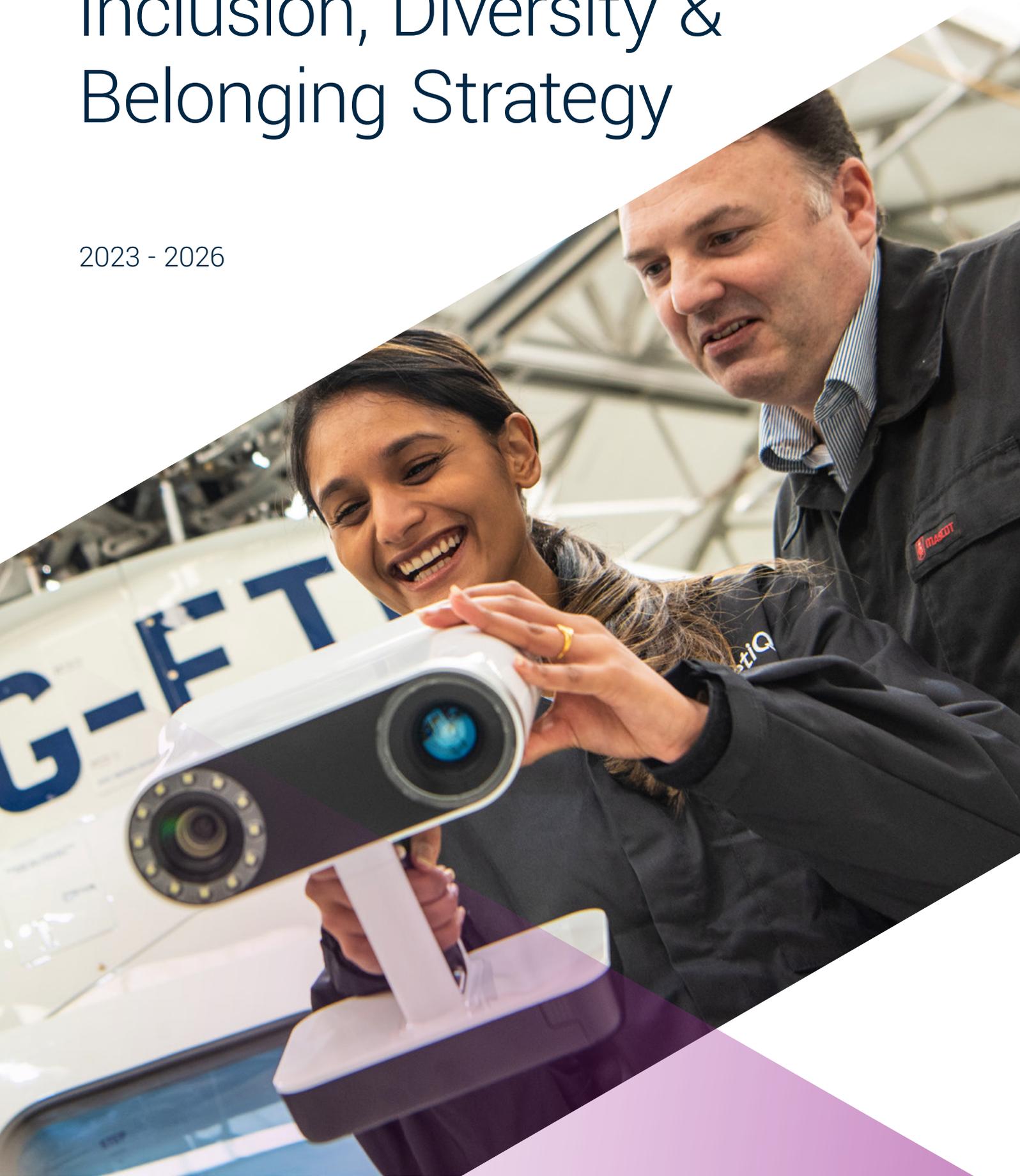


QINETIQ

# Inclusion, Diversity & Belonging Strategy

2023 - 2026





**Amanda Nelson**  
Chief People Officer

## **Creating an inclusive environment where we can all thrive**

Creating an environment where everyone feels they belong and can thrive is a vital part of our culture. We encourage inclusion and diversity to be fully embraced in our workplace so that each and every one of our colleagues can be themselves, fulfil their potential and feel inspired to deliver for our customers. This allows our colleagues to learn from each other, enhancing innovation, performance and collaboration.

Our Inclusion, Diversity & Belonging (ID&B) strategy focuses on creating an environment where people have a true sense of belonging, enabling us to retain and attract the very best people who will make us a stronger company. This strategy shares our progress so far as well as our focus and direction for the next three years, demonstrating how we are committed to:

- Fostering inclusive behaviours and creating an environment where our people can thrive
- Actively increasing the diversity of our company to reflect the communities in which we operate
- Providing equity of opportunity to all our people and prospective employees
- Engaging with our customers, supply chain and external partners demonstrating and promoting best practice
- Keeping our people, customers and shareholders informed of our progress

We believe our approach to ID&B is fundamental to creating the innovative, sustainable and high performance culture we need to meet the evolving needs of our people, customers and positively contribute to the communities in which we operate.

## Our values

Inspired by our rich heritage, our values of integrity, collaboration and performance enable the delivery of significant long-term growth and stability. Our workplace culture is the combined impact of the behaviours, norms and values of all QinetiQ people. To create an inclusive workplace where everyone feels safe, secure and can thrive, we must:

- Ensure our culture is aligned to our goals
- Exhibit inclusive behaviours
- Live our values



### **Integrity**

Our people are trusted to do the right thing at all times, taking pride in their decisions and working to create a sustainable and responsible business.



### **Collaboration**

Our people are part of a diverse and inclusive community, actively collaborating with colleagues, customers and industry partners to bring together the best thinking and the smartest talent.



### **Performance**

Our people provide operational excellence and assure safe and secure delivery, meeting our customers' needs through flawless execution of the mission-critical solutions on which they depend; taking an innovative and responsive approach we go the extra mile and act with courage.

## Our progress

We are proud of how far we've come and energised by our aspirations for the future. As we reflect on our diversity and inclusion efforts to date, we recognise that the most successful initiatives are those which are supported by the entire company, are measurable over time and are integrated into how we work on a day to day basis. Here are just some of our accomplishments to date:



Inclusive Leadership training



Regular awareness campaigns



Annual training for all employees



Establishment of our Employee Network Groups & D&I Champions



Implementation of our Wellbeing strategy



Signatory of the UK Women in Defence Charter 30 by 30 ambition



Global Diversity Supply Chain programme established



Gender Equity Coaching programme



Reverse mentoring programme



Increased girls in STEM outreach programmes



Sponsorship of UK Women in Defence Innovation & Creativity Award



Annual D&I global leadership goal



Launch of our internal global D&I resource hub



Adaptive Working approach



Recognised externally with D&I accolades

## Our global Inclusion, Diversity & Belonging strategy

Our strategy spans a three-year period and outlines our vision, key focus areas and goals, supported by a detailed plan that captures the specific initiatives and actions we will undertake to achieve our vision.

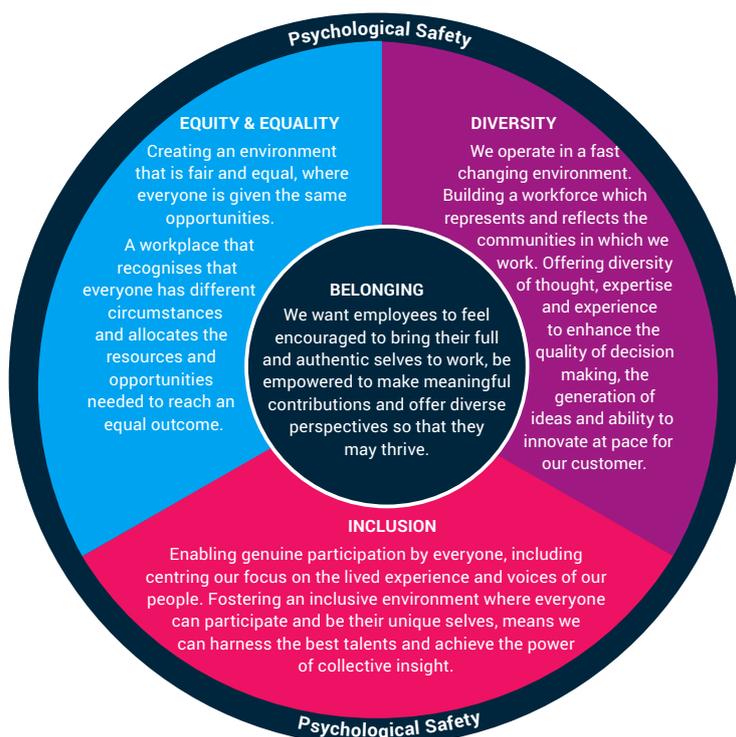
This strategy builds upon the work delivered under the previous QinetiQ Inclusion Framework and has been developed through current state analysis and research on best practice. We have also listened to our people via our various continuous listening channels, including our employee engagement platform and our Global Employee Voice employee representative group. In addition, we have consulted with our employee-led network groups and broader engagement across our sectors and external specialist partners. This consultative approach ensures that our strategy is aligned, fit for purpose and represents the best approach to addressing the needs of our people.

For our next phase, we have made an important but subtle change to our revised strategy by changing the name to Inclusion, Diversity & Belonging (see figure 1. where Belonging is at the heart of Diversity & Inclusion). This is important because in a multinational context, diversity and inclusion can take on different forms, but the need to feel a sense of belonging is common to us all.

Belonging in the workplace brings a shift towards psychological safety and real inclusion. In a team environment, this means that people feel comfortable being themselves, sharing ideas and feeling respected, valued and safe to take personal risks

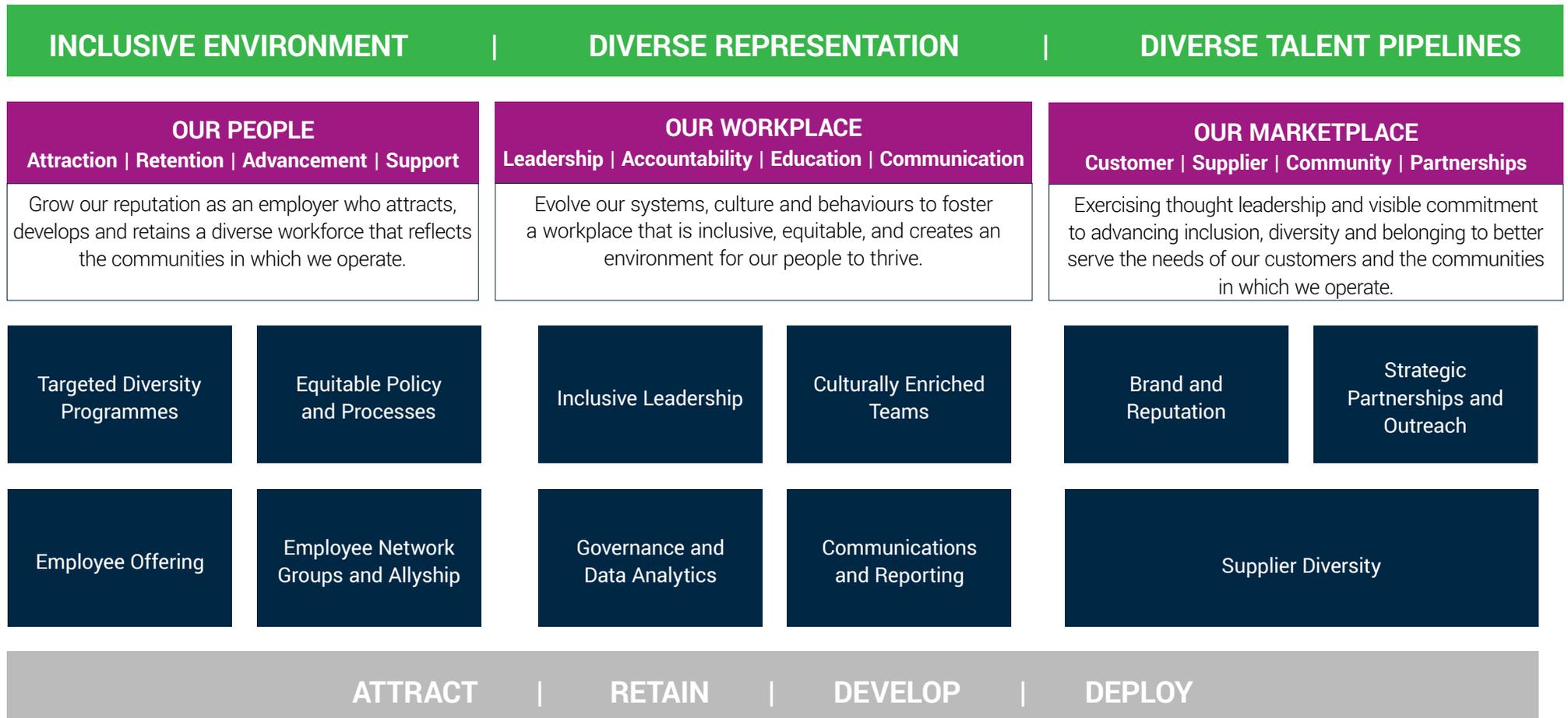
Equality and equity remain important to our strategy and achieving inclusion, diversity and belonging. When we focus on the systems, processes and practices that enhance belonging we can foster a workplace where opportunities are fair, just and equal, where we take into account the different needs and barriers of individuals and groups so that everyone can grow and thrive.

Put simply Diversity is a fact, Equity & Inclusion are a choice, but Belonging is a feeling that can be created from an environment that is purposely and intentionally shaped. All of which, enable psychological safety, where we can be our best selves.



## Inclusion, Diversity & Belonging

Our strategy concentrates on three main areas: our people; our workplace, our marketplace.



## Our goals

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- 1 Accelerate a global culture of inclusion where everyone belongs**

Evolving our systems and behaviours to foster a workplace that is inclusive, equitable, and creates an environment where our people can thrive.

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- 2 Build a workforce that reflects the diversity of the communities in which we work**

Growing our reputation as an employer who attracts, develops and retains a diverse workforce that reflects the communities in which we operate.

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- 3 Proactively strengthen the diversity of our talent pipelines**

Our talent processes and practices enable the delivery of our ID&B ambitions ensuring our efforts are focused on developing a broader pipeline of talent, from leadership to those starting their career.

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## OUR PEOPLE

### Attraction | Retention | Advancement | Support

Diversity of thinking and perspectives are key to innovation and a primary driver to the sustainable growth of QinetiQ. To achieve diverse thinking we must be purposeful in ensuring our teams reflect the diversity of the communities in which we operate and ensure that our workplace is inclusive so that our people feel psychologically safe to be their best self. Responding to the needs of our people through our employee offering, talent practices and policies, programmes and support channels will ensure we can attract, develop and retain great talent in order to deliver on our purpose.

<b>Equitable policy and process</b>	<p><b>Talent processes and practices</b> Inclusion, diversity and belonging is integrated into our talent processes and practices from the very beginning of the employee experience.</p> <p><b>Equitable processes and practices</b> Ensure equal opportunity is a standard and we maintain a workplace free of discrimination.</p>
<b>Employee offering</b>	<p><b>Celebrating our people</b> Celebrating and sharing our diversity through authentic storytelling to enhance connection, cultural competence and belonging.</p> <p><b>Employee offering</b> Our employer brand and employee offering demonstrate an inclusive workplace, that responds to the needs of our people and creates a compelling reason for people to view QinetiQ as an employer of choice.</p> <p><b>Inclusion by design</b> Intentionally design the employee experience to provide a lived experience of inclusion and a feeling of belonging throughout the employee lifecycle.</p>
<b>Employee Network Groups and allyship</b>	<p><b>Connecting employees to support channels</b> Listen to what our people say, provide support and promote cultural awareness to help strengthen our commitment to inclusion, diversity and belonging.</p> <p><b>Empowering employee diversity networks</b> Empower and collaborate with employee-led networks to ensure that their voices and lived experiences are considered in the inclusive design of policies and processes.</p> <p><b>Promoting D&amp;I networks</b> Promote and amplify the role of employee-led networks groups, champions and allies across the global company.</p>
<b>Targeted diversity programmes</b>	<p>Targeted action plans are developed to apply a more intensive focus on issues and barriers of specific groups (e.g. gender, ethnicity, disability).</p>

## OUR WORKPLACE

### Leadership | Accountability | Education | Communication

Our culture is the combined impact of the behaviours, norms and values of our people. To create an inclusive workplace where everyone feels safe, secure and can thrive, we must ensure our culture is aligned to our goals, building cultural competence, exhibit inclusive behaviours and live our values.

<b>Inclusive leadership</b>	<p><b>Leadership programmes</b> Support leaders in understanding and demonstrating the inclusive leadership behaviours and habits that foster an environment which achieves a greater sense of inclusion, employee engagement and psychological safety.</p> <p><b>Supporting additional learning</b> Provide leaders with additional learning opportunities to increase their awareness and understanding, ensure they are connected to the ID&amp;B goals and have the skills and capabilities required to lead highly diverse teams.</p>
<b>Culturally enriched teams</b>	<p><b>Cultural competence</b> Enhance cultural awareness and understanding by providing the necessary knowledge and skills to support employees operating in a global context.</p> <p><b>Inclusion events</b> Ensure that all employees have the opportunity to benefit from regular engagement with other cultures and perspectives, building understanding, empathy and greater connection.</p> <p><b>D&amp;I mentorship</b> Build a culture where mentorship is encouraged and utilised by employees to foster inclusion, personal enrichment and professional growth.</p> <p><b>Speak Up</b> Cultivate an inclusive culture where employees feel psychologically safe to be their authentic selves, to speak up and share their unique talents, skills and perspectives.</p>
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<b>Governance and data analytics</b>	<p><b>Governance and accountability</b> Establish the ID&amp;B governance framework to facilitate and monitor the implementation and progress of our commitments.</p> <p><b>ID&amp;B sponsorship</b> We have clear, visible and active sponsorship that supports and advocates our ID&amp;B ambitions.</p> <p><b>Diversity and inclusion</b> Improve data collection and reporting on workforce diversity and inclusion to drive action and inform ID&amp;B priorities.</p> <p><b>Data analysis and continuous improvement</b> Continually evolve our ID&amp;B data and analytics to identify areas of focus and inform actionable insights that deliver inclusive and equitable solutions for our people.</p>
<b>Communication and reporting</b>	<p><b>Employee engagement with the ID&amp;B strategy</b> Provide regular opportunities for our employees to engage with the ID&amp;B strategy and activities through an established communication plan.</p> <p><b>Reporting on progress</b> Establish a cadence of regular progress updates on the ID&amp;B strategy both internally and externally (defined by governance framework).</p>

## OUR MARKETPLACE

### Customer | Supplier | Community | Partnerships

Exercising thought leadership and visible commitment to advancing inclusion, diversity and belonging to better serve the needs of our customers and the communities in which we operate.

We recognise that it makes a difference when global organisations such as QinetiQ set ID&B strategies to embed and integrate them into our culture, behaviours, processes and procedures; we lead the way for great societal change and help remove systematic barriers.

<b>Governance and communication</b>	<b>Branding and external messaging</b> Ensure the ID&B efforts and progress we share externally demonstrate and reflect our inclusive values and commitments. <b>Risk management</b> Proactively identify and respond to risks and emerging issues relating to ID&B practices, policies and programmes to ensure we maintain adherence to legal regulations and requirements. <b>Regulatory requirements</b> Consider further opportunities to increase regulatory and non-financial reporting requirements and where appropriate, consider opportunities to increase transparency in reporting beyond regulatory requirements.
<b>Strategic partnerships and outreach</b>	<b>Partnerships</b> Expand, mature and leverage relationships and partnerships to support brand recognition and enable appropriate employment opportunities, increasing our reach and capabilities. <b>Outreach</b> Continue to inspire, inform and engage under-represented groups to consider their educational choices and future career options through a variety of initiatives and activities.
<b>Supplier diversity</b>	<b>Sustainable procurement practices</b> Embed sustainable procurement practices throughout the supply chain, unlocking the opportunity to develop additional value, deliver positive impacts and support the wellbeing of the planet and our people. <b>Supplier diversity</b> Seek innovative, smaller and diverse suppliers so that we can deliver broader societal benefits by generating economic opportunities to support levelling up, improving product and service quality offerings and driving down costs.

## Critical to our delivery

It is our collective responsibility to ensure that our workplace is inclusive. Working together, we need to build a sense of community, demonstrating ownership and generating innovative solutions so that we can achieve our vision.

In addition, our governance structure clarifies responsibilities and assigns accountability for taking action and achieving results.

### Employee-led Network Groups

Nurturing grassroots, employee-led networks (also known as employee resource groups) are an important way to raise awareness, provide support and promote inclusion, diversity and belonging at QinetiQ.

We have a number of employee-led networks and associated allies across the globe, for example, but not limited to the following communities: LGBTQIA+, veterans and reservists, neurodiversity, race & ethnicity and gender equality. These networks are employee formed and managed communities who are at the forefront of supporting meaningful change within QinetiQ. Through their courage, passion and generosity they create impactful opportunities for connection, support and promotion of cultural awareness, sharing employee perspectives and identifying any improvement areas of focus and help strengthen our commitment to diversity and inclusion.

### ID&B Allies

Allies are people who do not necessarily identify as a member of the specified employee-led network group, however they support and advocate for the people of that group. Allies stand for inclusion, leading by example and encourage inclusive behaviours amongst others.

### ID&B Champions

ID&B Champions are highly motivated volunteers who both role model inclusion and support the delivery of the ID&B strategy by actively promoting a diverse, supportive and inclusive workplace culture.

### ID&B Executive Steering Group

The ID&B Steering Group sets a consistent direction through leadership, engagement and visible sponsorship, including regular reviews of ID&B progress and performance.

### People Leaders

People Leaders are both owners and enablers of our ID&B strategy and have a key part to play in the delivery of our ID&B goals, ensuring we're hiring and retaining a diverse representation in our company, creating inclusive cultures and fostering an environment that is psychologically safe where inclusion and belonging can thrive and diversity is embraced.



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