

PURPOSE

At Wesfarmers we are committed to outstanding people, diverse teams and inclusive, safe and respectful workplaces because we believe this is essential to achieving our objective of providing a satisfactory return to shareholders.

Our approach to talent management is based on merit because we believe this gives us access to the capabilities we need to enhance our performance and enable future growth, while also giving our team members opportunities to perform and grow.

Through diverse teams, we gain access to the best available talent, harness creativity and problem solving and reflect the communities in which we operate.

Diversity can be visible or invisible and includes difference of gender, gender identity, sexual orientation, ethnicity, indigeneity, religious beliefs, political opinion, age, ability and family or carer's responsibilities.

Wesfarmers strives to provide an inclusive workplace where everyone feels respected and safe. We do not tolerate inappropriate behaviour (including discrimination, harassment, bullying, victimisation and vilification).

This commitment to outstanding people, diversity and inclusion aligns with the Wesfarmers values of integrity, openness, accountability and entrepreneurial spirit.

POLICY APPLICATION

The principles of this policy must be complied with by all Wesfarmers team members in the Wesfarmers Group and by each of its divisions.

This policy should be read in conjunction with the Wesfarmers Code of Conduct and the Wesfarmers Reconciliation Action Plan.

Suspected breaches will be investigated and if substantiated may have disciplinary consequences including termination of employment.

POLICY

At Wesfarmers, everyone has a part to ensure we have outstanding people, diverse teams and inclusive workplaces.

Across the Wesfarmers workforce, management and the Board:

- (a) We value outstanding people, the diversity of team members and a culture of inclusion at all levels and in all parts of our Group because this enables us to achieve our objective.
- (b) We empower team members to manage their productivity, effectiveness and personal situation while balancing this with business and customer needs.
- (c) The Wesfarmers Board has overall responsibility for:
 - (i) approving this policy and monitoring its effectiveness;
 - (ii) delegating responsibility to divisions for implementing inclusion initiatives and monitoring the effectiveness of that implementation;
 - (iii) approving measurable objectives for achieving gender diversity and fostering inclusion. The measurable objectives were streamlined in 2026 and are:
 - to increase or sustain women's representation to achieve gender balance in teams; and
 - to enable a high-performing and inclusive workplace through equitable and transparent practices; and
 - (iv) overseeing reporting and progress on measurable objectives.
- (d) The Corporate Office and each division have delegated responsibility for the following:
 - (i) establish and communicate inclusive policies, procedures and programs that:
 - comply with relevant legislation (including equal opportunity, human rights and anti-discrimination statutes);

- reflect the merit principle which requires an objective assessment of a person's attributes and skills in relation to all appointments, promotions and training opportunities;
 - prohibit discrimination on the grounds of any facet of diversity, including direct discrimination (less favourable treatment than would have been received by any other person or group of people in similar circumstances) or indirect discrimination (which requires a person to comply with a requirement or condition with which they cannot comply but which would not reasonably prevent them from performing the role). Such conduct creates a hostile work environment and does not align with the Wesfarmers Code of Conduct;
 - prohibit harassment, and take all reasonable steps to prevent harassment and discrimination from occurring. This includes:
 - sexual harassment, which occurs when a person is subject to an unwelcome sexual advance, request for sexual favours or any other unwelcome conduct of a sexual nature, whether physical or verbal, where that behaviour is intended to offend, humiliate or intimidate or has the effect of offending, humiliating or intimidating another person;
 - racial harassment, where someone or a group of people are subjected to conduct or behaviour on the grounds of their race, colour, national or ethnic origin which offends, insults, humiliates or intimidates them; and
 - harassment through electronic media.
 - require discrimination and harassment complaints to be investigated and resolved considering the wishes of the complainant, and the broader duty of care owed to all team members and other individuals in the workplace to feel and be safe;
- (ii) take action to progress the Group's measurable objectives and other inclusion and diversity priority areas that each division/business regards as important; and
- (iii) provide timely and transparent reporting including:
- an annual update on diversity and inclusion focus areas and progress against measurable objectives;
 - reporting on breaches of relevant codes of conduct; and
 - an annual review of gender pay equity, including meeting the requirements of the Workplace Gender Equality Agency.

POLICY AMENDMENT

This policy cannot be amended without approval from the Wesfarmers Board.

LAST REVIEWED

March 2026

LAST AMENDED

March 2026
