

Diversity and Inclusion Policy

1. Background

- a) The Joyce Group (**Joyce** or the **Company**) has a workforce made up of people with diverse values, backgrounds, skills, experiences and needs. Joyce recognises the benefits that diversity and inclusion brings to the Company, our customers and other key stakeholders.
- b) Diversity and inclusion at Joyce encompass differences in gender as well as individual gender identity, marital or family status, ethnicity, language, age, sexual orientation, religious beliefs, political beliefs, cultural background, socio-economic status or background, physical and mental ability, perspective, experience and education.
- c) The Diversity and Inclusion Policy (**Policy**) and supporting processes are aimed at creating a culture where Joyce employees understand that everyone is unique and that managing diversity and fostering an inclusive environment makes Joyce more productive, innovative and competitive.

2. Purpose

- a) To foster a diverse and an inclusive workplace at all levels of Joyce.

3. Scope

- a) This Policy applies to all Joyce employees, including directors, officers, contractors and consultants (**Employees**) acting on the Company's behalf. This includes the recruitment and selection process at all levels, terms and conditions of employment (including pay and remuneration), talent identification, promotion, work assignment, training and development and any other aspect of employment.

4. Responsibility

- a) The Joyce Board, with assistance from executive management, is responsible for formulating strategies to ensure the Company's diversity and inclusion objectives are met.
- b) It is also the responsibility of all Employees to understand and comply with the Policy, incorporating it into their daily work practices and to report violations or suspected violations of the Policy.
- c) Managers are responsible for understanding their role in promoting diversity and inclusion, communicating and implementing policies, standards and procedures effectively and working with Employees to integrate the values of diversity into employment practices.

5. Policy Application

- a) The principles of this Policy are in addition to the Ethics and Code of Conduct and must be complied with by all Joyce business units.



6. Policy Details

- a) By valuing and managing diversity and inclusion, Joyce will:
- i. Attract and retain a skilled and diverse workforce that best represents the talent available in the communities in which the Company's assets are located and Employees reside;
 - ii. Build and maintain a safe and inclusive work environment by acting against inappropriate workplace behaviour including discrimination, harassment, bullying, victimisation and vilification;
 - iii. Set measurable objectives for gender diversity which will be monitored and reviewed against the effectiveness of the Policy and associated procedures;
 - iv. Build a workforce that is provided with opportunities to develop skills and experience for career advancement, learning and development;
 - v. Ensure that succession and talent management processes provide the necessary learning and development opportunities to develop a broader and more diverse pool of skilled and experienced Employees, that over time, will be considered for advancement to more senior roles, including the executive team and the Board;
 - vi. Ensure appropriate selection criteria based on diverse skills, experience and perspectives is used when promoting internal staff and hiring external staff, including Board members. Recruitment practices at all levels including job specifications, advertisements, application forms and contracts will guard against conscious or unconscious biases that might discriminate against certain candidates;
 - vii. Ensure that applicants and Employees of all backgrounds are encouraged to apply for and have fair opportunity to be considered for, all available roles;
 - viii. Ensure that Company standards and procedures support flexible work practices to meet the differing needs of all employees; and
 - ix. Comply with equal opportunity and anti-discrimination legislation.

7. Policy Amendment

- a) This policy cannot be amended without approval from the Joyce Board.

8. Review of this Policy

- a) This Policy will be reviewed annual to ensure it remains current and compliant with relevant legislation. The Policy was last reviewed in April 2025.