

GMR INCLUSION, DIVERSITY & EQUITY

Board of Directors

The Key Contact for this GMR is the Global HR Manager.

Brief Description

Diversity recognises the similarities and differences between individuals; it implies variety in characteristics such as race, sex, religious beliefs, age and other unique characteristics.

Inclusion refers to the efforts used to embrace those differences, creating a work environment where each person feels welcomed, respected, supported, valued and has a sense of belonging.

1. Cardno's Commitment to Inclusion, Diversity & Equity

People are at the core of our business. What we do is important; how we do it is more important. Building and maintaining a workplace based on inclusion, equity, respect, trust and integrity is fundamental to our inclusive culture.

To continue to build on our inclusive culture and maintain our diverse workforce; the Cardno Group will:

- > Commit to supporting the Inclusion, Diversity & Equity (ID&E) Council, ID&E Workgroups and Champions by allowing elected representatives time during work hours to undertake the council's activities and by championing ID&E programs in line with [Cardno's ID&E Strategy](#).
- > Establish an ID&E Council who will develop the Inclusion, Diversity & Equity Strategy and communicate that strategy and achievements to the business.
- > Require the Regions/Divisions to create Region or Division ID&E actions plans to support specific actions.
- > Reward employees completing the same job, (i.e. within the same Job Family Group and Job Level) equally and consistently using our *Same Job, Same Pay* philosophy.
- > Assess work and promote advancement based on merit, skills, knowledge and accountability in the context of market factors and performance.
- > Use the Position Classification Framework (PCF) as an internal job classification standard.
- > Review people management processes regularly to ensure fair and equitable outcomes.
- > Complete a pay equity gap analysis to ensure priority is placed on underrepresented or vulnerable groups or individuals.
- > Comply with international, national and local regulatory requirements for diversity reporting.
- > Build inclusive teams with a diversity of people, views, opinions and perspectives in our operations.
- > Provide employees with a range of training options for advancement and professional development.
- > Build a safe work environment by taking action against inappropriate workplace behaviour that does not value inclusion, diversity, equity; including discrimination, harassment, bullying, victimisation and vilification.
- > Ensure all employees complete the Workplace Behaviours e-learning module.
- > Ensure that our talent processes, practices and systems are not exclusionary and that all individuals have an equal opportunity to participate.
- > Develop flexible work practices to meet the differing needs of our employees.
- > Foster a culture where employees affected by domestic and family violence (DFV) are supported in the workplace.
- > Incorporate inclusion, diversity and equity into our business practices such as corporate social responsibility initiatives which aim to improve the quality of life of our workforce, their families and the communities in which we operate.

2. Diversity – Valuing Differences

Diversity can take many forms including gender identity, sexual orientation, family structure, age, multiculturalism (including race, ethnicity and language), religious beliefs, abilities (physical and non-physical), political views, life experience and background, beliefs / worldview and mental health. Each individual has unique qualities that they bring to the workplace. These differences in our people create a working environment that promotes creativity, innovation and development, resulting in business growth and success.

- > All businesses (Regions/Divisions) and Group functions are required to:
 - Meet the relevant legislative requirements on Non-Discrimination and Equality for the country they work in.
 - Provide an environment that is inclusive, supportive, respectful, welcoming and which accepts and values individual differences and the diversity of our people.
- > Maintain an Inclusion, Diversity & Equity program of works that is aligned to the Global Inclusion, Diversity & Equity Strategy.
- > All employees are required to maintain behaviour in line with [The Cardno Way](#), Workplace Behaviours course and Regional policies such as the APAC Workplace Behaviours Policy & AME Non-Discrimination/Harassment & Workplace Security & Anti-Violence policy.

3. Measures and Accountabilities

- > The Board is responsible for setting measurable objectives to assist Cardno with achieving gender diversity.
- > The Board will report annually on the Group's progress in meeting these objectives and will make recommendations as to their effectiveness.
- > The Board will also report specifically in relation to the respective proportions of men and women on the Board, in senior executive positions and across the whole organisation (including how the entity has defined 'senior executives' for these purposes).

4. Cardno's Commitment to Inclusion, Diversity and Equity

Everyone is responsible for ensuring Cardno's workplace is inclusive and creating an environment where our people feel safe, valued, respected and welcomed.

- > This applies to the Board of Directors, all Cardno staff, contractors, suppliers, consultants, temporary staff and all employees of associated entities of Cardno Limited.
- > All employees are expected to promote and display behaviours that foster an inclusive work environment.
- > Discrimination, harassment, sexual harassment, bullying and/or workplace violence is not tolerated at any level of the business or by anyone. Any instances of this behaviour will result in disciplinary action which could include termination of employment.
- > Any breach of this GMR will be dealt with seriously and may result in disciplinary action or termination.
- > If you believe there has been a breach of this GMR, raise this with your manager or manager's manager or your HR Representative. To escalate externally, employees can use the [whistle blower hotline](#).

5. Glossary

Bullying is where an individual or group of individuals repeatedly behaves unreasonably towards a worker, or a group of workers; and that behaviour creates a risk to health and safety.

Corporate Social Responsibility is a commitment by the business to improve the quality of life of the workforce, their families and the local community and society at large and to behave ethically and contribute to economic development and environment protection.

Discrimination is when a person, or a group of people, are treated less favourably than another person or group in similar circumstances, and that treatment is based on a characteristic or perceived characteristic of that person or group of people, such as race, sex, sexual orientation, gender identity, religious belief, or any other classification protected by law or our policies.

Inclusion is the action or state of including or being included within a group.

Harassment is behaviour (including verbal or physical behaviour) which is unreasonable, uninvited and unwelcome that a reasonable person would consider: offends, humiliates, intimidates or threatens another person, or makes our workplace uncomfortable and hostile for other employees. The harassing behaviour is based on a characteristic or perceived characteristic of that person or group of people, such as race, sex, sexual orientation, gender identity, religious belief, or any other classification protected by law or our policies.

Same Job, Same Pay philosophy means that both women and men are paid fairly for the work they perform. They receive equal pay for work of equal or comparable value. Same Job, Same Pay is not just about equal wages but takes into account discretionary pay, allowances, performance payments, merit payments, bonus payments and other benefits.

Sexual Harassment is unwelcome or uninvited behaviour of a sexual nature.

Vilification is as a public act that could incite or encourage hatred, serious contempt or severe ridicule towards people because of personal characteristics that are protected by law.