

Equity, Diversity and Inclusion

EDI Progress Review & 2025 Charter Launch



Introduction

In 2021, we launched our Equality, Diversity and Inclusion Charter to formalise our commitment to creating a workplace where everyone feels **valued** and **able to thrive**. It set clear intentions, established accountability, and created a framework for measuring progress.

Over the past four years, we've made significant strides, using the Charter to guide key improvements and initiatives.

While we're proud of what we've achieved as we reach the end of our first Charter period, we know this is a continuous initiative and there is more work to be done.

A significant update is the shift from Equality to **Equity**. We feel this better reflects our commitment to recognising and addressing the different barriers individuals face, ensuring everyone has the support they need to thrive.

We're pleased to share our 2025 Equity, Diversity and Inclusion (EDI) Charter which builds on this foundation, outlining our priorities for the next four years through to 2029. It reflects our ongoing commitment to inclusion and meaningful, lasting change.

Equity, Diversity and Inclusion Charter Update

Our 2021 Charter outlined nine specific areas of focus. We feel as though we have made progress in all areas, some more than others. Below is an update on what has been achieved so far.

Inclusive Leadership & Representation

We hold quarterly EDI steering group meetings, with members from all areas of the business, known as our EDI Champions. These Champions play a vital role in identifying improvement areas, promoting initiatives, and ensuring consistent messaging via our internal Communications Portal, social media platforms and quarterly campaigns. Following an open call for new members, interest in 2024 more than doubled compared to 2021, reflecting the growing importance of EDI within our culture.

Creating Space for Every Voice

Having a greater understanding of the diversity within our teams is critical to ensuring we make ongoing improvements to maintain our inclusive and supportive culture. To gather this data, anonymous surveys are distributed annually to ensure everyone feels they can participate. We take a proactive approach to inclusivity, ensuring all data is reviewed and actions discussed in our EDI steering groups, encouraging open, respectful dialogue from all voices, including the quieter ones.

External Representation & Professional Networks

We actively support staff involvement in EDI-focused groups, such as Women in Rail, where we've played a key role in campaigns like 'Never Mind the Gap'. We also offer paid volunteer leave to support engagement in values-driven external initiatives.

Community Engagement & Youth Partnerships

Our STEM Ambassadors work with local schools to share career insights in engineering and rail, always with EDI front of mind. We also collaborate with the Careers Transition Partnership (CTP) to support those leaving the Armed Forces into civilian roles. A recently appointed CSR lead is helping to expand our reach across youth, education, and EDI-related initiatives.



Inclusive Recruitment & Progression

We're focused on attracting and developing a diverse workforce. We've introduced more part-time roles and offer Agile Working to support flexibility. Our recruitment team uses tools like Gender Decoders and advertises roles through diversity-focused platforms. We are also partnering with a provider that targets ethnic minorities, working parents, and other underrepresented groups, in addition to our standard recruitment practises.

Career progression is clearly communicated and accessible to all, with defined development pathways for the majority of roles, regular reviews, and opportunities for upskilling. Managers are encouraged to have open discussions about growth to ensure visibility and fairness in progression.

We also celebrate cultural and religious events both internally and externally, provide prayer and reflection spaces, and accommodate candidates' needs—such as flexible interviews during Ramadan—to ensure all feel respected and supported.

EDI Training for All

EDI training is a core part of our development approach. All staff complete EDI training during onboarding, in addition to annual training via our Ganymede Academy platform. In 2025, we'll be rolling out in-person training on real-life discrimination scenarios and practical strategies for tackling them.

Modern Slavery

We're committed to operating free from slavery and human trafficking, both within our business and supply chain. All staff receive Modern Slavery training, and we have a dedicated steering group to drive best practice. Our Modern Slavery Policy sets clear standards and supports our ongoing commitment to ethical and responsible conduct.

UK Real Living Wage

We have paid the UK Real Living Wage since 2021, reflecting our commitment to fair pay and the well-being of our people. Paying a wage that meets everyday living costs is central to our values, and we remain committed to upholding and building on this standard.

Sharing Our Progress

We regularly communicate our EDI progress internally through briefings, newsletters, and the staff portal. Externally, we share key updates via our website and social media to promote accountability and transparency. This approach helps us celebrate achievements, reflect on areas for improvement, and drive continuous progress.

Progress

In 2021, we established clear, measurable targets to launch our Charter and provide a framework for tracking progress.

To support this, we have conducted an annual EDI survey among our employees, enabling us to identify gaps and continuously improve our strategy.

These are the results for our Direct Employees (those employed directly by Ganymede).



10% of our workforce identifying as female by 2024

TARGET ACHIEVED

TARGET: 10% | ACTUAL: 30%



13% of our workforce identifying as Black, Asian and Minority Ethnic by 2024

TARGET ACHIEVED

TARGET: 13% | ACTUAL: 18%



100% increase in our workforce identifying as LGBT+ by 2024

TARGET ACHIEVED

TARGET: 4% | ACTUAL: 5%



100% increase in our workforce identifying as disabled by 2024

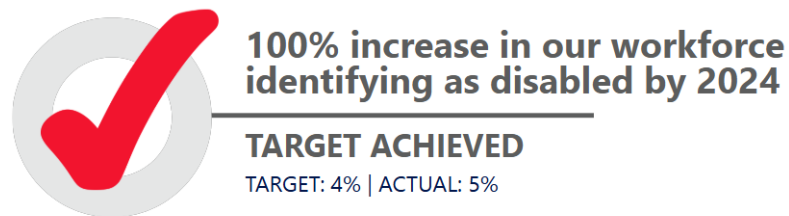
TARGET ACHIEVED

TARGET: 4% | ACTUAL: 7%

Response rate: 94%

We also conducted EDI surveys across our workforce, including Client Employees (primarily in our Energy division) and Contractors within the Rail, Ganymede Recruitment, and ATA divisions.

We exceeded our target of 13% of the workforce identifying as Black, Asian or Minority Ethnic, reaching 25%. We also met our goal of doubling the number of employees identifying as Disabled.



We narrowly missed two other targets — falling short of 10% female representation by 3%, and a 100% increase in those identifying as LGBT+ by just 1%.

While it's disappointing not to have met all our objectives, response rates were generally low, making it difficult to assess whether these figures accurately reflect the full diversity of our workforce. Response rates varied significantly: 49% among Client Employees in Energy, 28% for Rail Contractors, 24% for Ganymede Contractors, and just 5% for ATA Contractors.

Challenges

Despite positive progress in some areas, low response rates — particularly in the lowest-performing groups — limit the reliability of the data. The stronger engagement from our Direct Employees suggests our EDI messaging has landed well internally, but we need to do more to engage Client Employees and Contractors.

Feedback also indicates that the language used in the surveys may be too rigid or binary, with some individuals (e.g., those with neurodiverse conditions) not relating to certain predefined categories, even if they meet official definitions.

A key priority for us moving forward will be to review and improve the language, tone, and inclusivity of our communications — to better reflect how individuals self-identify and ensure we're capturing a more accurate picture of our workforce.

Next Steps

The following pages outline our 2025 EDI Charter, setting out our long-term goals through to 2029.

Alongside these strategic aims, we've also identified several short-term objectives to be delivered by the end of 2025 — some of which are included in the Charter as they will require ongoing commitment and focus.



Improve response rates to the EDI Survey



Ensure the CSR Workspace is fully updated and accessible to all employees



Use the EDI Maturity Tool to assess our current position as a business



Decrease the number of 'Prefer not to say' responses



Launch the Stand Up to Equality training



Conduct an annual review of our progress against the Charter

2025 EDI Charter

At Ganymede, we are committed to fostering a workplace where openness, honesty, and diverse perspectives are not only encouraged but valued and rewarded. We believe that a culture rooted in inclusion and diversity delivers meaningful benefits for our employees, prospective talent, contingent workforce, and the wider business.

We uphold a zero-tolerance policy towards discrimination of any kind, including, but not limited to race, sex, sexual orientation, gender reassignment, religion or belief, marital or civil partnership status, age, disability, or pregnancy and maternity.

To continue building a more diverse and inclusive organisation, we are committed to the following actions:

- **Maintaining regular EDI steering group meetings** that involve colleagues from all levels of the business, including EDI champions, to ensure every voice is heard and represented.
- **Encouraging active participation** in professional societies and working groups that promote EDI values, supporting our employees in becoming advocates for change both inside and outside the business.
- **Collaborating with educational institutions and youth organisations** to build awareness of EDI and drive positive impact in the communities we operate in.
- **Ensuring our recruitment and progression processes are inclusive and accessible**, helping us attract, retain, and nurture individuals from a broad range of backgrounds, ages, genders, and identities.
- **Delivering targeted training for all employees**, including EDI awareness and unconscious bias training, to reinforce the importance of different perspectives and equip teams to embrace diversity in their day-to-day roles.
- **Operating in a manner that is free from slavery and human trafficking**, while holding ourselves and our supply chain to the highest ethical standards.
- **Continuing our commitment to paying the UK Real Living wage**, ensuring all our staff earn, as a minimum, a wage that covers essential needs such as daily expenses and unexpected costs.
- **Openly sharing our EDI progress**, both internally and externally, to remain transparent and hold ourselves accountable to continuous improvement.

We believe this focused approach will help us further enhance the diversity of our workforce, something we continue to monitor through regular EDI surveys.

Looking ahead, we have set clear goals to guide our EDI efforts through to 2029, including:

- Broadening the diversity of our workforce across all levels
- Increasing the representation of diverse individuals in leadership roles
- Increasing engagement with, and response rate to, the annual EDI survey across all employee groups to better measure diversity
- Decreasing the number of respondents choosing the 'prefer not to say' option on the annual EDI survey
- Continuing to improve retention by developing our supportive, inclusive workplace culture
- Expanding EDI training for leaders and line managers to build confidence and capability
- Supporting the advancement of diverse talent, leading to greater representation in promotions
- Encouraging greater voluntary disclosure of diversity data to inform strategic planning
- Strengthening external perceptions of our EDI efforts through platforms like Glassdoor
- Growing employee network membership and the number of employees volunteering their time for EDI causes

Our commitment to EDI can also be seen through many of our HR policies and procedures including but not limited to:

- Equity, Diversity and Inclusion Policy
- Bullying and Harassment Policy
- Modern Slavery Policy

Approved by:



Paul Crompton
Managing Director
8th May 2025

Date reviewed:

