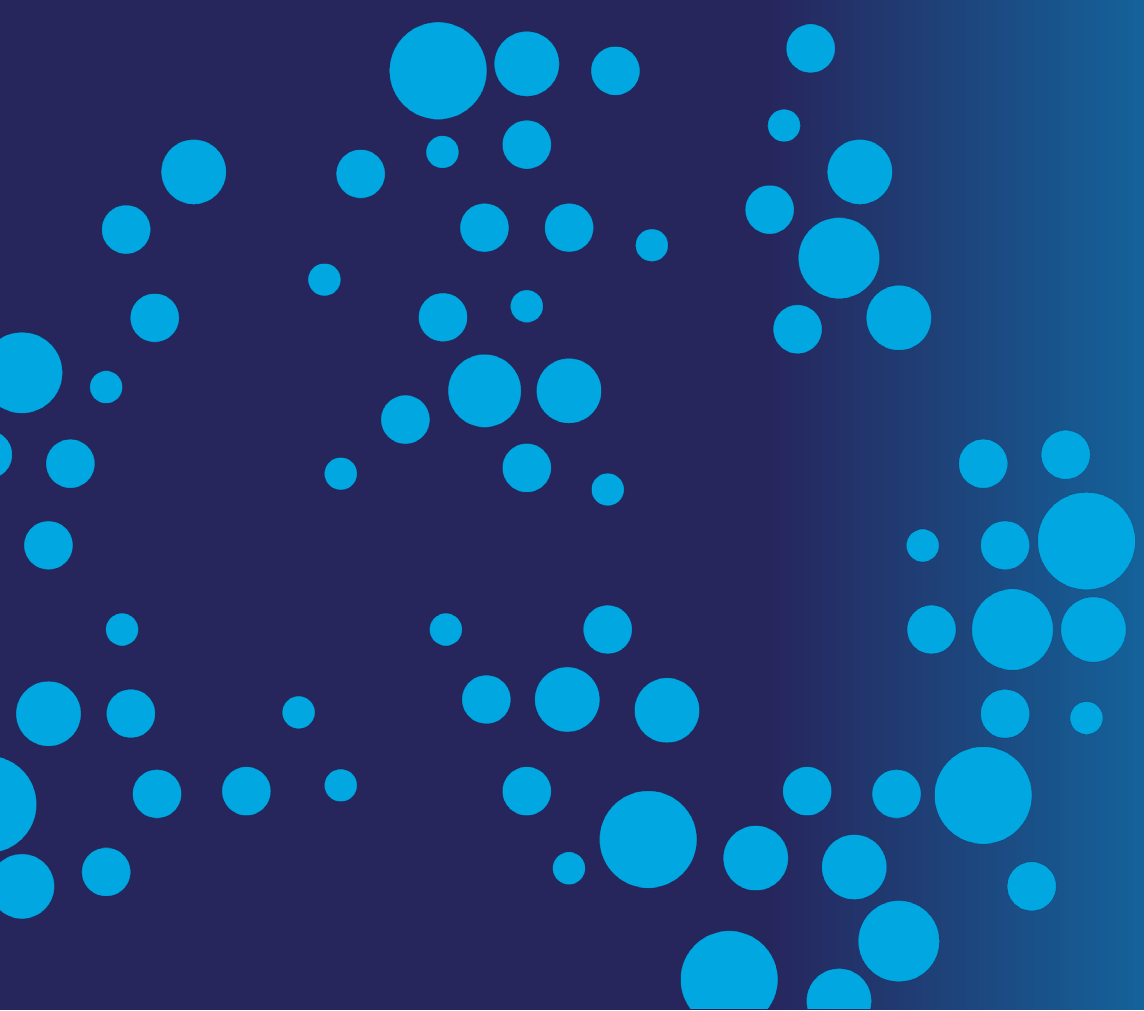


Diversity and Inclusion Policy

Revision Number 2
16 September 2020



1 Policy

Adbri is committed to being an inclusive workplace that values and promotes diversity. For us diversity encompasses gender, marital and family status, sexual orientation, gender identity, ethnicity, age, disabilities, religious beliefs, cultural background, socio-economic background, perspective and experience.

An inclusive culture:

- encourages diversity of thought leading to innovation and a willingness to challenge the status quo,
- recognises that everyone is unique and have different strengths and work style preferences that all contribute to team and organisational success, and
- enables all people to realise their full potential, feel valued and respected, have access to opportunities and resources, and where they can contribute their perspectives and talents to improve the organisation.

Encouraging and fostering diversity enables us to attract and retain the best talent within a competitive labour market, which allows us to deliver better value to our shareholders, customers and the communities.

In order to achieve this, we have developed the ***Adbri Diversity and Inclusion Strategy 2020-2025*** focussing on five key areas – Culture, Communication, Capability, Connection and Community. Our Strategy contains measurable objectives which will be tracked and reported against on an annual basis.

2 Scope

This policy applies to all employees of Adbri.

3 Relationship to other Adbri policies

This policy should be read in conjunction with other Adbri policies, procedures and documents that define and support our commitment to a diverse and inclusive workplace and the expected behaviour and conduct of its leaders and employees. These include:

- Adbri Code of Conduct
- Fair Call and Speak Up Policy
- Recruitment and Selection Policy
- Flexible Working Conditions Standard
- Grievances and Complaints Standard

4 Adbri's commitment to Diversity and Inclusion

Adbri values the diversity of its employees, customers, stakeholders and community and recognises that diversity is supported and enhanced by an inclusive workplace culture.

Adbri recognises that all people working in or visiting Adbri workplaces have the right to be treated with respect and fairness and enjoy an environment free of discrimination, harassment, bullying and other unlawful behaviour. This is a key feature of an inclusive workplace.

Adbri is committed to finding ways to actively support and encourage a diverse workforce and inclusive workplace now and in the future and this commitment is considered and reflected in strategic and operational plans; policies, procedures and new initiatives.

5 Promoting and embedding a diverse workforce and inclusive workplace

1. Adbri recognises that the culture of its workplaces are a product of the behaviour and conduct of Adbri's people - that is, how employees treat each other, customers, stakeholders and community while conducting Adbri's business.
2. Adbri sets clear expectations for leaders and employees regarding the actions, conduct and behaviour that support a diverse workforce and inclusive workplace. These expectations are described in this policy, Adbri's Code of Conduct, employment policies and standards and reinforced through general communication and targeted education and training programs.
3. Adbri will regularly consult with employees about key areas and issues relating to diversity and inclusion and use this information to improve existing processes and develop new initiatives.
4. Adbri's Diversity and Inclusion strategy is focussed on: building an inclusive workplace culture; enhancing communication to and from all employees; focusing on all 'walking the talk'; making the connection between wellbeing, diversity and safety; and focussing on our community and having a Reconciliation Action Plan in place.
5. Leaders and employees are encouraged to speak up if they see conduct or behaviour that is not consistent with this policy or other related documents and Adbri will address breaches appropriately. Workplace issues resolution processes and disciplinary processes are described in related documents.

6 Adbri's approach to eliminating unacceptable and unlawful behaviour

Adbri maintains a zero-tolerance policy for any behaviours that undermine a diverse and inclusive workplace, including but not limited to behaviour that is unlawful such as discrimination, harassment, bullying, vilification and victimisation.

The "workplace" includes an employee's place(s) of work as well as any work-related function (including conferences, seminars and social events).

All complaints of unacceptable or unlawful behaviour will be taken seriously and treated in confidence, with respect, and investigated promptly.

Any person found to have engaged in unacceptable and unlawful behaviour will face disciplinary action, up to and including termination of employment.

7 Responsibilities

7.1 The Board

In accordance with the ASX Corporate Governance Council's Principles and Recommendations, the Board will establish measurable objectives for achieving diversity that are in line with Adbri's circumstances and industry, and the Board or a committee of the Board will annually assess the objectives and progress in achieving them. Progress against the objectives set will be included in our annual reports.

The Board will be assisted by management, who will implement the diversity strategies, review the progress in achieving them and report to the Board / make recommendations as appropriate.

7.2 The Executive

As the Executive team of Adbri, we are unanimously committed to increasing diversity and promoting inclusion at all levels of our business. We see this as a responsibility for all leaders in the business. We believe in demonstrating our values as inclusive leaders to understand and challenge the status quo, to think differently, innovate and deliver the highest quality client services.

7.3 Managers & Supervisors

Managers and supervisors are accountable for demonstrating inclusive leadership behaviours – valuing differences and encouraging people to challenge the status quo.

7.4 Employees and Contractors

All people who work at Adbri, be they an employee, contractor or supplier are expected to demonstrate respectful and inclusive behaviour towards others.

8 Policy

This policy sets out the approach which Adbri will generally take; Adbri may depart from or vary this policy from time to time at its discretion. As this is a policy it does not form part of any employment and contract or employment terms.

This Policy will be periodically reviewed.



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