

ULTRA.

Making Ultra a great place
to work **for everyone**

DEI Report 2021





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Setting the scene

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Why is DEI so important to Ultra?

This report focuses on what we've achieved over 2021 against our goal to 'succeed through diversity' for more details on what we've done across our HR strategy please visit our 2021 Sustainability Report.



Simon

Chief Executive

Making Ultra a great place to work for everyone is our goal.

Morally, it is the "right thing to do".

Ultra is in the defence, critical infrastructure and safety business. Our mission says it all...

Innovating today for a safer tomorrow.

Psychological safety and bringing their 'whole self' to work enables our colleagues to focus on meeting our stakeholder commitments and the delivery of our essential products and services.

What we make and where we operate is complex. The battle for talent is increasing.

Consequently, accessing the broadest and most cognitively diverse people is critical to our growth.



Steve

Chief Human Resources Officer

Diversity is key to our success.

The products and services Ultra make matter to the world and helps protect what matters, making the world a safer place.

We know that the best decisions are made in teams that are diverse, feel free to challenge and whose input is really valued.

Succeeding through diversity is a critical pillar of our HR strategy which is personally endorsed by our Executive Team who hold ultimate responsibility for the success of our initiatives.



Mark

VP Diversity, Equity, Inclusion & Accessibility

At the outset we agreed that feeling like you belong somewhere doesn't come from grand outward gestures or from a magical silver bullet.

It stems from making changes everyday, the majority small and occasionally taking a new approach to a wider systemic challenge.

And so this has been our approach, using a DEI lens on as many aspects of Ultra that we can, without stalling the growth we are experiencing.

Most of us experience life through a relatively narrow set of experiences, it is hard to walk in other peoples' shoes and we feel that we are good people. 2021 has given us opportunities to explore the wider experiences of our colleagues and begin the process of breaking down the taboos that can prevent us bringing our whole self to work.

We have much more to do and have made a good start...

Uniquely Ultra

At the end of 2020, we asked for volunteers to help shape the diversity equity and inclusion agenda. We were overwhelmed by the people that volunteered and have contributed so much throughout 2021.

A huge thank you to them and the stakeholders across the business we work with.

This is Ultra...





Our DEI Beliefs

In January we launched our DEI beliefs. These were created by the Uniquely Ultra team and underpins all that we do.

Be You.



We believe you get better ideas and better outcomes when people can be themselves at work. When they feel able to act and speak naturally, knowing their colleagues have got their back.

Be Open.



We want Ultra to be famous as a place where diverse talent thrives. We're not there yet, but we will be. If we're open and respectful with each other. And if we keep measuring and improving what we do.

Be Ultra.



We believe the most successful teams are the ones that combine as many different strengths, ideas and perspectives as possible - all working towards the same goal.

Introducing our 3 Big Things

Changing a culture takes time and we are all busy people. We agreed with our Executive Team our key focus for the year and then set about delivering it. We called this our 3 Big Things.

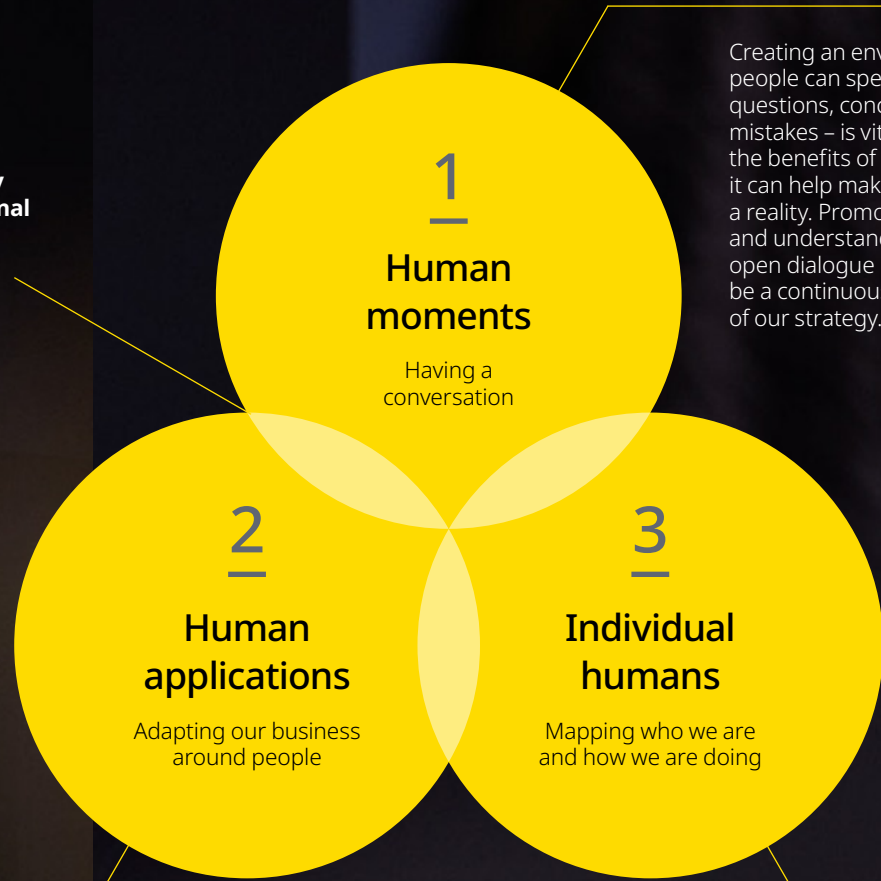


Culture eats strategy for breakfast, operational excellence for lunch and everything else for dinner.

Peter Drucker
Management Consultant

Over time business systems and practice build up so that, in some cases, they perpetuate inequality. Preserving a status quo where too many people are marginalised.

Ultra has begun a journey of critically examining and improving our culture, norms, and approaches with a DEI lens.



1
Human moments

Having a conversation

Creating an environment where people can speak up with ideas, questions, concerns, and even mistakes – is vital to leveraging the benefits of diversity, because it can help make inclusion a reality. Promoting awareness and understanding through open dialogue in safe spaces will be a continuous building block of our strategy.

2
Human applications

Adapting our business around people

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Ultra has begun a journey of critically examining and improving our culture, norms, and approaches with a DEI lens.

3
Individual humans

Mapping who we are and how we are doing

By measuring DEI we are achieving:

- + Monitoring improvement in the diversity of Ultra;
- + Measuring to help strip the emotion out of assessing this topic;
- + Enabling us to be accountable.

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Human Moments

Having a conversation



New perspectives

This year we had the privilege of engaging with some fantastic speakers, which sparked questions and discussions we might not have otherwise had.



Celebrating the launch of our Employee Resource Groups
Dr. Shini Somara

Shini is a Mechanical Engineer & Fluid Dynamicist turned TV presenter, Children's Book Author, Podcaster, TEDx Speaker and Mentor to MEng/PhDs at Imperial College in London.



Islamophobia discussion
Aman Ali

Aman Ali is the Head of Community Engagement & Development at MEND. He leads MEND's engagement in over 6 regions across the UK.



Removing the fear around disability
Jane Hatton

Jane is a disabled social entrepreneur, having worked in inclusion since 1990. She is Founder and CEO of Evenbreak, an award-winning social enterprise run by and for disabled people.



Neurodiversity, challenges and opportunities from adversity
Mark Charlesworth

For many years now Mark has successfully been helping organisations of all sizes and industries overcome the barriers to neurodiversity inclusion.



Sharing stories

There is a role for everyone within Ultra in creating successful teams that combine many different strengths, ideas, and perspectives. People stories are a great way of sharing perspectives and so we reached out to some of our colleagues from around the Group. Here are some quotes from their stories...



People are talking about things that they never would have talked about in the past.

Muhammad



There are many labels... the only five I use to describe myself is me, myself and I, her or she.

Pippa



The more opinions about a problem, the better.

Hannah



...we need the best talent and the best minds – from anywhere. It's not about hiring someone who looks like me

Geeta



To enhance inclusivity you need to educate. Let's just get it out there. Let's not make this stuff scary.

Bev



They were not taught that failure is an opportunity for exploration and improvement...

Devi



Employee Resource Groups

In 2021 we engaged and created a sense of community for our colleagues is by introducing Employee Resource Groups (ERGs).

ERGs are voluntary, employee-led collectives designed to foster an inclusive workplace, and they particularly focus on welcoming minority groups.

women @ ultra

We want to foster a supportive and collaborative environment where all employees can come together to support, learn, share best practices and grow a community dedicated to ensuring women's equity.

BIPOC @ Ultra

Elevate the needs of the BIPOC (Black, Indigenous, People of Colour) community to create a place where employees grow professionally and personally within all levels and locations.

DEI Board

Our DEI Board includes our Executive Team sponsors and ERG leaders. The Board drives strategic direction to DEI and ensures our agenda is embedded across Ultra.



Raising awareness

This year we have focused on internal communications.

With the support of our Uniquely Ultra and our communications teams we have reached out to our colleagues in multiple ways...



Dedicated DEI Microsoft Teams channel, open to all to contribute and consume. Here we share news, opinions, reports and articles on all things DEI.



DEI activities are shared monthly on our internal broadcast media, Ultra TV.



Ultra's intranet has a Uniquely Ultra site to access our agreed beliefs, annual strategy, people networks, support resources, event videos and audio, book and film recommendations, and our DEI Index performance and goals.



To raise a wider perspective, we have published an Ultra DEI Outlook calendar that contains notable events and celebration dates.

Coaching

Bias Awareness

None of us like to think of ourselves as biased. We may be aware of some social stereotypes that impact our thinking but are likely to believe that we are able to put these to one side in order to make objective judgements and decisions. This year we ran workshops and provided toolsets with the objectives to help accept that we are all biased and why, to recognise typical sources of bias and where they may occur in our work, and to help us identify our own particular biases.

- + Partnered with Pearn Kandola
- + 600 line managers engaged

Neurodiversity

This year we talked about neurodiverse conditions, what they are and how they affect people in the workplace.

Neurodiversity means that people have particular differences between things that they're good at and things that they struggle with. We recognized that diversity is a good thing and extremes bring specialist talent for uniquely human experiences that are valuable to our species.

- + Partnered with Genius Within
- + 300 line managers engaged
- + TA and HR Business Partner workshops

Diversity of thought

The Ultra leadership 150 shared reading Rebel Ideas by Matthew Syed. We then had a collective conversation around the logic of building diverse teams and why this is good for Ultra, your teams and YOU! The key themes centred around:

- + Collective blindness
- + Rebels versus clones
- + Cognitive dissent
- + Innovation
- + Echo chambers
- + Looking beyond standardisation

Guidance

Throughout the year we developed and shared guidance to our colleagues to help build confidence in accessibility and language. These can be intimidating and nobody wants to do or say the wrong thing. Documents include:

- + How to be an ally at Ultra
- + How to respect my ethnic name
- + Accessibility guidelines
- + The language of inclusion
- + DEI Events Calendar

Investing in our teams is essential in developing a culture of inclusion, this is particularly impactful for line managers.





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Human Applications

Adapting our business around people



A Global Policy

This year we introduced a Global DEI Policy. Ultra commits to:

- + Encourage equity, diversity and inclusion in the workplace.
- + Create a working environment free of bullying, harassment, victimization and unlawful discrimination, protect dignity and respect for all, and where individual differences and the contributions of all employees are recognized and valued.
- + Training managers and all other employees about their rights and responsibilities under the equity, diversity and inclusion policy. Responsibilities include employees conducting themselves to help the organisation provide equal opportunities in employment, and prevent bullying, harassment, victimization and discrimination.
- + Take seriously employee complaints of bullying, harassment, victimization and unlawful discrimination by fellow employees, customers, suppliers, visitors, the public and any others during the organization's work activities.
- + Make opportunities for training, development and progress available to all employees, who will be helped and encouraged to develop their full potential, so their talents and resources can be fully utilized to maximize the efficiency of the organisation.
- + Take decisions concerning employees based on merit.
- + Review employment practices and procedures when necessary to ensure fairness, and update them and the policy to take account of changes in the law.
- + Monitor the make-up of the workforce with freely given information such as age, sex, ethnic background, sexual orientation, religion or belief, and disability.
- + Monitoring will also include assessing how the equity, diversity and inclusion policy, and any supporting action plan, are working in practice, reviewing them annually, and considering and taking action to address any issues.

The DEI lens

By using an additional way to review how we deliver our business – we are able to build on the good practice we already have and adapt to ensure that we further extend opportunity systemically for everyone.

Our Buildings

Ultra is growing and so we are developing new facilities. These new facilities factor in accessibility and usability for all our colleagues.

Existing facilities are being adapted to be more inclusive:

- + Bathrooms identified by what facilities are available rather than who can use them
- + Washing facilities that meet the needs of religious practice
- + Private and secure spaces for prayer, new mothers and other employees to decompress at each major site
- + Guaranteed parking spaces close to entrances for those who will benefit – e.g. during pregnancy
- + We provide toilet paper for free and so we decided it is the right thing to do to provide free menstruation products in bathrooms



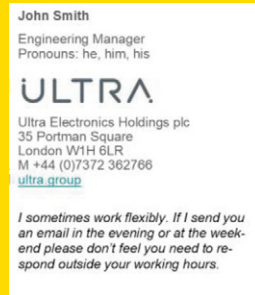
The Whole Self

There was a time (and perhaps still is) when before 5pm our only thoughts were around spreadsheets, presentations, performance goals...

After 5pm, life was full of care for family, fun with friends, music, sports, food, travel, movies...

Bringing the whole self to work means bringing all components of what makes us, "you" to the workplace. Merging both sides of the 5pm person to become just you. Period. All the time.

Dress appropriately



Encouraged use of pronouns in email signatures – pronouns are an important part of a person's identity. Using someone's correct pronouns demonstrates respect and inclusion.

Two word dress code – how we present ourself reflects who we are – our clothes, how we decorate our body, our hair...how can we ask people to bring their whole self if we insist on controlling this expression of self...we agreed we couldn't so we simplified our dress code to two words "dress appropriately".

Equity in Progression and Opportunity

Recruitment Process

2021 started the review of how we might design our recruitment processes to be more inclusive.

It started with a recognition this isn't just a nice thing to do but that cognitive diversity benefits the business and is a bottom-line commercial decision.

1 Decide what we need

- + Qualifications
- + Fit
- + Experience

- + Strengths
- + Values
- + Objective essential competencies

2 Job design

- + Conflicting strengths
- + 'Super' humans
- + In-office
- + Core hours
- + Replication

- + Job carving and crafting
- + Focus on strengths
- + Remote working
- + Flexible working
- + Future proof
- + Skills development

3 Finding and attracting target audience

- + Partnerships and job boards – who, why, where?

4 Assessment

- + CV/resume
- + Interview

- + Application forms, based on strengths, internships, links, videos, written, conversation

Equity in Progression and Opportunity continued

WE INVITE
YOU TO
STOP AND
RETHINK

Job design

We would like for it to feel culturally comfortable for recruiting managers to design roles that put aside what the old job description said and what the previous incumbent did.

Working in partnership with our Talent Acquisition team we invited our colleagues to stop and rethink job design: what do we gain from asking for that qualification; what aspects must be done face-to-face; do they really need to have great communication skills; could the role be part-time; is every day core-hour "availability" really needed; does this role really need that "special" skill or can it be taught; splitting the role as is it realistic to find a brilliant people/team developer and a technical expert in one person.

User view

We engaged with underrepresented groups to provide honest feedback on what our existing candidate application journey felt like. This testimony will now be used to shape our approach to creating a genuine, welcoming experience for all and help people to shine by being flexible in our approach.

Succession planning

For the first time, all of our business succession plans were reviewed for inclusion and progression of underrepresented people. Our focus is on actions, plans and culture. Increased representation will be the outcome of this focus rather than a focus on what the % should be.

Strategies 4 Success

Over the last 2 years we have been running a women only program to develop senior and high potentials in Ultra, called Strategies 4 Success.

Key objectives of the program:

- + accelerate and support the development of senior and high potential women in Ultra with a supplementary program to our leadership programs;
- + create a community of support and challenge;
- + shift the diversity in our senior leadership;
- + achieve our goal of creating: a dynamic, inclusive and inspiring work environment that attracts, develops and retains the best diverse talent to deliver the Ultra strategy.



To help everyone reach their full potential by realizing the opportunity they have in the moment



Strategy 4 Success continued

S4S Impact

140 →

To date, 140 have completed this program.



25%

Subsequent promotion



94%

Talent retention



It's been a complete revelation



Not being afraid to take part and share your ideas



Finding my real strengths



Be masters of our own career



Having confidence in who you are



A chance to look at areas for growth



I do matter

And that's not all...



UK Disability Confident

Ultra has taken the first step on our Disability Confident journey. Disability Confident will help us recruit, retain and develop disabled people who will help our business to succeed.

[+ FIND OUT MORE](#)



Women in Defence Charter

Launched to improve gender balance in the defence sector, both public and private, Ultra is proud to have signed the Women in Defence Charter.

[+ FIND OUT MORE](#)



Ultra Feedback Process

A key aspect of developing and helping our talent grow is getting constructive feedback. That is why we have created the Ultra Feedback Process which we designed to obtain feedback in three core areas. One of these core areas is DEI.







Ultra Supplier Code of Conduct

Our goal is to promote inclusive practices that provide fair treatment in access, equal opportunity and advancement to all suppliers. Equally our Code highlights our expectations of our suppliers.

[+ FIND OUT MORE](#)



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Individual humans

Who we are and how
we're doing



Who are we?

Data Led

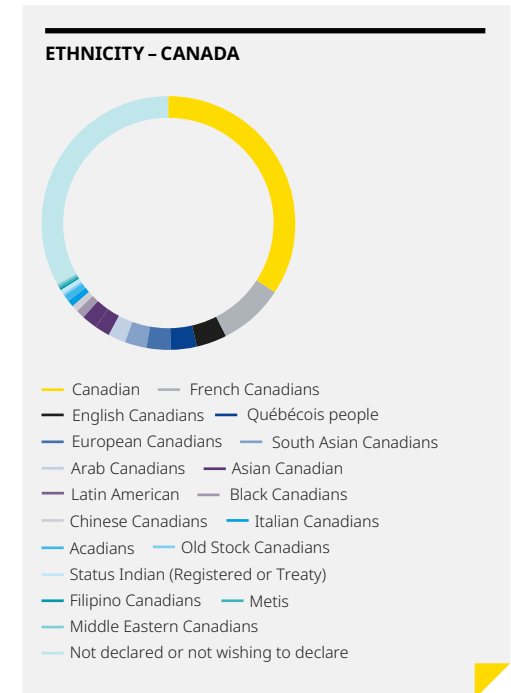
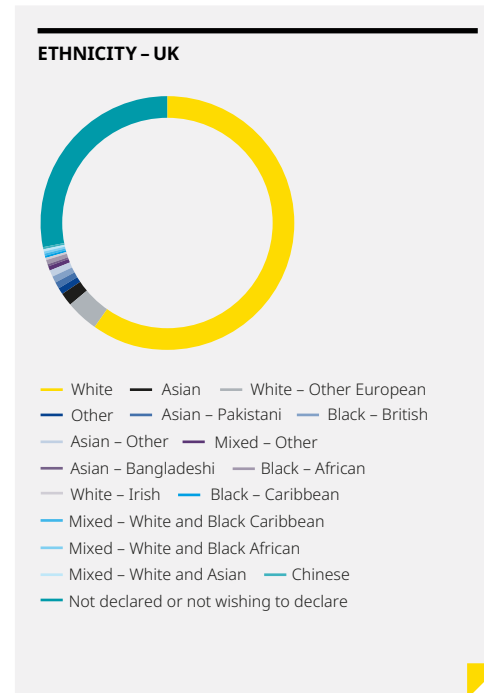
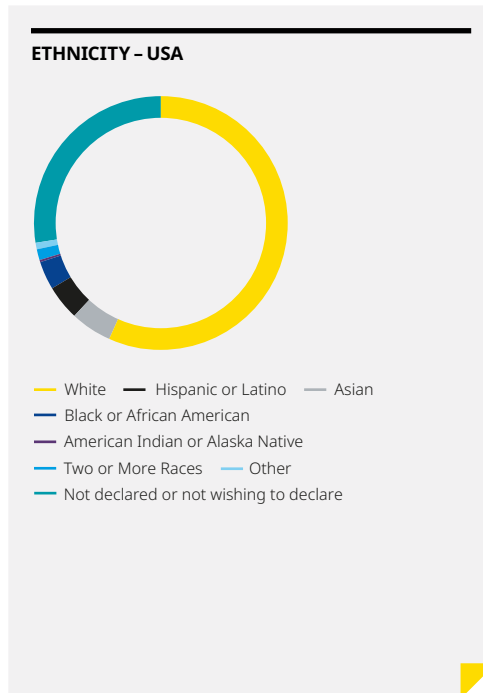
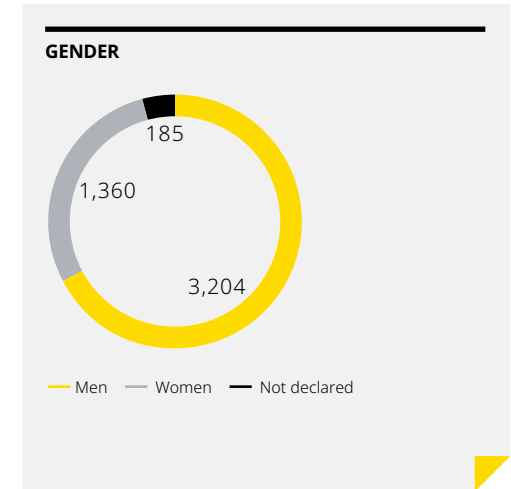
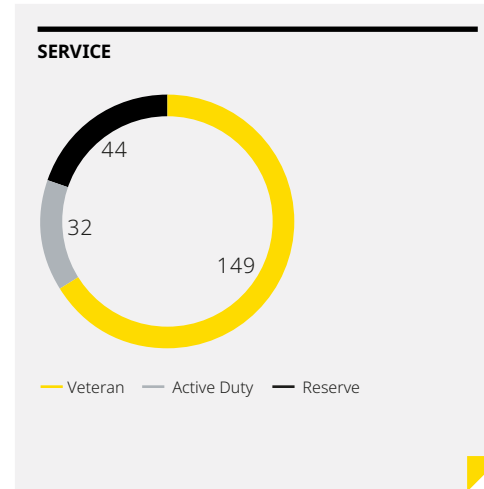
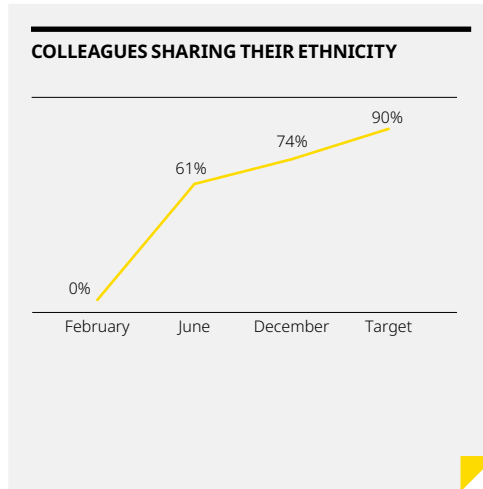
This year we have been establishing a better picture of the people within Ultra and how they feel about opportunity, progression and their sense of where we are in creating an inclusive and equitable culture.

We also wanted to benchmark our performance across the whole business lifecycle.

This data enables us to design specific interventions.

myHR

- + Our new global HR system, myHR, has enabled us to better understand who is within the business.
- + This new knowledge enables a new dialogue around representation, opportunity and progression.
- + Sharing personal data requires psychological trust from our colleagues and we have seen a steady increase in the data shared throughout 2021.



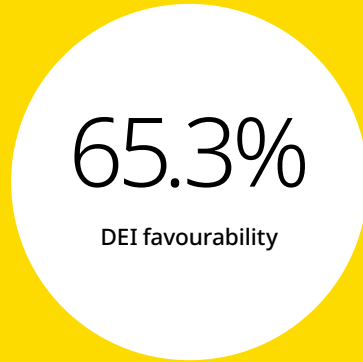
How do we feel?

UltraViews

For the first time in our 'all hands' employee survey we asked our colleagues of their feelings toward diversity equity and inclusion. We found that the overall favourability of sentiment across the set of five DEI related questions was 65.3%.

DEI Questions:

- + I feel a sense of belonging at Ultra.
- + I feel free to speak openly, even when my views are different.
- + I feel Ultra's local leadership team has a strong commitment to diversity, equity and inclusion.
- + Ultra actively promotes an inclusive work culture where people are valued and respected for what they bring.
- + I believe anyone can thrive at Ultra regardless of their background, identity and beliefs.



Favourability responses of women versus men



Survey categories with higher favourability responses of women versus men

One year into our strategy this is a reasonable start and we are targeting increasing favourability by around 10% points by the next full survey and reducing the gender gap.

Our survey is made up of 18 categories in which women, in comparison to men, registered a higher favourability in 13 categories.

As our data becomes more complete, we will increase the analysis and insight across a wider spectrum of demographics.

How are we doing?

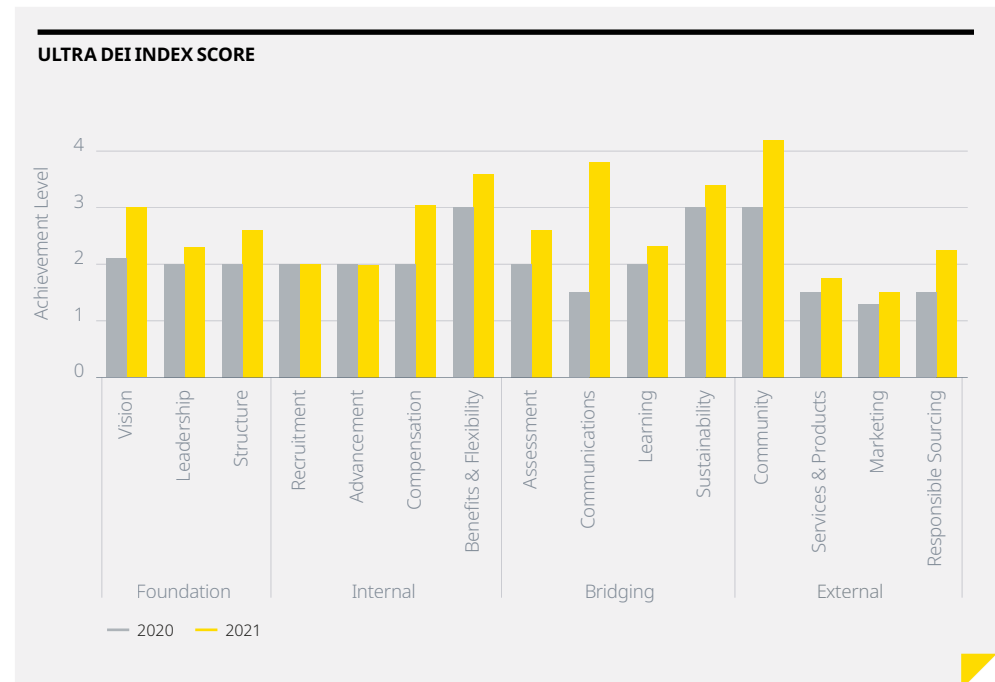
Ultra DEI Index

As diversity, equity and inclusion encompass so many different dimensions, we wanted to provide proven standards and requirements that can clarify what DEI means in practice while also enabling us to evaluate our progress over the coming years.

We baselined our performance from Q4 2020 and will update our performance against all 15 categories in December of each year.

The chart below shows our actual performance for 2020 and 2021.

We selected The Global Diversity & Inclusion Benchmark as a powerful enabler of strategic conversations and an effective planning tool to help us deliver our diversity, equity and inclusion objectives.



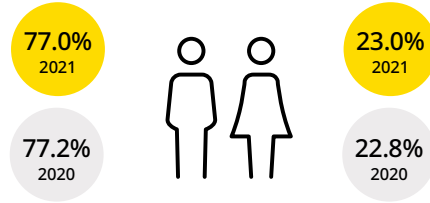
Minding the Gap

In the UK, Ultra annually reports our gender pay gap.

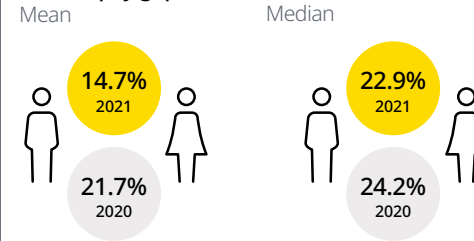
One year into our DEI initiatives we are seeing some welcome change, but we need to ensure that this is a result of both our efforts to have more diversity in hiring pools and programs to assist women in developing their careers within Ultra.

Although these changes are good to see, they represent us 'starting to move the dial' and we hope that continued focus on these initiatives will provide further improvement across all the quartiles in the coming years.

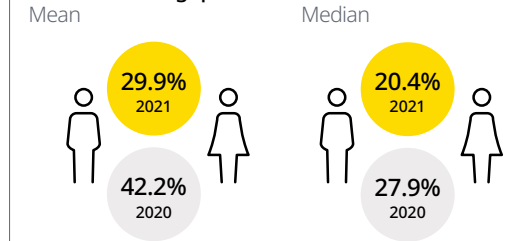
Gender representation (% male/female)



Gender pay gap



Gender bonus gap



Gender split

Quartile





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ULTRA



Looking forward

Be You.



- + **Build inclusive networks that keep us focused** on what matters most
- + Encourage **employees to share personal information**
- + **Disrupt bias** in every stage of the employee life cycle
- + Leverage strategies to **connect leaders and underrepresented people**
- + Embed **transparent and fair** reward and recognition

Be Open.



- + Leverage our social responsibilities activities to **expose people to difference**
- + Leverage our brand to **promote diversity through supply chain**
- + Provide a **framework for suppliers** new to the journey
- + Award **contracts** to bidders **committed to DEI**
- + Ensure Ultra is **recognised** by our **stakeholders** as an **equitable** business

Be Ultra.



- + Use **plain language job descriptions** focusing on **3 to 5 skills and attributes**
- + Use **early careers** programs to **target all people**
- + Standardise **diverse interview panels**
- + Encourage **shadowing** and sponsorship for **all people**
- + Ensure all **development programs** have a **DEI lens built-in**
- + Hold **leaders accountable** for building **high performing diverse teams**

Signals of Change

Given this is a culture change how will we know when we are getting there?

We are not there yet but there are new shoots being found everywhere.

People at every level and location know what they can do

Underrepresented people want to stay at Ultra

Leaders give fair access to opportunities

People share their personal stories

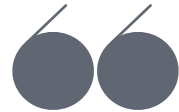
We work with and encourage diverse suppliers

It feels safe to share ideas

People feel like they can be their whole selves

We share our learning externally





Inclusion is not a
matter of political correctness.
It is the key to growth.

Jesse Jackson
Politician and Civil Rights Activist

Glossary of Abbreviations

BIPOC

Black Indigenous People of Colour

CSR

Corporate Social Responsibility

DEI

Diversity Equity Inclusion

ERG

Employee Resource Group

HR

Human Resources

myHR

Ultra's global HR information system (Workday)

Further Reading

Please visit our website to learn more in our **Annual Report, Sustainability Report, DEI and Sustainability** and **careers** pages.



Contact us

For more information about making Ultra a great place to work for everyone please contact:

Mark Ealing, VP Diversity, Equity, Inclusion & Accessibility
mark.ealing@ultra-electronics.com