

Role of the designated non-executive director responsible for workforce engagement

Helen Copinger-Symes is the Non-Executive Director responsible for workforce engagement. In her role, Helen will act as a bridge between the workforce and the Company's board of directors (the "**Board**").

The purpose of this position is to strengthen the voice of employees at the board level and ensure their perspectives and interests are considered in the strategic decisions of the company.

Key roles and responsibilities are:

a) Communication Channel:

Serving as a channel of communication between the employees and the Board, ensuring that the workforce's views, concerns, and suggestions are heard by the Board.

b) Workforce Insights:

Responsibility for gathering insights about employee satisfaction, engagement, and concerns through a variety of means, which can include direct interactions, surveys, and other feedback mechanisms as may be considered appropriate, and then bring these insights into Board discussions, particularly when decisions are likely to affect the workforce.

c) Strategy and Policy Development:

Providing a link between the Board and the workforce, helping to ensure that workforce considerations are factored into strategic planning and policy-making. This includes areas such as workforce development, remuneration, working conditions, diversity and inclusion and cultural alignment.

d) Advocate for Good Employment Practices:

Advocating for good employment practices and the adoption of policies that promote a positive work environment. This includes supporting initiatives related to training, development, benefits and the overall well-being of employees.

e) Board Discussions and Decisions:

Actively participating in board meetings, ensuring that workforce-related issues are considered in the Board's deliberations and decisions. This role is crucial in aligning corporate strategies with employee welfare, practices and organisational culture. Report on workforce matters to the Board at periodic meetings and provide transparency in how employee related strategies, policies and practices are being implemented providing recommendations for improvement to the Board.