



Diversity and Inclusion Policy

Atlas Arteria Limited

Atlas Arteria International Limited

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As evidenced in its Vision and Values Statement, Atlas Arteria (**Atlas Arteria**) respects and values diversity and a culture of inclusion on its boards and in its workforce at all levels.

Atlas Arteria's commitment to diversity and inclusion is part of ensuring it remains contemporary, relevant and sustainable. We recognise that organisations with a diverse workforce and inclusive culture have been shown to be more successful, innovative, and agile.

Atlas Arteria believes that a diverse workforce and inclusive workforce culture will help to attract and retain talent and that will provide a competitive advantage. Atlas Arteria aims to attract, develop, promote, and retain people who reflect the diversity of the customers, markets, and communities in which it operates.

Definition of Diversity and Inclusion

Atlas Arteria defines diversity as a broad range of experiences, skills and views. Atlas Arteria understands that diversity is enhanced through workforce representation across a spectrum of backgrounds. In particular, Atlas Arteria believes that differences arising through characteristics such as gender, age, ethnicity, cultural background, marital or family status, profession, discipline, work experience including international and cross-cultural work experience, religious beliefs, physical ability, socio-economic background, gender identity and sexual orientation in our workforce enhance our ability to be a high performing company and should not be a barrier to career success.

Atlas Arteria considers inclusion to mean the provision of a workforce where everyone feels respected and safe. It is also about creating a workplace environment where every employee has equal access to resources and opportunities. Inappropriate workplace and business behavior will not be tolerated. Atlas Arteria has a genuine interest in diverse opinions and understands that we can all learn from each other. Atlas Arteria staff have a responsibility and freedom to speak up.

Atlas Arteria's Commitment to Diversity and Inclusion

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

Atlas Arteria is committed to:

- Attracting, retaining and developing a broad range of candidates.

- Ensuring recruitment and selection practices at all levels of the organisation are such that a diverse range of candidates are considered.
- Working with partners who understand and reflect our commitments
- Employing and offering career advancement to people based on merit.
- Creating a workplace culture that values inclusion and 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.
- Designing and implementing programs to assist in the development of a broader and more diverse workforce with clear pathways for progress to senior management.
- Remunerating people in a fair and equitable way.
- Setting Board-approved measurable objectives for achieving gender equality in the composition of the boards, among senior executives and within the workforce generally including at Atlas Arteria's operating businesses and measuring progress on those objectives on an annual basis.
- Embedding a contemporary flexible work policy and role-modelling effective flexible work practices at all levels of the organisation
- Providing opportunities for employees on extended parental leave to maintain their connection with Atlas Arteria.
- Setting and enforcing clear expectations for our partners and suppliers

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.

Atlas Arteria will seek to implement its Diversity and Inclusion Policy at the Atlas Arteria board level, in its management team and across its entire workforce.

Atlas Arteria appointed board representatives will also seek to promote diversity at Atlas Arteria'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 Atlas Arteria does not control decision-making at its operating businesses, Atlas Arteria appointed board representatives will in all cases support the implementation of appropriate diversity and inclusion

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policies and the employment and representation of women generally across all levels of seniority.

Accountability

Atlas Arteria's Diversity and Inclusion Policy 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 Atlas Arteria People & Remuneration Committees. The review will monitor Atlas Arteria's progress in achieving its diversity objectives at the board level, in its management team and in the workforces of its businesses.

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

Review

Atlas Arteria continues to review its policy on diversity and inclusion to ensure it properly reflects the evolving expectations of the business, community and securityholder expectations.

This policy will be reviewed once every two years and provided to the Atlas Arteria People and Remuneration Committee for approval.