

## Our people continued



### Our targets for equity, diversity and inclusion

We have a set of clear goals and targets spanning our four equity, diversity and inclusion pillars – systems, talent, culture and society. These enable us to measure our progress and integrate equity, diversity and inclusion further into our business. The baseline for each target is 1 April 2022.

We measure progress annually on 31 March each year.

#### Systems

**Integrate equity, diversity and inclusion into core organisational structures, policies and practices, to promote equitable advancement, retention and reward.**

2024

30 high-potential employees from under-represented groups will be sponsored for advancement<sup>1</sup>

2026

In each region, we will achieve parity between minority and majority groups in attrition rates, and in employee engagement scores on equity, diversity and inclusion

#### Culture

**Educate all to achieve the equity, diversity and inclusion competence needed to create and sustain an inclusive culture.**

2023

10% of Employee Resource Group leaders' paid time will be spent on ERG work. We met this target on 31 March 2023, and again on 31 March 2024

2026

Individual employees, managers and leadership will spend 10, 15 and 20 hours respectively on equity, diversity and inclusion training

#### Talent

**Ensure the diversity of our workforce reflects the local communities we serve.**

2025

We'll achieve gender parity in leadership and management roles

2030

Teams at all levels will be representative of their local communities

#### Society

**Listen to, speak to and serve society by delivering progress on equity, diversity and inclusion for and with our customers, communities and suppliers.**

2030

Employees will have spent 30,000 hours volunteering for projects aligned with our purpose and our priority UN SDGs, with an ambition to reach 10,000 hours by 2025<sup>1</sup>

2030

We will expand our spend with diverse suppliers globally, with interim goals achieved for supplier diversity in North America by 2027

<sup>1</sup> Adjusted to take into account the change in our employee footprint following the sale of Primient in 2022.