

## Diversity and Inclusion Policy

Spirax-Sarco Engineering plc recognises its talented and diverse workforce as a key competitive advantage. We encourage equality, diversity and inclusion in the workplace because it is the right thing to do, it is in line with our Company values and makes good business sense.

Our business success is a reflection of the quality and skill of our people. We are committed to seeking out, retaining and promoting the finest talent to ensure top business growth and performance. The diverse capabilities that reside within our talented workforce, position Spirax-Sarco Engineering to anticipate and fulfil the needs of our diverse customers, providing high quality products and customer service.

We recognise that each employee brings their own unique capabilities, experiences and characteristics to their work. We value such diversity at all levels of the Company in all that we do. We encourage everyone to bring their own unique blend of skills and experiences to work and require teams to be open and inclusive to different styles and approaches, to enable people to feel respected and give their best performance.

We believe in treating all people with respect and dignity. We strive to create and foster a supportive and understanding environment in which all individuals realise their maximum potential within the Company, regardless of their differences.

We recognise the importance of reflecting the diversity of our customers and markets in our workforce.

Spirax-Sarco Engineering is diverse in many ways. We encourage differences in ethnicity, gender, language, age, sexual orientation, religion, socio-economic status, physical and mental ability, thinking styles, experience and education. We believe that the wide array of perspectives that results from such diversity promotes innovation and business success. Managing diversity makes us more creative, flexible, productive and competitive.

This policy's purpose is to formalise our commitment to:

- provide equality, fairness and respect for all in our employment, regardless of background;
- operate in accordance with the Equality Act 2010 and not unlawfully discriminate on the basis of such protected characteristics as age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour, nationality, and ethnic or national origin), religion or belief, sex (gender) and sexual orientation; and
- oppose and avoid all forms of unlawful discrimination, including in relation to pay and benefits; terms and conditions of employment; dealing with grievances and discipline; dismissal; redundancy; leave for parents; requests for flexible working; and selection for employment, promotion, training or other developmental opportunities.

Spirax-Sarco Engineering commits to:

- encourage equality, diversity and inclusion in the workplace;
- take seriously complaints of bullying, harassment, victimisation or unlawful discrimination by fellow employees, customers, suppliers, visitors, the public or any others in the course of the organisation's work activities;
- make opportunities for training, development and progress available to all staff, who will be helped and encouraged to develop their full potential, so that their talents and resources can be fully utilised to maximise the efficiency of the organisation;
- ensure that decisions concerning staff are based on merit (apart from in any necessary and limited exemptions and exceptions allowed under the Equality Act);
- review employment practices and procedures when necessary to ensure fairness, and also update them and the policy to take account of changes in the law; and
- provide goods and services to all and oppose any unlawful discrimination of customers or the public, in the course of our business operations.

We require all employees to act in accordance with the Diversity and Inclusion Policy and to behave at all times in a way that is inclusive towards colleagues.

Employees should:

- collaborate and be welcoming towards all colleagues and actively seek to include others in their work, recognising that everyone brings their own unique contribution, ideas and perspectives; and
- be sensitive to the values and beliefs of others and show respect towards colleagues at all times; and create a working environment that is free of bullying, harassment, victimisation and unlawful discrimination, promote dignity and respect for all, and recognise and value the individual differences and contributions of all colleagues.

We have a zero tolerance approach to all forms of discrimination and harassment. All staff should understand that they, as well as their employer, can be held liable for acts of bullying, harassment, victimisation and unlawful discrimination, in the course of their employment, against fellow employees, customers, suppliers and the public.

Such acts will be dealt with as misconduct under the Company's grievance and/or disciplinary procedures and any appropriate action will be taken. Particularly serious complaints could amount to gross misconduct and lead to dismissal without notice.

Further, sexual harassment may amount to both an employment rights matter and a criminal matter, such as in sexual assault charges. In addition, harassment under the Protection from Harassment Act 1997 – which is not limited to circumstances where harassment relates to a protected characteristic – is a criminal offence. Details of the organisation's grievance and disciplinary policies and procedures are available to employees on the Company's intranet sites and via our local HR departments.

The Diversity and Inclusion Policy is fully supported by the Board, the Group Executive Committee and the Company's managers.