

Code of conduct

Impact. We listen to our partners and clients and create solutions that meet their needs, drawing on our experience and know-how.

Resilience. In order to deliver our mission, grow, innovate and capture emerging opportunities we must be financially strong. Any surplus revenue is reinvested in our work.

Integrity. We insist on honesty, integrity and fairness in our work and expect the same from our partners, clients and contractors. The direct or indirect offer, payment, soliciting or acceptance of bribes in any form is unacceptable and we must avoid conflicts of interest.

Health, safety and the environment. We have a systematic approach to health, safety and environmental management. We work to have a positive impact on the environment and ensure the safety and well-being of our people. We are committed to continually improving our environmental performance, as set out in our <u>Health, Safety and Environment Policy</u>.

People. We value diversity and provide an inclusive environment for our people. We recruit, reward and promote on merit and seek to develop skills and capabilities.

Learning. We learn from our experience, successes and failures, avoid blame and aim to continually improve.

Compliance. We comply with all applicable laws and regulations in the countries in which we operate and, where appropriate, go beyond compliance.