

RYDER CAPITAL LIMITED

DIVERSITY POLICY

SCOPE

This Policy applies to all Employees of the Company and other persons connected to the Company as defined below. Adherence to this Policy is a condition of employment with the Company.

DEFINITIONS

Company means Ryder Capital Limited ACN 606 695 854.

Employee means a Director (executive and non-executive), officer, employee or consultant of the Company.

Policy means this Diversity Policy.

PURPOSE AND VALUES

- 1 The Company has a commitment to diversity and recognises the value of attracting and retaining Employees with different backgrounds, knowledge, experiences and abilities. Diversity contributes to the Company's business success and benefits individuals, clients, teams, shareholders and stakeholders.
- 2 Our business policies, practices and behaviours promote diversity and equal opportunity and create an environment where individual differences are valued and all Employees have the opportunity to realise their potential and contribute to the Company's success.

WHAT IS DIVERSITY?

- 3 Diversity recognises and values the contribution of people with differences in background, experience and perspectives. Diversity encompasses but is not limited to gender, age, ethnicity and cultural background. At the Company, diversity means:
 - (a) an inclusive workplace that embraces individual differences;
 - (b) a workplace that is free from discriminatory behaviours and business practices including discrimination, harassment, bullying, victimisation and vilification;
 - (c) equitable frameworks and policies, processes and practices that limit potential unconscious bias;
 - (d) equal employment opportunities based on capability and performance;
 - (e) awareness of the different needs of Employees;
 - (f) the provision of flexible work practices and policies to support Employees; and
 - (g) attraction and retention of a diverse range of talented people.

DIVERSITY FRAMEWORK

- 4 The Company aspires to achieve the objectives set out in this policy and aims to embed a strong diversity framework within its systems and culture so that its ability to benefit from the value of diversity is maximised as the Company continues to expand.

Board

- 5 The Board is responsible for designing and overseeing the implementation of this diversity policy.
- 6 The Directors of the Company will be responsible for promoting diversity within the Company's culture and monitoring the effectiveness of this diversity policy. The Company recognises that it needs to provide management with appropriate guidance in order to foster a value for diversity

within its management culture. To achieve this, the Company is committed to providing its management with the appropriate training and resources to understand the benefits of diversity in recruitment strategies and day-to-day management strategies. The Board will also be required to develop initiatives that will promote and achieve diversity goals.

Employees

- 7 All Employees are required to act in a manner that supports diversity within the workplace and promotes the purposes set out in this diversity policy. Employees are encouraged to provide feedback to management regarding programs or initiatives which will improve diversity.

GENDER DIVERSITY

- 8 The Company recognises that gender diversity amongst its Board and Employees:
- (a) broadens the pool of high-quality Directors and Employees;
 - (b) is likely to support Employee retention;
 - (c) is likely to encourage greater innovation by drawing on different perspectives;
 - (d) is a socially and economically responsible governance practice; and
 - (e) will improve the Company's corporate reputation.
- 9 The Board will actively consider the adoption of measurable objectives to assist the Company to achieve gender diversity and review the Company's progress in meeting these objectives and the effectiveness of these objectives each year.

NON-INCLUSIVE OR DISCRIMINATIVE BEHAVIOUR

- 10 Direct discrimination is denying a person of an opportunity or treating them less favourably because they belong to a particular group or category.
- For example: not employing a female applicant on the grounds of males typically doing the job.
- 11 Indirect discrimination occurs when an action or policy which appears to treat everyone equally has a discriminatory effect against a certain group of people.
- For example: holding workplace meetings after work hours when Employees with family responsibilities would find it hard to attend.
- 12 Harassment is any form of behaviour that is unwelcome and which offends, humiliates or intimidates a person.
- 13 Sexual harassment is any form of unwelcome sexual attention. This may be obvious or indirect, physical, or verbal, intentional or unintentional, or behaviour that creates a sexually hostile or intimidating environment.
- 14 Bullying is the repeated less favourable treatment of a person by another or others that may be considered unreasonable and inappropriate workplace behaviour. The behaviours can be physical, verbal or non-verbal.
- For example: assaulting, shouting or isolating a person in the workplace.
- 15 Victimisation is when a person is treated less favourably for making a complaint or providing information as a witness.
- For example: using pay back, refusing to acknowledge the person, removing or reducing benefits.
- 16 Vilification is conduct that incites hatred against, serious contempt for, or revulsion or severe ridicule of another person or group of persons on the grounds of race, ethno-religious beliefs, transgender or homosexuality.
- For example: graffiti that encourages hatred of a particular race of people.
- 17 Any form of non-inclusive or discriminative behaviour is a serious matter and should be reported to the Company Secretary as soon as practicable.

MONITORING AND REVIEW

- 18 This Policy will be reviewed annually by the Board having regard to the changing circumstances of the Company and any changes to this Policy will be notified to affected persons in writing.