

Inclusion & Diversity Policy

Effective 1/09/2026

Due for review on 30/08/2031

1. Purpose

Aurizon Holdings Limited and its subsidiaries (Aurizon) is committed to creating a safe, inclusive and high performing workplace where diversity is valued and people feel respected and able to contribute fully. We recognise inclusion as an enabler of psychological safety, workforce sustainability and operational performance.

2. Application of the policy

This policy applies to all employees, contractors, directors, officers, agents and representatives of Aurizon whether in Australia or another location. Aurizon aspires to where possible, actively demonstrate its commitment to inclusion and diversity through engagement with its joint venture partners, business partners, suppliers, and customers and seeks to influence inclusion outcomes across its value chain.

3. Commitment to Inclusion & Diversity

At Aurizon we seek diverse perspectives. We recognise that diverse perspectives strengthen decision making, innovation and performance. We are committed to fostering an environment where everyone feels safe to speak up, are valued for who they are and are supported to do their best work.

We are committed to the following principles:

- › Our Values are how we operate, and guide everything we do.
- › We aim to build a workforce that reflects the communities in which we operate across gender, gender identity, sexual orientation, culture, age, ability, and ways of thinking.
- › We do not tolerate unlawful discrimination, harassment, bullying, victimisation or vilification, being behaviour that breaches Aurizon's Code of Conduct and Values.
- › We actively seek to leverage diversity across demographic, social, cultural, physical, and cognitive dimensions.
- › We promote equal opportunity in recruitment and selection and where reasonable, necessary, and lawful, take special measures to achieve this.
- › We raise awareness of unconscious bias and take action to mitigate its impact on decision-making, processes and outcomes
- › We take all reasonable steps to prevent unlawful discrimination and harassment, including sexual harassment, by ensuring that our employees understand the types of behaviours that are not acceptable in our interactions.
- › We actively promote an inclusive environment through inclusive leadership, flexible work and other alternate ways of working where reasonable and practicable, including to support parents or employees with domestic responsibilities.
- › We recognise that inclusive environments support the management of psychosocial risks and contribute to safe, healthy and sustainable workplaces.

This commitment is supported by our Values, Code of Conduct and Aurizon's commitment to safety, lawful and ethical conduct, respect for others, and responsibly considering the community and environment in decision making.

4. Practices

Aurizon strives to create and continuously improve an inclusive environment through values-aligned people practices, including:

- › Recruitment and selection based on role requirements and sourcing methods that attract a diverse pool of candidates.
- › Talent and succession processes designed to build a diverse talent pipeline to engage and organisational capability.
- › Leadership development that fosters values-based, inclusive leadership.
- › Recognition of events that promote awareness and respect for diversity in our workplace and community.
- › Enabling employee representative groups to raise awareness and drive action to progress inclusion and diversity.
- › Remuneration decisions monitored to ensure equity and fairness.
- › Provision of parental support, including financial and non-financial benefits.

5. Measuring Progress

Aurizon will report annually to the Board, or relevant committee of the Board, on progress against inclusion and diversity initiatives, which may include:

- › Culture measures, such as the degree to which employees experience an inclusive environment and psychological safety
- › Workforce diversity, and
- › Gender pay gap

6. Contact

If you are in any doubt regarding this policy, you should contact your leader, People & Development representative or the Company Secretary.

All employees share responsibility for contributing to an inclusive workplace and raising concerns where behaviours or practices do not align with this policy.

Compliance with the law relating to the requirements of this policy is the responsibility of all Directors, Executives and Employees.

7. Review

The Board, or relevant committee of the Board, will undertake a periodic review of the Policy.