requirements or non-availability of appropriately qualified or experienced local people, it is often driven to source staff from beyond local or even national markets. The nature of the staff that we need, the supply of that staff from the labour market and our determination to recruit the best staff available will therefore ultimately determine the composition of our workforce.
- This Group policy statement will be displayed in appropriate locations throughout the Group's offices and drawn to the attention of employees. Suitable financial and training resources will be made available and information and training on diversity will be provided to all staff, as necessary, to enable them to comply with this policy.
- Human resources advisors are available to assist and advise on the implementation of this policy. They can provide information, advice and support to managers and employees on diversity matters across the Group.



Keith Howells  
Chairman