

Inclusion & diversity

Targets

2023

- 33% female representation at all management levels across the organisation (exceeded)
- 33% of our ELT and those reporting to the ELT to be women (not achieved)

2024 Performance

35%

female representation in management

86%

management positions in South Africa held by HDPs¹

34%

female employees in ELT and direct reports

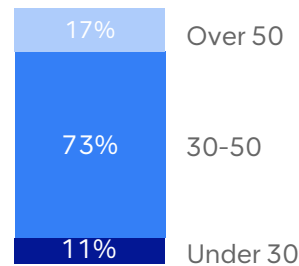
4.3%

employee voluntary turnover rate

26%

female employees across the organisation

Workforce age



Gender pay gap (for the year ending 5 April 2024)

31%

UK average pay gap

24%

UK median pay gap

High representation of men (63%) in the most senior management roles (the Executive Leadership Team and their direct reports) in our UK head office – industry-wide issue that we continue to address (reduced from 71% in 2022)

The lower global gap reflects the far greater balance across the full breadth of our business activities

14.2%

Global average pay gap

¹ Historically disadvantaged persons.

Employee engagement

Global workforce advisory panel

- Established in 2019
- Representatives from each country where we have a significant presence
- Chaired by non-executive director, Marcelo Bastos
- Helps the Board better understand the views of our workforce

4 main focus areas of our I&D strategy

Safe and enabling

- 'Living with Dignity' and 'Stand up for Everyone' programmes
- Appropriate facilities
- 'Your Voice' whistleblowing service
- Inclusive practices with all contractors, suppliers and service providers
- Integrated sustainability strategy activities

Inclusive leadership

- Empowerment
- Accountability
- Courage
- Humility
- Visible commitment
- Involvement
- Collaboration & engagement

Valued and respected

Ensure colleagues feel able to bring their whole selves to work, with a focus on:

- Gender
- Race and ethnicity
- Disability
- LGBT+

Involving and supportive

- Equitable workplace policies, systems and practices
- Mentoring and coaching
- Securing and developing diverse talent
- Employee networks

I&D-linked remuneration

2024 annual bonus (metrics not yet disclosed)

- 20% strategic measures

In the past these measures have included workforce-related targets:

- 2023 strategic measures included a 5% people weighting covering two metrics; one of which was to have a detailed roadmap in place to deliver gender diversity targets by 2025 following the 2023 restructure
- 2022 strategic measures included a 6% people weighting covering two metrics; one of which was a diversity target of 31% women in the CEO's manager-once-removed population by end of 2022
- 2021 strategic measures included 2% weighting to the diversity target of 28% women in the CEO's manager-once-removed population by end of 2021

Current LTIP measures for inclusion & diversity

- **2025: 10% gender representation** (25% vesting for 35% gender representation at band 5 and above by the end of 2027, and 100% vesting for 37% gender representation)

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