



AGILITÉ
A PARELLA COMPANY

Diversity, equity, inclusion and belonging policy.

Making sure everyone feels valued and included at work.

Version history.

Version	Date	Name	Details Approval
1.0	18/05/2022	Management	Creation of policy.
1.1	22/02/2023	Management and Samantha Beckford	Management reviewed policy. SB updated policy design template.
2.0	12/02/2024	Management team	Review of policy with minor updates to copy.
3.0	21/07/2025	Ruth Harrison-Davies	Review and update of content. Adoption of template's redesign.
4.0	31/07/2026	Naomi Felix	Annual review. No updates.

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The Board of Directors at Agilité (the “Company”) has the power to design, assess, and continuously revise the governance and sustainability system. This includes approving and updating corporate policies which contain the guidelines governing the conduct of the Company (including companies of which Agilité the controlling entity) within the meaning established by law (the “Group”). In fulfilling these responsibilities – and aware of its commitment to the workforce as its main strategic asset and the key to its business success – the board of directors hereby approves this Equality, Inclusion and Diversity Policy (the “Policy”).



Purpose.

At Agilité, we believe that our people are our greatest strength. This policy sets out to create a supportive environment that strengthens equal opportunity, non-discrimination, diversity and inclusion at every level of Agilité. It forms part of our people-first approach to management and is designed to promote professional excellence and quality of life. We follow applicable national legislation and international best practice – including the United Nations Sustainable Development Goals (SDGs).

- / **Diversity** focuses on the inclusion of individuals with varying characteristics, such as race, gender, age, sexual orientation, and cultural background, creating a rich tapestry of perspectives and experiences.
- / **Equity** means providing fair opportunities and resources to all employees based on their individual needs, ensuring that everyone has the support necessary to succeed.
- / **Inclusion** is how we make sure everyone feels welcome, respected, and supported – with fair access to opportunities.
- / **Belonging** is the result of inclusion – when people feel accepted, valued, and able to be themselves at work.

This policy applies across each of Agilité's business units, any investee business not formally part of Agilité where we have effective control, joint ventures, temporary partnerships and similar associations where Agilité takes a lead management role.

We require our suppliers and partners to uphold our DEIB principles in their practices. Our DEIB commitment extends to supporting inclusive opportunities in the communities where we operate. This commitment applies across all our business operations, our relationships with partners and suppliers, and the communities in which we operate.

Main principles of conduct relating to equal opportunity.

Agilité is committed to providing high-quality employment that promotes equal opportunity and non-discrimination while offering stable jobs that support the ongoing development of knowledge and skills in line with each person's role and responsibilities. To achieve our objectives on equal opportunity, Agilité adopts and promotes the following core principles in our working relationships:

- / Guaranteeing the quality of employment as a foundation for promoting equal opportunity and non-discrimination.
- / Maintaining stable and high-quality jobs that support the development of professional skills and abilities.
- / Applying the principle of equal opportunity throughout the employee lifecycle.



We're committed to creating a workplace where everyone has the same chance to succeed through training and professional development, remuneration and performance evaluation, and internal mobility and promotion. This includes:

Fair and transparent recruitment: We hire based on skills and experience using fair tools and processes that assess knowledge and ability — not background or personal characteristics. We avoid discriminatory salary differences, offering fair pay and benefits based on performance and responsibilities.

Encouraging development and progression: We help new colleagues integrate into their team and role, ensuring they receive the knowledge and skills needed to perform effectively. We assess individual goals and performance to support career progression and salary reviews. Promotions are based on merit and potential, using fair and transparent processes that consider the skills and knowledge required for each position, each person's contribution to the business, and their commitment and responsibility in the role.

Supporting all abilities and backgrounds: We make sure our working environments are welcoming and inclusive, providing reasonable support and adjustments where needed. We recognise that differences in ability can bring value in unexpected ways – and never make assumptions about what someone can or can't do.

Promoting gender equality: We support equal opportunities for everyone, regardless of gender – making sure that pregnancy, parental leave, and family responsibilities don't negatively impact career development. To support this, we promote access to leadership roles through training, mentoring and monitoring programmes. We strive to achieve a balanced representation within the various decision-making processes and work to identify and remove barriers that may prevent equal development and participation in the workplace – including unconscious bias and a lack of visibility. We also seek to raise awareness of gender-based violence while offering protection and support to affected employees.

Designing fair systems: We ensure equal pay for equal work – whether part-time or full-time – and respect the principle of equal working conditions for jobs that involve the same demands and have the same value.

We also seek to exclude prejudices that may exist around social, cultural or educational statuses where they might not correspond to models traditionally considered to be standard or customary, and which may unduly inhibit professional progress based on the merit and ability of people.

Main principles of conduct relating to diversity, equity, inclusion and belonging.

- / Ensuring non-discrimination across the business – protecting individuals from unfair treatment based on personal or social characteristics.
- / Valuing the knowledge, experience, and abilities of all colleagues equally, regardless of background, identity, or circumstance.
- / Fostering a sense of inclusion, so that everyone feels part of Agilité's work and its role in the wider community – locally, nationally, and internationally. We want our values and objectives to be embraced by everyone, and for people to feel that their contribution supports both personal and professional growth.
- / Recognising intergenerational teams as a source of strength – valuing the different perspectives and skillsets that people of all ages bring. These differences help us to evolve our services to meet the needs of diverse communities.
- / Challenging assumptions about physical or intellectual abilities. We acknowledge that certain impairments may limit someone's ability to perform certain tasks but can bring added value in other roles. These should not be seen as a barrier to employment without justification.
- / Promoting international diversity as a key strength of our business. We value the input of people from different cultures, ethnicities, and backgrounds – and work to preserve and grow that diversity.
- / Engaging with local communities, so that Agilité is recognised as a company that offers inclusive professional development to a wide range of people.
- / Using objective, merit-based hiring processes that promote inclusion and avoid bias. We also take additional steps to support people with limited access to the job market.

- / Respecting individual and family circumstances – including single, married, divorced, widowed or cohabiting people, with or without children. This also includes acknowledging emotional bonds, such as those with companion animals, as part of a person's wellbeing.
- / Making fair decisions about promotions and professional development. We eliminate bias from these decisions and promote inclusion across all areas of the business.
- / Providing training to ensure everyone has the knowledge and skills they need to perform their job well – with specific actions that promote diversity and prevent discrimination.
- / Encouraging inclusive language across all internal and external communications. We actively avoid any form of discriminatory language.
- / Maintaining a workplace free from harassment, particularly behaviour rooted in direct or indirect discrimination. We provide clear, effective channels to report concerns or incidents.
- / Raising awareness, particularly among those in management roles, of the benefits of a diverse workforce – and encouraging them to lead by example.
- / Embedding inclusive behaviours into leadership programmes and internal communications. This helps support better decision-making and a more diverse, open workplace culture.
- / Supporting internal mobility and collaboration, helping people build networks across teams and countries. We regularly review our internal processes to make sure they promote inclusive teamwork.
- / Upholding human rights, including the right to freedom of association, so every employee can choose their relationship with unions freely, and unions can support their members' rights.
- / Ensuring AI-based tools used in recruitment, HR or training are free from bias, and do not undermine our diversity commitments. We carefully evaluate their design, transparency, and traceability to ensure they meet our inclusion standards.

Putting the policy into action.

To support the objectives set out in this policy, Agilité's human resources team provides regular reports to the company's management committee.

The human resources team is responsible for:

- / Implementing this policy across the business
- / Monitoring compliance
- / Verifying adherence to the policy.

Signed:

Signature:  _____ Name: **Neil Coales** Date: **31/07/2026**
Managing Director



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belonging policy.

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Next review - July 2027.