



Diversity and Inclusion Policy

In line with our People Policy, we are committed to building and maintaining an engaged, diverse and capable workforce, representative of the communities in which we operate.

Iluka strives to provide a safe, inclusive and respectful workplace that is free from harassment, discrimination and where everyone is supported to perform at their best.

Our commitment to diversity and inclusion is embedded in our corporate strategy and supported by our values of integrity, respect, courage, accountability and collaboration.

Our Diversity and Inclusion strategy commits to three key pillars.

1. An inclusive environment where people feel valued for their contribution and commitment to our success;
2. An engagement of people from diverse backgrounds and representative of our communities:
 - diversity of social identity (such as age, gender, cultural background, diverse abilities (disability) and LGBTIQ+ status), and;
 - diversity of professional identity (such as diversity of thought, experience, education);
3. Equitable recruitment and development practices, so that everyone can meaningfully contribute to our success.

These pillars are incorporated into our work practices, specifically we will:

- promote awareness and understanding of the benefits of a diverse and inclusive workforce;
- create an inclusive workplace culture that empowers our people to demonstrate our values and achieve high levels of performance;
- attract, develop and retain employees regardless of their backgrounds;
- set board-determined measurable objectives to achieve diversity in our workforce including gender diversity of the composition of our board, senior executives and general workforce and the Aboriginal and Torres Strait Islander representation in our Australian workforce;
- We will review progress in achieving these on a twice-yearly basis;
- assess and address 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 (including sexual 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 reported on annually and are supported by our Diversity and Inclusion Working Group. This group is chaired by me and represents a broad cross-section of our workforce.

Tom O'Leary
Managing Director
January 2023