

DRESS CODE POLICY

This Dress Code Policy (**Policy**) applies to all employees, officers, personnel and directors (**Employees**) of ARA Group Limited ABN 47 074 886 561 and its related corporate entities in Australia and New Zealand (collectively **ARA Group**).

ARA Group is committed to both providing a safe work environment and conducting its business with utmost professionalism. Accordingly, this Policy sets out how Employees are reasonably expected to dress in the workplace in the interests of safety and professionalism respectively.

1 Office attire

- 1.1 This paragraph 1 applies to Employees whose primary place of work is situated within any of ARA Group's office locations.
- 1.2 Business casual attire is expected of Employees to whom this section applies. For the avoidance of doubt, "business casual" encompasses a mixture of comfort of casual wear with business professional attire. Business casual can include, without limitation: polo tops, buttoned shirts, blouses, knitwear, trousers, pantsuits, and skirts and dresses of appropriate length in the context of public spaces.
- 1.3 Where Employees are required to attend meetings with customers, clients, or prospective customers or clients, it is expected that Employees will adhere to a higher standard of dress and wear appropriate business attire.
- 1.4 As applicable from time to time, casual wear may be permitted in the workplace, subject to the approval of the location manager of any ARA Group workplace.

2 Uniforms and Personal Protective Equipment

- 2.1 From time to time, Employees may be required to wear ARA Group uniforms and protective clothing (such as high visibility vests, long sleeved shirts and pants) and footwear where Employees are engaged in work within construction, infrastructure or facilities management (or related) industries.
- 2.2 Further to paragraph 2.1, Employees will be required to comply with ARA Group's Personal Protective Equipment Policy as applicable.

3 Meetings while working from home

- 3.1 ARA Group appreciates that Employees working from home may choose to wear comfortable clothing of their choice while undertaking work duties.
- 3.2 Despite paragraph 3.1, where Employees working from home are attending meetings in which they will appear by video camera, Employees are required to be well presented and in business casual attire, as described above in paragraph 1.
- 3.3 Where video call meetings involve clients and customers, or prospective clients and customers, Employees must dress in accordance with paragraph 1.3.



Edward Federman
Chief Executive Officer

21 January 2026

Date