

EQUALITY, DIVERSITY

& INCLUSION

STRATEGY

2026-2030





WHAT EQUALITY, DIVERSITY & INCLUSION MEAN TO US

Equality is about ensuring everyone is treated fairly, with dignity and respect. It means removing barriers and addressing disadvantage so that everyone has equal access to opportunities.

Diversity is about recognising and valuing difference. At Arcus, we understand the benefits of having a workforce that reflects the customers and communities we serve, bringing a wide range of perspectives, experiences and ideas into our decision making.

Inclusion is about creating a working environment where people feel they belong. An inclusive culture at Arcus is one where everyone feels their voice matters, and where every colleague can be themselves and achieve their full potential regardless of background, identity or circumstances.

OUR VISION

We will always meet and comply with our statutory responsibilities, including our duties under the Equality Act 2010 and emerging employment legislation. However, as a growing and ambitious organisation, we recognise that compliance alone is not enough.

We are committed to going beyond minimum legal requirements and embedding equality, diversity and inclusion into how we lead, how we work and how we grow our business.

Our vision is:

To support a diverse workforce and inclusive working environment where every Arcus colleague feels they belong, that their voice matters, and where they can be themselves, and achieve their full potential.

This strategy builds on the progress already made through our EDI Strategy 2023. We now understand where our EDI opportunities and challenges lie and are focused on taking practical, measurable action that delivers meaningful and lasting change.

Arcus' Chief People Officer is executive sponsor of this strategy, and oversees progress made against it with the support of our EDI Sponsor. Our senior leadership team are accountable for the delivery and impact of the EDI Strategy.

The potential commercial benefits of delivering this strategy include stronger colleague engagement and retention, as people feel proud to work at Arcus and confident in their future here. It will also support customer growth and contract retention by strengthening the Arcus brand through the positive impact of our EDI work.

To realise our vision, we will focus on three action areas.



ACTION AREA 1: INCLUSIVE POLICY, PROCESS & GOVERNANCE

We will ensure our policies, procedures and people practices are fair, inclusive and remain aligned with evolving legislation and best practice, including new requirements introduced through the Employment Rights Act 2025.

We will do this by keeping Arcus' employment policies under regular review to ensure they remain compliant, inclusive and fit for a growing organisation, and by evolving our people processes to reduce the risk of bias and remove unintended barriers. Arcus will take all reasonable steps to prevent sexual harassment, including regular risk assessments, clear reporting mechanisms, effective training and strong management accountability.

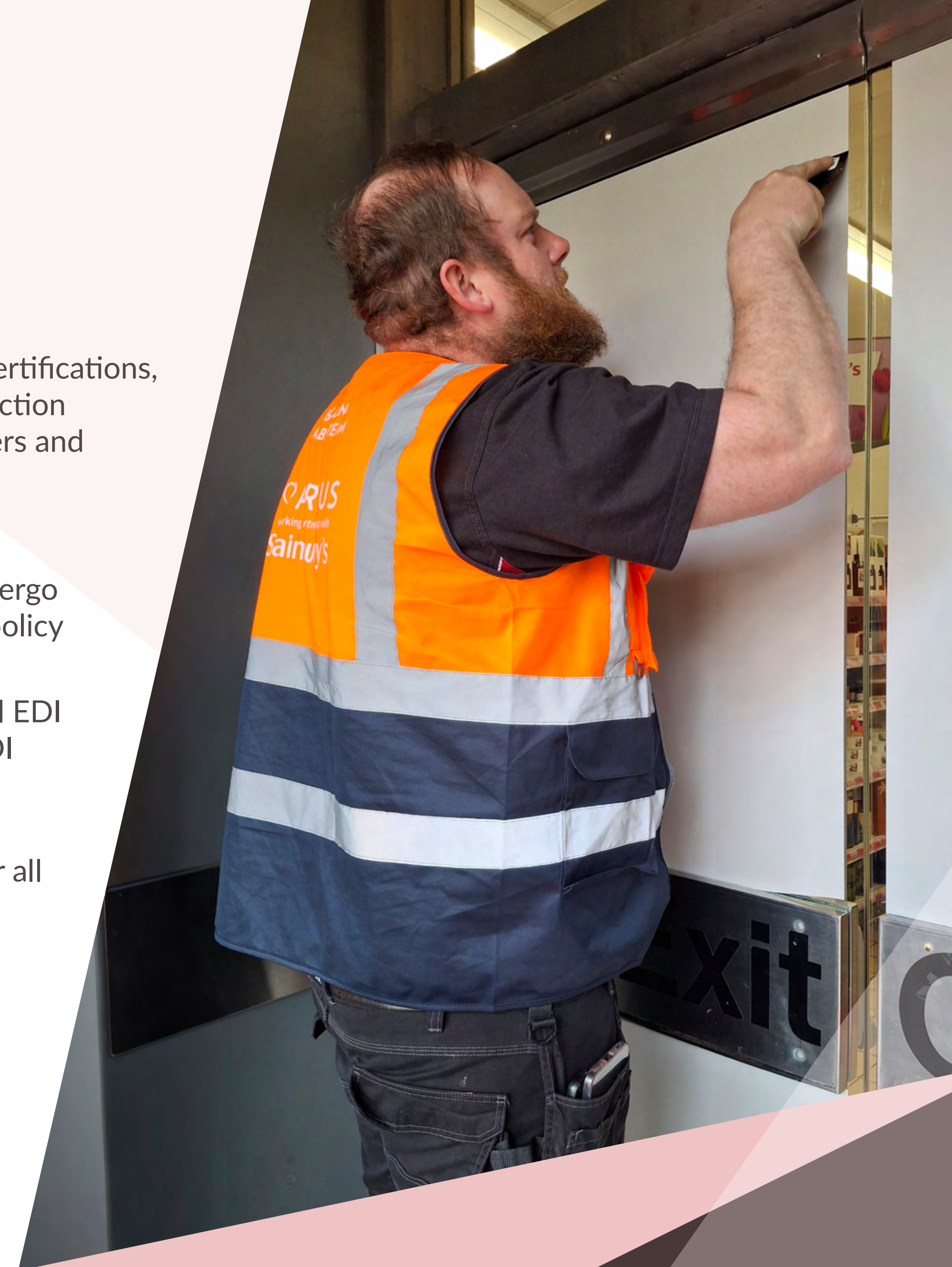
We will strengthen governance in key areas such as gender pay gap reporting, menopause support and other areas as required by the Employment Rights Act including disability pay gap and ethnicity pay gap reporting. This requires that we maintain high EDI data disclosure rates across the business, including in our hourly paid teams.

We will maintain strong performance in our 'Develops Respectful Relationships' competency by equipping managers with the skills and support needed to drive continuous behavioural improvement across all teams.

We will strive for external EDI awards and certifications, to validate our work towards all of our EDI action areas, providing confidence to both customers and colleagues alike.

Objectives

- 100% of Arcus' employment policies undergo a full review through an EDI lens as per policy review schedule
- Arcus' annual EDI Action Plan and annual EDI Report ensure full compliance with all EDI related legislative requirements
- EDI disclosure rates maintained at consistently above 50% as an average for all teams across the business
- Measure performance against the 'Develops respectful relationships' competency, provide e-learning to support and drive performance as required
- Retain Inclusive Employers Silver certification status, aspire for Gold





ACTION AREA 2: INCLUSIVE WORKPLACE CULTURE

A diverse workforce can only thrive in an inclusive environment, where everyone feels a strong sense of belonging, that their voice matters, and that they can be themselves and achieve their full potential.

To do this, we will continue to engage colleagues in our EDI journey through regular, open communications and sharing the impact of our EDI interventions. We will continue to provide high-quality EDI training for all colleagues, with enhanced capability building for managers and leaders.

We will support our inclusion-related special interest groups (SIGs), as part of the wider Colleague Engagement Network (CEN), to set clear objectives that contribute to the continuous improvement of inclusion, amplifying lived experience and encouraging allyship. Each year these SIG's will be supported to drive initiatives that shape an inclusive culture, to involve

and engage colleagues in EDI related issues which directly affect them in their work, and to feedback, via the CEN, on their impact and influence.

This will include developing a structured and systematic approach to inclusion role models and storytelling through campaigns that are wide-reaching and supported by a strong communications plan.

Objectives

- Support minimum two inclusion themed events/ national days per year
- Communicate the Equality Report and EDI Strategy to all once yearly
- Share Equality, Diversity and Inclusion Action Plan and updates on progress with all twice yearly
- 92% compliance of mandatory EDI training for all colleagues, refreshed every two years
- EDI themed SIGs to provide regular updates on their work including progress made towards their objectives so that their impact is visible
- Quarterly, themed communications from inclusion role models

ACTION AREA 3: INCLUSIVE RECRUITMENT & PROGRESSION

As Arcus grows and faces into the skills shortage in our FM sector, we will continue to focus on attracting, retaining and developing a diverse workforce that reflects the customers and communities we serve. We will continue to embed inclusive recruitment practices that widen access to opportunity for individuals from disadvantaged backgrounds as well as to Arcus friends and family, as per Arcus' Social Value strategy.

Our career development opportunities will be widely available, giving colleagues access to career growth and progression and empowering them to reach their full potential. We will monitor diversity data and where inequalities are highlighted we will address these through our annual equality action plan.

Objectives

- Job offers, career coaching and work experience opportunities made available to social value participants and Arcus friends and family (as set out in Arcus' Social Value strategy)
- Ensure fair and transparent access to Arcus' development and progression tools and schemes, e.g. apprenticeships; traineeships; talent programmes etc., and report on participation numbers once per year'
- Monitor and report on diversity data once per year by characteristic across recruitment, pay, promotion and retention; aim to address inequalities through the annual EDI action plan



REPORTING, REVIEW & ACCOUNTABILITY

Overall accountability for this strategy sits with the Chief People Officer, driven by the Head of Learning and Inclusion, and supported by senior leaders and colleagues across the business.

We will review progress against this strategy annually through the EDI Report and publish and communicate outcomes transparently.

As a live strategy, this document will be reviewed at least every two years or sooner in response to significant organisational or legislative change.





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