

Diversity, Equity and Inclusion Policy

1. Straker's approach to Diversity, Equity and Inclusion

At Straker Limited (Straker), we recognise and value diversity, equity and inclusion and the benefits these bring to our business. We are committed to creating a workplace where everyone has a fair opportunity to thrive and contribute to our success, with selection, promotion, and development decisions based on merit while actively supporting a diverse and inclusive culture.

We recognise that embracing diversity, equity and inclusion at Straker brings the following advantages to the way we do business by:

- accelerating innovation through embracing the unique experience, ideas, skills and perspectives of our people;
- helping us to attract and retain top talent and to bring out the best in everyone;
- enabling us to better reflect and serve our customers, partners and the diverse communities which we interact with every day.
- enhanced business performance, productivity and shareholder return

By driving better outcomes through diversity and inclusion, we believe this can amplify our positive impact on the world.

Diversity: By embracing **diversity**, we mean acknowledging, appreciating and celebrating all the ways we are different in all its forms, both visible and not visible. It includes differences that relate to gender, age, culture, ethnicity, race, disability, family status, language, religion, sexual orientation, gender identity as well as differences in background, skills, work styles, perspectives and experience.

Equity: We are committed to equity, which means we strive to ensure fair access to opportunities and resources for all our people. We actively work to identify and remove systemic barriers so that every individual has the tools they need to succeed.

Inclusion: We know diversity is important but it is through inclusion that we really tap into the potential and power of our differences. Inclusion means all Straker employees have a sense of belonging, fairness, feel valued and respected and can play their part in creating business success.

2. Our Key Principles

Our approach to diversity and inclusion is summed up in our key principles:

Principle 1: Reflecting and serving our diverse customers

We value diversity because it reflects and serves our customers and ensures our people thrive

We're committed to embracing diversity because it's not only the right thing to do, it's the smart thing to do.

Diversity makes us stronger, more innovative and it directly benefits our people, our products and our community. The diversity of our directors, employees and contractors should reflect our customers and the diverse communities we work with every day.

Principle 2: Providing Equal Opportunity

We are committed to ensuring every individual has an equal opportunity to contribute, thrive, and advance to all levels of leadership.

Our commitment is to cultivate a workplace that attracts and retains exceptional talent from all backgrounds. We believe that a **diversity of experiences, perspectives, and skills is fundamental to driving innovation** and solving complex challenges. Our focus is on removing systemic barriers and ensuring our processes for hiring, development, and promotion are fair and equitable.

Principle 3: Accountability

We're all accountable to create an inclusive culture

We believe none of us is as good as all of us. We're committed to an inclusive work environment, where people have a sense of belonging, feel connected and where difference is celebrated. We value collaboration, embrace authenticity and want everyone to feel comfortable to bring their whole self to work. All of us are accountable to create a culture where individual differences are supported, respected and valued. Our leaders across the business are expected to be role models in fostering an inclusive culture where diversity is valued and merit is the basis for opportunities. Their leadership in creating such an environment will be recognised as part of their overall performance evaluation, alongside other business objectives.

Principle 4: Recognising the benefits of diversity in new talent

We're committed to attracting diverse talent and hiring fairly

We are always looking to hire the best person for the job, with decisions based on relevant skills, qualifications, and experience. We also seek to ensure our candidate pools reflect broad range of backgrounds, skills and perspectives, so that merit-based choices are made from the broadest possible talent base.

Principle 5: Supporting flexible working

We support flexible ways of working where it aligns with business needs and team collaboration

Our focus is on creating an effective work environment that enables high performance, strong collaboration, and connection. While we recognise that flexibility can be important for balancing work and personal commitments, we also value the benefits of in-person interaction and encourage time in the office to strengthen teamwork and culture. Flexible working arrangements will be considered on a case-by-case basis, taking into account role requirements, business priorities, and individual circumstances.

Principle 6: Equal and Equitable pay

We're committed to equal pay for equal work and rewarding our people equitably.

This means making sure our pay decisions are made free from unconscious bias. It also involves conducting regular, transparent pay equity audits to check for and remedy unjustifiable pay across our workforce. We will monitor and report on pay equity at all levels across our workforce to ensure fairness. Pay equity will be assessed and addressed with a focus on ensuring that any differences in pay are based on legitimate, merit-related factors such as role requirements, performance, and experience.

Principle 7: Fostering diversity in our community

We have an obligation to champion diversity and inclusion in the community

We have an obligation to champion diversity and inclusion in the community. As a company, we believe it's also our obligation to do this. Our commitment to diversity and inclusion should be reflected in our brand and communications. We also think it's important that our leaders are active diversity and inclusion champions in the community. This extends to our business partnerships, and we will actively work to build a diverse supplier network.

Principle 8: Embracing Our Global Workforce

As a global company, we celebrate and respect the diverse cultural backgrounds of our employees worldwide.

We are committed to a DEI strategy that is globally consistent in its principles but locally relevant in its application. We empower our regional teams to develop initiatives that resonate with their local cultures and address their specific challenges and opportunities, ensuring our efforts are impactful and authentic across all regions.

3. Commitment to Action

We are committed to continuous improvement in our efforts to achieve greater diversity, equity and inclusion. We're driving this through a DEI strategy that supports our business objectives, complies with applicable laws, and promotes fair and merit-based opportunities for all.

This includes a mixture of activities including training, communications, engaging internal champions and regular monitoring and report of our performance against stated objectives.

4. Responsibilities and Objectives

4.1 Board

In order to demonstrate and reflect Straker’s commitment to fostering a diverse and inclusive workplace that supports business success and is consistent with selecting the best person for each role, Straker’s board of directors will:

- Review and determine as frequently as required, strategies, programs and initiatives that will foster diversity and meet the particular needs of Straker, including identifying the skill and experience set for the Board and senior leadership necessary to effectively oversee its business and achieve its corporate goals;
- Consider and review the recommendations made by the People and Culture Committee in relation to the objectives for achieving diversity, and the initiatives and strategies proposed to support those objectives;
- Publicly report on the company’s progress against its diversity, equity and inclusion goals
- Ensure compliance with the ASX Corporate Governance Principles and Recommendations in respect of diversity.

4.2 People and Culture Committee

The People and Culture Committee is responsible for:

- Establishing measurable objectives annually to ensure ongoing achievement and enhancement of diversity within the business, while ensuring all selection, promotion, and development decisions remain based on merit, skills, qualifications, and experience.
- Assessing and reporting to the Board on the effectiveness of DEI objectives, and the achievement of diversity goals on an annual basis, with a focus on how these contribute to business performance and the attraction and retention of high-quality talent.
- Making recommendations to the Board in relation to the objectives for achieving diversity and the initiatives and strategies to support those objectives, ensuring they are designed to broaden the talent pool and remove barriers to fair competition, not to replace merit-based assessment.

4.3 People and Culture Team

The People and Culture team is responsible for:

- Development, implementation, enhancement and review of appropriate strategies and policies which support DEI initiatives, while safeguarding the principle that merit is the foundation for all selection, promotion, and development decisions.

- Distribution and analysis of all-staff engagement surveys to capture culture feedback to inform strategy, policies and programs of work, ensuring insights are used to strengthen both diversity and performance outcomes.
- Overseeing integrity of recruitment and selection processes to ensure equal opportunity and mitigation of unconscious biases, while ensuring that the most suitably qualified candidates are selected for roles.
- Design and execution of leadership programs, focused on inclusive leadership, mentoring and all-employee training that is contemporary, practical and supports our DEI initiatives, while also equipping leaders to make merit-based decisions from the widest possible talent pool.

5 Application of DEI Policy

This Diversity, Equity and Inclusion Policy applies to all of Straker’s directors, employees and contractors.

This DEI Policy is aspirational, and does not form part of a Straker employee's terms of employment, appointment or engagement with Straker. A departure from this DEI Policy or a failure to meet any of the measurable objectives set in accordance with this policy may result in reporting obligations for Straker, but is not intended to create direct legal obligations or consequences between Straker and its employees.

This DEI Policy is not to be used by Straker, or any director, employee or contractor of Straker, to justify conduct which is contrary to any anti-discrimination or equal employment opportunity laws in any jurisdiction.

This DEI Policy will be interpreted and applied in a manner consistent with the applicable laws of jurisdiction in which a Straker employee works. In the event of a conflict between this policy and local law, local law will prevail.

5.1 Complaint Handling

Concerns or complaints relating to discrimination, harassment, or other breaches of this policy may be raised under Straker’s Grievance Procedure or Whistleblower Policy. Implementation of this policy will be consistent with all applicable laws in the jurisdictions where Straker operates.

6 Review of policy

This policy will be reviewed periodically and may be updated from time to time as determined by Straker’s board of directors to ensure it remains relevant and effective.

Last reviewed: August 2025