

DIVERSITY-INCLUSION POLICY

Function	SHEQ Management System
Document Name	Safety Signature Diversity-Inclusion Policy
Approving authority	Safety Signature Managing Director
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Document No:	SS-QMS-D&IPOL01
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Description	Safety Signature's diversity-Inclusion policy shall help us define, strategize, plan and implement the essential roadmap, guidance and measurement towards bridging the gaps as we work on different facets that have a bearing on achieving diversity goals

Related documents

None

Links to external documents

None

1. Introduction

Safety Signature (Pty) Ltd “SS” is committed to the cause of promoting diversity and inclusion within the organization and in communities we operate in. Our objective is to achieve gender parity across all levels starting in the company. A diversity policy shall help us define, strategize, plan and implement the essential roadmap, guidance and measurement towards bridging the gaps as we work on different facets that have a bearing on achieving diversity goals. This policy is forward looking and sets a vision for diversity and inclusion for businesses across the SS team.

2. Our definition of diversity and inclusion

Workplace diversity refers to the variety of differences amongst people in an organization. An organization is a collective representation of people coming with individual differences in thoughts, personality, unique capabilities and talent that they bring to work. It is an understanding that each individual is unique, and a recognition of our individual differences, so that each and every one feels important, respected, included and engaged as we assimilate people with differences including but not limited to nationality, geography, ethnicity, gender, sexual orientation, age, physical abilities, family status, religious beliefs, perspective, experience or other ideologies. While we strongly appreciate diversity in all forms, achieving gender parity is a priority for us.

Besides, our workforce should reflect the diverse consumers and communities we serve. As an aspiring international company, we will be working in countries with a broad array of laws and regulations. But regardless of where we operate, we will take care to respect the diversity, talents and abilities of all as we benefit greatly from the skills, experience and commitment of the diverse range of people who work with us.

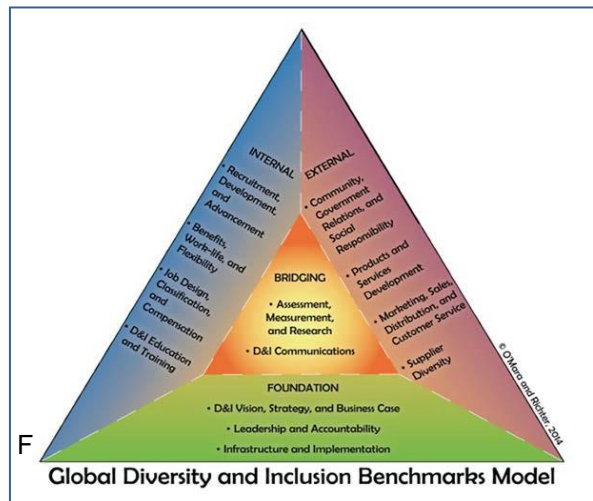
3. Objectives and scope of the diversity policy

We are committed to recruiting, retaining and promoting highly talented individuals to further the SS strategic goals. This includes:

- Employing best practices in regards to D&I initiatives, benchmarked with globally reputed companies and institutes;
- Providing an environment of equality and respect for all employees and interested parties
- Not discriminating against any individuals on the basis of their gender, age, disability, ethnicity, sexual orientation, family status, religious beliefs and abilities;
- Operating in accordance with all relevant legislation in the jurisdictions we operate in,
- Ensuring fairness and avoiding unlawful discrimination in matters including remuneration, employment terms and conditions, promotions, training and development opportunities;
- Promptly and fairly dealing with complaints of harassment, bullying, or unlawful discrimination by employees, customers, suppliers and other stakeholders in the course of the company's activities;
- Reviewing the company's employment policies and practices to promote fairness and address gender bias and underlying barriers to achieving gender balance;
- Building leadership capability by providing equal opportunities for training and development of staff, as required, to harness their full potential; and
- Providing equal opportunities for all employees in respect of career progression.

We realize that achieving and sustaining an environment on founding D&I principles will need a balanced and concerted effort across the company. In addition, we will need to work with key stakeholders such as communities, governments and special interest groups to further our D&I agenda. This Policy covers all employees and contractors working for and on behalf of SS.

What is the group's approach to diversity?



The group's commitment to diversity and inclusion extends to all areas of our business. Promoting diversity and inclusion will need a balanced concerted effort across company's internal values, processes, policies. Going beyond, we will need to work with communities, government, special interest groups. The diversity policy shall help us layout guiding principles, strategy and execution plans with defined milestones towards achieving gender parity.

SS proposes to employ the Global Diversity and Inclusion Benchmarks Model ©O Mara and Richter 2014. The Group's Diversity and Inclusion initiatives focus on a holistic approach involving the

Foundation

- Diversity and Inclusion vision, strategy and business case
- Leadership and accountability
- Leadership and employees 'competence and diversity intelligence
- Infrastructure and execution principles

Internal processes and policies around

- Recruitment, development and advancement
- Policies on workplace conduct, benefits, work life and flexibility
- Job design, classification and compensation
- D&I education and training

External partnerships

- Community, government relations and social responsibility
- Industry bodies partnership

Bridging

- Assessment, communication and sustainability

4. Diversity and Inclusion: Vision, Strategy and Business Case

At SS, our vision is to ultimately create an everlasting workplace culture where teams of mixed gender, ethnicity, regional affiliations, physical ability, age and orientation are representative of a variety of perspectives and experiences. We will proactively reinforce a culture where everyone feels included and respected- an environment where we value differences by providing equal opportunities to all.

While we recognize and promote diversity in all forms, we are **prioritizing to focus on gender diversity initiatives.**

SS intends to continue to strengthen its commitment towards **strengthening the vision and strategy** for Diversity and Inclusion through the significant involvement of top management and leaders through the use of best in class tools like **1) Open Space Technology and 2) Design Thinking.** This is based on extensive use of surveys, analytics and inferences and is an all-encompassing approach to strengthening the vision and strategy elements.

Additionally, we realize the importance of creating right organization structures as **Diversity and Inclusion Council** across our business to own, implement and measure D&I initiatives. It shall be our endeavor to create these councils in all our branches. The councils shall clearly own the overall D&I agenda with calendared and measurable deliverables. The Diversity Councils shall be mandated with the ~~agenda~~ of building a safe workplace in terms of infrastructure, privacy concerns for diverse groups.

Our success in this regard shall be measured through internal surveys, independent external audits as also rewards and recognition as best practices forum in the industry.

5. Responsibilities

Leadership and accountability

SS has the highest level of commitment from the leadership in the businesses. Each has a unique and valuable role to play in supporting our commitment to diversity. The leadership sets out the overall diversity agenda. They provide thought leadership on workplace systems, processes, practices and measurements in developing sustainable and inclusive workplace cultures.

At SS leadership walk the talk and lead by example. The SS leadership understands and values the benefits that diversity can bring to its company. When considering new appointments to the team, the nominations committee reviews the balance of skills, experience and diversity on the team to identify those criteria which are determined to be vital for enhancing SS's effectiveness. These criteria form the basis of the search for new appointments to the team. The nominations committee ensures inclusion of more female candidates on candidate shortlists, to address the lack of gender diversity on the team.

The nominations committee will report annually, in the corporate governance section of the SS's Annual Report, on the process used in relation to Board appointments. Such report will include a summary of this Policy, the measurable objectives set for implementing the Policy and progress made towards achieving those objectives.

6. Leadership and employees 'competence and diversity intelligence

The success of any diversity and inclusion program is crucially dependent on Leaders and Managers who are ultimately responsible for managing teams. We firmly believe that for all D&I related initiatives to be successful and to see faster and greater benefits, we need to ensure that diverse employees are actively engaged in work environment without any biases. As inclusive leaders, we need to continuously work towards nurturing an environment where diverse employees are nurtured, mentored and coached to develop their potential as future leaders. We constantly introspect to ensure that we are free from any conscious or unconscious biases that guide our opinion, behavior, language, approach, stance and overall demeanor when interacting with people who are diverse in gender, thoughts, orientation etc.

7. Recruitment Development and Advancement

The success of any D&I initiative is crucially dependent upon hiring and staffing philosophy. At SS, we ensure that D&I is integrated into recruitment, talent development, advancement, and retention. A conscious effort is made **to attract applicants from different diversity dimension groups** to achieve and maintain a workforce that shows diversity across levels and functions. Search firms are required to provide diverse candidates. Advertising is targeted to diverse communities, diversity on interviewing panels is standard, and staffing/hiring managers are educated on the impact of bias. High potential talent from backgrounds not represented in a balanced way across the organization is provided with coaching, mentoring, and sponsorship opportunities. Employees are encouraged to consider development opportunities and positions outside their current functional, technical, or professional area.

We have specific recruitment goals. We aim at hiring 50% diverse employees from across campuses and mandates a healthy balance of women candidate pool for lateral hiring.

8. Policies on workplace conduct, benefits, work life and flexibility

Our workplace policies play an important role in reinforcing a culture on founding principles of diversity and inclusion. Policies have a strong underpinning on the way we work and approach our lives. These policies ensure that we adhere to highest standards of professionalism and conduct at workplace. Our policies around work-life integration are best in class and are framed after extensive deliberations with impacted groups. Some of our policies are:-

Equal Employment Opportunity Policy: To achieve our business objectives, we are committed to a merit based appointment process. We have policies and practices in place that enable capable and diverse employees access to all opportunities available with the organization, in a fair and equitable manner. We have the best in class tools and practices to ensure that we can access the broadest pool of diverse candidates, in keeping with our commitment to merit based employment.

Code of Conduct Policy: The group is committed to eliminating all forms of unlawful discrimination, harassment, bullying and victimization of persons at workplace. Our Code of Conduct policy supports our commitment to maintain a workplace where all staff can work without fear of unacceptable workplace conduct impacting them. Every year employees have to give a personal undertaking in terms of having read and signed the Code of Conduct policy.

Statement of Professional Practice: Our profession is founded on very high standards of personal integrity and conduct, which requires absolute honesty. These guidelines are reflected in Group's core values of honesty, integrity and trust.

Occupational Health and Safety Policy and Procedures: The health and safety of our people, visitors, contractors and customers are essential to our long run success. We are committed to providing a healthy and safe workplace.

Leave policies: At SS we believe that our people have changing needs during different life and career stages. A range of leave options are available to employees to help them manage those changes. As a company we have the best in class practices in respect of maternity, paternity and adoption related leave

and compensation policies, besides options for parental leave, career break (sabbatical) to fulfill the needs of diverse employees in our organization.

Going forward, we shall progressively evaluate the possibility of adopting best practices as SS back to work program for women who may have taken a break on account of personal commitments.

- The Internship Experience Program: This internship program focusses on giving students and interns a memorable experience. The mission being, to build the next generation of SS.
- Social media leverage policy: messaging on website and Social Media inviting Women at all levels / different generations / People with Disabilities and other diverse groups.

9. Job design, classification and compensation

At SS, we take utmost care in ensuring that job design and classification are unbiased and compensation is equitable. The organization systematically reviews job requirements, classifications, and compensation. Job descriptions and requirements are clear and do not include non-job-related factors. The organization designs jobs to accommodate as much as possible, individual needs as well as organizational needs. Remuneration is based on merit, performance and market data.

10. External Partnerships

We care passionately about the well-being of our employees and, equally, the local communities in which we operate.

SS would like to adopt a volunteering program for its employees to participate in CSR activities essentially to make larger societal impact in the communities that we work for.

11. Assessment, Communication and Sustainability

The larger roadmap towards creating and sustaining sustainable D&I model has to begin with an internal survey with larger employee base. This is to assess the perspectives prevailing in our organization in terms of where we stand in regards to some of the global companies which are known for their D&I culture and ethos. In this regard SS is still a growing company and intends to do an international benchmarking survey as we embark on this exciting journey towards achieving gender balance. We will need to create the right emotional energy in the organization so that each one of us is passionate about promoting the D&I agenda in our own individual spheres of influence. Education, communication, connects, and consistent survey to benchmark our progress will be key to defining sustainability in our efforts. Each of the businesses through its D&I council will help establish the roadmap.

Amongst best practices, there are immense opportunities towards creating a dedicated **mentorship model** to anchor female leaders.

12. Measurement and Impact

The diversity and inclusion initiatives need to be measured year on year. Each year the SS team and Diversity Councils will establish objectives for achieving gender diversity, and any other aspect of diversity nominated by the team and Council.

The following gender diversity objectives have been set for the team and progress will be monitored and reported on each year.

- Percentage of women in senior management
- Percentage of women recruited during the year
- Percentage of total full time female employees across the SS branches

