

Our employees are one of our key stakeholder groups. The Helical plc Board of Directors (the “Board”) acknowledges the importance of understanding the views of its employees and considering their interests in Board discussions and in decision-making. The 2024 UK Corporate Governance Code (“2024 Code”) recommends that company boards select one or more methods by which they engage with the workforce.

As part of the Helical plc (the “Group”) workforce engagement initiatives and mechanisms, the Board has approved the appointment of a designated Non-Executive Director for workforce engagement (“DNED”). The role and responsibilities of the DNED are detailed as follows:

- 1/ The DNED will hold Employee Engagement Sessions or other methods of engagement with the workforce. The number of workforce engagements each year will be agreed in conjunction with the Board.
- 2/ Through workforce engagement, the DNED shall identify the interests and concerns of the workforce, and discuss these with the Board.
- 3/ The DNED will be expected to:
  - (a) bring the views and experiences of the workforce into the boardroom;
  - (b) work with the Board, as a whole, and particularly the Executive Directors, to take appropriate steps to evaluate the impacts of Board proposals and developments on the workforce and mitigate any associated adverse impacts;
  - (c) as necessary, challenge the Executive Directors on the Group approach to workforce engagement, including the addressing of the workforce’s concerns; and
  - (d) provide feedback to the employees where steps have been taken to address their concerns, or explain why particular steps have not been taken.

On an annual basis, the Board will provide meaningful disclosure regarding the implementation of the DNED’s activities in the relevant year, details of any employee engagement metrics or surveys used, and/or the means for reviewing complaints raised through the DNED mechanism.

The Board will continuously monitor the effectiveness of its workforce engagement mechanisms, taking into consideration best practice guidance on workforce engagement, alongside the recommendations of the 2024 Code and in FRC Guidance on Board Effectiveness.

Last approved by the Board on 11 February 2026.