

Policy Commitments

Vulcan Energy is committed to fostering a diverse, inclusive and respectful workplace across all operations and jurisdictions. As Vulcan, we come together with our “One Vulcan” shared corporate culture and values, whilst celebrating that we are a diverse team across gender, age, ethnicity, cultural background, sexual orientation, disability and experience. Inclusion is central to our values and is reflected in our recruitment, development, and leadership practices. Vulcan strives to create an environment where all individuals feel valued, respected, and empowered to contribute. This commitment extends to our workforce, contractors, suppliers, and communities where we operate.

Vulcan Energy aims to achieve this by:

- Promoting equal opportunity in recruitment, development, and promotion by ensuring standardised, fair and unbiased processes that support a high-performing, diverse talent workforce and recruitment pipeline
- Supporting gender equity, including conducting regular pay equity reviews, monitoring gender pay gaps and taking action to address identified disparities with disclosure of outcomes where appropriate
- Ensuring measurable gender diversity objectives are set and progress is tracked and disclosed annually through the Corporate Governance Statement and/or Sustainability reporting
- Supporting flexible work arrangements and parental leave programs to support diverse needs
- Providing a barrier-reduced and inclusive working environment, both physical and digital, to enable equal participation and accessibility for all employees
- Promoting international recruiting with relocation support
- Embedding diversity, equity, and inclusion (DEI) into the organisation's core culture, systems, and everyday practices
- Offering training in unconscious bias, inclusive leadership, and cultural competency to empower respectful and equitable decision-making, ensuring diversity and inclusion awareness for management, employees, and contractors
- Enforcing a strict non-discrimination policy and maintaining zero tolerance for any form of harassment, bullying, vilification, or victimisation
- Collaborating with suppliers and partners to uphold shared standards of DEI in a manner that is proportionate to risk and appropriate to the nature of the engagement
- Using inclusive and respectful language throughout our policy and company communications
- Monitoring and, where appropriate, publicly disclosing workforce diversity metrics and representation across different organisational levels
- Continuously improving diversity practices through regular audits and reviews, stakeholder engagement, and feedback mechanisms

Vulcan Energy is committed to providing safe, accessible and confidential mechanisms for raising concerns related to discrimination, harassment or exclusion. Employees, contractors, agency workers and other third-party workers are encouraged to speak up or raise concerns through Vulcan's established grievance, complaint or whistleblower reporting channels, without fear of retaliation.

Vulcan Energy will comply with all applicable legislation, regulations and codes of practice. To the extent practicable, the Company will consider the recommendations and guidance provided in the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations – 4th Edition where appropriate to the Company. This Policy is implemented in a manner consistent with applicable local legal and governance requirements across the jurisdictions in which Vulcan operates and has been informed by internationally recognised standards, including the UN Guiding Principles on Business and Human Rights, ILO Core Conventions, and the OECD Guidelines for Multinational Enterprises.

This Diversity Policy does not form part of an employee's contract of employment with the Company and does not give rise to contractual obligations. However, to the extent that the Diversity Policy requires an employee to do or refrain from doing something, and subject to legal obligations, it forms a direction of the Company with which employees are expected to comply.

Key definitions

Diversity refers to the range of differences between individuals, including but not limited to gender, age, ethnicity, cultural background, sexual orientation, disability, experience, and other characteristics protected under applicable law.

Inclusion refers to the creation of a work environment in which all individuals feel respected, valued and supported, and can contribute fully and equitably.

Responsibility and accountability

This policy will be reviewed annually and applies to all Vulcan Group directors, employees and any third-party workers employed at Vulcan operations.

The Board oversees the effectiveness of this policy, including the establishment and review of measurable diversity objectives for the Board, senior leadership and workforce.

The Board will seek to achieve an appropriate level of diversity in its composition, including gender diversity, and will set and review measurable objectives and targets to support this. Progress against these objectives will be assessed annually and disclosed in the Corporate Governance Statement.

Diversity considerations form part of Board nomination and succession processes, including maintaining a skills, experience and diversity matrix to support Board renewal and a balanced mix of attributes.

The Chief Executive Officer of Vulcan Group is accountable to the Board for ensuring this policy is implemented and adhered to. The People & Culture function is responsible for the day-to-day implementation, monitoring and support of this Policy.



Cris Moreno

Managing Director and CEO

Reference	Approving Authority	Approved Date
	Vulcan Board	21 July 2026