

EQUALITY, DIVERSITY AND INCLUSION POLICY



Established in 1897, we are one of the UK's leading family-owned development, building and property maintenance companies. In 2025, we generated £29.2m in statutory profit before tax from a turnover of £2.56bn, working with a wide range of public and private-sector customers and partners. With 6,000 employees and now in our fourth generation of family ownership, we're committed to the long-term sustainability of the built environment and to making our industry more inclusive and representative of the communities we work in. We are an Investors in People Gold-accredited company, driven by our purpose of reimagining places for people to thrive.

We believe that our organisation is made up of brilliant people. Each of us is unique, whether it be in terms of our background, personal characteristics, experience, skills or motivations. We value this uniqueness in our people and the differences they bring to the table. These differences are powerful. An inclusive culture helps each of us to benefit from a wider range of perspectives, experiences and skills. This creates a happier, more productive working environment for us all and also enables us to:

- Achieve our stated targets and goals
- Ensure we remain the service provider of choice

Consistently attracting, developing and retaining the best people helps us achieve our goals and business success. We are committed throughout the employment lifecycle to constantly promoting equality, diversity and inclusion.

This policy accompanies our Code of Conduct and Anti Bullying and Harassment policy in ensuring equality of treatment for everyone.

We believe that a culture of equality, diversity and inclusion not only benefits our organisation but supports wellbeing. It enables our people to work better because they can be themselves and feel that they belong.

We are committed to promoting a working environment based on dignity, trust and respect, and one that is free from discrimination, harassment, bullying or victimisation. We ensure that our recruitment, promotion and retention procedures do not treat people less favourably because of any of the following: disability, gender, gender identity or gender reassignment status, marital status, race, racial group, ethnic or national origin, nationality, religion or belief, sexual orientation, age, civil partnership status, educational background or socio-economic background.

We also ensure no individual will be discriminated against because of pregnancy, maternity or paternity, caring responsibilities, part-time status or fixed-term status.

We expect certain behaviours of all our staff, to observe, promote and support this commitment. Our culture is made in the day-to-day working interactions between us all. Creating the right environment is a responsibility we all share. In adhering to this policy, we will:

- Cultivate a culture where equality, diversity and inclusion are promoted across all areas of our business
- Commit to nurture these values and constantly check and assess our working environment
- Remember that we live in a world where areas of difference whether gender, sexual orientation, ethnicity or others, often translate to biases, challenges and barriers that may not be faced by others. (The more areas of difference a person brings, the more this effect can be compounded)
- Ensure our employees treat colleagues and third parties (including customers, suppliers, contractors, agency staff and consultants) fairly and with dignity, trust and respect
- Allow for different views and viewpoints and make space for others to contribute
- Constructively challenge inappropriate comments or ways of working
- Regularly audit and benchmark our performance to achieve and maintain a truly inclusive workplace culture

This policy applies to all our employees and those working with us or on our behalf. Successful implementation requires everyone to cooperate, commit and assist us to ensure that equality, diversity and inclusion issues and risks are given adequate consideration.

The Executive Committee has overall responsibility for ensuring this policy is complied with. It will be reviewed at least once a year and at such other times as may be required, to ensure it remains relevant and appropriate to the aims and objectives of our business.

For and on behalf of the Executive Committee

EOGHAN O'LIONAIRD

A stylized, handwritten signature in blue ink, appearing to read "Eoghan O'Lionaird".

Chief Executive Officer, June 2026