



MELROSE DIVERSITY, EQUITY AND INCLUSION POLICY

Purpose

This Policy sets out Melrose's position on diversity, equity and inclusion in its workforce, and is applicable to all Melrose employees including Melrose senior management. Melrose is an equal opportunities employer and seeks to eliminate all discrimination on the basis of personal characteristics from its operations. The Nomination Committee will review this Policy on an annual basis to monitor its effectiveness, and has responsibility for implementing the Policy.

Principles

- Melrose is a meritocracy and individual performance is the key determinant in any appointment, promotion, remuneration award, or dismissal, irrespective of any personal characteristic, trait, or orientation;
- Melrose has, however, long understood the importance of diversity and inclusivity in its workforce to its long-term success;
- Melrose understands equity as fair access to opportunities and fair treatment, through purposeful actions to remove systemic, group, and individual barriers; and
- Melrose aims to create a workforce which is diverse, equitable, and inclusive, free from bullying, harassment, victimisation and unlawful discrimination.

Diversity, equity and inclusion in the workforce

The Nomination Committee understands the importance of diversity, equity and inclusion throughout the Melrose workforce, be it geographical, cultural or market aligned and encompassing gender, race, ethnicity, country of origin, nationality, colour, social and cultural background, religion, family responsibilities (including pregnancy), sexual orientation, age and disability.

Although it is not appropriate to set specific diversity targets throughout the Group's workforce, due to Melrose's decentralised business model and frequent turnover of businesses, the principles of this Policy apply throughout the Group, and our businesses are encouraged to promote diversity once they have entered the Group.

Melrose is actively engaged in supporting initiatives to increase the diversity of its workforce, and to improve socio-economic and ethnic diversity within the engineering sector as a whole. Melrose is also a member of the Business Disability Forum, which works with the business community to understand the changes required in the workplace to improve accessibility for disabled employees.

Melrose will not tolerate any form of unlawful discrimination, bullying, harassment or victimisation in the workplace, and will fully investigate reports of such behaviour. Employees who are found to have participated in such behaviour may be subject to disciplinary action or dismissal.