



DIVERSITY, EQUITY & INCLUSION POLICY

EMARA is committed to Diversity, Equity and Inclusion, with a zero-tolerance approach to any discrimination. This is in line with our core values as an organization. Our aim is to diversify our workforce and for each employee to feel respected and valued.

All colleagues are responsible for creating an inclusive working culture, enabling differing viewpoints, knowledge and life experiences to be heard throughout all our everyday interactions. A diverse workforce and equitable environment ensure that we embody the values that we promote amongst our signatories, and more widely across the global financial system.

This policy applies to all those who work for us. If local regulations differ from what is set out in this policy, we will adhere to our legal requirements whilst maintaining the highest international standard possible.

OUR POLICY'S PURPOSE

The purpose of this policy is to:

1. Ensure equality, fairness, dignity and respect for all in our employment, whether temporary, part-time or full-time.
2. Prevent discrimination, bullying and harassment in the conduct of the organization's work, particularly in relation to personal characteristics such as:
 - Ancestry.
 - Age.
 - Disability (including physical and mental disabilities).
 - Educational background.
 - Family and other caring responsibilities
 - Gender identity, expression, reassignment and sex.
 - Health.
 - Languages.
 - Marriage or civil partnership.
 - Neurodiversity.
 - Political views.
 - Union affiliations.
 - Pregnancy and maternity.
 - Race (including physical features, skin color, nationality, and ethnic or national origin);
 - Religion or belief.
 - Sexual orientation.
 - Socio-economic background; and
 - Veteran status (former or current military service).

ROLES AND RESPONSIBILITIES

EMARA as an entity and employer will:

- Create a working environment free of bullying, harassment, victimization and discrimination - promoting dignity and respect for all, regardless of office location, role or team, and where individual differences and the contributions of all employees are recognized and valued.
- Train managers and all other employees about their rights and responsibilities under the EMARA policy and strategy.
- Make opportunities for career development and progress available to all employees, who will be encouraged to develop to their full potential.
- Ensure that all supplier contractual agreements fully reflect our commitment.
- Use our expertise, leadership and influence to promote positive changes within our spheres of influence. This includes signatory organizations, our partners, service providers and any consultants we appoint.
- Design and uphold inclusive, transparent structures, policies and processes which ensure that we make decisions based on merit, such as recruitment, pay reviews and promotions.
- Monitor feelings of inclusion for employees, seeking to understand their experiences through employee engagement surveys and other informal opportunities and making decisions on our future strategy based on this data; and
- Monitor the make-up of the workforce in compliance with local legislation, regarding information such as gender, race/ethnicity, sexual orientation and disability in meeting the aims and commitments set out in the EMARA policy. This data will be provided by employees on a voluntary basis. Monitoring will assess how the EMARA strategy works in practice, reviewing the data annually, and taking action to address any identified issues

The Leadership Executive Team will:

1. Be responsible for overseeing the delivery and success of our EMARA activity, as outlined in the EMARA strategy.
2. Set the tone and foster an environment where EMARA is embedded into the culture and decision-making.
3. Take appropriate action if an employee reports non-inclusive behavior from any individual in the organization's wider community, including interactions with all visitors, contractors, sub-contractors, service providers, suppliers, press, signatories and other stakeholders.
4. Commit to training and educating themselves on topics related to EMARA; and
5. Review this policy annually will be done by General Manager & Top Management to ensure it is relevant and up to date.

The Board will:

- Ensure EMARA is embedded into the strategy of EMARA.
- Ensure our approach is aligned with expectations from signatories and other external stakeholders; and
- Be accountable to assess the performance of our EMARA strategy and policy through an internal, annual EMARA report prepared by the General Manager & Top Management.
- Progress and areas for growth will be transparently communicated externally in EMARA's Annual Report to signatories and other stakeholders.

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The People and Culture Team will:

Conduct ongoing due diligence to ensure no discrimination occurs in our core processes, with consultative feedback from the EMARA Working Group. This includes:

- Dealing with grievances and disciplinary actions.
- Dismissal.
- Leave for parents/careers.
- Pay and benefits.
- Recruitment.
- Redundancy.
- Requests for flexible working hours.
- Selection for employment, promotion, training or other developmental opportunities; and
- Terms and conditions of employment.
- Support all employees through any instances of bullying, harassment, victimization and discrimination by fellow employees, customers, suppliers, signatories, visitors, the public and any others in the organization's work activities. Such acts will be dealt with as misconduct, and appropriate action will be taken. The People and Culture Team are accountable for these procedures being legitimate, accessible, equitable and transparent; and
- Seek to understand whether any employees have needs in relation to the business-as-usual operations of the organization through data and feedback.

Directors and Line Managers will:

- Promote an environment within their team where respect is shown to all, and mutual understanding is fostered.
- Ensure that the aims and the values embodied in this policy are approximately reflected in all job descriptions, person specifications and performance reviews.
- Embed equity and fairness into all decision making, for example when delegating development opportunities and hiring new team members.
- Challenge any actions or behavior which conflicts with the values and EMARA principles laid down in this policy, providing support to find a positive way forward.
- Directly address unacceptable behavior and
- Deal with any issues raised under this policy fairly, thoroughly, quickly and confidentially.

All employees will:

- Meet the standards of behavior as set out in this policy, promoting inclusion for others and striving to create a safe, supportive and welcoming environment.
- Be open-minded, willing or demonstrative to learn more about EMARA topics, through attending events and training or participating in organization-led activities.
- Be active allies, challenging inappropriate behavior or discrimination and, if appropriate, seeking to report this.
- Ensure understanding of this policy and seek guidance if there are any questions; and
- Understand that they, as well as their employer, can be held liable for acts of bullying, harassment, victimization and discrimination, in the course of their employment, against fellow employees, suppliers and the public.
- This policy has been agreed in consultation with employees globally and the Be active allies, challenging inappropriate behavior or discrimination and, if appropriate, seeking to report this



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- Ensure understanding of this policy and seek guidance if there are any questions; and
- Understand that they, as well as their employer, can be held liable for acts of bullying, harassment, victimization and discrimination, in the course of their employment, against fellow employees, suppliers and the public.

This policy has been agreed in consultation with employees and the EMARA Working Group and will be reviewed annually as we continue to develop our approach.

OUR DISCIPLINARY AND GRIEVANCE PROCEDURES

If you believe you have witnessed or experienced any behavior which contravenes this policy, you can raise a grievance – usually your line manager, if you want advice or to share feedback.

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