



Diversity and Inclusion Policy

Purpose:

BSA supports and recognises the importance of a workplace culture that values diversity and inclusion. BSA is committed to a workforce that reflects the membership of the communities in which it operates: this includes reflecting gender diversity as well as individual gender identity, sexual orientation, age, ethnicity, marital or family status, religious beliefs, political beliefs, cultural background, socio-economic status, perspectives, experience and education.

By aspiring to reflect the diversity of the broader community, BSA recognises the benefits that diversity brings to the organisation. We believe that a diverse and inclusive workforce enables BSA to:

- Provide our clients with innovative and flexible solutions,
- Create a culture of continuous improvement and
- Commit to doing the right thing above and beyond basic compliance.

BSA values shape BSA's culture and set the foundation for an inclusive workplace that embraces diversity.

Approach:

BSA seeks to achieve a culture of diversity and inclusion with four key approaches.

1 Creating a workplace culture that embraces and respects diversity and inclusion

This approach includes;

- Fostering an environment that seeks to develop and retain the workforce by encouraging the workforce to embrace differences as opportunities to learn, innovate and grow.
- Driving an inclusive culture through communication and programs that build awareness and understanding of our role in supporting diversity and inclusion in our workplace and within the communities in which we work.
- Recognising that employees have various commitments to domestic responsibilities. Where possible, BSA is committed to offering flexible work practices that will assist employees to meet those responsibilities.
- Ensuring that our operations are conducted safely and that the workplace is free from all forms of discrimination, harassment, bullying and other unacceptable behaviours.

2 Addressing gender diversity in all areas of the organisation

This approach includes;

- Increasing the composition of diversity on the board; specifically increase of female representation through a targeted board succession plan to identify and include female candidates with suitable skills and experience.
- Increasing the attraction and retention of female talent to increase gender diversity. This will be achieved via targeted campaigns to attract female talent.
- Instigating targeted development and retention plans for senior female leaders; including targeted leadership development with a focus on the identification and succession to key operational roles.

3 Improving overall diversity in recruitment

This approach includes;

- Establishing inclusive processes and practices that support, encourage, and welcome a diverse range of talent.
- Strengthening BSA's employment brand through transparent and publicly available commitments to BSAs commitment to diversity and inclusion and the policies and practices that



bring this to life.

BSA operates in a competitive market and therefore believes that valuing and embracing diversity will enhance the ability to attract candidates from a wide pool, thus ensuring the availability of talent.

4 Committing to a series of transparent checks and balances to monitor diversity

This approach includes;

- Setting gender equity objectives and targets in accordance with the ASX Corporate Governance Principles and Recommendations.
- Reviewing progress against the above objectives on an annual basis.
- Disclosing the progress against diversity targets in BSA's Annual Report.
- Measuring diversity and inclusion through regular analysis of the workforce composition to determine key representation metrics and identify opportunities to target initiatives and programs. (These initiatives and programs will aim to promote an inclusive culture at each stage of the employee lifecycle).
- Outlining specific initiatives to target and identify gaps in diversity and reflect this in BSA's People Plan which is governed by the People Team.

Application:

This Policy applies to all BSA operations and covers all our activities and services. The management teams have the accountability to understand the Policy and bring it to life.

The Policy is owned by the Board and enacted through the Joint Chief Executive Officers. It will be reviewed biennially and/or updated as required due to changes in the business, its leadership or due to changes in legislation and/or regulation.

Arno Becker and Richard Bartley
Joint CEOs – BSA Limited