



# Disability, Mental Health & Wellbeing

## Voluntary Reporting Framework



At Emerald, we are committed to equality, diversity and inclusion and are focussed on creating a balanced workforce which reflects the customers and communities we work with.

We are passionate about equal opportunities and the fair treatment of our global workforce. We value difference and diversity and our aim is to provide an inclusive working environment for our current and future people, where difference and individuality is valued, encouraged, recognised and celebrated.


Ensuring we are an inclusive and attractive employer of choice for people with disabilities and long-term health conditions is really important to us, and we aim to provide policies, procedures and ways of working which support this. The following sections of this report outline what we are currently doing to achieve this aim, and we are excited about the further steps we are planning for the immediate future.

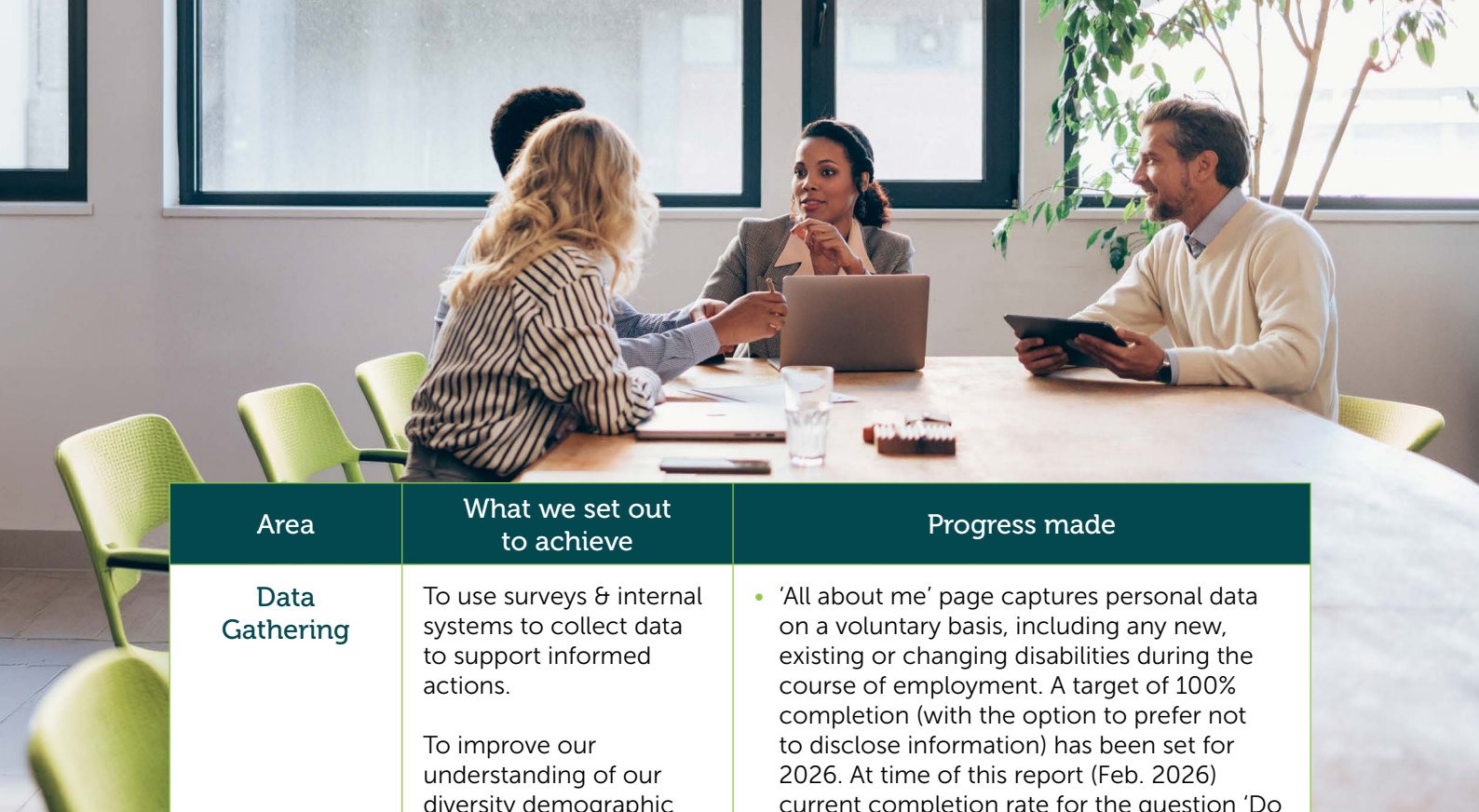


# Our Disability Narrative:

The following information sets out just some of our actions against key areas identified through the Disability Confident Framework:

Area	What we set out to achieve	Progress made
<p><b>Attraction &amp; Recruitment</b></p>	<p>To actively implement ways to attract people with disabilities.</p> <p>To provide an inclusive and welcoming recruitment process which allows individuals to shine.</p>	<ul style="list-style-type: none"> <li>Clearly displaying the Disability Confident-Leader logo reassures candidates we are welcoming of and wish to encourage disabled applicants.</li> <li>All our roles are advertised with Flexa and Rest Less, and almost all are advertised as able to be carried out remotely.</li> <li>Our careers page spells out our commitment to diversity and inclusion.</li> <li>The Candidate Pack sets out exactly what to expect from our recruitment process, including tips on how to prepare and expectations for interview.</li> <li>Throughout the recruitment process, opportunities are provided for candidates to identify as disabled, enabling adjustments to be offered at any stage- from application to assessment.</li> <li>We are committed to offering an interview to all disabled candidates who's CV suggested they are able to make a success of the role.</li> <li>Hiring managers have completed unconscious bias training to help us secure the best candidates regardless of sex, race or disability and further guidance is provided on inclusive recruitment practices, such as objective scorecards, recruiting for skills and the obligation to provide adjustments.</li> <li>We provide all interview questions in advance to all candidates.</li> <li>We have signed the 'Show the Salary' pledge to be transparent about the salary on offer and combat the trend of under-represented groups undervaluing their salary requirements.</li> <li>Our recruitment system enables us to track and report equal opportunity data in a more robust manner.</li> </ul>
 <p><b>Next steps:</b></p>	<ul style="list-style-type: none"> <li>Continuous review of our interview processes, to ensure we remain at the forefront of equality practices.</li> <li>Using newly created inclusion dashboards to work with hiring managers on increasing team diversity, including disabled candidates.</li> </ul>	

Area	What we set out to achieve	Progress made
<p><b>Internal Support for colleagues with disabilities</b></p>	<p>To provide multi-faceted support for colleagues with disabilities.</p>	<ul style="list-style-type: none"> <li>• Regular wellbeing meetings for all colleagues who disclose a disability or medical condition, including those that develop during employment, to ensure they are receiving appropriate support and/or adjustments.</li> <li>• Wellbeing Passports provide a mechanism for recording and reviewing adjustments in place.</li> <li>• Line managers are required to complete training which includes the obligation to provide reasonable adjustments.</li> <li>• Employee Assistance Programme and Occupational Health are available to support our colleagues.</li> <li>• Flexible working practices allow disabled colleagues to choose how, when and where they work.</li> <li>• Global equality policies are in place which set out our commitments in this area.</li> </ul>
<p><b>Internal Support for colleagues with disabilities</b></p>	<p>To provide a psychologically safe &amp; fully accessible environment to all colleagues.</p>	<ul style="list-style-type: none"> <li>• Our senior leadership team is vocal about our commitment to diversity and inclusion, and our inclusion networks are sponsored by senior members of the business.</li> <li>• Our internal equality, diversity and inclusion networks offer a range of opportunities to hear speakers talk about their experience of disability, encouraging an open and accepting culture.</li> <li>• Our physical and digital workspaces are regularly tested for accessibility, and a clear set of standards are available to all. Improvements &amp; additions are communicated business wide to show inclusivity is a continuous journey.</li> <li>• Initiatives such as Mental Health First Aiders, the Menopause Cafe and our Menopause Action plan ensure colleagues know where to access help &amp; support.</li> </ul>
 <p><b>Next steps:</b></p>	<ul style="list-style-type: none"> <li>• We continue our inclusion activities, with speakers and other events planned through our inclusion network.</li> <li>• A broad accessibility project was launched in 2025 to examine all areas of the business including physical environment, information accessibility and organisational policies.</li> </ul>	



Area	What we set out to achieve	Progress made
<p><b>Data Gathering</b></p>	<p>To use surveys &amp; internal systems to collect data to support informed actions.</p> <p>To improve our understanding of our diversity demographic to inform our future decisions.</p>	<ul style="list-style-type: none"> <li>• ‘All about me’ page captures personal data on a voluntary basis, including any new, existing or changing disabilities during the course of employment. A target of 100% completion (with the option to prefer not to disclose information) has been set for 2026. At time of this report (Feb. 2026) current completion rate for the question ‘Do you have a disability or long term medical condition’ is 76%, with 12% of the business answering ‘yes’.</li> <li>• Released annually, our Employee Engagement Survey is designed to gather data around how our colleagues feel about working at Emerald. We are proud of our 2025 score showing that 78% of our workforce feel fully engaged, and an incredible score of 92% around ED&amp;I but have ambitions to improve on this in the coming years.</li> <li>• We regularly seek to understand our customer experience and listen to their feedback through Net Promoter Score surveys and have set ourselves challenging improvement targets.</li> <li>• In 2025 we included Disability for the first time in our pay gap reporting, despite there being no legal requirement. This reveals a median pay gap of 17.5% with non- disabled employees earning more on average than disabled employees. Figures suggest this imbalance is in part due to disabled employees being under-represented in higher pay quartiles. For more information <a href="#">see the full report here</a></li> </ul>

Released annually, our Employee Engagement Survey is designed to gather data around how our colleagues feel about working at Emerald.



## Disability Reporting

Data is a key focus for Emerald, as we know it is only through understanding the makeup of our business that we are able to identify areas for improvement and celebrate our progress.

Data is currently collected through self-service HR records. Regular internal communications explain why this is so important to the business and are transparent about what we do with that information. We have also built completion of this 'All About Me' screen into our onboarding process, with all new starters being required to do this on their first day, with the option to select 'prefer not to say'. For the purposes of the figures shared in this report, anyone selecting 'prefer not to say' has been excluded from the results.

We also request that candidates applying for roles complete an Equal Opportunities questionnaire to monitor the diversity of our applicant pool. In both these collection methods, we have asked; 'Do you consider yourself to have a disability or long term health condition?' They then have the option to expand on this if desired.

Whilst we are pleased with the response to date, we recognise we have a way to go to ensure that our data genuinely reflects our people. We continue to strive to more accurately report on the percentage of colleagues sharing a disability, and as of 2026 have set a target of 100% completion.

To thank colleagues for sharing information with us, Emerald makes a donation to a charity of their choice for every record completed.



## Our Mental Health & Wellbeing

Mental health affects us all, and providing effective mental health and wellbeing support is key part of our drive to be an inclusive employer.

We are really proud of the steps we have and continue to take to support our colleagues. Here are just a few of those steps;

- Being a proud signatory of the Time to Change Pledge, demonstrating our commitment to change the way we think and act about mental health in the workplace
- Existing Mental Health First Aiders refresher trained and new MHFA's recruited, with a focus on increasing the diversity of the first aider group.
- Wellbeing initiatives planned throughout the year, with an array of workshops including yoga, meditation and breathwork designed to support mental and physical health
- Networks such as Menopause Café, Neurodiversity Carers & Men's Inclusivity aimed at providing support and resources to all colleagues.
- Dedicated and personalised mental health support available through the Employee Assistance Programme.
- A wealth of wellbeing resources and initiatives available on our intranet.
- Targeted training such as line manager menopause awareness implemented.

Transparency breeds trust, and we aim to continue to be open and accepting of everyone's mental health, so that our colleagues feel able to bring their whole selves to work and celebrate individual differences.



# Wellbeing Reporting

In order to help us understand how well we are supporting our colleagues around mental health and wellbeing it's important we ask the right questions.

Our annual employee engagement survey asks a range of questions with a wellbeing focus such as 'I am able to take time out from work when needed'. A specific wellbeing survey is also carried out annually and provides data around;



Our wellbeing initiatives, their participation rates and their successes



Our culture



Our information and knowledge sharing regarding wellbeing and mental health.

We will continue this journey into the coming year and aim to increase our wellbeing score year on year through targeted focus groups and action plans.

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