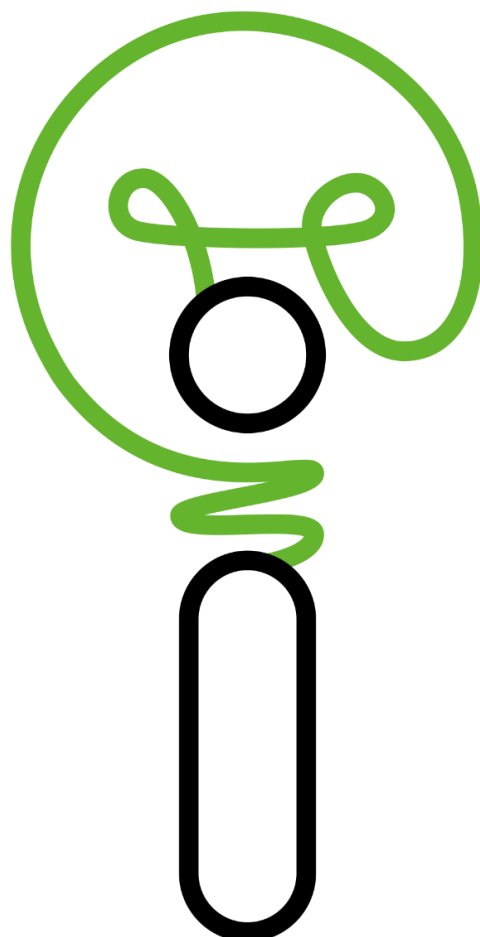


EV151

Offshore Wind Innovation Hub Supply Chain Working Group

Not confidential





Offshore Wind Innovation Hub

Offshore Wind Innovation Hub (OWIH) Technical Advisory Group

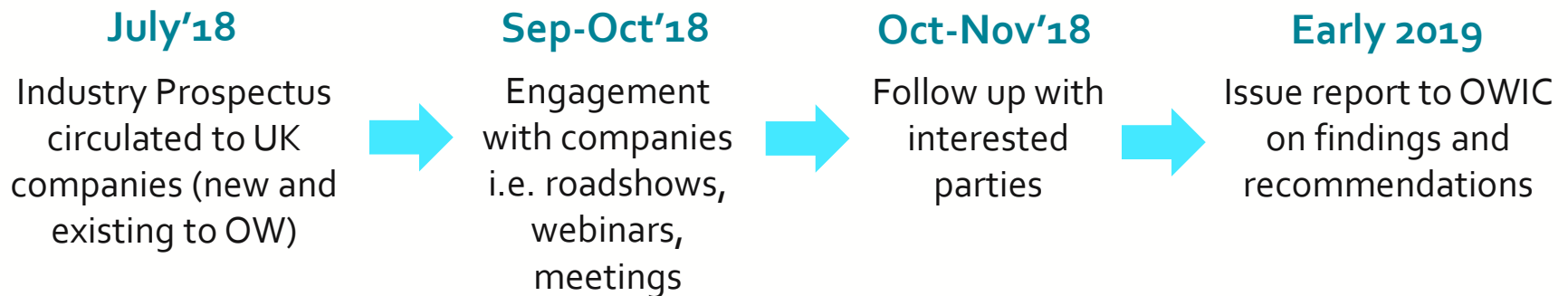
26th July 2018 |

Supply Chain Review – Martin Whitmarsh

- Former CEO of McLaren and independent supply chain expert
- Raise the profile of the OW sector deal and specifically the UK supply chain opportunities.
- Martin is supported by a working group led by Clark MacFarlane (SGRE), including Tom Ellison (Innogy), Victoria Sinclair (SPR), Kasper Sørensen (MHI Vestas) and Claire Canning (ORE Catapult).

Desired Outcomes:

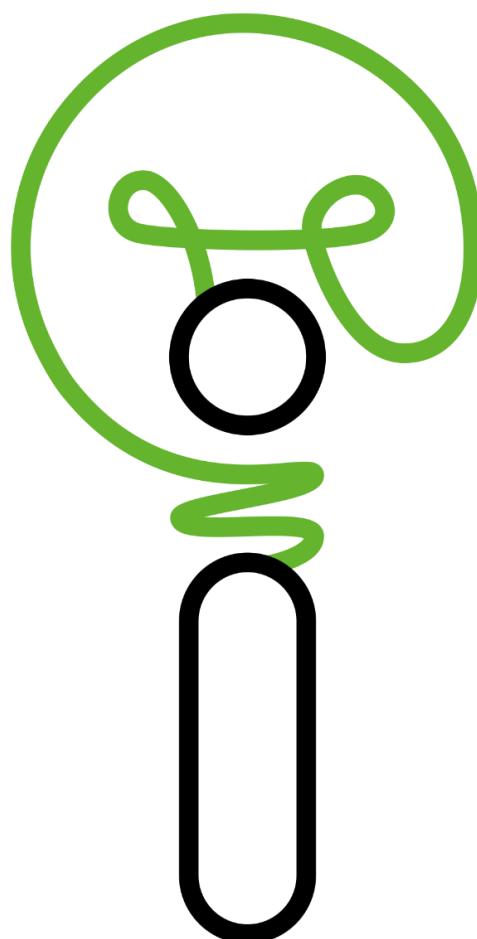
- Identify **additional UK supply chain potential** for UK Offshore Wind Industry.
- Assist finding a **route to market** for UK supply chain companies.
- Identify what UK companies need to do to be **export ready**.
- Identify companies with **new technologies** and how they could be realised.



EV154

Galloper lessons learned 2018

Not confidential



Galloper Lessons Learnt

Lead to invite other team members along if they so wish

Time slot - 3 hours

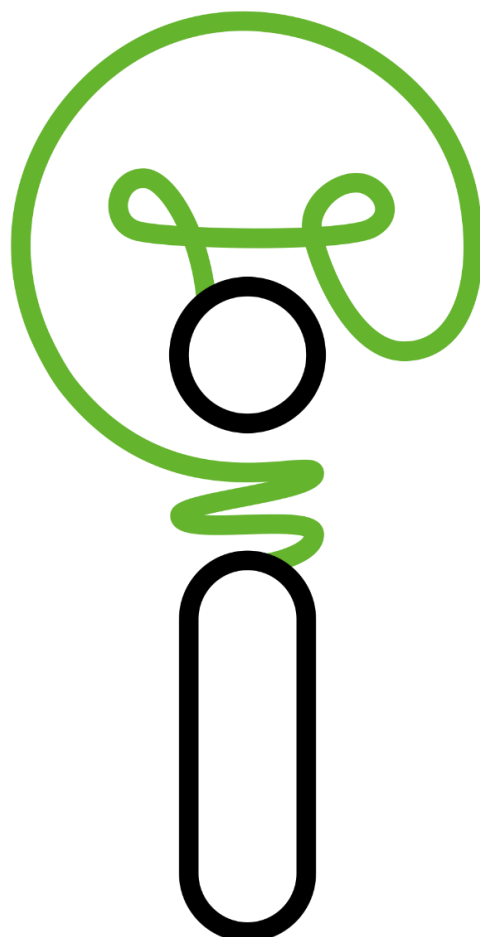
Invitees: Toby Edmonds, Mikko Simula, Julian Garnsey, James Cotter, Jon Darling

<u>Date</u>	<u>Package</u>	<u>Lead</u>	<u>Notes</u>
22/02/2018 @1.30-4.30	Foundations	Mark Wainwright	
13/12/2017 @1-4pm	Cables	Damien Fensome/Mark Wainwright/Anthony Michelin	
09/05/2018 @1-4pm	WTG's	Glyn Jones	
30/11/2017 @1-4pm	Offshore Site Offshore Services	Colin Christian Jamie May	
13/12/2017 @9-12	Electrical	Damien Fensome/Stuart Winfield/Simon Slingsby	
22/11/2017 @9-12	Engineering	Rob McLaughlin	
09/05/2018 @9-12	Project Management	Julian Garnsey	
17/05/2018 @9-12	Commerical Procurement Contact Management Risk/Insurance Legal	Mikko Simula Mike Nolan Mike Nolan John Patterson Alastair Broster	Joint session
28/11/2017 @1-4pm	Consenting	Colin McAllister	
08/03/2018 @10-1	H&S	Roy Dickson	
26/04/2018	Commissioning	Adam Drewitt/Stuart Selwood	
14/06/2018 @10-1	Operations	Sean Chenery	

EV158

Lunch n Learn

Not confidential





Take part in our enermates webinar about – Future scenarios of the energy world!

Sharing knowledge is a key success factor for any business. And there is plenty of knowledge to go around at innogy. We pass it on to small groups at

a time, for example in our “Lunch ‘n Learn” events. The number of participants is usually limited, due to potential participants being based too far away or the venues not being big enough. The enermates Annkathrin Rabe and Katharina Berger-Zimmer thought there must be a different way of doing this. They want all of us to benefit from the knowledge that exists in the company even more. The enermates are a network of highly-motivated employees from different parts of innogy and RWE. Their objective is to break down silos, foster the exchange of knowledge between different divisions within the Group and to drive change.

Annkathrin Rabe presented the idea of “enermates webinars” successfully in the IdeaLab. innogy CIO Marcus Schaper – as well as the entire judging panel – found that this idea should be supported, and he agreed to act as a sponsor for the team.

Now the time has arrived: after two trial runs with a limited number of participants, the first Group-wide enermates webinar will be broadcast on 5 September. This means: no conference, no meeting – everyone can log in from their desk in the office or even while working from home. All that is required is one click on the [registration link](#). Registering for the webinar will generate a calendar entry with a link to the webinar. All the participants need to do then is to click

the [registration link](#). Registering for the webinar will generate a calendar entry with a link to the webinar. All the participants need to do then is to click on the link at 12 o'clock on 5 September. The process is similar to the Lync conferences.

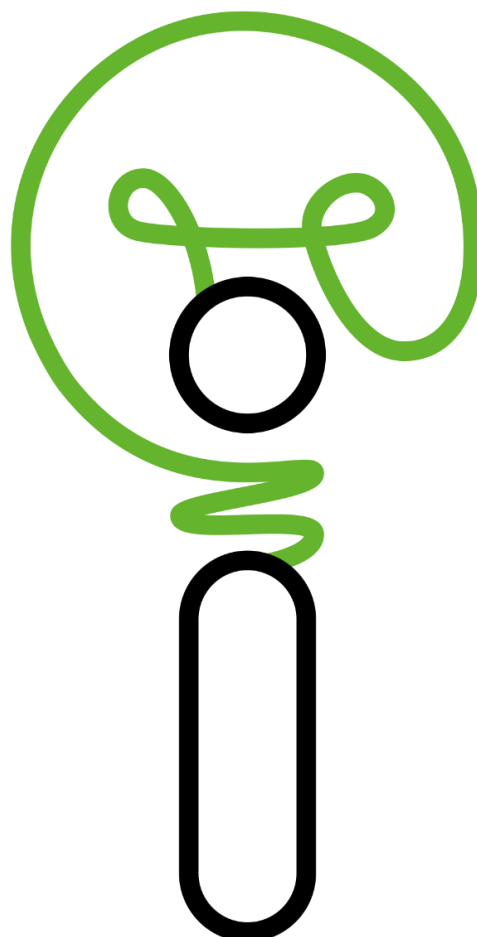
What is the topic of the upcoming webinar? Jacob Engel from the Corporate Foresight team will talk about possible future scenarios for the energy world of 2030. And how we may respond to these scenarios, what we need to do to guarantee our success. The webinar will be held in English and will be recorded. In this way, colleagues who will be unable to participate live can watch the webinar later. The recording will be available at the [enermates HR portal page](#) after the live broadcast.

Do you have any questions? Do you want to present your topic to as many interested colleagues as possible in a webinar? Then please contact Annkathrin Rabe and Katharina Berger-Zimmer at enermates.webinars@innogy.com.

EV159

NWoW assessment

Not confidential



From:  Brewster, Mhairi
To:  DL Offshore Projects UK
Cc:
Subject: NWoW Success!

Sent: Mon 03/09/2018 09:07



1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23

Sent on behalf of The PSUK Management Team

Dear All,

We're delighted to let you know that PSUK successfully passed our first formal NWoW assessment following two days with NWoW 'top-brass' last week. The assessment involved sharing the progress we've made in each of the 10 NWoW Practices - as we shared with you in the series of Friday emails of early summer.

Around 20 members of the PSUK team took part, the assessors were focused on checking that the whole team had been exposed to NWoW and had moved to a mind-set of continuous improvement.

Of course we have more to do, but the feedback was extremely positive. They left with the impression that everyone was not just aware of the need to continuously improve, but were passionate about doing so. The super competitive environment we find ourselves in is a key driver for this, NWoW really just gives us a means of doing it in a structured way.

If you've not yet had the opportunity to get to grips with NWoW then don't worry, that will happen. You are already in the thick of continuous improvement activities and hence are already most of the way there!

We will provide more detail in our team meetings & next quarterly lunch & learn (20th September), including what happens next.

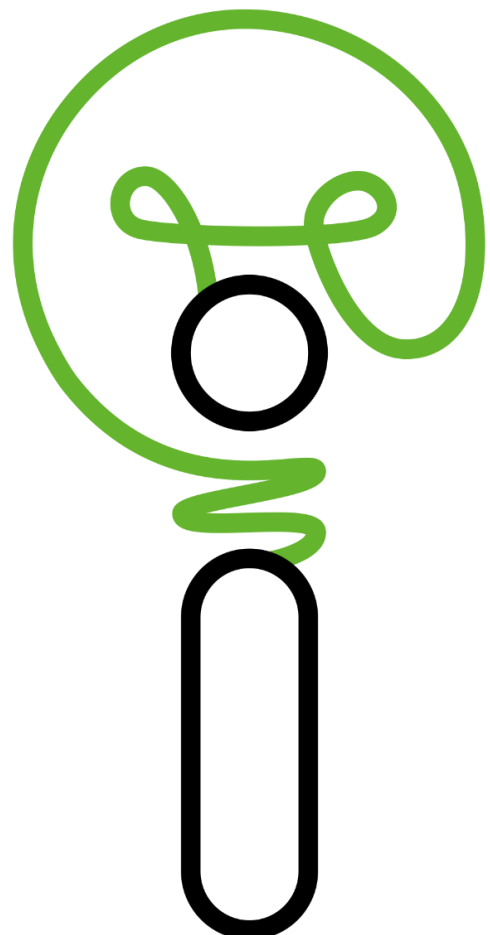
Thanks again to all who've supported this achievement.

Best Regards
The PSUK Management Team

EV167

Institute of civil engineers

Not confidential



Entering the virtual world of innogy

September 26, 2018



Last week innogy Renewables attended the 200th anniversary celebration of the Institute of Civil Engineers (ICE). The institute celebrated this milestone birthday by inviting the engineers of the past, present and future to their headquarters in London, an architecturally stunning building dedicated to incredible feats of engineering which have shaped the world.

innogy had its own stand at the event, enabling us to raise our profile amongst an audience of approximately 300 engineers. It was a great opportunity to speak to the graduates of the future and promote innogy as an employer with a strong engineering profile and commitment to diversity.

A highlight of the event was the reveal of innogy's new Virtual Reality experience which uses filmed footage from Galloper Offshore Wind Farm to create an immersive 360 degree experience of travelling to and entering a real offshore wind farm.

Stuart Wakefield, HR UK Country Manager, said "The day was a big success with lots of interest in the innogy stand, especially the VR experience. We were able to really demonstrate the true scale of an offshore wind farm and the engineering challenges it creates."

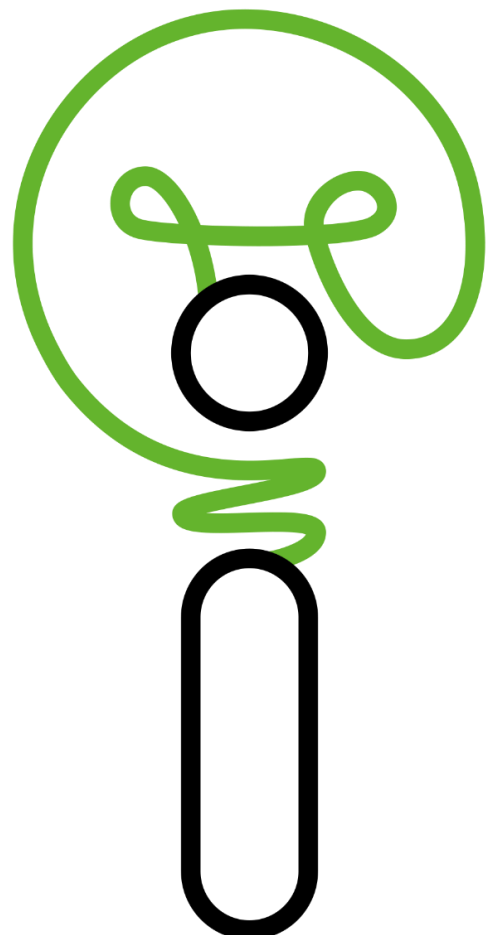


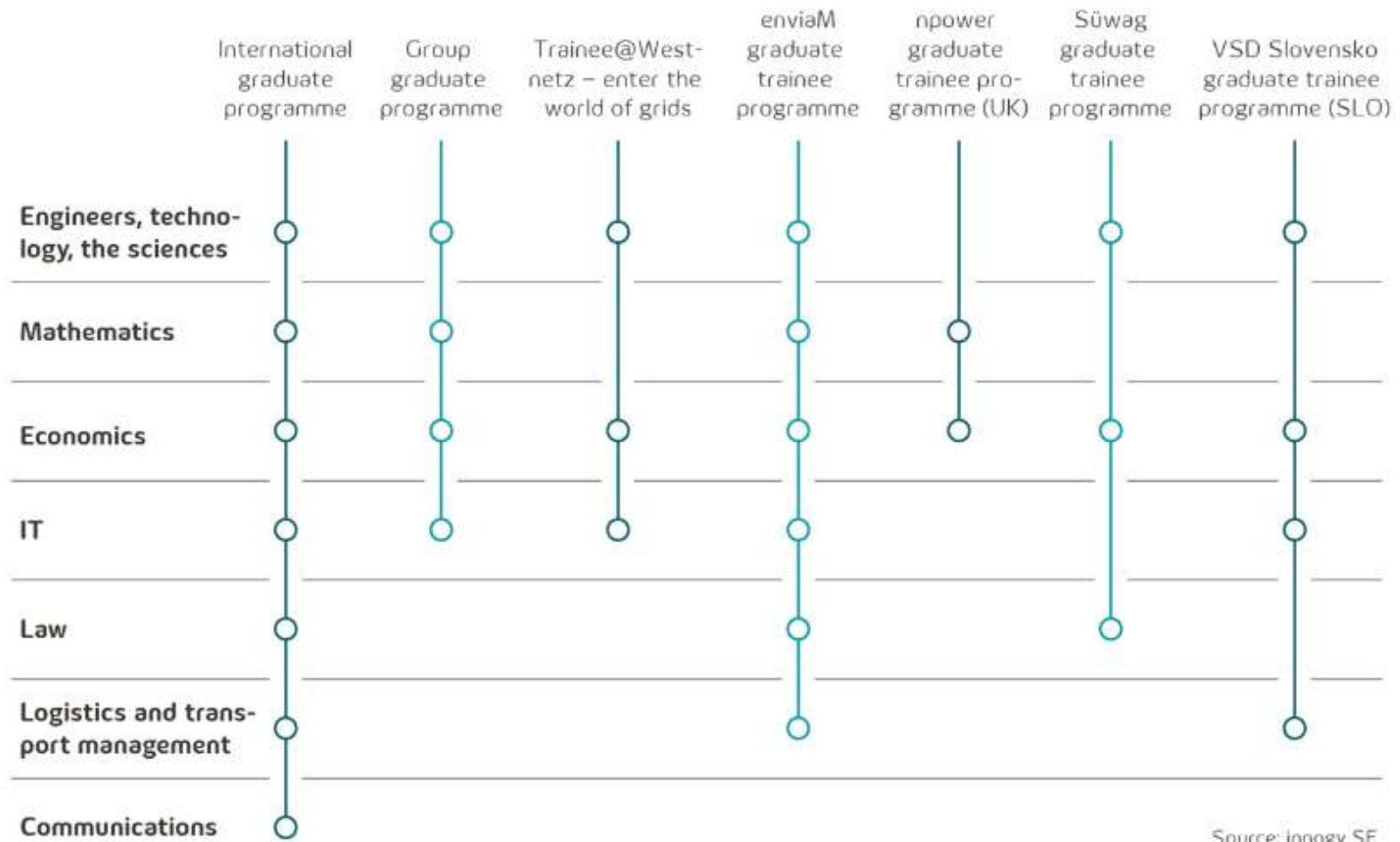
The event also saw the launch of ICE's book 'Shaping the World', which will be shared internationally and features 200 projects and technologies which have or will change our world. innogy features in the book on a double page spread focusing on renewable technologies and examining how our industry is growing and adapting to shape the energy world of the future.

EV169

Innogy trainee programme skills

Not confidential



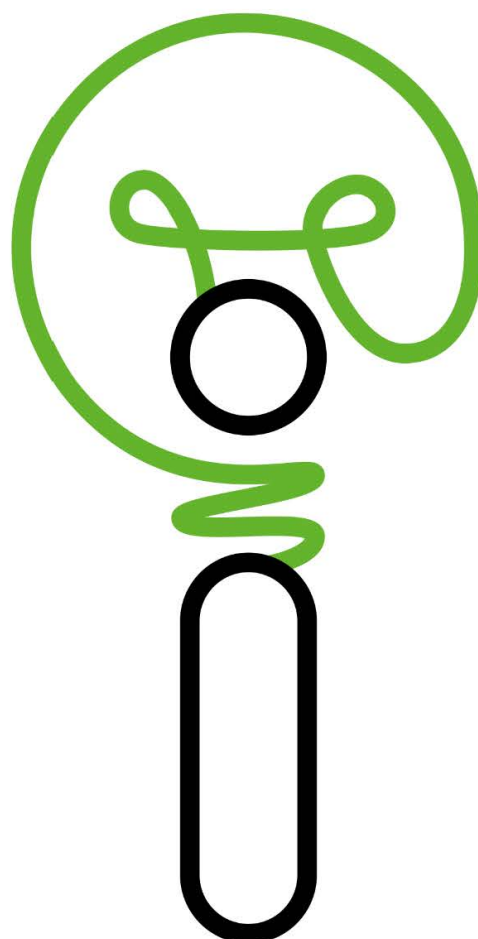


Source: innogy SE

EV171

Future Regeneration of Grangetown (FROG) students

Not confidential



From: Vincent, Sue
Sent: 13 November 2018 17:17
To: 'Lynn Pallister'
Cc:
Subject: RE: Offshore Wind North East Conference and Exhibition - Joining Instructions

Hi Lynn

Thanks for the feedback. Keep me posted if they have any further leads or need more information or introductions.

Hopefully it gave them a taster to the industry and they got some useful contacts.

Feel free to get in touch if you need any more offshore wind input.

With best wishes
Sue

From: Lynn Pallister
Sent: 11 November 2018 16:52
To: Vincent, Sue
Cc:
Subject: Re: Offshore Wind North East Conference and Exhibition - Joining Instructions

Hi Sue

Apologies not replying earlier just getting over the flu.

I messaged the lads to hear what they thought of the day. They really enjoyed the event and all three of them took away business cards and information booklets.

Anthony the young lad with twin boys also brought ten hard copies of his CV and handed them all out.

Thanks again for inviting them all to the event. 😊

Let's hope they all take away the information they learnt and it helps them with their future careers.

Kind regards
Lynn

From: Lynn Pallister [
Sent: 18 October 2018 13:20
To: Vincent, Sue
Subject: RE: Innogy Renewables UK Ltd

Hi Sue

Thanks so much for offering Jack and two other young people the opportunity to go along to the Offshore Wind North East Conference Event on the 8th November.

I will contact two other young people this week and get back to you Sue no later than Monday 22nd October.

Kind Regards

Lynn

From: Vincent, Sue

Sent: 16 October 2018 16:54

To: 'Lynn Pallister'

Subject: RE: Innogy Renewables UK Ltd

Hi Lynn

Sorry for the delay, I've asked our HR team and they suggested he keeps an eye on the National Apprenticeship Service website, as most accredited apprenticeships are advertised there. Their other advice is for him to really take the time to complete a strong application.

This careers brochure may also be of interest (produced by industry body Renewable UK) - <https://www.renewableuk.com/news/405476/Your-career-in-offshore-wind.htm>

As we are in early stages with our project in terms of defining our long-term skills and education approach, I don't have a lot to offer directly but we are sponsoring the Offshore Wind North East conference on November 8 in Newton Aycliffe and would like to invite Jack and possibly 1-2 others (if you have other young people interested in a career in offshore wind) to attend for the day – if you think it might be of interest. We would cover the cost of attending and their travel to/from the venue.

I've attached a copy of the programme. It is an industry event so not specific to employment/skills but could still be of interest in terms of current status of the sector/North East ambitions etc and there will be stands from numerous local suppliers as part of the event (Exhibition) so they could speak with the people on the stands and feel them out for possible opportunities. We will have a VR/3D of going up a turbine which gives a lifelike experience.

Let me know if this is something Jack would like to come to and we can take it from there with the arrangements.

Kind regards

Sue

On 11 Oct 2018, at 13:16, Lynn Pallister <[REDACTED]> wrote:

Dear Sue/Claire

My name is Lynn Pallister , I am Projects Manager for Future Regeneration of Grangetown (FROG). One of our projects is to work with Young People aged 16 – 29 yrs old.

You may have seen us on the recent BBC 2 documentary (The Mighty Redcar).

I have a young man named Jack Frankland who has always wanted to work in the Green Energy Industry. He has completed his level 1 and 2 Energy Sector Academy Course. Jack has asked if I could contact you to see if there was anything else he could do to gain employment .

I have attached an email from his training providers.

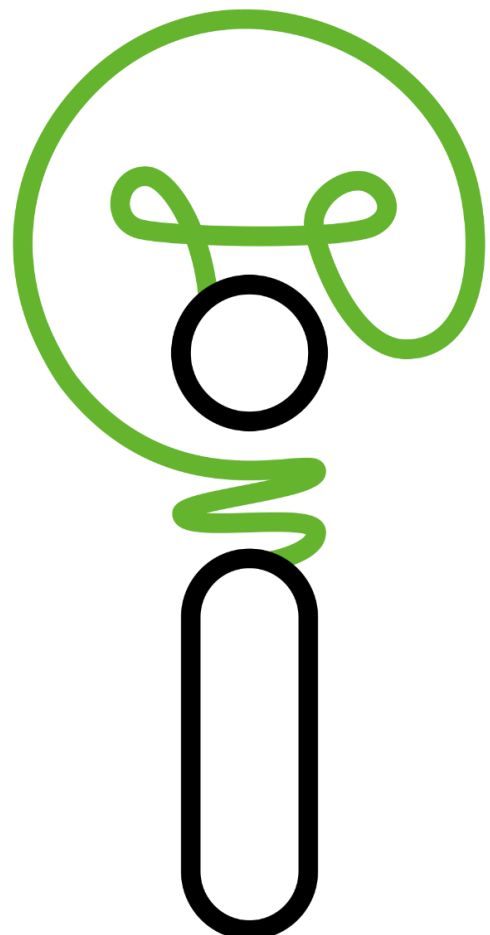
Kind Regards

Lynn

EV172

Nordsee One lessons learned

Not confidential



From: Resow, Merle

Sent: Tue 28/08/2018 16:26

To: Esken, Matthias; Balzereit, Jörg; Bartminn, Daniel; Berndt, Holger; Bijkersma, Niels; Breil, Markus; Darling, Jon (Renewables); Dengler, Marcus;
 Engelhardt, Thomas; Feltes, Christian; Gaffney, John; Garnsey, Julian; Gill, Alastair; Görtz, Volker; Heinrich, Oliver; Herwig, Volker; Jahn, Christian;
 Klugkist, Jürgen; Köhne, Walter; Bautista Simon, Pilar; Fensome, Damien; Hain, Jacob; Effinghausen, Silke; Perroux, Adeline; Sheehan, Tim;
 Smith, Chris (Electrical Technology); Tavares, Isaac; Wilson, Ross; Merle Resow (merle.resow@nordseeone.com) (merle.resow@nordseeone.com); Meyer, Jens (Offshore);

Cc: Junike, Arne; Dittrich, Suresh; Kind, Wolf; Strehlau, Tim; Amt, Gunther; Vieker, Tobias; sureshdittrich@gmail.com; Schmidt, Sergej; Quinlan, Ivan; Amt, Gunther

Subject: AW: Lessons Learned WTG Package- Nordsee One

Good afternoon everybody,

As promised, please find attached the presentation from the Lessons Learned Session of the N1 WTG Package held today 28 August 2018 in Hamburg.

I hope this presentation and discussion was of benefit to you and I am looking forward to future lessons learned sessions.

Best regards,
Merle



Wind Offshore
Lessons Learned...

Mit freundlichen Grüßen / Kind Regards,

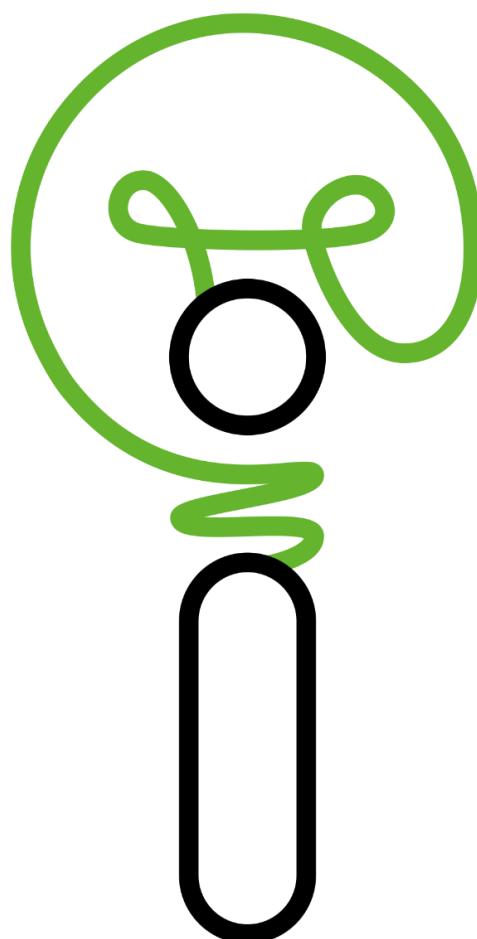
Merle Resow
Project Manager Wind Offshore Construction

Innogy SE
Kapstadtring 7
22297 Hamburg

EV173

Energy Cluster Learning Event

Not confidential



How to plan and install an offshore cable project.

A PRIVATE LEARNING EVENT FROM THE NORTH EAST ENERGY CLUSTER



**SHARING
BEST
PRACTISE**

Date: Thursday 11 October 2018

Location: DeepOcean, Blyth, NE24 3PG

Registrations and arrivals from 9am

Running Time: 10am - 4pm

No cost and by invitation only

You are invited as our VIP Guest to an exclusive event aimed at a technical audience of developers and members of the supply chain to share experience of every stage of designing and installing a subsea cable project.

Hosted by EnergiCoast, the representative cluster group for the North East of England's offshore renewables sector, we hope you can attend this day of sharing best practise.



James Ritchie

EnergiCoast Chairman

www.energicoast.co.uk



Subsea Cable North East Technical workshop

Join this exclusive event to share experience of every stage of designing and installing a subsea cable project. Topics covered include:

FEED

Offshore survey - Modus
Geotechnical assessment - Cathie Associates
Planning a cable route - Cathie Associates
Global analysis - AgileTek
Burial assessment - Cathie Associates

Design / Planning

Cable design - JDR Cables
Cable protection systems / accessories design - Tekmar
Installation equipment design - Royal IHC

Manufacturing

Cable - JDR Cables
Accessories and cable protection systems - Tekmar

Installation

Installation (clearance, lay, pull-in) - DeepOcean
Burial - Modus and DeepOcean
Termination - JDR Cables

Operations & Maintenance

Ongoing inspection - Modus
Fault investigation - AgileTek
Repair plans - DeepOcean

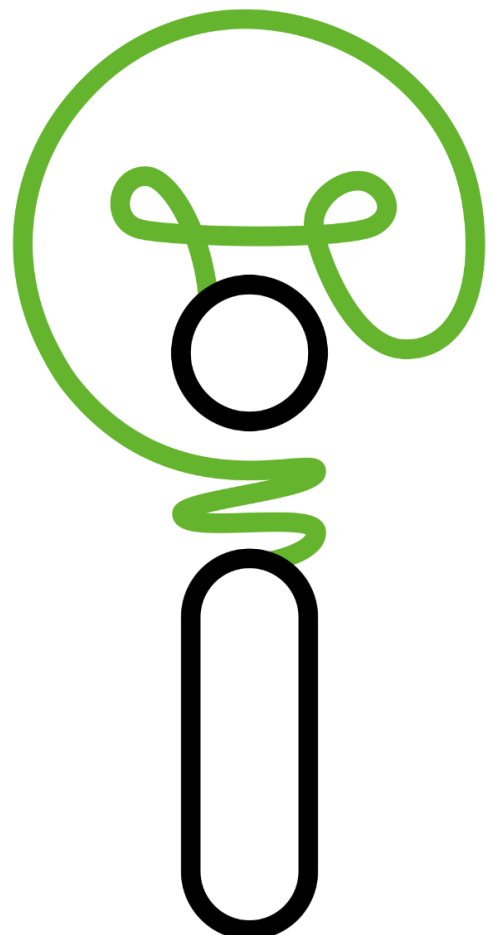
Confirm your attendance to RSVP@deepoceangroup.com



EV188

Innogy and SOWFL supply chain events 2018

Not confidential



Innogy and SOWFL supply chain events in 2018: Summary

This evidence notes the various supply chain events which innogy and SOWFL has attended in 2018. Note there are additional evidence documents relevant to the events, as referenced in the supply chain plan.

Offshore wind week (19-21/11/2018)

Event	innogy attendees
<p>Opening reception – Tues 20 November (4-6pm).</p> <p>Location: Strangers Dining Room, House of Commons, SW1A 0AA.</p>	<ol style="list-style-type: none"> 1. Richard Sandford 2. Julian Garnsey 3. Guy Middleton 4. Alastair Gill 5. Zoe Keeton 6. Tamsyn Rowe 7. Sue Vincent (SOWFL, innogy PR REP)
<p>Coastal dinner - Tues 20 November (from 7.30pm onwards)</p> <p>Location: Shepherds Restaurant, Marsham Court, SW1P 4LA</p>	<ol style="list-style-type: none"> 1. Julian Garnsey 2. Zoe Keeton (standby)
<p>Supply chain and apprentice reception – Wed 21 November (1.30pm till 3pm)</p> <p>Location: Macmillan Room, Portcullis House, SW1A 0AA</p>	<ol style="list-style-type: none"> 1. Guy Middleton (Galopper) 2. Adrian Emanuel (Triton Knoll) 3. Alastair Gill (Offshore consents and Extensions) 4. Nathan Jones (apprentice) 5. Rob Thomas (apprentice) 6. Kieron Drew (Galopper) 7. Sam Whall (apprentice) 8. Richard Holmes (apprentice) 9. Fruzina Kemenes (Triton Knoll) 10. Sue Vincent (PR)
<p>EEEEGR event</p>	<ol style="list-style-type: none"> 1. Sue Vincent (SOWFL) 2. Guy Middleton

Wrexham Sector Deal roadshow (27/11/2018)

Innogy attended the Sector Deal Roadshow and presented on the supply chain cluster opportunities in the region.

NOF Energy Offshore Wind Conference and Exhibition (07-09/11/2018)

Innogy was the platinum sponsor for the NOF Energy Offshore Wind Conference and Exhibition in November 2018 and organized a pre-event workshop for local companies to understand opportunities on both the Triton Knoll and SOWF project. The workshop was attended by over 100 delegates. One month after the delivery of the event, SOWFL has received over 40 additional registrations to its supplier portal, meaning it is able to share these details of local companies as

soon as possible once its Tier 1 suppliers are in place. Triton Knoll provided delegates with direct contacts for its Tier 1 suppliers, as SOWFL intends to do at its future supply chain events. SOWFL also took part in the many site visits to facilities in Teesside and Tyneside organized through the event, including: Wilton Engineering, AV Dawson, Lionweld Kennedy, JD Ports, JDR, Heerema, Port of Blyth, Osbit, DeepOcean, AIS Training, Smulders and SMD. As part of the networking dinner, innogy invited delegates from Tees Valley Combined Authority, North East LEP, South Tees Development Corporation and Invest North East England in order to continuing building and develop relationships with local stakeholders.

<https://www.recognitionpr.co.uk/clients/id/23448>

North East Sector Deal roadshow (07/11/2018)

SOWFL and TKOWFL attended the North East Sector Deal roadshow and participated in the event workshops. Attendees included representatives from the supply chain and industry organisations.

Floating Offshore Wind UK 2018, Scotland (30/10/2018)

Innogy attended the event and included the following speakers:

- Tom Wewer, Floating Wind Lead Engineer – Taking the Plunge: Delivering the next phase of UK projects

<https://events.renewableuk.com/fow18-programme>

Energi Coast best practice in subsea cables event (11/10/2018)

SOWFL attended the private learning event from NOF energy and Energi Coast. The event was aimed at a technical audience of developers and members of the supply chain to share experience of every stage of designing and installing a subsea cable project.

NOF Oil and Gas Conference and Exhibition (04/10/2018)

SOWFL attended the event as a delegate.

WindEurope 2018, Hamburg (25-28/09/2018)

SOWFL attended the event and met with several tier 1 suppliers.

Teesside Engineering Network event, Redcar (29/06/2018)

The Tees Valley business community was given an insight into the potential supply chain opportunities. Senior figures from Atlantic Super Connections and Innogy were the keynote speakers at the Tees Engineering Network (TEN) event on Friday 29th June 2018 at the Redcar Community Heart in Redcar. At the event, innogy promoted the Sofia supplier portal, handed out hard copies of the Supply Chain opportunities brochure and networked. Three SOWFL employees attended the event: Senior Project Manager, Supply Chain Plan Manager and Engineering Manager.

<http://tees-engineering-network.co.uk/events/atlantic-super-connections-innogy-event>

NEPIC meet the members event, Durham (20/06/2018)

SOWFL attended the event as delegates. The Project Director and Supply Chain Manager attended the event and networked with companies located in the Teesside region.

<https://www.nepic.co.uk/mtm/whos-attending/>

Global Offshore Wind, Manchester (19/06/2018)

Innogy was a strategic event partner, sponsored the business lounge at the event and had numerous speakers. Speakers included:

- Cassie Greenhill, Consent Manager – Opening debate
- Richard Sandford, Head of Investment and Asset Management – Opening debate
- Toby Edmonds, Project Director – 5700+ Turbines and Counting
- Samuel Harden, Senior Business Developer – Innovation Theatre: Battery storage & Wind: The increasing value of flexibility in a renewables world
- John Kane, Triton Knoll Procurement Manager – Share Fair: Supply chain opportunities with innogy

<https://events.renewableuk.com/gow18>

Teesside Valley Business Compass Growth surgery, Redcar (09/05/2018)

SOWFL attended the event with three delegates. The event format was 30 minute 1-2-1 meetings with several local organisations. SOWFL met with:

9:30 AM - 10:00 AM	Teesside University Teesside University’s branded business support service, The Forge, offers businesses a range of services including research and consultancy, training and development, talent recruitment, business facilities and access to UK and European networks. The University is also leading the Innovate Tees Valley project alongside partners MPI, NEPIC and Digital City. The representative on the day will be Sue Gilbert.
10:00 AM - 10:30 AM	MPI Materials Processing Institute helps start up businesses to set up and get their business up and running; as well as helping small and medium sized businesses to accelerate growth. All businesses can benefit from the Institute’s SME Growth Pathway. The Institute is part of the Innovate Tees Valley and Tees Valley Business Compass Start Up programmes. The representative on the day will be Stephen Carey.
10:30 AM - 11:00 AM	NEPIC NEPIC are a partner in the Innovate Tees Valley Programme and can offer local businesses funded support for the commercialisation new products or services. The NEPIC team have real industry knowledge and experience of the process (chemical, pharmaceutical and renewables) sector. Their understanding of industry’s needs and access to mentors allows them to support companies in the supply chain that would like to develop their business in the sector. The representative on the day will be Dave Robson.
11:00 AM - 11:30 AM	Tees Valley Business Compass - Dianne Barkas Tees Valley Business Compass is your one-stop-shop for business support in Redcar and Cleveland. Do you want

	to grow your business? You can access their funding to improve your broadband, energy efficiencies, business growth & innovation. Meet with their Growth Consultant Dianne to discuss how you can access their funding to help you grow.
11:30 AM - 12:00 PM	Department for International Trade Department for International Trade (DIT) helps UK based companies export their products and services overseas. Working across the UK and in more than 100 countries they have a unique ability to support companies at home and abroad as well as encouraging overseas-based companies to invest in the UK. The local representatives on the day will be Chris Simpson & Stephen Muir.
12:00 PM - 12:30 PM	Redcar & Cleveland Borough Council's Business Growth and Procurement Teams Redcar & Cleveland Borough Council's Business Growth and Routes2Employment Teams will be there on the day to help local firms do business in Redcar & Cleveland, with services such as information on vacant sites and property and associated incentives, funding, planning and local regulatory advice and the support available to employers with recruitment, vocational training and apprentice schemes. The representatives on the day will be Margie Oliver, Clare Stanton, Paul Healy and David Hitchen.

Offshore Wind Connections 2018, Hull (26/04/2018)

Innogy was a platinum sponsor of the event and included a speaker:

- Martin Ferreira, Head of Offshore Investment & Asset Management – innogy opportunities

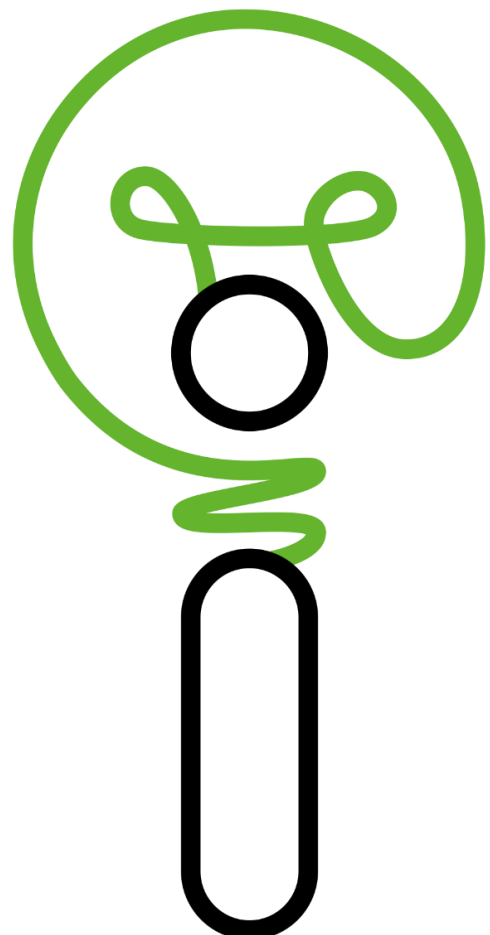
Triton Knoll also hosted a meet the buyer speed dating opportunity.

"Winning Locally, Going Global" event (19/04/2018)

EV190

Networking innovations

Not confidential



Workshop

Networking innovations

June 20, 2018



Tags

innogy

Related articles

Your ideas can make innogy greener



Innovation has played a significant role within innogy since its creation in 2016. Numerous initiatives across all segments have addressed future energy solutions with new products and helpful services for our customers. For the first time, 22 of these initiatives came together at the innogy headquarters in Essen to discuss their different goals, common challenges and overarching approaches to greater collaboration. They then discussed their results in a round with CEO Uwe Tigges.

Although the various initiatives work very independently in their day-to-day activities, they came to similar conclusions on the challenges they face. Some of the participants felt that we have processes in the company that are not as fast and effective as they could be. "Have more courage with small investments" was the main wish of the participants.

In the open and committed discussion with CEO Uwe Tigges, the group agreed that the structure of the company and the investment planning were fundamentally good conditions for innovation management. However, the key to greater effectiveness would be to focus on the right approaches and structured performance management.

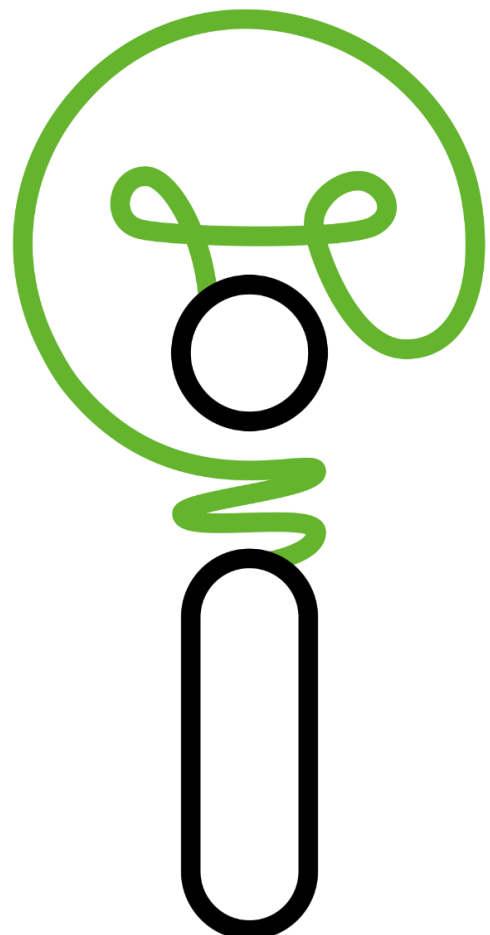
The lively exchange also showed that the initiatives would benefit from greater transparency. They also felt that an open error culture is very important in order to make it easier for everyone involved to share their findings. Uwe Tigges praised the open exchange in the workshop as a great example of this sharing culture and described it as a good starting point for further cooperation.

Ceciel Mulders from the Agile Product Development Acceleration Team in the Netherlands, summarized the findings together with a look ahead: "If we are curious and passionate about what we are doing, we inspire each other. This will add more value than more resources or another platform nobody uses."

EV199

Diversity and Inclusion Statement of Principles

Not confidential



Diversity and inclusion statement of principles

The success of our business depends on the ability, commitment and dedication of our people and we know that, to create an inclusive organisation, we have to attract and retain talented people, valuing their contributions whilst maintaining a high performance culture that supports development and growth.

We welcome and respect differences in culture, background, working style, education and other less obvious differences. We value the contribution that people from all backgrounds can make to the success of our business, irrespective of sex, marital status, race, nationality, ethnic or national origins, disability, age, religion or belief and sexual orientation.

Our commitment means that we continually improve our policies, procedures and codes of practice to ensure that our people are treated equally, fairly and on merit.

We believe that a diverse and inclusive organisation will benefit our business. We aim to compete in attracting, recruiting and retaining talented people, which, in turn, enables us to respond positively and flexibly to change and deliver the highest quality service to our customers.

We also recognise that by working to achieve internal diversity we will reflect the communities we serve and within which we work. Our purpose is to demonstrate an ethical approach towards both our customers and our suppliers.

Our senior leaders are committed to promoting diversity and inclusion and we will ensure that the principles set out in this statement become a reality throughout our Company.