STIRLING SQUARE

DIVERSITY, EQUITY AND INCLUSION POLICY

Stirling Square Capital Partners

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Stirling Square and Diversity, Equity and Inclusion (DE&I)

Stirling Square Capital Partners LLP, its affiliates, and the funds they advise ("Stirling Square" or "the Firm") recognise the importance of a diverse, equitable, and inclusive environment in driving sustainable value, resilience, and collective well-being across the organisation and portfolio. This policy builds on Stirling Square's commitment to Responsible Investment and Nature and Climate Action, which apply at both Firm and Portfolio levels. It integrates DE&I best practices to support the growth and performance of its teams, portfolio companies, and the communities they serve.

DE&I Policy Principles

Stirling Square's DE&I Policy applies to all Firm activities across geographies and sectors. This policy is reviewed periodically by the Sustainability Committee and the DE&I Working Group to ensure relevance and alignment with global standards and applicable regulations. Stirling Square is committed to:

- Inclusivity: Fostering a diverse, equitable, and respectful environment by promoting diverse talent, cultivating a culture of belonging, and amplifying voices across the Firm and its portfolio companies;
- Fairness & Safety: Ensuring equitable practices where all team members operate in a respectful, inclusive, and safe environment;
- Well-being & Flexibility: Promoting a healthy, balanced workplace by supporting employees' mental, physical, and emotional well-being while fostering flexibility to enhance work-life balance; and
- Management & Leadership: Empowering leaders to champion DE&I by fostering inclusive behaviours, equitable decision-making, and a culture of belonging across the Firm and its portfolio companies.

Inclusivity

Stirling Square values diversity across backgrounds, perspectives, and experiences, recognising that inclusivity strengthens the Firm and its portfolio companies. To foster an equitable and welcoming environment, Stirling Square endeavours to:

- Advancing Diverse Talent: Supporting inclusive recruitment practices, widening access to opportunities, and enhancing representation in alignment with the Firm's sustainability goals;
- Fostering a Culture of Belonging: Strengthening cultural awareness and training ensuring a respectful workplace where all perspectives are valued; and
- Empowering Voices: Maintaining open dialogue channels that encourage employees to share perspectives, voice concerns, and contribute to decision-making processes.

Fairness & Safety

Fairness and safety are fundamental values for Stirling Square, to ensure that all employees feel respected, valued, and supported. To uphold the underlying principles, Stirling Square endeavours to ensure:

- Transparent and Inclusive Decision-Making: Ensuring all team members, including junior employees, are actively involved in key discussions and decision-making processes, fostering a culture of collaboration;
- Wellbeing and Mental Health Support: Defining clear responsibilities, guidance, and resources to address employee wellbeing and stress management, reinforcing a supportive and sustainable work environment; and
- Safe and Equitable Workplaces – Implementing robust health and safety measures across Stirling Square and its portfolio companies, in line with global regulations, to protect employees' physical and psychological wellbeing.

Well-being & Flexibility

Stirling Square recognises that well-being and work-life balance are essential for long-term employee satisfaction and productivity. The Firm endeavours to provide:

- Flexible Work and Leave Policies: Formalising and promoting leave entitlements and flexible working arrangements, including structured breaks, to support work-life balance; and
- Support for Reintegration: Developing clear policies to assist employees returning from extended leave, ensuring a smooth transition back to the workplace.

Management & Leadership

Strong, inclusive leadership is essential to advancing Stirling Square's DE&I objectives. The Firm is committed to fostering management that upholds these values through:

- Active Leadership Engagement: Encouraging senior management to engage in the office environment and participate in initiatives that strengthen inclusivity, mentorship, and team cohesion;
- Equitable Career Development: Providing mentorship programmes and career development resources to support all employees, including administrative staff, and integrating DE&I goals into performance appraisals; and
- Commitment to Continuous Improvement: Embedding DE&I principles in governance structures, regularly reviewing progress, and ensuring accountability through transparent reporting and updates to the DE&I Plan.

Monitoring, Reporting, and Governance

Stirling Square is committed to transparency, regularly reporting on the progress of its DE&I Policy. The Firm provides detailed disclosures through public and ad hoc reporting channels, ensuring stakeholders remain informed about its DE&I initiatives. Continuous improvement is central to the Firm's sustainability approach, reinforcing its commitment to embedding DE&I into all aspects of its operations.

Governance is key to the success of this policy. The Management Board holds ultimate responsibility for DE&I outcomes, while the Sustainability Committee and the DE&I Working Group oversee its daily implementation across business activities and investment decisions. The DE&I Working Group is composed of a diverse group of individuals from different functions and seniorities, ensuring a broad representation of perspectives in shaping and executing DE&I initiatives.

Portfolio companies are expected to integrate DE&I considerations into their governance frameworks, ensuring board-level accountability for sustainability. This governance structure guarantees that DE&I principles are embedded throughout Stirling Square's value chain, fully aligning with the Firm's strategic objectives.

The Sustainability Committee consists of:

- the Managing Partner;
- one Investment Partner;
- the Chief Sustainability Officer and Chair of the Sustainability Committee;
- the Chief Operating Officer; and
- the Head of Investor Relations.

The Sustainability Committee reviews the DE&I Policy annually to ensure it remains relevant and effective. Any updates are promptly communicated to Stirling Square's Management Board, and any material deviations from this policy will be reported to Stirling Square's Limited Partner Advisory Committee as soon as practicable.

Stirling Square Sustainability Committee

Date of last review: June 2026