

GENDER EQUALITY POLICY

ARA Group Limited ABN 47 074 886 561 and its related corporate entities in Australia and New Zealand (collectively **ARA Group**) are committed to fostering a diverse and inclusive workplace where all employees are treated with respect and dignity, and equality regardless of gender identity, expression, or background. ARA Group recognises that achieving gender equality is essential for the realisation of human rights, social justice, and sustainable development.

1. PURPOSE

This Gender Equality Policy (**Policy**) aims to:

- (a) eliminate gender-based discrimination, harassment, and bias in all aspects of employment;
 - (b) promote a supportive and inclusive work environment that values diversity and embraces the unique perspectives and contributions of all employees;
 - (c) ensure equal opportunities for career development, advancement, and promotion for all employees, regardless of gender; and
 - (d) create a culture that celebrates diversity and empowers individuals to thrive professionally and personally,
- in all aspects of ARA Group's sphere of influence.

2. APPLICATION

This Policy applies to all permanent and temporary employees, directors, officers, personnel and contractors of ARA Group together with all third parties acting on ARA Group's behalf or representing ARA Group's interests, such as agents and consultants (collectively referred to as **Employees**).

Any joint ventures controlled by ARA Group must comply with this Policy. Where ARA Group is involved in a joint venture that it does not control, ARA Group must reasonably use its influence to assist the joint venture in acting in a manner consistent with this Policy.

3. LEGISLATIVE FRAMEWORK

This Policy supports the existing anti-discrimination laws to ensure their effectiveness within the ARA Group.

4. KEY PRINCIPLES

The key principles that govern this Policy is as follows:

Education and Awareness:

- gender equality education and training.
- promote gender inclusivity.

Workplace Policies:

- Consistent the law, parental leave is available to support both parents.
- Support flexible work arrangements to accommodate the diverse needs of our employees, including flexible hours, remote work options.
- Implement robust policies and practical measures to prevent and address workplace harassment and discrimination.

Representation:

- Support women's participation and leadership within the ARA Group.
- Provide training and support for women interested in pursuing management careers.
- Foster an inclusive culture that values diverse perspectives and experiences.

Intersectionality:

- Recognise and prevent the intersecting forms of discrimination faced by women of colour, Indigenous women, LGBTQ+ individuals, and women with disabilities.

5. IMPLEMENTATION

Our aim is to establish an internal working group responsible for co-ordinating and monitoring the implementation of this Policy within ARA Group.

6. COLLABORATION

We seek to engage in partnerships with industry groups and like organisations where ARA Group operates to exchange best practices and collaborate on gender equality initiatives.

7. COMMUNITY ENGAGEMENT

We endeavour to foster partnerships with like organisations and industry leaders to ensure that gender equality policies are responsive to the needs and priorities of diverse communities.

8. RESPONSIBILITIES

ARA Group's managing directors and senior management are responsible for:

- (a) promoting gender diversity;
- (b) creating an inclusive workplace culture;
- (c) implementing strategies to advance gender equality;
- (d) championing gender equality initiatives;
- (e) fostering a culture of respect and equality within their teams; and
- (f) conducting gender pay equity audits.

It is expected that all Employees to treat one another with respect and dignity, embrace diversity, and support efforts to promote gender equality.

9. COMPLIANCE

This Policy complies with all the Australian and New Zealand relevant laws and regulations pertaining to gender equality and diversity in the workplace in Australia and New Zealand.

10. REVIEW

This policy will be reviewed periodically to ensure its effectiveness and relevance to ARA Group's goals and objectives. Amendments may be made as necessary to reflect changes in legislation.

11. CONCLUSION

ARA Group reaffirms its commitment to advancing gender equality and calls upon all stakeholders to actively participate in the realisation of this vision. By working together, we can create an ARA Group ecosystem where everyone can thrive regardless of gender.



Edward Federman
Chief Executive Officer

21 January 2026

Date