

Diversity and Inclusion Policy

Dalrymple Bay Infrastructure Limited

Adopted by the Board on 24th November 2021

1 Overview

Dalrymple Bay Infrastructure Limited and its subsidiaries (DBI) recognises that people are its most important asset and is committed to the maintenance and promotion of workplace diversity and inclusion. DBI's vision for diversity and inclusion incorporates a number of different factors, including gender, marital or family status, sexual orientation, gender identity, age, disabilities, ethnicity, religious beliefs, cultural background, socio-economic background, and experience.

The Board has approved this Diversity and Inclusion Policy (**Policy**) in order to continue to actively facilitate a more diverse and inclusive management structure and workforce, including senior management positions and on the Board.

The Policy has been prepared in accordance with DBI's statement of values, a copy of which can be found on DBI's website.

2 Purpose

Workplace diversity and inclusion acknowledges the value each and everyone of us brings to the workplace, through the unique individual experiences, backgrounds, ideas, insights, skills and qualities we can offer. DBI recognises to achieve a diverse and inclusive workplace people need to feel respected, connected, supported, and valued.

DBI seeks to attract, recruit, develop, motivate, and retain the best talent in a culture that embraces a person's individuality whilst creating an engaged workforce.

3 Scope

The scope of this policy is to ensure DBI:

- has a diverse and inclusive workplace where every individual can participate and develop regardless of age, cultural background, disability, ethnicity, gender, gender identity, marital or family status, religious belief, sexual orientation, and socio-economic background.
- has a workplace where people feel respected, connected, supported, and valued.
- leverages the individual experiences, backgrounds, ideas, insights, skills, and qualities of a diverse workforce.
- embeds and progresses a socially inclusive workplace through the elimination of discrimination, bias, harassment, and violence in the workplace.
- leads and advocates for a diverse and inclusive culture with a focus on leadership to set expectations, drive and be accountable for progress.

4 Promoting diversity and inclusion

In order to support and maintain a diverse and inclusive workforce DBI will continue to:

- monitor policies which address impediments to gender diversity in the workplace (including parental leave and flexible working arrangements that assist employees to fulfil their domestic responsibilities), and review these policies to ensure that they are available to and utilised by both men and women.
- value and recognise Indigenous nations, peoples and cultures and to create equal opportunities for participation in employment and business supply chains.
- invest in local employment, leadership development and succession.
- ensure we embrace the diverse contributions of DBI's people, fostering and leveraging diversity of thought, experience, and skills.
- maintain a workplace culture of inclusive practices, procedures, and behaviours.
- make decisions that are fair and free from bias.
- provide employment opportunities based on merit.
- not discriminate based on age, cultural background, disability, ethnicity, gender, gender identity, marital or family status, religious belief, sexual orientation, and socio-economic background.
- attract and retain a workforce that reflects the diversity and inclusion of the broader communities in which we operate, and
- report to the Board annually with respect to the implementation of this Policy across DBI.

5 Measurable objectives

The Board will set measurable objectives for achieving diversity (including gender diversity) in the composition of the Board, senior executive team and workforce generally.

Performance against these objectives will be reviewed annually by the Board, as part of its annual review of the effectiveness of this Policy.

DBI will disclose in its Corporate Governance Statement each year:

- the measurable objectives set for that reporting period to achieve gender diversity; and
- DBI's progress towards achieving them.

6 Gender representation review

On an annual basis, the Governance, Remuneration and Nomination Committee will review the respective proportion of men and women on the Board, in senior executive positions, and across the whole workforce.

The Company will disclose in its Corporate Governance Statement:

- the respective proportion of men and women on the Board, in senior management positions, and across the whole workforce (including how the Company defines 'senior management' for these purposes); or
- if applicable, the Company's most recent 'Gender Equality Indicators' as defined by the *Workplace Gender Equality Act 2012* (Cth).

7 Recruitment, Selection and Succession Planning Accountabilities

7.1 DBI Board and Governance, Remuneration and Nomination Committee

- The Board, in conjunction with the Governance, Remuneration and Nomination Committee, is responsible for the development and succession planning process for the Chief Executive Officer (**CEO**) and other members of the senior executive team. In making recommendations to the Board, the Governance, Remuneration and Nomination Committee will have regard to diversity and inclusion as a mandatory selection criteria.

Board appointment process

- The Governance, Remuneration and Nomination Committee is responsible for reviewing and making recommendations to the Board on the criteria for nomination of a Director. Selection criteria will include:
 - skills, expertise and background that add to and complement the range of skills, expertise and background of the existing directors;
 - diversity and inclusion; and
 - the extent to which the candidate would fill a present need on the Board.

In identifying qualified individuals for appointment to the Board, the Governance, Remuneration and Nomination Committee will have regard to these selection criteria.

7.2 DBI Management Team

- The DBI Management Team is responsible for creating and maintaining an inclusive workplace culture through role modelling inclusive behaviours, communicating their commitment, being consistent in their approach, and measuring their progress.

7.3 DBI Employees and Contractors

DBI Employees and Contractors are responsible for:

- contributing to, and maintaining, an inclusive workplace culture.
- respecting the diversity of others and demonstrating inclusion through adherence to this Policy and DBI's Code of Conduct.

8 Review of Policy

The Governance, Remuneration and Nomination Committee is responsible for the review and oversight of this Policy.