



GMR DIVERSITY AND INCLUSION

Brief Description

Diversity recognises the unique characteristics that each employee brings to their work. Inclusion helps us build a workplace that promotes respect, fairness and equity for all.

1. Diversity – Valuing differences

Diversity can take many forms: work background, experience, multiculturalism (including race, ethnicity and language), gender identity, education, sexual orientation, family structure, age, physical abilities, thoughts / worldview, mental health, religious beliefs and political views. Each individual has unique qualities that they bring to the workplace and the wide range of perspectives that results from this diversity promotes business growth and success.

- > All businesses (Divisions, Portfolio Companies) and Group functions are required to provide an environment that is inclusive, supportive, respectful and welcoming and which accepts differences and values diversity.

2. Cardno's commitment to achieving diversity and inclusion

People are at the core of our business. What we do is important, but how we do it is more important. Building a workplace based on respect, trust and integrity is important to maintain fairness and equity.

- > To achieve a diverse and inclusive culture within Cardno, the Cardno Group will:
 - Reward employees completing the same job, (i.e. within the same job profile and level) fairly and consistently using our *Same Job, Same Pay* philosophy
 - Assess work and promote advancement based on merit, skills, knowledge and accountability in the context of market factors and performance
 - Use the Position Classification Framework (PCF) as an internal job classification standard
 - Review people management processes regularly to ensure fair and equitable outcomes
 - Complete a gap analysis (e.g. the gender pay gap) to ensure priority is placed on underrepresented or vulnerable groups or individuals
 - Comply with international, national and local regulatory requirements for diversity reporting
 - Build teams with a diversity of people, views, opinions and perspectives in our operations
 - Provide employees with a range of training options for advancement and professional development
 - Build a safe work environment by taking action against inappropriate workplace behaviour that does not value diversity including discrimination, harassment, bullying, victimisation and vilification
 - Ensure all employees complete the Workplace Behaviours e-learning module
 - Ensure that our talent processes, practices and systems are not exclusionary and that all individuals have an equal opportunity to participate
 - Commit to championing diversity and inclusion programs, such as *Women in Cardno (WiC)* and support the WiC Governing Body by allowing elected representatives time during work hours to undertake the committee's activities
 - Develop flexible work practices to meet the differing needs of our employees
 - Foster a culture where employees affected by domestic and family violence (DFV) are supported in the workplace (for further information, refer to the Cardno Domestic and Family Violence Prevention Commitment and access Domestic and Family Violence Prevention – Services and Information)

- Incorporate diversity into our business practices such as corporate social responsibility initiatives which aim to improve the quality of life of our workforce, their families and the communities in which we operate.

3. Cardno's commitment to achieving diversity and inclusion

Everyone is responsible for building, embracing and promoting diversity and inclusion.

- > This applies to the Board of Directors, all Cardno staff, contractors, suppliers, consultants, temporary staff and all employees of associated entities of Cardno Limited
- > All employees must abide by The Code of Conduct and maintain high standards of professional behaviour with clients, colleagues and visitors
- > Discrimination, harassment, sexual harassment, bullying and/or workplace violence is not tolerated at any level of the business or by anyone
- > Any breach of this GMR will be dealt with seriously and may result in disciplinary action or termination
- > If you believe there has been a breach of this GMR, raise this with your manager or manager's manager. To escalate externally, employees can use the whistle blower process.

4. Glossary

Bullying is where an individual or group of individuals repeatedly behaves unreasonably towards a worker, or a group of workers; and that behaviour creates a risk to health and safety.

Corporate Social Responsibility is a commitment by the business to improve the quality of life of the workforce, their families and the local community and society at large and to behave ethically and contribute to economic development and environment protection.

Discrimination is when a person, or a group of people, are treated less favourably than another person or group in similar circumstances.

Inclusion is the action or state of including or being included within a group.

Harassment is behaviour which is unreasonable, uninvited and unwelcome that a reasonable person would consider: Offends, humiliates, intimidates or threatens another person, or makes our workplace uncomfortable and hostile for other employees.

Same Job, Same Pay philosophy means that both women and men are paid fairly for the work they perform. They receive equal pay for work of equal or comparable value. Same Job, Same Pay is not just about equal wages but takes into account discretionary pay, allowances, performance payments, merit payments, bonus payments and other benefits.

Sexual Harassment is unwelcome or uninvited behaviour of a sexual nature which makes a person feel humiliated, intimidated or offended.

Vilification is as a public act that could incite or encourage hatred, serious contempt or severe ridicule towards people because of personal characteristics that are protected by law.