

Diversity, Equity, and Inclusion Policy Statement

1 INTRODUCTION

- 1.1 As an international company with a hugely diverse workforce, we are committed to our WE CARE values where we create a collaborative work environment to ensure everyone feels safe and welcome. Our WE CARE values, as well as our Code of Conduct are the foundation of the way we conduct ourselves in the best interests of our business – underpinning our success now and for the future to deliver accretive value to all our stakeholders, starting with our people, our customers, our shareholders, and the communities where we live and work.
- 1.2 In support of this, KCA Deutag has developed a Policy Statement on Diversity, Equity, and Inclusion (D, E, & I), for the countries in which we operate. We are committed to creating a collaborative work environment where the people we work with are treated fairly and with respect no matter their age, nationality, gender, race, ethnicity, disability, health, sexual orientation, religion, language, educational attainment, background, identity, or circumstances.
- 1.3 We value all our people and their contributions and recognise the benefits we gain from the diversity that exists amongst our teams. A truly diverse team ensures everyone can thrive at work and reach their full potential, no matter their background, identity, or circumstances. We nurture an environment where people can bring their “whole true self” to work because we are all encouraged to appreciate our differences and to share our individual perspective. Collectively and individually, we are involved and invested in the future of our company. We make this possible through standards, policies and procedures that enable us to all work together fairly and effectively.
- 1.4 Our 5-year DE& I plan focuses on attracting and retaining diverse talent groups whilst respecting individual country nationalisation and localisation plans and our #enhancethebrand priorities. We will comply with and support the various Governmental D, E, & I initiatives globally.
- 1.5 We are committed to creating a collaborative work environment where we provide a strategy for fair hiring, action, and education across our organisation. Practices such as modern slavery, child labour, forced or indentured servitude and other human rights abuses have no place in our organisation.

2 OUR COMMITMENTS

Our commitments in relation to our D, E, & I agenda are:

- Our strategy will be overseen by a Global Steering Group.
- Our aims will link closely with our WE CARE Core Values and in accordance with our Code of Conduct
- An active Working Party will deliver a transparent 5-year plan, that details our main D, E, & I ambitions for the organisation. The plan includes data management, diversity, resourcing activity, development interventions, reward strategy and nationalisation ambitions.
- We will work in collaboration with company representatives and link with the appropriate government officials to deliver our People Strategy and D, E, & I ambitions to ensure we meet client and government expectations.
- We will pay particular attention to any underrepresented and undervalued groups.

3 TARGETS

3.1 As an international company with a diverse workforce, we are committed to fostering a Culture of Care where we create a collaborative work environment to ensure that everyone feels safe and welcome. Our D, E, & I targets have been developed in support of our WE CARE values and commitment to our Culture of Care:

3.2 TALENT & DEVELOPMENT

- Each leadership development candidate to be assigned to a mentor group for a minimum of 6 months. Each mentor group to be diverse in terms of age, gender, education, background, and culture.
- A yearly talent meeting with HR (Human Resources), Mentors and Line Managers to discuss each mentee progress, allocate appropriate sponsors and plan for their career development. Plan to include cross-function and business unit experience.
- A yearly talent meeting with HR and Line Managers to discuss High Value / High Potential colleagues, allocate appropriate business sponsors and plan for their career development. Plan to include cross-function and business unit experience.

3.3 GENDER

- Every Head of Function/ Country Manager to attend a diversity awareness D, E, & I session and to develop a timebound action plan to create more gender balance within their teams.
- Target to increase diversity (to include gender, nationality, cross functional discipline) of participation in formal employee behavioural leadership development programmes by 35% by the end of 2025.

3.4 RESOURCING

- Preferred candidate listings for advertised roles will have a 50% diversity slate in relation to gender, age, background, education, and experience. Diverse slate hiring is a talent acquisition strategy that requires recruiters to start with an already diverse pool of qualified candidates. From the earliest stages of the hiring process, recruiting teams play an instrumental role in seeking out (and interviewing) talent from various backgrounds, identities, and experiences.
- Our worldwide graduate and apprentice programmes to consist of 50% diverse candidates (local nationalisation & localisation guidelines respected).

3.5 REWARD

- Target 75% of the Group and Local Reward programmes to have an equity verification.

3.6 NATIONALISATION & LOCALISATION

- Every Country (including functional responsibility) has a declared nationalisation/localisation target that is transparent and monitored accordingly. Further information in relation to nationalisation and localisation is contained within the policy statement ([K-CW-GR-PO-031](#)).
- Each Country Manager has a clear action plan to achieve these targets within the defined timescale.



Joseph Elkhoury
Chief Executive Officer

21 December, 2023

Date