

Diversity, Equity, Inclusion and Belonging (DEIB) Policy v17

CG-P-12



This policy applies to all companies under Churchill Contract Services Group Holdings Ltd to include the following subsidiaries and trading names:

- Churchill Contract Services (CCS)
- Amulet (Churchill Security Solutions) (AMU)
- Churchill Environmental Services (CES)
- Chequers Contract Services Ltd (CHE)
- JV Price Ltd (JVP)
- Gateway Environmental Ltd t/a Vantage (VAN)

Policy statement

We are committed to building a fully inclusive, supportive, and respectful culture by attracting, developing, and retaining the best people and providing opportunity for all. We recognise and value skills, talent and potential and we are dedicated to embedding equity, diversity, inclusion and belonging across our workforce.

What diversity, equity, inclusion and belonging mean to us

Diversity means recognising, respecting, and valuing the differences that make each individual unique, including differences in background, experience, perspective, and identity.

Equity means ensuring fairness by taking individual needs and circumstances into account and removing barriers, so everyone has access to the same opportunities.

Inclusion is about creating an environment where all individuals feel respected, supported, and able to participate fully.

Belonging means fostering a workplace where people feel safe to be their authentic selves and know that they are valued and accepted.

Purpose

The purpose of this policy is to ensure our workforce is truly representative of the diverse communities we serve, enabling every colleague to bring their whole, authentic self to work. We want all employees to feel respected, heard and valued so they are empowered to perform at their best and reach their full potential.

We recognise that individuals may experience overlapping forms of advantage or disadvantage due to a combination of personal characteristics. Our approach to equality, diversity and inclusion takes intersectionality (a framework for understanding how various social and political identities—such as race, gender, class, sexuality, and disability—overlap and intersect to create unique combinations of discrimination or privilege) into account to help us better understand, support and respond to the varied experiences, needs and perspectives within our workforce.

The diverse capabilities and perspectives of our people enable us to better understand our customers, clients, and the communities we serve. This strengthens relationships, supports better decision-making, drives innovation and allows us to deliver a higher quality and more responsive service.

We strive to create an empowering and understanding environment that supports the needs of our multigenerational and diverse workforce, enabling all individuals to flourish and realise their maximum potential within the organisation.

This policy is informed by and complies with the Equality Act 2010 and relevant employment legislation. We will meet our legal obligations and where possible, exceed minimum statutory requirements to promote best practice in equality, diversity, and inclusion.

Our commitments

We are committed to:

- Creating an inclusive environment that embraces people from all backgrounds and identities
- Providing equal opportunities for all employees and applicants



- Ensuring fair treatment by recognising individual needs, circumstances, and personal characteristics
- Encouraging a workplace culture that values diverse perspectives and experiences
- Supporting programs and initiatives that promote diversity and inclusion
- Encouraging equity, diversity, and inclusion in the workplace by creating a sense of true belonging
- Creating an inclusive culture where everyone can be valued for who they are and in which individual differences and contributions of all our employees are recognised and valued
- Seeking out and retaining the finest talent
- Creating opportunities for training, development and progression which are available to all employees, helping and encouraging them to develop to their full potential

Protected characteristics

Discrimination, harassment, or victimisation based on any of the following **protected characteristics** is strictly prohibited:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race (including colour, nationality, and ethnic or national origin)
- Religion or belief
- Sex
- Sexual orientation

Definitions

- Direct discrimination – treating someone less favourably because of a protected characteristic
- Indirect discrimination – applying a provision, criterion or practice that disadvantages people with a particular protected characteristic and cannot be objectively justified
- Harassment – unwanted conduct related to a protected characteristic that violates a person’s dignity or creates an intimidating, hostile, degrading, humiliating or offensive environment
- Victimisation – treating someone unfavourably because they have raised, supported, or intend to raise a complaint under this policy

Preventing discrimination and harassment

We will take all necessary steps to:

- Educate employees on diversity and inclusion through training programs
- Implement policies that prevent discrimination, bullying, and harassment
- Provide clear procedures for reporting concerns and ensure appropriate action is taken
- Promote an inclusive workplace through leadership commitment and employee engagement

Responsibilities

- **Board & executive team:** provide visible leadership, oversight, and accountability for equality, diversity, and inclusion across the Group
- **Leadership & management:** lead by example, ensure policies are upheld, actively promote inclusive behaviours, address concerns promptly, and support reasonable adjustments
- **Human Resources & Recruitment teams:** implement fair hiring, training, and career progression practices.
- **All employees:** foster an inclusive workplace by treating others with respect and reporting concerns.
- We expect all **clients, customers, suppliers and third parties** to uphold the same standards of respectful behaviour. Discriminatory or harassing behaviour by third parties towards our employees will not be tolerated and will be addressed appropriately.



Reporting and enforcement

Employees who experience or witness discrimination, harassment, or unfair treatment should report their concerns to Human Resources or their line manager. All reports will be handled confidentially and investigated appropriately. Disciplinary action, up to and including termination, may be taken against individuals who violate this policy.

Recruitment

We are committed to promoting diversity and inclusion through our social recruitment efforts. We believe in reaching out to diverse communities and leveraging various platforms to attract a wide range of candidates, ensuring a fair and inclusive approach. Our social recruitment practices aim to create equal opportunities for individuals from all backgrounds, ensuring that our recruitment process is fair, inclusive, and accessible to everyone. By embracing diverse talent pools, we strive to foster a workplace that reflects the communities we serve, where individuals of all social, cultural, and demographic backgrounds can thrive.

We will continue to regularly review our recruitment procedures.

Reasonable adjustments

We are committed to making reasonable adjustments, where possible, to remove or reduce barriers for disabled employees, neurodivergent individuals, those with long-term health conditions, and others who may require support. Reasonable adjustments may be considered at all stages of employment, including recruitment, onboarding, training, performance management, and career development.

Career development and promotion

We recognise and reward excellence and all employees are promoted based on their performance. All managers are trained in promoting diversity which includes completing the following modules during their induction programme; "The Importance of Equality, Diversity & Inclusion", "Being Aware of Your Unconscious Bias", "Mental Health Awareness" and "Dignity at Work". These modules are renewed every 3 years to ensure that continued engagement and compliance is maintained.

Community programmes

We are committed to building a community within the business which represents all employees. The community will solely focus on the employee experience to ensure we are giving a voice to all employees, ensuring they experience respect, empowerment, belonging, and progression.

To ensure this is a success, we monitor the make-up of our workforce and employee demographics to enable us to understand the diversity of our employees and identify any areas for improvement.

This also includes assessing how our equality, diversity and inclusion policy is working in practice, reviewing it regularly, and taking action, if required, including any actions identified in the community working group.

We are also committed to partnering with organisations within the communities we operate within, to create employment opportunities for disadvantaged people to ensure our workforce remains diverse and inclusive.

Diversity practices

We provide a safe environment for all our employees and are committed to delivering diversity training to raise awareness about issues surrounding diversity.

Detailed below are some the initiatives we operate:

- **Project Mosaic** – the voice of our colleagues, generating ideas and insights on equity, diversity, and inclusion by promoting company-wide engagement. This enables informed support across leadership and colleague communities through communication and initiatives that champion wellbeing, inclusion and belonging
- **Mental Health First Aiders** – a network of trained colleagues who provide initial support to individuals experiencing mental health challenges. Our Mental Health First Aiders are skilled in inclusive communication techniques, including understanding different frames of reference, and have received additional equality, diversity, and inclusion awareness training to support sensitive, respectful, and informed conversations



- **Menopause Advocates** – colleagues who have received accredited training to provide support, guidance and awareness around menopause and perimenopause. Our Menopause Advocates help build line manager confidence, increase understanding, and contribute to an inclusive and supportive workplace culture
- **WellMe Programme** – a holistic wellbeing approach built around five key pillars: Mental Health, Physical Health, Financial Health, Diversity & Inclusion, and Workplace Culture
- **External partnerships** – working with specialist external partners to deliver relevant workshops, events and roadshows that bring equality, diversity, inclusion, and wellbeing topics to life
- **Inclusive Employers** – corporate membership of Inclusive Employers, supporting our ongoing commitment to best practice, continuous learning, and the development of inclusive workplace cultures across the Group
- **Flexible working arrangements** – supporting varied working patterns and individual needs where operationally possible
- **Employee Assistance Programme (EAP)** – a confidential support service available 24/7 to all employees
- **Neurodiversity in Business** – corporate membership to support neuro-inclusive awareness and practices
- **Disability Confident Employer** – demonstrating our commitment to inclusive recruitment, retention, and development of disabled colleagues
- **Accessible communication** – ensuring information, training and workplace materials are available in formats that meet the diverse needs of our workforce

This policy will be formally reviewed annually and updated as required.

Signed on behalf of Churchill Contract Services Group Holdings Ltd

J. Bradley, Group CEO

A handwritten signature in black ink, appearing to be "J. Bradley", written in a cursive style.

Date: April 2026

Review date: April 2027