

At Helical plc (“Helical” or the “Group”) we are committed to ensuring that equality, diversity and inclusion (“ED&I”) are championed across all our operations, both directly and through the indirect supply chain. Helical is dedicated to promoting and celebrating the positive effect that diversity has, in the boardroom, the workplace, the supply chain and within the wider community, and this is embedded within the Group’s culture. In addition, Helical is focused on ensuring that the views of its workforce and other stakeholders are taken into account, and that an environment of inclusivity is supported at all times. This policy should be read in conjunction with the Group’s Employment Policy.

### **How ED&I compliments our strategy**

Helical acknowledges the importance of equality, diversity and inclusion with respect to the achievement of its strategic objectives. Organisations that embrace a diverse workforce deliver better business results and such improvement can be attributed to improved challenge from a wider range of perspectives, greater innovation, better framed strategies, more holistic, robust and grounded decision making and enhanced market reputation. Other key benefits include attracting and retaining talent, employee engagement, better motivation and increased effectiveness with all stakeholders.

### **ED&I in the workforce**

As an employer, we are committed to promoting equality and diversity amongst our workforce. We take steps to ensure that the different ideas, skills, behaviours and experiences of our colleagues are welcomed and valued. We also aim to foster a culture that promotes wellbeing and mental health and provides support to enable all our colleagues to thrive. We provide our employees with ED&I training, to be undertaken every 12 months, ensure that everyone is aware of and understands the contents of this policy.

The Group’s key objectives with regards to ED&I within the workforce are noted as follows:

- The creation of an inclusive working environment where all employees are respected and valued for their diversity.
- Ensuring managers demonstrate effective leadership with due regard to ED&I.
- Delivering relevant processes that promote equality and place emphasis on respect for diversity and inclusion.
- Attracting new people from the widest possible talent pool, while retaining our existing talented employees.
- Constantly challenging the status quo and considering new ways to improve the proportion of underrepresented groups, thereby creating a diverse, representative workforce at all levels.
- Consider ED&I as part of Group succession planning to ensure that such planning meets both the current and future needs of the business.
- Both appointments and succession plans to be based upon merit and objective criteria, whilst also promoting diversity, inclusion and equal opportunity.
- Continue to develop the existing ED&I training available to our employees, with the aim of introducing bespoke training to senior management enabling them to be more confident and explicit in their inclusive leadership skills.

## ED&I in the supply chain

The Group's commitment to promoting ED&I extends to our supply chain and we require all our suppliers to comply with Helical's Supplier Code of Conduct which supports corporate sustainability, promotes safe and fair working conditions and responsible management of issues relating to health and safety, people, ethics, legal compliance, CSR and the environment.

The Group has adopted the following key objectives with regards to ED&I within the supply chain:

- To work collaboratively with our partners to promote ED&I across our business operations. This will be achieved through continued investment in work experience programmes, the Helical Bursary and promotion of opportunities, including apprentice schemes, throughout our supply chain.
- Delivering relevant processes that promote equality and place emphasis on respect for ED&I within the Group, as well as our supply chain, through strict operational requirements detailed within our Supplier Code of Conduct and inclusion of key metrics when evaluating the performance of the managers within our Group and externally.
- The creation of an inclusive working environment where all contractors/subcontractors are respected and valued for their diversity. We will continue to provide all our suppliers and contractors with a whistleblowing mechanism to enable concerns to be raised and support an open culture which does not tolerate discriminatory practices.
- Through our Supplier Code of Conduct, we will require all our suppliers and contractors to adhere to all applicable legislation and regulatory standards/targets with respect to ED&I, as well as ensuring best practice and training on and off site

## Monitoring of ED&I

The objectives outlined above, set out our priorities and our broader vision for fully embedding a diverse and inclusive culture within Helical.

Helical will monitor and review its progress with regards to its ED&I initiatives by assessing the successful delivery of Group strategy over time against our objectives. The Group will also measure its ED&I achievements using the important data gathered through its employee engagement initiatives and data reported by key suppliers.

The responsibility and accountability for ED&I resides with the Board of Directors of Helical (the "Board"). The Board are committed to annually reviewing all equality, diversity and inclusion policies, as well as keeping up-to-date with applicable laws and regulations and review policies through checks, audits and consultation. ED&I will be reported, as appropriate, and formally communicated in the Group's Annual Report and Accounts.

## Board Diversity

The Board fosters an inclusive and diverse culture which is fundamental to talent retention, growth and delivery of performance and enhancement of long-term success.

ED&I is embraced throughout the Group. It underpins each of our Values which support the execution of the Board's strategic objectives.

A diverse Board includes and make good use of differences in the skills, experience, background, race, sexual orientation, gender and other characteristics as set out in the UK Equality Act 2010. These skills and backgrounds collectively represented on the Board should reflect the diverse nature of the environment in which the Helical operates and improve its effectiveness through diversity of approach and thought.

In accordance with its Terms of Reference, the Nominations Committee (the "NomCo"), on behalf of the Board, regularly reviews the diversity of the Board and its Committees, taking account of the Group's strategic priorities, and making recommendations to the Board about any changes that are deemed necessary.

The key objectives with regards to Board diversity are noted as follows:

- In reviewing Board composition, the NomCo will consider the benefits of all aspects of diversity including, but not limited to, those described above, in order to enable it to discharge its duties and responsibilities effectively and to guard against “group think”.
- The NomCo will oversee the development of a diverse pipeline for succession for the Board. The NomCo is committed to ensuring that candidate lists for Board positions are compiled by drawing from a broad and diverse range of candidates.
- In identifying suitable candidates for appointment to the Board and in formulating succession plans, the NomCo will consider both internal and external candidates on merit and against objective criteria, giving due regard to the promotion of diversity, inclusion and equal opportunity.
- The NomCo will strive to engage executive search firms who have signed up to the UK Voluntary Code of Conduct on Gender Diversity.
- As part of the annual Board evaluation, the NomCo will review the composition of the Board and its Committees and consider the balance of competencies to ensure alignment to Helical’s Purpose and strategic priorities; the environment in which it operates; the characteristics, perspectives, independence and diversity of Board members; how the Board works together; and other factors relevant to its effectiveness.
- The NomCo will maintain oversight of market practice and the legal/regulatory environment relating to ED&I in UK publicly listed companies.

### **Helical Board Diversity Targets**

- The NomCo has set targets for Board diversity in accordance with those prescribed by the Financial Conduct Authority’s (“FCA’s”) [Diversity and inclusion on company boards and executive management Policy Statement](#), namely:
  - At least 40% of the Board are to be women;
  - At least one of the senior Board positions (Chair, Chief Executive Officer (“CEO”), Senior Independent Director (“SID”) or Chief Financial Officer (“CFO”)) are to be held by a woman; and
  - At least one member of the Board is to be from a minority ethnic background.

(the “Board Diversity Targets”).

### **Monitoring of Board Diversity**

The NomCo is responsible for overseeing plans for diversity and inclusion and assessing progress annually.

The NomCo will formally report on the implementation of this policy, including progress towards meeting the Board Diversity Targets and any other objectives set by the UK Government or other applicable regulatory bodies, in the Group’s Annual Report and Accounts.

Last approved by the Board on 11 February 2026.