

## Our Diversity & Inclusion Charter

Through the adoption of this Charter, we have set ourselves internal and external goals namely:

**Internally:** we want to cultivate and sustain a workforce that is diverse in experience and background, but uniform in reflecting our values.

**Externally:** our ambition is to work with all our stakeholders in a shared commitment to creating a more equitable society.

### Governance

To achieve these our Head of Sustainability, a Group Board member, is responsible and accountable for diversity and inclusion across the business. This includes defining relevant metrics and publishing progress annually to the Board and externally.

The Board itself will undertake to ask the difficult questions and constructively consider progressive solutions. Attainment of Affinity's D&I milestones will be an input to the annual appraisal process of the senior leadership team.

### As a business we are committed to;

- ④ Implementing and evolving the D&I Strategy we have in place, led by a diverse D&I Committee who are directly responsible for driving progress.
- ④ Actively supporting and promoting D&I and fostering a positive workplace culture to ensure all our employees are valued.
- ④ Clearly articulating our D&I goals to all Affinity staff and reinforcing them through regular engagement to ensure employees demonstrate a clear understanding of them.
- ④ Undertake an Annual D&I Audit and use the data gathered to improve.
- ④ Ensuring D&I role models are visible across the organisation and progress is monitored by the Board.
- ④ Creating an environment in which all people have equal opportunity for development, promotion and compensation regardless of gender, age, disability, ethnicity, socio-economic background, sexual orientation or other characteristics.
- ④ Valuing and nurturing diverse future leaders through recruitment, learning and development, promotion and reward.
- ④ Ensuring our employees and managers are provided with the appropriate information, training and support on all aspects of D&I and a suitable budget is made available to facilitate this.
- ④ Policies and procedures are reviewed through the lens of D&I.
- ④ Ensuring all internal and external publications and material reflect, in the language and images, the diversity of our stakeholders.
- ④ A positive attitude towards flexible working is part of our culture – not just a policy for a few.

**Our employees are committed to;**

- ④ Being responsible for D&I and to ensuring diversity is core to decision making processes.
- ④ A feedback culture, based on trust and respect, and are accountable to each other.
- ④ Being comfortable with acknowledging and learning from situations where their actions' or behaviours' do not support an inclusive culture and there is visibility of corrective action when it is required.
- ④ Be sensitive to the potential impact they may have on colleagues, clients, visitors, suppliers and contractors.