

Diversity and Social Inclusion Policy

Purpose

This policy sets out Thiess Group Holdings' (**Thiess**) and the entities it controls' (together, **the Group**) commitment to diversity and social inclusion.

Policy

Thiess will be a community where respect, value and thoughtfulness toward each person will underpin their ability to bring their full self to work because they will be empowered, safe and included. A workplace where **Everyone Matters Always**.

Diversity refers to valuing the knowledge, skills and perspectives individuals bring to the workplace and valuing similarities and differences among people including aspects such as gender, physical abilities, disability, identity, ethnicity, race, heritage, sexual orientation, age, culture, religious beliefs, language, marital, family, carer or relationship status and education.

Inclusion enables individuals and groups to feel safe, respected, engaged, motivated and valued for who they are and for their contributions toward business and societal goals.

This Policy applies to all employees of the Group, third parties engaged by the Group, and all alliances and joint ventures in all jurisdictions. This Policy should be read in conjunction with all other applicable Thiess Group Policies.

The Group is committed to building a workplace reflective of the communities in which we operate and broader society we serve. We seek to establish a diverse, inclusive and respectful workplace where equitable access to resources and opportunities are available to all.

To be a successful global business, all employees of the Group, third parties engaged by Thiess, and all alliances and joint ventures in all jurisdictions must:

- Ensure we embrace the diverse contributions of our people;
- Treat all clients, employees, suppliers, sub-contractors and members of the community with respect and dignity;
- Maintain a workplace culture of inclusive practices, procedures and behaviours;
- Make decisions that are fair and free from bias;
- Provide employment opportunities based on merit;
- Not discriminate based on individual characteristics such as race, gender, sexual preference, marital status, age, religion, colour, national extraction, social origin, political opinion, disability, family or carer responsibilities, or pregnancy;
- Maintain a workplace free of offensive material;
- Foster and leverage diversity of thought, experience and skills;
- Attract and retain a workforce that reflects the diversity of the clients and the broader communities in which we operate; and
- Respect and take into account in our decisions the needs and interests of our stakeholders in the markets in which we operate; and
- Respect the human rights of all our people and those we work alongside, in our supply chain and the communities in which we operate.

All Group expenditure related to or in connection with this Policy, for example the issue of awards, sponsorships and/or donations, must be approved under the relevant Group Policy. For example, the Corporate Affairs and Communications Policy or Procurement Policy etc.

The Group will monitor the policy and its objectives through key performance indicators, regular progress review and evaluation reporting.

Policy Information

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| Owner: | Group Executive - Transformation, People & Communication, Thiess |
| Approved by: | Thiess Group Holdings Board and Executive Chairman and Chief Executive Officer, Thiess |
| Effective date: | 1 August 2023 |

Note: Group policies may be amended from time to time.