



together\*

Valuing people through Inclusion & Diversity  
Your Guide to Inclusion & Diversity



What is Inclusion & Diversity?

potential\*



# vision\*

We will develop and operate our business in a way that results in a more inclusive and diverse culture. This will enable us to attract and retain the best people, improve our effectiveness, deliver superior performance and enhance the success of the company.

We will ensure all our employees, regardless of race, gender, nationality, age, disability, sexual orientation, religion and background, have the opportunity to develop to their full potential. We will prevent artificial or prejudicial barriers from getting in the way of their development.

- \* We believe that fostering diversity is everyone's responsibility.
- \* We believe that open, honest and respectful communication is the cornerstone of good business.
- \* We believe that a positive approach to Inclusion & Diversity is not a "nice to have" but is fundamentally the right thing to do for us as a business.



develop\*

## How We Will Deliver the Inclusion & Diversity Vision\*

In order to ensure Inclusion & Diversity becomes an integral part of how we run our business and interact with our customers, suppliers and all other stakeholders, we have established an enabling framework at Group level. The implementation of this framework is led by the Inclusion & Diversity Steering Group.

Individual businesses will, through their own Inclusion & Diversity Champions and Local Steering Groups, work to integrate Inclusion & Diversity into their business and regularly report progress to the Group.

The Group wide Framework provides : -

### **Commitment**

The Board recognise that our reputation and success is dependent on its employees. Authority has been given to the Risk & Responsibility Committee to challenge, monitor and review all activities and progress in this area.

\*The Group level Inclusion & Diversity Steering Group will meet regularly and keep the Risk & Responsibility Committee (and therefore the Board itself) updated on all activities and milestones achieved in this area.

### **Accountability**

\*Inclusion & Diversity champions and Local Steering Groups have been established in each Business and will report on progress to the Group level Steering Group on a regular basis.

\*Through Group wide Employee Surveys and metrics, we will continue to monitor improvements in the area of Inclusion & Diversity and integrate performance measures into the personal performance objectives of our management population.

\*We will integrate Inclusion & Diversity across the Group by agreeing specific plans and strategies for each business that will form part of the wider business planning process.

\*All HR and other policies and procedures will be underpinned by an Inclusion & Diversity philosophy.

### **Measurements**

We believe in measuring our progress through key performance metrics.

\*We will establish metrics to measure progress in the processes, such as recruitment, development, promotion and retention and in other key business processes.

\*In addition, we will seek regular feedback from our internal and external stakeholders (e.g. employees, business partners, customers, shareholders) on how we are living up to our vision for Inclusion & Diversity.