

Coffey International Limited

Diversity Policy

Coffey International Limited

Diversity Policy

1 Introduction

The Board of Coffey International Limited ("Coffey" or "the Company") is committed to an inclusive workplace that embraces and promotes diversity.

We value, respect and leverage the unique contributions of people with diverse backgrounds, experiences and perspectives to enhance understanding of the needs of our customers and provide innovative solutions and exceptional customer service to an equally diverse community.

We reward and promote our people based on assessment of individual performance, capability and potential. We are committed to providing opportunities that allow individuals to reach their full potential irrespective of individual background or difference.

We recognise that our employees will assume changing domestic responsibilities throughout their careers.

2 Purpose

The Diversity Policy ("Policy") aims to create a workforce that is fair and inclusive and seeks to retain and attract the best people to do the job.

Through Coffey's Vision, Promise and Behaviours, Coffey recognises its talented workforce as a competitive advantage.

Coffey believes in treating people with respect and dignity as an individual and as a part of this, Coffey does not tolerate unlawful acts of discrimination. Coffey recognises workforce diversity as an organisational strength, understanding that drawing on a wide variety of capabilities, ideas and insights enhances decision making quality and entrepreneurship.

The guiding principles of workforce diversity within Coffey have been in place at a service line level; however recent work has commenced to align these principles globally and to more clearly communicate our organisation's belief in workforce diversity.

3 Principles

The guiding principles, which promote awareness and proactive management practices regarding workforce diversity, are applied across the Coffey Group. These are:

- A diverse workforce is a competitive advantage in retaining and attracting the best people to improve our business performance
- A skilled workforce that reflects the diversity of our customers and communities, within each country in which we operate, is able to increasingly understand and meet their needs with innovative solutions and effective service delivery
- The experience of work for employees is to be inclusive and respectful of individual differences, including but not limited to, family responsibilities
- Awareness of the rights and responsibilities of individuals with regard to equity and respect for others is important for all employees
- We promote a work environment that values seeking and utilising the contributions of employees with diverse views and experiences
- We value practices that provide access to development and promotional opportunities, with final decisions based on merit and against objective criteria

Local diversity practices and reporting vary in each of the markets in which Coffey operates, in accordance with the local legislation, business operations and culture.

4 Policy Application

- Diversity in the context of Coffey encompasses differences in ethnic and cultural backgrounds, gender, age, sexual orientation, religion and disability.
- This Policy applies to all employees of Coffey globally, to the extent that this Policy does not conflict with Equal Employment Opportunity (“EEO”) and anti-discrimination legislation as it exists in each market in which Coffey operates.
- The principles of EEO and the relevant legislation in each of our regions is an important foundation for this Policy. The principles of EEO are outlined in specific EEO and related policies for each Coffey region.
- This Policy provides guidance for all people practices across Coffey, including but not limited to those programs and initiatives specifically aimed at recognising and promoting workforce diversity.
- This Policy does not replace or limit regulatory requirements.

5 Responsibility

Responsibility for diversity has been incorporated into the Board Charter, Nomination Committee Charter (Board diversity) and Remuneration Committee Charter (diversity at all levels of the organisation below Board level).

Monitoring of progress and reporting to the Remuneration Committee will be co-led by the Managing Director and Group Executive Human Resources supported by the Coffey Diversity Council.

Coffey is establishing a management Diversity Council (“the Council”) which will be responsible for reviewing and making recommendations on Coffey’s workforce diversity practices and diversity related initiatives.

The Council will set and monitor progress against specific objectives, in line with this Policy which maximise workforce capability and returns for shareholders. The Council will provide over-arching governance and guidance and ensures workforce diversity retains a focus as a strategic workforce opportunity. The consistent monitoring and evaluation of diversity initiatives will enable the Council to remain proactive in its management of workforce diversity and ensure that diversity related programs of work are progressing correctly and successfully.

The Council is chaired by the Managing Director.

Individual leaders across the Coffey Group are responsible for acting in alignment and upholding the principles and philosophy of this Policy.

6 Governance

To assist Coffey in seeking sound and practical corporate governance, the Council will give due regard to:

- relevant provisions of the ASX Corporate Governance Council’s Principles and Recommendations;
- local EEO and anti-discrimination legislation as it exists in each market in which Coffey operates; and
- commitments made to the Equal Opportunity for Women Agency (EOWA) as part of the statutory reporting requirements for Australian based employees.

7 Gender Diversity

The Coffey Board aims to achieve specific objectives regarding gender diversity. This is to the extent that these objectives do not conflict with affirmative action requirements as they exist in each market in which Coffey operates.

The Coffey Board has established the following diversity-related measurable objectives for the Group:

- to increase the percentage of women at all levels in the company, including management, executive and board levels.

Assessment of these objectives and review of progress will be carried out on an annual basis by the Remuneration Committee, who will report its assessment to the Board of Directors and make recommendations as appropriate. Progress against targets will be included in the Company's annual reports.

8 Review of this Policy

The Committee will review this Policy at least annually, and make recommendations to the Coffey Board as to any changes it considers should be made.

9 Access to this Policy

This Policy will be available for viewing on the Coffey website.