

# Diversity, Equity & Inclusion Policy

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## The ALS Limited Diversity Equity & Inclusion Policy

ALS Limited maintains its support for the ASX Corporate Governance Principles (4th edition, 2019) recommendation 1.5 addressing Diversity, and remains committed to delivering positive outcomes in this area.

We believe that all our stakeholders benefit from a diverse ALS community and culture of belonging and inclusion, which widens our talent pool, promotes an equitable and fulfilling work environment, and provides an enriched setting for innovation and new ideas. The principles outlined in this Policy apply to all employees and contractors, including the Board and Senior Management, and will always be supported.

This document describes a set of principles to use to support ALS Limited in achieving its diversity and inclusion goals, as well as the goals that specifically relate to the Board and Senior Management in this area.

The principles outlined are underpinned by ALS workplace policies across the world that address the specifics of local legislation.

All employees and contractors have a responsibility to:

- Adhere to Equal Employment Opportunity (EEO) principles;
- Treat one another with respect; and
- Champion the benefits resulting from a diverse workforce.

Directors provide oversight of, and Managers and supervisors are directly responsible and accountable for:

- Ensuring the processes of recruitment and the action of promotions are fair, transparent and that the best person for the role is selected;
- Ensuring that remuneration and benefits are equivalent for persons performing the same role at the same performance level, in accordance with EEO principles;
- Reviewing current practices, policies and training to identify annual goals for continually enhancing diversity, equity and inclusion within the ALS Limited businesses;
- Demonstrating leadership and advocating for change where it might be needed; and
- Reporting progress against objectives.

Malcolm Deane,

Managing Director



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## Application of the Policy

This Diversity, Equity and Inclusion (DE&I) Policy applies to all Directors, Managers and Employees of ALS Limited and its related legal entities.

The principles and requirements contained within this policy reflect standards and workplace outcomes consistent with our Code of Conduct, and for employees of ALS, a failure to comply with the Policy will be considered a significant breach and may result in disciplinary action, up to and including termination of employment. If any person is unsure of their obligations, it is important to discuss any concerns with their immediate line manager or local human resources representative.

The Policy will be reviewed by ALS Limited's People Committee and presented to the Board biennially for approval. Progress information will be provided to the Board via the People Committee.

## Key Terms

### **Diversity**

Diversity means the inherent differences between individuals. Diversity occurs in areas such as gender, gender identity, race religion, sexual preference, age, impairment or disability, family responsibilities, marital status and status as a parent or carer. However, it is not limited to these examples. Diversity also exists between individuals in the roles they perform, where they are from, and their socio-economic status.

### **Equity**

Equity is the process of ensuring that processes and programs are impartial, fair and provide equal possible outcomes for every individual by ensuring equal opportunity, equal treatment and fair access to resources and information. This recognizes that everyone brings unique perspective, understanding or needs shaped by barriers, privileges and circumstances tied to their upbringing and way of life. Equity seeks to remove systemic and unconscious barriers and provide employees with the tools and support they need to do their job.

### **Inclusion**

In the workplace, an inclusive culture is one that establishes a philosophy that helps ensure all employees feel a sense of belonging, and that they are welcomed, valued and provided opportunity to thrive in a work environment where all individuals are treated fairly and respectfully. An inclusive culture reflects processes, attitudes and behaviours that enable all employees to have equal access, be heard and to contribute fully to the success of the organization.

### **Equal Opportunity**

The principles of Equal Employment Opportunity (EEO) apply in the workplace.

Equal Employment Opportunity means applying the principles of fairness, merit and respect for individual differences. For ALS Limited this means that decisions relating to our employees, the roles they perform, their access to training, career advancement, equipment and support, and treatment they receive whilst involved with ALS Limited will be based on principles set out below:

## The Main Principles

This policy reflects the ASX Corporate Governance Principles and recommendations for addressing Diversity, and Principles reflected in the ALS Limited Code of Conduct:

1. Treat others with respect, value differences and maintain privacy;
2. Valuing diversity that will bring opportunities to enhance our businesses;
3. No individual or minority group will be disadvantaged on the basis of race, gender, ethnicity, disability or any other differentiating trait in gaining access to employment, career advancement and training, nor will they be impeded from accessing the equivalent benefits and privileges that all other persons in the company similarly enjoy;
4. Appropriate transparency will be exercised in recruitment and internal staffing decisions, promotion and succession planning at all levels in the organization, including the Board;
5. All leaders will work toward ensuring a diverse and balanced workforce, including gender;
6. Workforce composition statistics will be reviewed regularly to identify areas that warrant increased focus and corrective action and;
7. There will be transparent reporting of progress against ALS Limited's diversity objectives.

### 1. Treat others with respect, value differences and maintain privacy

Discrimination, Harassment, and Bullying

No individual will harass or discriminate against colleagues or clients for any reason including gender, gender identity, physical appearance, pregnancy, age, race, sexual preference, ethnicity, or national origin, religious or political conviction, marital status, physical or intellectual disability.

Bullying is the repeated less favourable treatment of a person by another in the workplace and can include verbal abuse, sarcasm, criticising people in front of others or in private, excluding from activities and creating unreasonable work demands. The use of obscenities or offensive language is unacceptable in the workplace. The Company does not tolerate bullying.

Persons observing discrimination, harassment or bullying should take steps to stop it if possible and report it to their manager. Direct intervention by senior management may be used to resolve the issue.

Grievance procedures including the ALS Integrity Hotline are available for persons who believe they have been subject to discrimination, harassment or bullying.

### 2. Value diversity and it will bring opportunities to enhance our businesses

The case for Diversity:

**Financial performance** - It has been shown that companies that have greater diversity are more likely to have enhanced financial performance when compared to less diverse organisations (i.e. bottom quartile),

**Improved overall performance** - Equity and inclusion brings advantages such as increased recruiting rates among diverse candidate pools, decreased employee turnover and absences. Qualitative benefits also apply, such as improved employee motivation and satisfaction, the Company's enhanced attractiveness among applicants, and better branding and public image. Another advantage is the greater "innovation power" of diverse teams.

**Attracting the best** - An organisation that is attractive to a diverse candidate pool will have increased access and be more likely to have a competitive advantage in attracting and retaining the best talent available.

**Better decision-making** - Company performance and diversity are linked. A well-managed and diverse culture and workforce brings together valued perspectives, produces more holistic analysis of issues and opportunities, and promotes improved decision-making.

**Reducing inappropriate behaviours** - Harassment at work is historically experienced more by women than men, but increasingly is becoming an issue facing men as well. Inclusive and respectful workplaces where gender diversity is valued reduces the risk of inappropriate behaviours. They also avoid the negative impact sexual harassment has on absenteeism, team conflict and morale at work.



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### 3. Women and minority groups will not be disadvantaged

#### **Policies and Programs**

Women and minority groups will not be disadvantaged in gaining employment, accessing training and career advancement opportunities or in accessing the benefits and privileges that other persons in the Company enjoy in their employment.

In order to ensure that the most appropriate policies and programs are implemented throughout the company, all key global programs will be reviewed by the Chief Human Resources Officer to ensure they promote Diversity, Equity & Inclusion within the organisation.

The Chief Human Resources Officer will be charged with designing processes, metrics and programs with Board approval that progress the goals of this Policy.

#### **No Disadvantage for Approved Parental and Carers Leave**

Steps will be taken to ensure extended parental and carers leave does not lead to career dislocation. The company will continue to maintain connection with parents out of the workforce on parental leave by sending all staff communications and inviting them to train and staff functions, unless they request otherwise.

#### **Flexible Work Arrangements**

Where requested to manage family responsibilities or support disability, the Company will work to accommodate reasonable requests for flexible working arrangements.

### 4. Transparency in recruitment and promotion decisions

#### **Fair Recruitment and Promotion Processes**

In order to ensure transparency is exercised in recruitment, promotion and other internal staffing decisions, fair and rigorous processes will be used. These processes will be applicable for all positions from non-executive directors to managers, professionals and entry level roles.

Succession planning will include proactive consideration of and investment in candidates to ensure a diverse and qualified pool of succession candidates.

To mitigate unconscious bias, all ALS managers will be trained in recruitment techniques including the understanding and avoidance of bias. ALS Limited will regularly review its applicant identification, tracking and sourcing processes to test for discrimination, and promote best practices to meet the principles and a diverse, equitable and inclusive workplace.

#### **Board Selection & Succession**

ALS Limited will ensure that greater transparency is also achieved on the processes which the Board adopts in Board member selection and succession planning. This will ensure that a key criterion for selection as a non-executive director is that a diverse range of candidates, and the appropriate skill mix on the Board, is considered.



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## 5. All leaders advocating for gender balance and a diverse workforce

### **Creating a positive and equitable environment for female leaders and leaders from minority groups**

It is recognised that our leadership team has an activating and empowering role in ensuring the expansion of leadership capability, representation and success of emerging and current female and underrepresented minority leaders.

As active leaders, the management team seeks opportunities to inspire, mentor and assist their subordinates and colleagues in their development into higher roles.

### **Disrupting the status quo**

All our leaders recognise and work to challenge the status quo, if required, to ensure that our Company creates thriving communities of capabilities, ideas and programs. This includes considering and promoting flexible working arrangements and workplace environment that support both the success of ALS and its employees.

### **Removing career barriers**

Recognising that carer responsibilities may provide an impediment to opportunity and career growth, our leaders work to ensure balance can be created for carers, where possible, and that systemic biases will be removed.

## 6. Improve our performance against measurable objectives

### **Review Current Environment**

The Chief Human Resources Officer will be responsible to lead a regular review of DE&I practices. This review will include workforce analysis and internal process review to identify opportunities for continuous performance improvement, enhanced education and awareness, and to support the achievement of appropriate and challenging workplace representation objectives.

### **Remuneration - Gender Equity**

The Board will also ensure that equity is sought at all levels between genders on remuneration and benefits for equal work. Oversight of remuneration will be conducted annually, and the Board will seek confirmation that gender equity is achieved or being worked towards, at all levels in the organisation

### **Annual Progress Review**

The Board will have oversight of the statistics measured across the business and will review performance in Board and Executive Management composition annually.

## 7. Provide Public Progress Report

ALS Limited will disclose in the People section of its annual Sustainability Report under Diversity & Equity its objectives for achieving gender diversity, together with a summary of the Diversity Policy and the proportion of women employees in senior management positions and on the Board.

Classification of workforce categories for purpose of data collection is provided in the Appendix.

This Policy does not stand alone nor take the place of any legislative or regulatory requirement.

This revised policy was adopted by the Board of ALS Limited on 17 November, 2021



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## Appendix 1

### Statistics Collection Template

| Category                     | No of Employees |        | Percentage |        |
|------------------------------|-----------------|--------|------------|--------|
|                              | Male            | Female | Male       | Female |
| <b>C-Suite</b>               |                 |        |            |        |
| <b>Executive</b>             |                 |        |            |        |
| <b>Managers</b>              |                 |        |            |        |
| <b>Professional Staff</b>    |                 |        |            |        |
| <b>Administrative Staff</b>  |                 |        |            |        |
| <b>Other Technical Staff</b> |                 |        |            |        |

#### Category Definitions

|                              |  |
|------------------------------|--|
| <b>C-Suite</b>               | The CEO and CEO direct reports, known as the Board Review Executives and which includes the KMP.   |
| <b>Executive</b>             | Senior executives, functional team leaders, and other senior management e.g. regional managers and country managers.   |
| <b>Managers</b>              | Other managers not included in the 'executive' category above.   |
| <b>Professional Staff</b>    | Degree qualified staff. Includes Scientists, Accountants, Human Resources, IT professionals who do not supervise staff.  |
| <b>Administrative Staff</b>  | Staff involved in administrative duties. Included reception, secretarial and other administrative personnel.   |
| <b>Other Technical Staff</b> | Staff involved in service-related activities, e.g. sample receipt, sample preparation, warehouse personnel, drivers, field technicians and laboratory technicians. |