



Empower Technical Services Justice, Equity, Diversity and Inclusion Action Plan

Empower Technical Services is committed to embedding justice, equity, diversity and inclusion across all aspects of the business. This Action Plan is applicable to Empower Technical Services & all subsidiaries and related entities and translates our commitments into structured, measurable and accountable actions that are integrated into daily operations, decision-making processes and long-term strategy.

Our approach recognises that achieving equity and inclusion is not a one-time initiative, but an ongoing, evolving process that requires continuous reflection, engagement and improvement.

1. Data, Measurement and Transparency

Our starting point is building a strong and reliable evidence base to inform action and track progress over time.

In addition to collecting and analysing workforce data, we commit to:

- Establishing a baseline diversity profile across key dimensions (e.g. gender, age, background, role level)
- Conducting regular diversity and inclusion surveys to measure employee experience and sense of belonging
- Performing regular pay equity audits, including corrective action plans where disparities are identified
- Tracking recruitment funnel data to identify potential bias at each stage (application, shortlist, hiring)
- Defining clear JEDI KPIs, including workforce representation, promotion rates and retention metrics
- Publishing an internal annual JEDI report and, where appropriate, sharing key insights externally

These actions ensure that decisions are data-driven and transparent, and that progress is continuously monitored.

2. Inclusive Recruitment and Talent Development

At the recruitment stage, we aim to ensure fair, inclusive and equitable hiring practices that widen access to opportunity.

In addition to existing practices, we will:

- Use gender-neutral and bias-reviewed job descriptions
- Ensure diverse hiring panels wherever possible



- Require structured interview formats with predefined evaluation criteria
- Partner with organisations or platforms that support underrepresented engineering and technical talent
- Introduce internship, apprenticeship or mentorship programmes to widen access to opportunity

Once individuals join the organisation, we commit to supporting equitable growth by:

- Providing personal development plans for all employees
- Offering leadership development programmes with a focus on underrepresented talent
- Ensuring equal access to training, certifications, and career progression opportunities
- Conducting promotion equity reviews to identify potential bias.

3. Inclusive Workplace Culture and Employee Experience

Creating an inclusive culture remains central to this plan. Beyond training, we aim to embed inclusion into everyday behaviours and systems.

To achieve this, we will:

- Deliver mandatory training on unconscious bias, inclusive leadership, and psychological safety
- Facilitate safe channels for dialogue, including feedback sessions, surveys, and open forums
- Establish or support inclusion champions where appropriate
- Promote flexible working arrangements to accommodate diverse needs where operationally feasible
- Ensure workplace policies (leave, benefits, wellbeing) support different life situations and identities
- Introduce regular pulse surveys to monitor inclusion, engagement, and wellbeing

We aim to cultivate a culture where individuals feel empowered to contribute, challenge, and grow.

4. Leadership Accountability and Governance

Leadership accountability is critical to embedding JEDI as a core business priority.

To strengthen accountability, we will:

- Define clear JEDI objectives for senior leadership
- Integrate JEDI performance into annual performance reviews and appraisals



- Provide regular updates to leadership and governance bodies on JEDI progress
- Establish a formal governance structure or responsibility owner for JEDI initiatives
- Ensure leadership actively communicates progress, priorities, and commitments

Leaders are expected not only to support JEDI initiatives, but to model inclusive behaviours and decision-making.

5. Inclusive Supply Chain and External Impact

Empower Technical Services recognises that its influence extends beyond internal operations and into its supply chain.

To support equity externally, we will:

- Integrate JEDI considerations into supplier selection and evaluation processes
- Identify and engage with diverse suppliers and partners where feasible
- Encourage suppliers and subcontractors to adopt inclusive and fair labour practices
- Include ethical and social criteria in procurement policies
- Collaborate with partners who share our commitment to justice and inclusion

We aim to contribute to more equitable systems both within and beyond our organisation.

6. Policies, Practices and Systems Alignment

Embedding JEDI requires alignment across all company policies and systems.

To ensure this, we will:

- Review and update HR policies to reflect equity and inclusion principles
- Ensure fair and transparent compensation frameworks
- Maintain grievance and whistleblowing mechanisms that are safe, confidential and accessible
- Regularly assess the impact of policies on different employee groups
- Integrate JEDI considerations into broader ESG and risk management processes

This ensures that inclusion is not isolated but embedded in how the organisation operates.

7. Monitoring, Reporting and Continuous Improvement

Progress is monitored through defined indicators and reviewed regularly to ensure effectiveness.



We commit to:

- Establishing a JEDI dashboard with key metrics and progress tracking
- Conducting annual reviews of the action plan, adjusting actions based on results
- Reporting progress to leadership and relevant stakeholders
- Encouraging employee feedback to refine initiatives
- Benchmarking against best practices and evolving standards

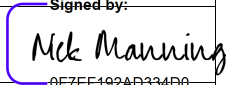
We acknowledge that progress may not always be linear, but continuous improvement remains central to our approach.

Through this Action Plan, Empower Technical Services aims to move beyond commitments toward measurable, systemic change. By embedding JEDI into governance, operations and culture, we seek to create a workplace and supply chain that is fair, inclusive and reflective of the diverse world we operate in.

Formalised and approved by the Board of Directors on 10/22/2026

Director Nick Manning

Version control

Date issued	Version number	Date reviewed	Approved
10/22/2026	1.0		<div>Signed by:  0F7EF192AD334D0...</div>