

# Diversity and Inclusion Policy



In line with our People Policy, we seek to attract and retain the best people while building and maintaining a diverse, sustainable and high achieving workforce. To achieve this objective, Iluka strives to provide a safe and inclusive workplace that is free from harassment and discrimination, and is representative of the wider communities in which we operate. Our commitment to diversity and inclusion is embedded in our corporate strategy and supported by our values of integrity, respect, courage, accountability and collaboration.

We will:

- promote awareness and understanding of the benefits of a diverse workforce;
- create an inclusive workplace culture that empowers our people to demonstrate our values and achieve extraordinary performance;
- attract, develop and retain employees representing diversity across age ranges, people with a disability, gender, sexuality, education, ethnicity/culture, work styles and religious beliefs;
- set board-determined measurable objectives to achieve gender diversity in the composition of our board, senior executives and general workforce and review progress in achieving these on a twice-yearly basis;
- set board-determined measurable objectives to achieve Aboriginal representation in our Australian workforce and review progress in achieving these on a twice-yearly basis;
- assess gender pay equity on an annual basis;
- promote a flexible workplace culture which assists employees to balance their responsibilities;
- provide all employees training and support to ensure that there are clear processes and procedures in place to prevent and stop discrimination, bullying and harassment; and
- through our engagement survey and other tools, regularly seek and act upon feedback from our employees as to the extent to which they feel accepted and a sense of belonging at Iluka.

These objectives and commitments are supported and enhanced by our Diversity and Inclusion Working Group. This group is chaired by me and represents a broad cross-section of our operational and corporate workforce. The group meets to communicate and share ideas, initiatives and issues related to diversity and inclusion and raise awareness and acceptance throughout the organisation.

A handwritten signature in black ink, appearing to read "Tom O'Leary".

**Tom O'Leary**  
**Managing Director**

December 2020