



DIVERSITY AND INCLUSION POLICY

1. Purpose and Scope

This Diversity and Inclusion Policy is adopted to demonstrate the Company's commitment to building a merit-based, diverse, and inclusive workplace, in accordance with the UK QCA Corporate Governance Code and AQSE Rulebook. The Policy applies to all directors, officers, employees, consultants, contractors, and business partners.

2. Principles

- The Company values diversity of thought and respects differences in background, skills, experience, and perspectives.
- An inclusive workplace ensures all individuals feel respected, valued, and able to participate fully, regardless of age, gender identity, sexual orientation, physical abilities, neurodiversity, family responsibilities, ethnicity, marital status, socioeconomic status, religious background, or cultural heritage.

3. Board and Leadership Responsibilities

- The Board is responsible for setting the tone from the top, ensuring the Policy is implemented and reviewed annually.
- Leadership must foster a culture free from discrimination, harassment, bullying, and victimisation.
- Reports of non-compliance are handled confidentially and empathetically, reinforcing trust in processes and commitment to a safe workplace.

4. Measurable Objectives and Reporting

- The Board, through its committees, sets measurable, time-bound objectives for diversity (including gender and other relevant characteristics), disclosed in the Annual Report as required by the QCA Code and AQSE Rulebook.
- Progress is monitored through workforce demographic analysis, pay equity reviews, and culture surveys.

5. Recruitment, Retention, and Advancement

- Recruitment and promotion are conducted fairly and transparently, based on merit and organisational needs, with intentional efforts to foster diversity.
- Professional consultants may be engaged to ensure diverse candidate pools.
- Flexible working arrangements are supported to balance professional and personal responsibilities.

6. Training, Development, and Culture

- All employees are encouraged to reach their full potential through targeted learning and development opportunities.
- The Company maintains a respectful and supportive environment through ongoing education, clear behavioural expectations, and a focus on wellbeing.
- Employee-led networks are supported to promote inclusion and cross-cultural understanding.

7. Whistleblowing and Non-Compliance

- Any non-compliance with this Policy must be reported to managers, or for executives, to the CEO or Chair of the Board.
- Reports may also be made under the Company's Whistleblower Policy, in line with AQSE Rulebook requirements.
- All reports are treated confidentially and without retaliation. Serious breaches may result in disciplinary action, including dismissal.

8. Review

The Board will review this Policy at least annually and update it as required to ensure ongoing compliance with the QCA Code and AQSE Rulebook.

This Diversity and Inclusion Policy was reviewed 11 April 2026.

The Board of Directors approved this Policy on 7 May 2026.