

Diversity Policy

Human Resources

Monadelphous Group Limited

i. Company Definition

This document applies to all sites, employees and activities of Monadelphous Group Limited (herein referred to as The Company).

ii. Purpose

This document forms part of the Monadelphous Group Limited (MGL) Corporate Governance Framework and details the Company's attitude, and commitment to diversity in the workplace.

This document has been prepared in line with the ASX Corporate Governance Council's *Corporate Governance Principles and Recommendations 4th Edition*.

iii. Scope

The policy applies to all Monadelphous Group employees.

Diversity Policy

Our workforce consists of people with diverse cultures, backgrounds and skills. This diversity enriches our breadth of knowledge, capabilities and experience enabling us to deliver enhanced and more innovative solutions to our customers.

Monadelphous has an objective to retain, attract and develop people who are highly competent, live the Company's values, and actively contribute to the long-term success of the business. Diversity in our workforce supports this objective by creating the widest possible pool of available talent, and bringing a broader range of perspectives and ideas together which create value for customers, our shareholders, and our teams.

Monadelphous is committed to inclusion at all levels of the organisation and equal opportunity through employment of people, regardless of gender, sexual orientation, gender identity, marital or family status, age, disabilities, pregnancy, family responsibilities, ethnicity, political or religious beliefs, cultural background, socio-economic background, perspective and experience.

This commitment is supported through:

- promoting the awareness of, and commitment to, workplace diversity principles;
- implementation of a code of conduct, which is underpinned by the Company's values and provides guidance on the behaviour of all employees, including in relation to equality in employment;
- recruitment and selection practices that ensure a diverse range of candidates are considered and guarding against any conscious or unconscious biases that might discriminate against certain candidates;
- policies and actions which ensure all employees are valued, encouraged and provided with opportunities to develop to their full potential, and thereby assist in the development of a broader and more diverse pool of skilled and experienced employees;
- recognising that employees at all levels may have domestic responsibilities and adopt flexible work practices that will assist them to meet those responsibilities;
- providing opportunities for employees on parental leave to maintain their connection with the Company, including providing them with the option to receive all-staff communications and to attend work functions and training programs; and
- establishing measurable objectives for achieving greater gender diversity through defined female participation targets within the composition of the Company's Board, along with early careers and key talent cohorts, and annually reviewing those objectives and the progress made towards achieving them.

This Policy will be reviewed periodically to ensure that it is operating effectively and whether any changes are required.



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Zoran Bebic
Managing Director

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