

colt

DEI PROGRESS REPORT 2025





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WELCOME

We remain committed to our Diversity, Equity and Inclusion goals at Colt.

We believe that fostering inclusion is key to building a culture of high performance and lasting impact, where everyone feels they belong, can contribute fully, and collaborate to achieve our shared goals. Diverse perspectives not only drive innovation but also strengthen our ability to deliver the best solutions for our customers.

We're excited to share our 2025 DEI Progress Report, highlighting the outcomes of our programmes and initiatives, and the actions we've taken to embed an inclusive experience for all employees.

While we celebrate our achievements, we remain committed to deepening a culture of inclusion and belonging, believing this leads to high performing teams. Every action we take helps us create a stronger Colt for the future.

Together, we can keep driving progress and make a lasting difference!

Keri Gilder, CEO



Delivering on our Diversity, Equity & Inclusion (DEI) goals requires a long-term, strategic approach. In 2025, we continued to build momentum and make meaningful progress, thanks to the commitment and collaboration of Colties across the business. Our shared efforts have driven positive change and helped us advance our DEI priorities. Here are some of the year's highlights:

» **External Recognition** – Achieved Inclusive Recruitment accreditation, received “Highly Commended” in the ITP People & Culture Awards for our DEI strategy, and celebrated our Pride Matters network winning LGBTQIA Network of the Year at the DIVA Awards. Our Head of DEI, Rachel Collins, was also highly commended in the Head of Diversity category.

» **Colties Driving Change** – Our employee networks engaged more than 1,200 Colties through over 40 global and local events, covering topics from women in tech to disability rights and cultural heritage.

» Our allyship community facilitated small group sessions on topics such as parenting, managing conflict and the power of vulnerability. The groups and connected allyship events engaged 158 Colties.

» **Workplace Representation** – Increased representation of women in Colt to 33.40% and women in leadership positions reached 24.50 % (up 1% from 2024 for global representation and 1.1% for leadership).

» **Building Belonging** – We educated 131 people managers on how to better support neurodivergent team members, engaged 106 colleagues through Lean In Circles and 165 colleagues through our Embrace programme.

» **Community Engagement** – Partnered with numerous organisations to support marginalised communities. One standout collaboration was with Meet and Code, where we helped fund over 50 STEM events for children and young people across Italy, Poland, Romania, and Spain as part of a Europe-wide programme. Altogether, the programme organised 386 events in eight countries, reaching more than 15,000 participants – almost half of whom came from low-income backgrounds.

» **Speaking up** – Psychological Safety improved by 7% in 2025 compared to 2024, reflecting our commitment to fostering an environment where everyone feels safe to speak up.



OUR DEI AMBITION

Our ambition for our organisation is to create a place where everyone feels welcome. We want to have an organisation that finds, attracts and develops people to be the best they can be by creating an environment where we see potential rather than barriers. We want to bring individuals together and celebrate their uniqueness while building a culture, a community and a sense of belonging.



FOCUS ON: LEADERSHIP AND CULTURE

Create a workplace where inclusion is a lived experience. Leaders set the tone, but true inclusion happens when everyone plays their part, which is where allyship comes in. Our employee networks are at the heart of this movement.

Strengthening our Networks

We launched our Culture & Inclusion Champions Network in 2025 – a group of passionate volunteers dedicated to creating connection and belonging across Colt.

Champions work with Country Managers and local People & Culture leads in each location to:

- » Deliver local engagement and inclusion events
- » Champion engagement, inclusion and wellbeing initiatives locally
- » Act as a point of contact for employees in-country

This network replaces the Global Ambassadors group and is already making an impact.

Want to learn more or get involved? Contact your local Champion or email CultureInclusionChampions@colt.net

Engaging everyone in allyship – breaking barriers together

Our Allyship community has brought colleagues together to challenge stereotypes, support mental health, and build a more inclusive workplace.

Our goal was to engage more men in conversations about inclusion to drive lasting change and because we know that strict gender stereotypes can limit everyone. For instance, preventing men from seeking support when experiencing wellbeing concerns.

By breaking down these barriers, we create a culture where everyone be themselves and thrive.

Highlights from our 2025 programme:

- » Key events like “Allyship – The leadership skill you didn’t know you needed,” explored practical ways to build inclusive skills and behaviours.
- » Held regular small group listening circles to explore key inclusion and belonging topics with over 200 people joining one of these sessions this year.
- » Focused on men’s mental health – our webinar with Stephen Whitton (founder of MENable) explored vulnerability and wellbeing in male-dominated industries.

To learn more about allyship, visit our [intranet area](#). You can also check out Colties’ personal stories in our [Allyship in action blog series](#).



FOCUS ON: DIVERSE REPRESENTATION

At Colt, diversity, equity, and inclusion are more than values – they are the foundation of how we work and grow together. Our Gender Action Plan is a cornerstone of this commitment, designed to create a gender-balanced organisation and foster an environment where everyone can thrive.

Why this matters

We believe that gender diversity brings fresh perspectives, innovative ideas, and better decision-making. It's not just the right thing to do – it's essential for business success. A balanced workforce helps us attract top talent, improve engagement, and build resilience in a rapidly evolving industry. Our goal is for Colt to comprise 38% women by 2030.

Key initiatives

- » **Inclusive Hiring:** We've embedded fair, consistent, and bias-free recruitment practices, including diverse interview panels and job advert reviews.
- » **Aspire2Tech Programme:** A 6–9 month learning journey helping women transition into or advance in technical roles through training, mentoring, and on-the-job development.
- » **Women+@Colt Network:** Now 578 members strong, this community provides support, advocacy, and opportunities for women across the business.
- » **Lean In Circles & Embrace Programme:** Over 500 women have benefited from mentoring and leadership development initiatives.

» **Health & Wellbeing:** We introduced menopause-friendly policies, fertility toolkits, and women's health champions to support employees at every life stage.

» **Women on Boards:** We collaborated with Women on Boards to integrate board-level development into our talent offering. This partnership gives employees access to WOB's resources, including training, mentoring, and vacancy services for non-executive roles.

» **Empowered Women in Tech:** This external social media campaign saw us position Colt as an employer of choice for women in tech.

What's next?

Achieving gender balance is a collective effort. Our leaders are embedding diversity goals into business plans and OKRs, ensuring accountability at every level. Together, we're building a culture where inclusion is not an initiative – it's how we work every day.

Women now represent 33.40% of our workforce, up from 28% in 2019. Senior female representation has grown from 19% to 24.50% in 6 years.

Championing Neuroinclusion at Colt

We're committed to creating a workplace where neurodivergent colleagues can thrive. We have:

- » Launched **Mind Matters: Neurodiversity for Managers** training, with 80 managers already trained.
- » Introduced practical resources, including guides and checklists, to support inclusive behaviours.
- » Reinforced our workplace adjustments policy and explored further support tools.

Wellbeing scores for neurodivergent colleagues rose by 5% in 2025 compared to 2024, alongside similar gains in inclusion and belonging scores

Want to learn more?

Visit the Neurodiversity hub or email Inclusion@Colt.net



FOCUS ON: EQUITABLE BUSINESS PRACTICES

Embedding inclusion into ways of working and ensuring we build a more accessible organisation through our roadmap.

Colt continued to implement its multi-year roadmap, in line with our goal to be an inclusive organisation and in compliance with the **European Accessibility Act**. Here are the 2025 highlights:

- » **Accessibility Steerco:** A cross-business steering committee was launched to champion accessibility, provide governance, and drive awareness across the organisation.
- » **Office Accessibility Standards:** We established a global accessibility and inclusivity framework for offices, including universal design principles and the creation of quiet spaces for neurodivergent colleagues at Colt House in London.
- » **Developer Training:** Rolled out an e-learning module on WCAG 2.1 AA guidelines for developers. Over 230 developers have completed the training so far.
- » **Brand & Digital Accessibility:** Built accessibility into the Colt.net refresh, adopting new brand guidelines focused on improving colour contrast, responsiveness, and readability. An accessibility playbook was created for consistent implementation and use when developing other digital sites.
- » **Awareness Campaigns:** Delivered the business-wide Everyday Access campaign designed to empower employees by showcasing the accessibility features already available in Microsoft 365, including six how-to videos.

» **Product lifecycle:** Kicked off work to weave accessibility considerations into the product lifecycle which will culminate in 2026.

» **Community & Advocacy:** Our Disability Accessibility Network (DAN) expanded initiatives such as the Hidden Disabilities Sunflower Scheme and took part in industry panels, such as the myGwork Disability Inclusion Panel, amplifying our impact.

A gentle nudge: Supporting our people managers

Our Inclusion Nudges for People Managers are simple, evidence-based prompts ("nudges") that support inclusive decision-making at every stage of the employee lifecycle.

- » Nudges are short, actionable reminders for real manager challenges.
- » They're mapped to key moments: hiring, performance, development, recognition, feedback, and more.
- » They're grounded in nudge theory and fully aligned with our DEI strategy.

Our goal is to weave inclusion into everyday actions, conversations, and choices – helping managers role-model inclusive leadership and drive positive change.

Examples include:

- » When preparing and delivering performance reviews, focus on what you've seen and heard – be specific.
- » Use the Psychological Safety Pulse Check nudge to ensure your team feels safe to speak up.
- » Set Inclusive Objectives that are clear, measurable, and aligned with our values.

Currently housed in our DEI intranet area, we will be embedding these through processes and ways of working in 2026. Look out for more information coming soon!



FOCUS ON: GOVERNANCE & IMPACT

Ensuring good governance for our plans, measuring impact and leveraging external benchmarks to drive informed decision-making and continuous improvement.

Inclusive recruitment accreditation

We're proud to announce that Colt was officially accredited with a **'Confident'** rating in **Inclusive Hiring** in 2025. This recognition reflects our commitment to embedding fairness, equity, and diversity throughout the hiring process and followed a rigorous independent assessment of our recruitment practices.

How we earned this accreditation

The assessment involved:

- » **Comprehensive benchmarking:** we were measured against industry standards across seven areas, including candidate experience and accessibility.
- » **Supporting evidence:** we submitted policies, training materials, and job advert examples.
- » **In-depth interview:** A 90-minute session with assessors to demonstrate how we apply inclusive practices in real scenarios.

This accreditation is just the beginning. We'll continue to strengthen our approach and build on this success to ensure we attract the very best talent to Colt.

Progress starts with fair access

In 2025, Colt joined the **Social Mobility Employer Index** for the first time – a key benchmark that measures how organisations create fair access to opportunities.

Social mobility is about ensuring everyone has a fair chance to succeed, regardless of where they start in life. Improving mobility strengthens engagement, innovation, and productivity, while helping us reach skilled people we might otherwise overlook. Here's a summary:

- » **First submission:** Colt ranked **86th** in the 2025 Social Mobility Employer Index – a strong starting point and a baseline for improvement.
- » **Strengths recognised:** Feedback highlighted our **inclusive recruitment practices, digital inclusion efforts** and outreach initiatives such as **Ignite Hubs**, which expand access to STEM and digital skills.
- » **University matrix:** We have a data-led approach to early careers outreach, prioritising universities with diverse student populations and strong indicators of social mobility.
- » **Structured support:** Our **early careers framework** and **Next@Colt** network provide structured support for progression.

Next steps – We're embedding social mobility principles into recruitment and early careers programmes, setting measurable goals for outreach, to ensure we can create lasting impact.



INCLUSION AS A CATALYST FOR CHANGE SUCCESS

At Colt, we recognise that every change begins with people – and the way we manage it determines our success. Inclusive change management is essential for building trust and better adoption. That’s why we’ve embedded inclusion principles into every stage of our Change Management Framework, making sure transformation is equitable and no one is left behind.

What we’ve done

- » **Inclusive tools & frameworks:** Introduced resources like the **Inclusion Impact Assessment**, **Inclusive Language Guide** and **Contributor Mapping Template** to help teams assess equity risks, communicate respectfully, and involve diverse voices from the outset.
- » **Employee network consultation:** Our networks now play an active role in shaping change, ensuring perspectives from underrepresented groups are heard and integrated.
- » **Inclusion prompts:** Built into the six-stage Change Management Framework, these prompts encourage leaders to check for bias, accessibility, and psychological safety at every step.
- » **Training & engagement:** Inclusion messaging has been woven into **Change champion training**, **lunch & learns** and leadership sessions, reinforcing why inclusive change is critical for adoption and trust.

Why this is important

Inclusive change isn’t just a compliance step – it’s a strategic and cultural imperative. By involving all voices, designing for equity, and fostering psychological safety, we:

- » Reduce resistance and increase engagement.
- » Make better decisions that work for everyone.
- » Build a culture where colleagues feel respected and valued during times of uncertainty.

As Andrada Popa, our DEI Advisor puts it: “Change disrupts psychological safety – embedding inclusion ensures we protect that and create a workplace where everyone can thrive.”



Want to learn more or access the tools? Visit the [Change Hub](#) to explore resources, templates, and guidance for managing change inclusively. Together, we can make every transformation a positive experience for all.

THRIVEWELL EXPLORED

Bringing together practical tools, expert resources and easy to access support mechanisms, ThriveWell is Colt's wellbeing programme.

Our goal is to reduce any stigma around talking about mental health and wellbeing, making it easier for everyone to access support, build healthy habits, and feel their best.

Here's a look at some of the key areas we've focused on this year:

Women's health: conversations, champions, and support

In 2025, we launched new Fertility Support Guides and introduced Women's Health Champions – trained colleagues ready to listen, signpost, and share lived experiences. Dedicated sessions explored women's mental health, hormonal changes, and practical support for all aspects of women's health.

Men's health: wellman webinars

The Wellman webinar series empowered men with knowledge and practical tools for managing stress, nutrition, physical fitness, and mental resilience. These sessions also encouraged open conversations about mental health in a supportive, stigma-free environment.

ThriveWell

Sleep and relaxation: empowered through rest

Recognising the vital role of rest, sleep and relaxation were explored with two global webinars: "A Mindful Approach to Sleep" and "How to Improve Your Sleep." These explored sleep science and actionable strategies for sustainable rest habits.

Everyday wellbeing: practical tips and mindfulness

Our guided mindfulness series, held on consecutive Mondays from October to December, helped colleagues start their week with calm and clarity. Special sessions for World Mental Health Day focused on actionable strategies for improving mental health.

Menopause awareness: learning, advocacy, and lived experiences

World Menopause Day focused on lifestyle medicine highlighted the power of small, evidence-based changes – like sleep, movement, nutrition, and stress management – to support long-term health.

Wellbeing app launch

The launch of the Personify Health Wellbeing app gives colleagues a personalised way to track habits, join challenges, and access expert resources – all as part of the wider ThriveWell programme.

Support mechanisms

Our 60 Mental Health First Aiders (MHFAs) are trained to listen and signpost to further support. An Employee Assistance Programme in each location provides free and confidential counselling and our series of wellbeing events on a range of topics.

Check out the full range of resources, guides, and upcoming events [here](#). Whatever your wellbeing goals, there's support for you at Colt.



CONNECTING THROUGH INCLUSION: A CROSS-NETWORK CAMPAIGN

Pride Matters, Colt's LGBTQ+ and allies network, led a powerful campaign titled "Connecting Through Inclusion", working together with all our employee networks to amplify the message of respect, belonging, and intersectionality across the business.

The campaign launched during **Pride Month 2025** under the theme "**Proud Voices, Stronger Connections**", reflecting our commitment to fostering an inclusive and connected culture. Activities included:

- » **A new inclusion video** showcasing why recognising overlapping identities enriches workplace relationships.
- » **Global virtual events**, such as the Connecting Through Inclusion panel and an Inclusive Language Workshop with industry expert Sasha Scott.
- » **Collaborative storytelling** across networks, highlighting shared experiences and the importance of allyship.



Beyond Pride Month, the campaign extended into initiatives like:

- » **Intersectional projects** with Women+, YOUnited, and DAN, including outreach programmes and accessibility consultations.
- » Activities for **LGBT History Month**, such as interviews with community members and a webinar on LGBTQ+ parenting, reinforcing Colt's commitment to supporting diverse families and fostering inclusivity.
- » **External engagement**, with Pride Matters representing Colt at mGwork's global WorkPride event and leading the Pride Matters in Tech cross-industry inclusion initiative.

Why it matters: These efforts drive empathy and belonging to ensure every Coltie feels seen and valued. As we look ahead, the collaboration between networks remains an important part of our approach to building an inclusive Colt.

"This campaign wasn't just about celebration – it was about connection. By working together across networks, we've shown that inclusion is everyone's responsibility," said Mikaela Rego, Pride Matters lead.



MENOVEST EXPERIENCE: WALKING IN SOMEONE ELSE'S SHOES

On 30 April, Women+@Colt hosted a groundbreaking event at Colt House, London, complemented by a global webinar, to shine a spotlight on menopause in the workplace. The initiative aimed to dismantle stigma, foster empathy, and equip Colties with practical tools to support colleagues during this life stage.

"I thought I understood menopause, but wearing the Menovest was eye-opening. It's not just discomfort – it's the constant distraction and fatigue that really hit home," said **Ash Surti, Chief Digital Information Officer**

The centrepiece of the event was the **Menovest™ experience**. Male colleagues volunteered to wear specially designed garments that simulate symptoms, particularly hot flushes. This immersive activity gave participants a visceral understanding of the physical and emotional challenges faced by those experiencing menopause.

Virtual reality

Alongside the Menovest, participants also explored a **VR experience** depicting real-life workplace scenarios involving menopause.

The event wasn't just about awareness – it was about action. Experts provided guidance on:

- » Recognising symptoms and offering support.
- » Initiating sensitive conversations with confidence.
- » Embedding inclusive policies that enable employees to thrive.

Continuing the conversation

The event concluded with a call to action: keep talking, keep learning, and keep challenging stigma. For those who missed it, the recording is available on the intranet along with resources from **Women+@Colt**.

"Small gestures like flexibility or simply listening can make a huge difference," shared **Mark Beeden, Chief Marketing Officer**, reflecting on the importance of empathy in leadership.



SPOTLIGHT ON YOUNITED



Our YOUNited employee network continues to champion inclusion, celebrate diverse identities, and create spaces for meaningful connection across Colt. Here's a look at some key activity.

Co-elevate: growing together through mutual mentoring

Launched in early 2025, the Co-Elevate mutual mentoring programme paired YOUNited members with senior leaders for an eight-month journey of shared learning and growth. Unlike traditional mentoring, Co-Elevate is built on mutuality – both participants act as mentor and mentee, sharing insights, career guidance, and fresh perspectives on inclusion.

The programme was shaped by feedback from YOUNited listening circles and the People Matters survey and has already helped strengthen relationships and support career progression.

South asian heritage month: from routes to roots

From 18 July to 17 August, YOUNited marked South Asian Heritage Month with reflections on migration, identity, and belonging. This year's theme, **"From Routes to Roots"**, inspired colleagues to share personal stories, celebrate cultural traditions, and explore the lasting contributions of South Asian communities in the UK and beyond.

The network encouraged everyone to get involved – by sharing their own journeys, supporting South Asian creators, and learning from recommended books and films. The month was a powerful reminder of the strength found in our stories and the pride we carry in our heritage.

Black History Month: Standing Firm in Power and Pride

October saw Colt colleagues come together for Black History Month, honouring the legacy and contributions of Black people throughout history and in contemporary society.

YOUNited members created a special video, "Black History Month: What it means to me," sharing personal reflections on identity, heritage, and resilience. The network also recommended a range of books, films, and podcasts to deepen understanding and spark conversation.

The highlight was the panel event, **"Standing Firm in Power and Pride"**, featuring powerful stories from Colt colleagues. The session explored themes of identity, heritage, and resilience, and offered a space for reflection and open conversation. Feedback from attendees described the event as "moving," "inspirational," and "powerful." If you missed it or want to revisit the stories, the full session recording is available to watch [here](#).

YOUNited Asia highlights

Across Asia, YOUNited enriched our cultural calendar with monthly newsletters spotlighting festivals and significant days. The team held a July cultural cook-off in Bangalore and Gurgaon, celebrating regional cuisines and fusion dishes.

In May, a webinar on North East Indian heritage was a key highlight of Cultural Diversity Week. For International Men's Day, a creative bookmark session combined mandala art with stories of men breaking stereotypes across cultures. These initiatives fostered awareness, allyship, and cross-cultural appreciation among colleagues.

YOUNited exists to empower colleagues and promote cross-cultural understanding.

Interested in joining future events, sharing your story, or connecting with colleagues who care about inclusion? YOUNited is open to everyone – members and allies alike, [click here to join](#).



PROGRAMMES THAT EMPOWER AND INSPIRE

Lean In Circles: Building Connection and Belonging at Colt

In April 2025, Colt launched Lean In Circles – small, peer-led groups designed to foster connection, mentorship, and personal growth across Colt.

Each Circle brings together 6–8 colleagues at similar career stages to meet monthly (virtually or in person) for 60–90 minutes. Guided by resources from [LeanIn.org](https://leanin.org), these sessions create a safe space to share experiences, build leadership skills, and support one another's goals.

This initiative, delivered in partnership with **Women+@Colt** and our **Learning & Development team**, is part of Colt's commitment to inclusion and diversity. Circles are open to all employees and can focus on shared interests.

Since launch, the response has been inspiring: **17 circles have been formed, with over 100 members** exploring themes from women in tech and leadership to parenting and setting boundaries.

Feedback from participants shows that Lean In Circles have had a profound impact, with the vast majority saying they would recommend the program to others. Colleagues described the circles as a safe and supportive space to share experiences, learn from one another, and build confidence. The opportunity to connect with peers, exchange honest insights, and develop new skills fostered a sense of belonging and empowerment. For many, these circles were not just about networking – they became platforms for growth, collaboration, and creating meaningful relationships.

Quotes from participants:

- » "It's a safe place to connect with colleagues, learn from each other and share our thoughts, concerns and positive bits in our lives"
- » "It gives a platform to share, learn and grow together"
- » "Opportunity to create the open & safe space for other women's reflection & growth"

These grassroots groups are helping break down silos, strengthen networks, and boost confidence – one conversation at a time.



EVENTS ROUND UP

Allyship: essential to modern leadership

Workplaces are changing fast, and one skill stands out as essential for modern leaders: allyship. On 26 March, our webinar “Allyship – the leadership skill you didn’t know you needed”, featured an engaging keynote by **Lee Chambers**, founder of **Male Allies UK**, who inspired attendees to rethink what inclusive leadership truly means.

Chambers emphasised that allyship goes beyond passive support. It’s about **active advocacy for marginalised groups**, challenging discrimination, and amplifying voices that are often unheard. He urged leaders to embrace vulnerability, empathy, and cultural intelligence as core competencies for driving inclusion and equity across organisations.

Key discussion points included:

- » **Practical Steps for Leaders:** There’s a need to move from performative gestures to consistent, impactful actions.
- » **Measuring Impact:** Sharing success stories where allyship has led to tangible organisational change helps drive engagement
- » **Empathy and Listening:** Reinforcing the importance of hearing and understanding lived experiences is key.

As Chambers noted, allyship is not just a moral imperative but a strategic advantage for leaders aiming to build inclusive, high-performing teams.

Parenting with pride

Pride Matters marked LGBT History Month by bringing people together for honest conversations and shared experiences. One of the main events was a webinar on LGBTQ+ parenting with MyGWork, where speakers talked about the unique challenges LGBTQ+ parents face, evolving paths to family-building, and practical ways to make all families feel included.

Throughout the month, interviews with community members encouraged reflection and connection. Colties took the opportunity to learn from each other and make small, meaningful steps towards a more welcoming workplace and community.

Celebrating women across March

Colt marked International Women’s Day with a month-long series of global and local events. A highlight was the **‘SuperWoman: Escaping the Myth’** keynote by Dr. Joanna Martin, which explored the pressures women face and offered practical strategies for thriving without burnout.

Colties also participated in workshops, networking sessions, and the launch of Lean In circles, coming together to celebrate achievements and advance gender equality across the business.



EVENTS ROUND UP

Future voices in tech: Colt's women in STEM competition

Colt recently celebrated the ambition and vision of young women in technology through its Women in STEM Competition. Open to women aged 18–24, the competition invited entrants to write a letter to their future selves, reflecting on the journeys and achievements they aspire to in the world of STEM.

With 50 entries received, a two-stage judging process led to the selection of three winners whose letters stood out for their bold ideas, resilience, and passion for driving change in technology. Each winner receives a development award and mentoring from senior female leaders, highlighting Colt's commitment to empowering the next generation of women in tech.

Masculinity, mental health & allyship

November featured a series of thought-provoking events exploring masculinity, mental health, and allyship in honour of International Men's Day. Stephen Whitton, founder of MENable, led a 'Mental Health vs. Mental Wealth' webinar on vulnerability and wellbeing in male-dominated industries.

Colt sponsored the Masculinity in the Workplace Conference, where colleagues attended sessions reflecting on the journey from boyhood to role model, the challenges of identity and influence, and the importance of positive male role models in fostering inclusion.

These sessions encouraged honest conversations and provided colleagues with new insights to support inclusion and wellbeing across the organisation.

Advancing disability inclusion

On 3 December, Colt marked the International Day of Persons with Disabilities by hosting an open conversation with inclusion expert Toby Mildon and leads from all our employee networks.

Over 60 colleagues joined the event, where personal stories and practical advice highlighted how real inclusion means normalising workplace adjustments, recognising intersectionality, and ensuring leadership drives change. The discussion encouraged everyone to see accessibility as a shared responsibility and offered simple ways to be better allies every day.

Feedback from attendees described the event as **"eye opening and inspirational."**



OUR PARTNERSHIPS

At Colt, we are committed to building a workplace where everyone feels included and valued. Our memberships, awards, and accreditations reflect the strides we've taken and confirm that we're moving in the right direction towards achieving our inclusion goals.



Where Women Work



WHAT'S COMING UP

Our 2025 achievements reflect our unwavering commitment to building a workplace where everyone feels included and empowered to contribute to Colt's overall success. As we move into 2026, inclusion and wellbeing remain essential enablers of our business strategy, helping us work in new ways, build resilience and accelerate transformation.

A new year brings fresh challenges and exciting opportunities. We'll continue to weave Inclusion into how we work, offering support and guidance where it's needed and raising awareness so that every colleague feels connected and able to thrive. By strengthening inclusion, we reinforce the Grow, Align and Deliver behaviours: encouraging learning and openness to challenge, building stronger cross-functional collaboration, and supporting consistent delivery through wellbeing, psychological safety and a sense of belonging.

Our comprehensive programme of global and local activity will continue in 2026. The Global Inclusion & Wellbeing Calendar brings together key moments such as Pride Month, Neurodiversity Celebration Week and International Women's Day, alongside a wide range of wellbeing sessions. Colleagues are encouraged to take part in "Together Spaces, safe, facilitated sessions designed to spark open dialogue about inclusion and wellbeing and foster meaningful human connection. Country-led events will continue to play a vital role in strengthening belonging at a local level, with Culture & Inclusion Champions supporting activities that reflect local needs and experiences.

We'll also roll out key programmes such as the ThriveWell wellbeing app, accessibility improvements and the embedding of inclusion nudges across the employee lifecycle. Alongside this, we will continue strengthening our impact measurement, ensuring we stay aligned to our strategy and remain accountable for meaningful progress. Together, these initiatives will deepen belonging, inclusion and wellbeing, helping everyone at Colt to Grow, Align and Deliver.



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