



Diversity Policy

**Atlas Arteria Limited Atlas
Arteria International Limited**

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Atlas Arteria (**ALX**) respects and values diversity in its boards and workforce at all levels.

ALX's commitment to diversity is part of ensuring it remains contemporary, relevant and sustainable.

Definition of Diversity

ALX defines diversity as a broad range of experiences, skills and views. ALX understands that diversity is enhanced through workforce representation across a spectrum of backgrounds. In particular, ALX believes that differences arising through characteristics such as gender, age, ethnicity, cultural background, marital or family status, religious beliefs, physical ability, socio-economic background, gender identity and sexual orientation should not be a barrier to career success.

ALX'S Commitment to Diversity

The benefits of diversity for ALX include greater access to talented individuals, enhanced creativity, innovation and risk management and meeting the expectations of shareholders, regulators and the wider community.

ALX is committed to:

- Attracting a broad range of candidates.
- Employing and offering career advancement to people based on merit.
- Creating a workplace culture that values individuality and where discrimination, harassment, vilification and victimisation will not be tolerated.
- Encouraging flexible thinking as well as flexible work practices.
- Supporting people through relevant structures and work environment so they can reach their full potential in the workplace.
- Remunerating people in a fair and equitable way.
- The appointment of women to the ALX Boards and increasing their numbers over time as part of the Board renewal process.
- Ensuring women are well represented in senior management roles within ALX and supporting an increase in the number of women in senior management roles at ALX's operating businesses.
- Recognising that employees (female and male) at all levels of ALX may have domestic

responsibilities and adopt flexible work practices that will assist them to meet those responsibilities whilst still addressing the needs of the business.

- Providing opportunities for employees on extended parental leave to maintain their connection with ALX.

Implementation

The board members of Atlas Arteria Limited (**ATLAX**) and Atlas Arteria International Limited (**ATLIX**) are elected by the shareholders and each board has established a Nomination and Governance Committee to formalise the board nomination and review process.

ALX will seek to implement its Diversity policy at the ALX board and management levels.

ALX appointed board representatives will also seek to promote diversity at ALX's controlled businesses and also in its non-controlled businesses to the extent that they are able under the co-ownership arrangements. In particular, where ALX does not control decision-making at its operating businesses, ALX appointed board representatives will in all cases support the implementation of appropriate diversity policies and the employment and representation of women generally across all levels of seniority.

Accountability and Governance

ALX's Diversity Policy will be reviewed periodically by the ALX boards and is under the stewardship of the People & Remuneration Committees established by each of the ATLAX and ATLIX boards.

Measurement

An annual review of diversity will be overseen by the ALX People & Remuneration Committees. The review will monitor ALX's progress in influencing diversity at the board level, in its management team and in the workforces of its businesses.

ALX's diversity reporting will meet all of the legislative and regulatory requirements of the jurisdictions in which ALX does business, including the requirements of the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations.