



# Toll Group

## Diversity & Inclusion & Belonging Policy

### Overview

At Toll, we believe that diversity, inclusion and belonging (DIB) are essential to our success. A diverse and inclusive workplace drives innovation, enables more effective decision-making, and allows us to reflect on the communities in which we live, work and serve. This policy outlines our global commitment to creating an equitable and inclusive workplace where all individuals feel respected, valued, and experience a genuine sense of belonging.

### Scope

This policy applies to all employees, contractors, and recruitment partners engaged by Toll globally. It sets the minimum global standard while allowing for adaptation in line with local cultural, legal, and social contexts.

### Principles

#### Toll's Commitment

We are committed to:

Recognising diversity in its broadest sense — acknowledging and valuing the range of visible and invisible characteristics, experiences, and identities that make each individual unique. This may include (but is not limited to): gender, age, ethnicity, cultural background, disability, sexual orientation, gender identity, marital status, caregiving responsibilities, socio-economic background, religion, neurodiversity, and other attributes.

- Attracting, hiring, and developing diverse talent through equitable, structured, and bias-mitigating practices.
- Ensuring all selection, promotion, and development processes are based on merit and fairness.
- Implementing inclusive recruitment measures such as structured interviews, diverse hiring panels, and bias awareness training.
- Providing equitable access to career progression and leadership pathways for under-represented groups.
- We strive to create a workplace culture where every person feels:
  - Respected for who they are
  - Safe to express themselves
  - Supported in reaching their potential
  - Connected through a shared sense of belonging
- We are committed to using inclusive, human-centered language in our communications and fostering emotionally intelligent leadership.
- We provide safe and trusted mechanisms for reporting inappropriate conduct, including:
  - Anonymous reporting channels
  - Protection against retaliation
  - Timely, transparent, and fair resolution processes

### We do not tolerate any form of discrimination, bullying, harassment, vilification, victimisation, or violence.

- Educating our people about the value of diversity, inclusion, and equity.
- Regularly reviewing this policy and our DIB strategies in consultation with Employee Resource Groups (ERGs) and local teams.
- Using employee feedback and data insights to evolve our practices and programs.



- Flexible work options are critical to supporting our diverse workforce. ‘Flexibility’ looks different to every individual, but flexible options enable:
  - Better balance between work and personal responsibilities
  - Increased accessibility for caregivers and employees with different needs
  - Higher engagement and retention of diverse talent
- Complying with local legislation such as, but not limited to, anti-discrimination.
- This policy sets our global DIB ambition. However, we acknowledge that implementation must be regionally adapted. Our local teams will:
  - Align implementation with cultural norms and legal requirements.
  - Collaborate with regional HR teams, leaders, and ERGs to ensure fit-for-purpose approaches.
  - Uphold the global principle of creating safe, fair, and inclusive environments for all.
- All Toll employees and contractors are expected to:
  - Act in alignment with the principles of this policy at all times

## Speak up and report any behaviors or decisions that contradict our DIB commitments Compliance and Implementation

All leaders at Toll — from frontline supervisors to senior executives — play a critical role in modelling inclusive behaviors, challenging bias, and fostering psychological safety in their teams.

- The Group Managing Director is accountable for this policy across all business units globally.
- The Chief Corporate Services Officer will lead communication and updates of this policy.
- Business Divisions and Units are responsible for local implementation, supported by their People & Culture teams.
- Recruitment agencies and other vendors are required to align with and uphold this policy.
- It is the responsibility of senior management to ensure that this policy is disseminated and fully understood at every level throughout Group.
- This policy must be read in conjunction with any local DIB Standards.
- The Board will continue to oversee and assess achievement against gender diversity objectives.
- The Chief Corporate Services Officer is responsible for driving broader DIB initiatives and objectives.

This policy will be reviewed annually and updated in line with global best practices as they sensibly apply to us given our strategy and the jurisdictions within which we operate, employee feedback, and local regulatory changes.

All users must abide by the requirements set out in this policy. Users found to have violated or attempted to violate these requirements may be subject to disciplinary action, up to and including termination of employment. Additionally, Toll reserves all rights to take legal action(s) where required.

## Compliance and Implementation

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## Breaches of this Policy

Users/Employees must report any alleged breaches of the above requirements to their managers, an Eligible Recipients (as defined in Toll Whistleblower Policy [Toll Whistleblower Policy](#) and to [Group Compliance](#). For serious breaches, including allegations of fraud and improper conduct, users are encouraged to contact the [Toll Disclosure Hotline](#).

All suspected breaches will be investigated, and appropriate disciplinary and remedial action will be taken.



## Further Information

For further information on this policy please contact the Chief Corporate Services Officer and/or your manager or HR Business Partner. This document can be found on the [Group Policy SharePoint page](#).

A handwritten signature in black ink, appearing to read "R. Reiter".

**Robert Reiter**  
Group Managing Director  
Toll Group  
1 July 2026

## Related Documents

[Toll Group Code of Practice](#)  
[Ethical Employment Policy](#)  
[Workplace Behaviours Policy](#)  
[Whistleblower Policy](#)  
[Respect at Work Policy](#)