

DIVERSITY & SOCIAL INCLUSION POLICY

This Policy sets out CIMIC Group Limited and the entities it controls' (the **Group**) commitment to diversity and social inclusion.

This Policy applies to all employees of the Group, third parties engaged by the Group, and all alliances and joint ventures in all jurisdictions.

This Policy should be read in conjunction with all other applicable CIMIC Group Policies.

The **objectives** and priorities of this Policy are to:

- Promote gender diversity and equality in the CIMIC Group in respect of equitable learning and development opportunities, remuneration, performance appraisal, attraction, recruitment and selection, retention and promotion.
- Value and recognise Indigenous nations, peoples and cultures and to create equitable opportunity for participation in employment and business supply chains.
- Invest in local employment, leadership development and succession planning to ensure the future of work is reflective of the communities in which we operate.
- Embed and progress a socially inclusive workplace through the elimination of discrimination, bias, harassment and violence in the workplace.
- Lead and advocate for a diverse and inclusive culture with a focus on leadership to set expectations, drive and be accountable for progress.

As a global employer, CIMIC Group recognises that to operate successfully and sustainably we must:

- Hold our leaders accountable for contributing to diversity and social inclusion strategies;
- Ensure we embrace the diverse contributions of our people;
- Treat all clients, employees, suppliers, sub-contractors and members of the community with respect and dignity;
- Maintain a workplace culture of inclusive practices, procedures and behaviours;
- Maintain a workplace free of offensive material;
- Make decisions that are fair and free from bias;
- Provide employment opportunities based on merit;
- Not discriminate based on individual differences such as race, gender, sexual preference, marital status, age, religion, colour, national extraction, social origin, political opinion, disability, family or carer responsibilities, or pregnancy;
- Foster and leverage diversity of thought, experience and skills;
- Attract and retain a workforce that reflects the diversity of the clients and the broader communities in which we operate;
- Respect and take into account in our decisions the needs and interests of our stakeholders in the markets in which we operate; and
- Respect the human rights of all our people and those we work alongside, in our supply chain and the communities in which we operate.

All Group expenditure related to or in connection with this Policy, for example the issue of awards, sponsorship and/or donations, must be approved under the relevant CIMIC Group Policy.

For example, the *Corporate Affairs and Communications Policy* or *Procurement Policy* etc.

The Group will monitor the Policy and its objectives through key performance indicators, regular progress review and evaluation reporting.

Policy Information

Owner:	Chief People and Administration Officer, CIMIC
Approved by:	Executive Chairman, CIMIC and Chief Executive Officer, CIMIC
Effective date:	GGs published 14 August 2019, as amended 15 December 2021 20 October 2022 and 22 November 2023

Note: CIMIC Group policies may be amended from time to time.