

CORPORATE
ENQ-COR-HR-PLA-00002

MANAGEMENT DOCUMENT

DIVERSITY, EQUITY AND INCLUSION PLAN



APPLICABILITY:


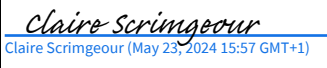

BMS Document Type	Management Document				
Function	Human Resources				
Document Owner	Global Services Analyst				
Security Classification	Unrestricted				
Legacy Number					
Revision	C1	Issue Date	22/05/2024	Next Review Date	21/05/2028

DIVERSITY, EQUITY AND INCLUSION PLAN

Revision History

Rev	Reason for Issue	Created By	Job Title	DD	MM	YYYY
C1	First issue	Omaima Rashid	Global Services Analyst	22	05	2024

Signatories:

Rev	Print Name	Job Title	Signature
C1	Prepared By Omaima Rashid	Global Services Analyst	 <small>Omaima Rashid (May 23, 2024 14:46 GMT+1)</small>
C1	Reviewed By Claire Scrimgeour	HR Manager	 <small>Claire Scrimgeour (May 23, 2024 15:57 GMT+1)</small>
C1	Approved By Ali Talpur	Global Services Director	 <small>Ali Talpur (May 27, 2024 13:20 GMT+1)</small>

Revision Change Notices

Rev	Location of Changes	Brief Description of Changes
C1	Whole Document	First issue for use

DIVERSITY, EQUITY AND INCLUSION PLAN

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1		
2		
3		
4		
5		
6		
7		
8		

CONTENTS

1.0	Purpose	5
2.0	Our Values	5
3.0	Why Diversity, Equity & Inclusion matters to EnQuest	6
3.1	Diversity, Equity and Inclusion at EnQuest	6
4.0	Our Vision	7
4.2	Where We Are Today and Where We Want To Be	7
5.0	Strategy	9
5.2	Initiatives and Action Plan.....	10
5.3	Implementation Plan.....	11
6.0	Expected Outcome	11
	Our DE&I strategies are aligned with the company’s objectives, and will ultimately support us in achieving the following goals.	11

1.0 Purpose

The purpose of this document is to describe EnQuest's approach and vision towards Diversity, Equity and Inclusion (DE&I) and outline strategy, actions, and measures in support of its DE&I Policy.

Diversity, equity, and inclusion are closely tied in EnQuest's Policy with an aim of developing and nurturing a positive and fair environment that is supportive of individuals from diverse backgrounds, gender, and abilities.

2.0 Our Values

Our Values embody everything the Company stands for, underpinning the way in which we want to work with all our stakeholders in achieving our strategy.

Safety sits at the core of everything we do as we aim for **SAFE RESULTS** with no harm to our people and respect for the environment. We conduct our business and our relationships with **RESPECT AND OPENNESS**.

We **WORK COLLABORATIVELY** to achieve exceptional results, **DRIVING A FOCUSED BUSINESS** to achieve success. Always pursuing **GROWTH AND LEARNING** opportunities to unlock our full potential as individuals, teams and the Company as a whole.



3.0 Why Diversity, Equity & Inclusion matters to EnQuest

Diversity, Equity, and Inclusion is vital to develop a culture of belonging and maintaining an enriched workplace, ensuring all employees, regardless of their identity and abilities, feel seen, heard and valued. It sets a strong foundation for a personally and professionally thriving environment, based on the belief that all employees hold intrinsic worth, not in spite of their differences but because of their differences.

It is important to understand that DE&I is not just a buzzword in the corporate world, it is a strategic objective that has proven to benefit companies, employees and society. EnQuest believes DE&I should be a priority focus for all the aspects of the company as it supports efficiency, but also creates a fair, inclusive and successful workplace for employees.

3.1 Diversity, Equity and Inclusion at EnQuest

At EnQuest, our vision is to be the operator of choice for maturing and underdeveloped hydrocarbon assets. We aim to achieve our goal by encouraging our people to operate in an entrepreneurial, creative and empowered way with a focus on delivering safe results. We differentiate through our professional capability delivered by a competent and diverse workforce that collaborates as one team, embracing their unique abilities. We believe in fostering an open and inclusive culture that takes advantage of multiple viewpoints and perspectives to improve decision-making, and increase innovation.

Below are the areas where EnQuest gains value by embracing DE&I:

3.1.1 Attracting Best Resource

During recruitment and hiring, EnQuest encourages the expansion of the talent pool to include candidates from various personal and professional backgrounds which could help securing top performers. A diverse and inclusive work environment not only brings unique skills and approach, but also attracts and retains top talent.

3.1.2 Employee Satisfaction

EnQuest believes in earning loyalty and a collaborative culture by promoting a diverse and inclusive working environment. Naturally, employees that feel more accepted and supported, feel more satisfied and are more likely to stay with the company longer. Cultivating a healthy and inclusive culture enables us to gain efficiency and establish sense of stability within the company.

3.1.3 Employee Performance

Our emphasis towards fostering a supportive environment with equal and fair opportunities for all without any racial, ethnic and gender bias, inherently promotes a healthier workplace and sense of belonging. Employees who feel included and heard genuinely perform to their utmost best and stay more committed towards the company's goals. Also, respecting employees view points drive collaboration and strong teamwork.

3.1.4 Top Talent

Practicing DE&I helps EnQuest develop and promote top talent on the basis of abilities and merit without any discrimination. A well-equipped, best-suited and resourceful team set a clear direction for the company which reflects on the overall performance and growth.

3.1.5 Driving Innovation

At EnQuest, a truly diverse team has proven to be more effective at identifying new opportunities and exploring different markets due to the wide spectrum of unique thinking, experiences, and perspective. We believe that valuing and respecting the views and perspectives of a diverse team helps generating creative and innovative solutions, and leads to the new ways of working.

3.1.6 Better Decision Making

We realise a diverse workforce is more likely to make well-calculated decisions. Therefore, for us developing a diverse employee base means wider viewpoint, comprehensive projection and better problem-solving skills.

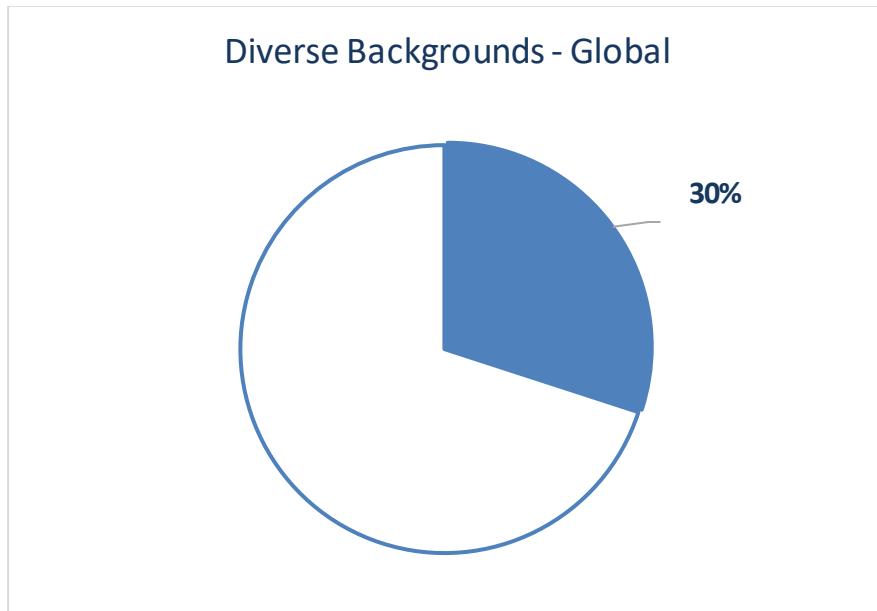
4.0 Our Vision

Our vision is to fully embrace Diversity, Equity, and Inclusion, and weave it into all the functions and aspects of the company to use it as our strength to reinforce growth and performance. We aim to stand out as an employer that values and practices DE&I, and leads by example.

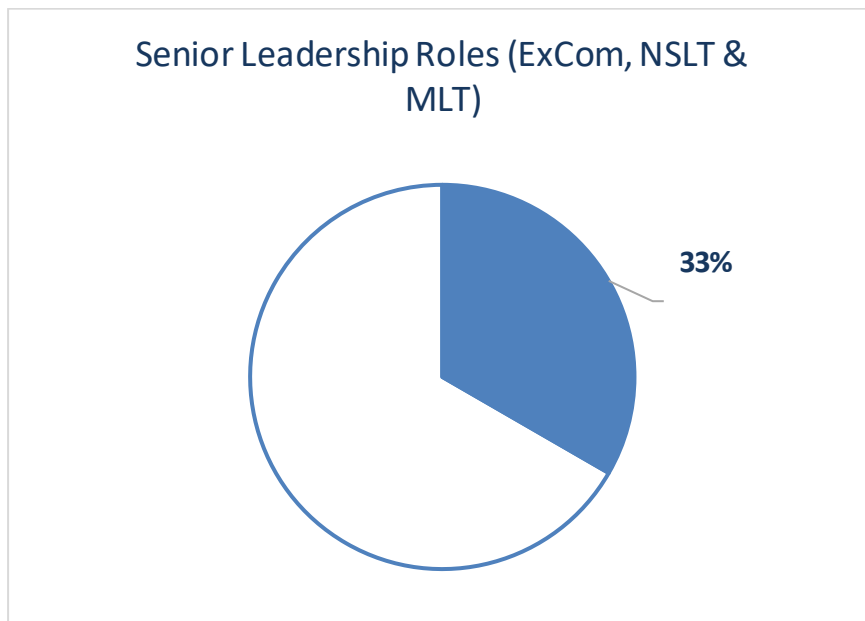
We will focus on embedding the DE&I values into EnQuest's culture and making continuous efforts to foster an environment that supports employee engagement and demonstrates our values across the company.

Our moto is to **EmBrace. EnGage. EnDorse**

4.2 Where We Are Today and Where We Want To Be

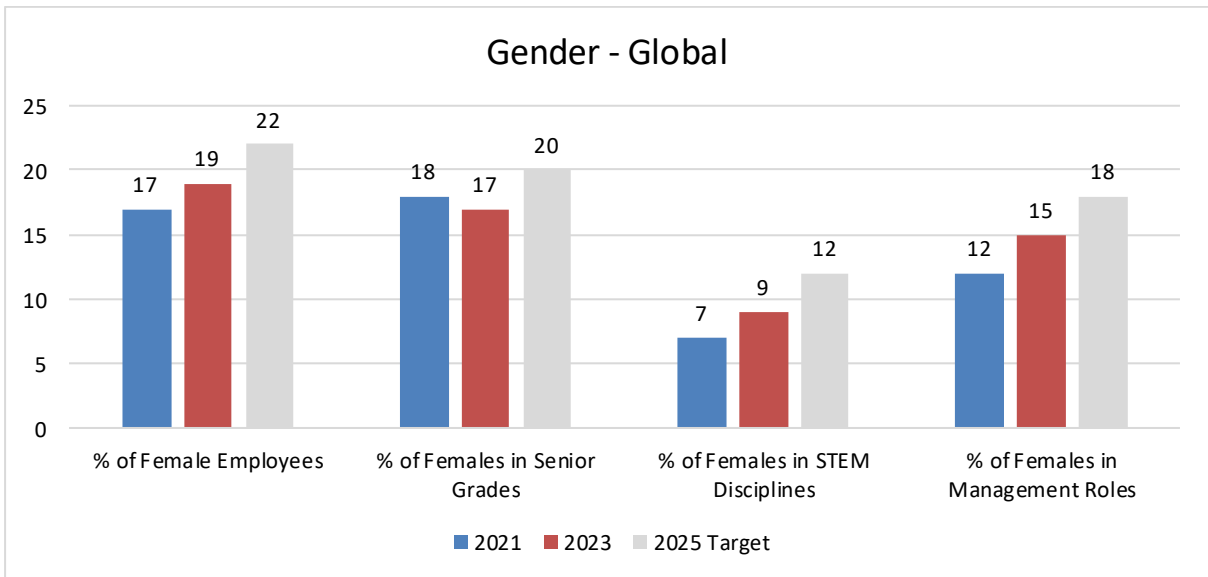
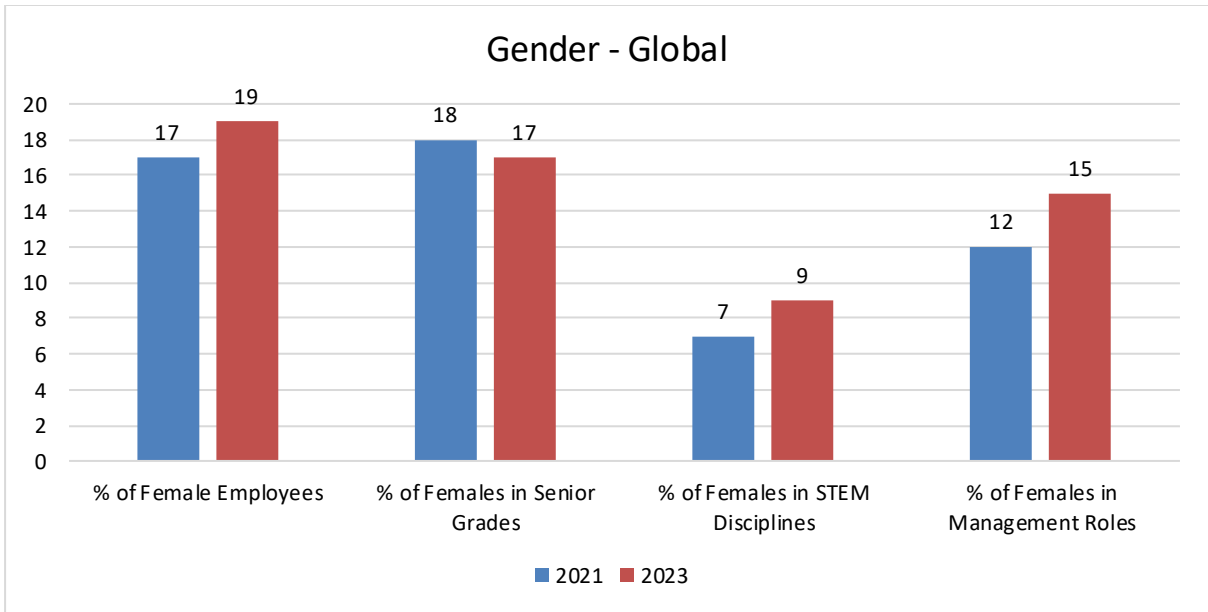


30% of our global employees are from diverse backgrounds. By 2025 our target is 33%



33% of our senior leadership team are from diverse backgrounds. By 2025 our target is 33%

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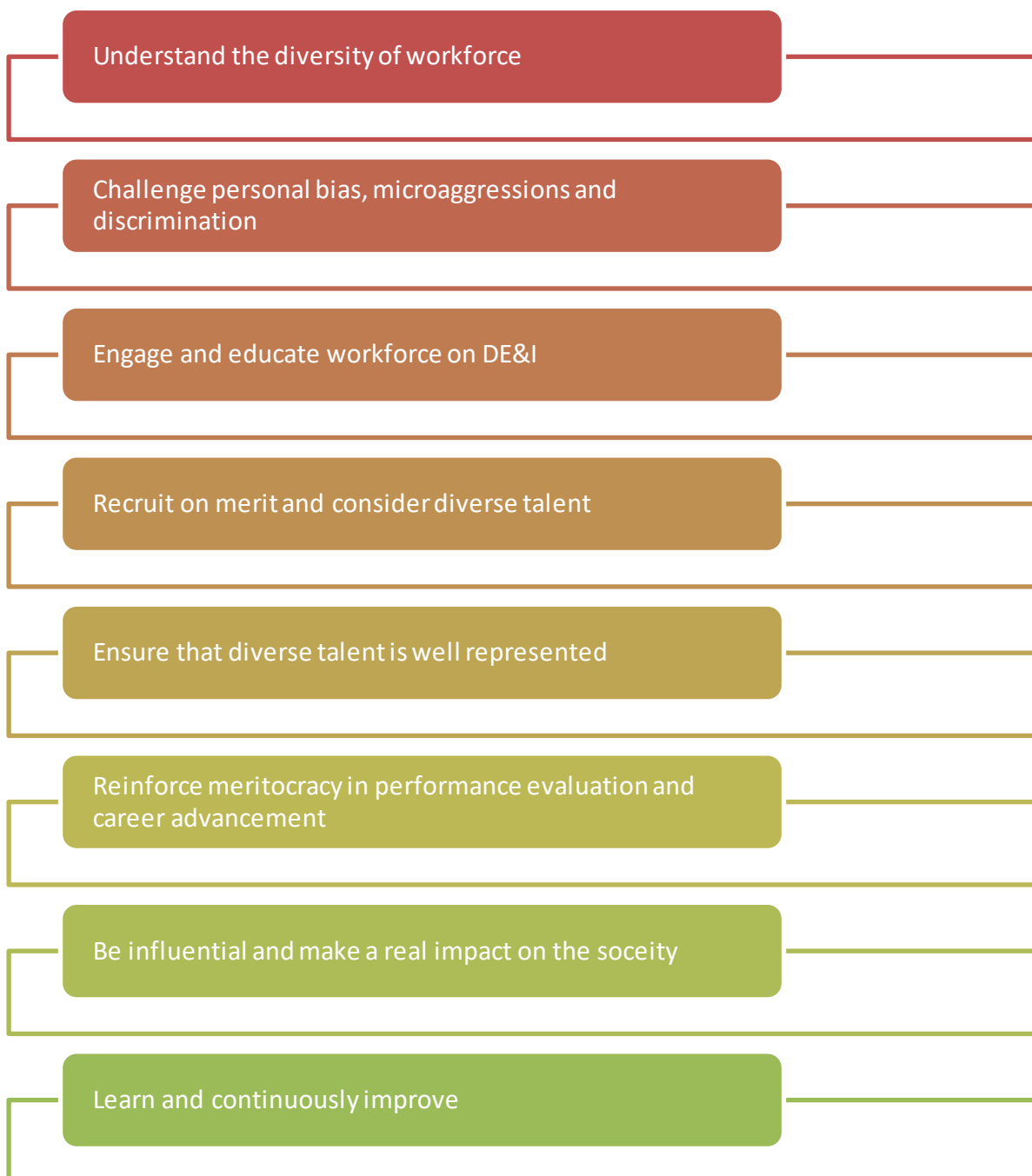


By 2025 our target is to have 22% female employees and 20% of females in senior grade roles

5.0 Strategy

The essential components to launch a successful DE&I strategy are self-awareness and transparency. Instead of treating DE&I as just a corporate initiative EnQuest believes in translating the vision into more focused actions.

Below are some of the strategies we intend to apply to enroot and bolster DE&I across the company. These strategies will further help in devising the action plan.



5.2 Initiatives and Action Plan

Each of the mentioned strategies will be supported by initiatives, which will then translate into specific actions.

Strategy	Initiatives	Actions
Understand the diversity of workforce	<ul style="list-style-type: none"> Cultural assessment & make-up of the organisation 	<ul style="list-style-type: none"> Understand diversity across the organisation Discuss & identify opportunities to improve in specific areas
Challenge personal bias, microaggressions and discrimination	<ul style="list-style-type: none"> Coaching & training 	<ul style="list-style-type: none"> Coaching on unconscious bias for line managers and DE&I training for all STEM & Next GEN training in schools
EnGage and educate workforce on DEI	<ul style="list-style-type: none"> EnQlusion Collaboration with minority association groups 	<ul style="list-style-type: none"> Periodic 1:1 engagement & focus groups Develop DE&I calendar DE&I values to be a part of induction & onboarding
Recruit on merit and consider diverse talent	<ul style="list-style-type: none"> Collaboration with minority association groups Inclusive recruitment practice 	<ul style="list-style-type: none"> Use diverse recruitment agencies Start blind CV screening practice to mitigate bias
Ensure that diverse talent is developed and recognised	<ul style="list-style-type: none"> Recognition program 	<ul style="list-style-type: none"> Appreciation & recognition with consideration for DE&I aspect DE&I page on the website and intranet
Reinforce meritocracy in performance evaluations and career advancement	<ul style="list-style-type: none"> Career progression framework Pay equity structure 	<ul style="list-style-type: none"> Training & development with consideration for DE&I aspect Define EQ career path Equal pay review
Be influential and make a real impact on the society	<ul style="list-style-type: none"> EnQlusion DE&I industry 	<ul style="list-style-type: none"> Invite schools for STEM trips Arrange educational talks & classes for school. Graduate & summer intern programme

5.3 Implementation Plan

The implementation of the above initiatives will be as per the HR Transformational Road Map document.

6.0 Expected Outcome

Our DE&I strategies are aligned with the company's objectives, and will ultimately support us in achieving the following goals.

