

We developed pragmatic activities to strengthen our diversity and inclusion understanding for the next year.

| Key focus area | Actions |
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| Supporting our people to thrive | Establish and reinforce appropriate communication channels so there is a platform for people to express their voice/view. |
| | Encourage staff to share their cultural calendar celebration. |
| | Ensure offices and social events encompass and allow for different dietary requirements, a range of cuisines, not always alcohol focused etc, and timed not to disadvantage part-time staff. |
| | The diversity champions in each office connect informally with new starters to understand them as a person, their interests and background. |
| Activities to raise awareness | Socialise our revised Diversity Programme at a staff meeting to ground truth it and gain feedback. |
| | Continue with regular team events at office level so people feel connected, get to know people and gain a sense of belonging. |
| | Set up virtual interest groups to meet regularly on specific topics (work related such as waste or not work related such as gourmet food). |
| | Undertake a lunchtime staff event to share what people do to give back to their local community. |
| Improving our practices | Improve our website information to show how our teams connect at each office, have fun and connect in meaningful way. |
| | Undertake appropriate diversity training for managers. |
| | Undertake a staff event to refresh on choice of language to be used internally and externally as this needs to mirror our values and guiding principles. |
| | Each office has an initiative collectively to give back to their community. |

| Key focus area | Actions |
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| | Provide an update on the programme progress to the Managers' Meeting. |
| | Update the Diversity Policy as part of the three-year review and ensure we are considering indigenous peoples. |

Updated as at 22 March 2022.