



Diversity & Inclusion Policy

Fulton Hogan Group Policy June 2026

Better discussions, decisions and outcomes

When we harness the potential of our diverse workforce and provide an environment where everyone feels valued, and is treated fairly and with respect, we will be more innovative, open-minded and productive in our approach, providing better outcomes for all.

We will:

- Be an equal opportunity employer, through employment, performance management and recruitment policies and practices
- Promote a culture that is inclusive and respectful of individual differences
- Promote diversity, and ensure we have the skills to lead teams, inclusive of the knowledge, perspective, experience and styles our diverse community presents
- Be aware of cultural sensitivities when working with others, and value the differences
- Value diversity of perspective; leverage the diverse thinking, skills, experience and working styles of our employees and stakeholders
- Adapt and respond effectively to changing societal expectations
- Support initiatives that encourage diversity and inclusion, such as equitable pay, flexibility and work life balance, accessibility, cultural sensitivity and celebration
- Live our REAL values of Respect, Energy & Effort, Attitude and Leadership, and challenge behaviours that discriminate

Graeme Johnson
Group CEO