

Inclusion & Diversity Policy

1. Purpose

Aurizon Holdings Limited and its subsidiaries (Aurizon) is committed to workforce diversity and a workplace environment where diversity is welcomed and respected. It is a human right to be treated equally and without discrimination. Aurizon strives to create an inclusive environment where everyone feels they can bring their whole selves to work and share their unique perspectives.

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.

3. Commitment to Inclusion & Diversity

At Aurizon we seek diverse perspectives. We recognise that attracting, engaging, and retaining a diverse workforce is crucial for building capability needed for sustainable business performance. We strive to unlock the value of our workforce diversity through an inclusive environment to achieve better business outcomes, and to engage and enable our people supporting a safety and performance culture.

We are committed to the following principles:

- › Our Values are how we operate, and guide everything we do.
- › Actively seek to create and leverage diversity across various dimensions, including demographic, social, cultural, physical, and cognitive.
- › Promote equal opportunity in recruitment and selection and where reasonable, necessary, and lawful, take special measures to achieve this.
- › Unlawful discrimination, harassment, vilification, or victimisation is not tolerated, and is a breach of Aurizon's Code of Conduct and Values.
- › Actively raise awareness of unconscious bias and take action to mitigate negative impact of unconscious bias.
- › 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.
- › 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.

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 an inclusive environment through values-aligned people practices, including:

- › Recruitment and selection based on role requirements, actively seeking to adopt sourcing methods that attract a diverse pool of candidates.
- › Our talent and succession process aims to build our internal talent pipeline to engage and retain a diverse workforce and build key organisational capability for the future.
- › Leadership development that fosters values-based, inclusive leadership.
- › Recognition of events throughout the year that create awareness about diversity in our workplace and community and encourages us to respect and celebrate this diversity.
- › Encourage employee representative groups to raise awareness and drive action to progress inclusion and diversity.
- › Employees are remunerated in accordance with the relevant industrial instrument and/or the contract of employment. Decisions about remuneration are monitored to ensure equity and fairness. Gender pay gap analysis is conducted on an annual basis and reported to the Executive, including reporting to Workplace Gender Equality Agency (WGEA).
- › Provision of a range of parental support, including paid and unpaid leave and other financial and non-financial benefits and support.
- › Identifying ways to mitigate unconscious bias in the talent, performance and succession process, such as using data to provide insights.

5. Measuring Progress

Aurizon will report annually to the Board, or relevant committee of the Board, on progress against relevant initiatives that promote inclusion and diversity.

The report will measure progress which may include:

- › Culture measures, such as the degree to which employees experience an inclusive environment,
- › The diversity of our workforce, such as:
 - Gender composition,
 - Age composition,
 - Portion of women by job classification,
 - Employees from non-English speaking backgrounds,
 - Employees identifying as either Aboriginal or Torres Strait Islander, and
 - Employees disclosing they have a disability.
- › Gender pay gap analysis.

6. Contact

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

Compliance with the law relating to the requirements of this policy is the responsibility of all Directors, Executives and Employees. Any guidance provided in or under this policy does not affect individual responsibility.

7. Review

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