



HELICAL PLC

DIVERSITY AND INCLUSION POLICY

Helical appreciates the inherent value of having a diverse workforce and an inclusive work environment. The Company regards inclusivity and diversity as key components of its corporate culture.

Helical is dedicated to promoting and celebrating the positive effect that diversity has, both in the workplace and within the wider community, and this is embedded within the Company'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.

Helical acknowledges the importance 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.

The Company's key objectives ("Objectives") with regards to diversity and inclusion ("D&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 inclusion, equality and diversity.
- Delivering relevant processes that promote equality and place emphasis on respect for D&I.
- 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 under represented groups, thereby creating a diverse, representative workforce at all levels.
- Consider D&I as part of Company succession planning to ensure that such planning meets both the current and future needs of the business.
- Consider candidates for all positions against objective criteria with regard to the benefits of diversity, whilst always ensuring appointments are based on merit.

Monitoring of D&I

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

The responsibility and accountability for D&I resides with the Board of Directors of Helical. D&I will be reported, as appropriate, and formally communicated in the Company's Annual Report and Accounts.

Board Diversity

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

Diversity and inclusion 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 of Directors as set out in the Equality Act. 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 "Committee"), on behalf of the Board, regularly reviews the diversity of the Board and its Committees, taking account of the Company'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 Committee 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 Committee will oversee the development of a diverse pipeline for succession for the Board. The Committee 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, the Committee will consider, both internal and external, candidates on merit against objective criteria and with due regard to the benefits of Board diversity
- The Committee 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 Committee will review the composition of the Board 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 Committee may set targets for Board diversity on a regular basis and will oversee plans for diversity and inclusion and assess progress annually.

Monitoring of Board Diversity

The Nomination Committee will formally report on the implementation of this policy, including progress towards the any of the UK Governments' objectives, in the Company's Annual Report and Accounts.

Last approved by the Board on 17 May 2021.