



Culture and Belonging policy

Reliance Worldwide Corporation Limited

ACN 610 855 877

Adopted by the Board on 19 August 2025

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1 Overview

The Board of Directors of Reliance Worldwide Corporation Limited (“Company”) is responsible for the overall management of the Company and its subsidiaries (together “the Group” or “RWC”), including guidance as to its strategic direction, ensuring appropriate corporate governance practices and the oversight of management. The Company recognises that people are its most important asset and is committed to fostering a respectful and high functioning workplace where all employees can feel a sense of engagement and belonging.

The Company’s vision for culture and belonging encompasses a wide range of attributes and experiences. The Company aims to reflect these attributes in its strategies for culture, talent development and business growth. We also believe this approach will enable us to build high-performing teams and remain competitive in a global, diverse marketplace.

2 Scope

All leaders, managers, and employees share responsibility for developing a workplace culture that is respectful and engaging. This Policy is designed to promote balanced representation across all levels of the organisation, including senior management and the Board. This Policy is not intended to favour or exclude any individual or group. Rather, its purpose is to cultivate a workplace culture where all employees feel a sense of belonging and are treated with dignity, respect, and fairness.

The strategies outlined below aim to achieve the objectives of this Policy by:

- Setting specific goals to monitor and assess achievements against the objectives of the Policy.
- Attracting, retaining, motivating and developing an appropriate skilled and engaged workforce with an aim of developing a broad pool of talented people who may become the future leaders of the business.
- An annual review to gauge the Company’s progress and present its recommendations (including changes) for consideration and/or approval by the Board.

3 Promoting Culture and Belonging

Employees who feel a sense of belonging bring different perspectives, experiences, and opinions to identifying, addressing, and resolving issues. Multi-dimensional teams can be more innovative, adaptable and effective in performing tasks.

In order to facilitate a greater sense of belonging throughout all levels of employment, the Company will:

- Continue to listen, learn and act from the experiences of our colleagues.
- Recognise, celebrate and embrace culture and belonging within RWC.
- Through alignment with our published values, promote a high performing culture where each employee can bring their authentic self to work.
- Introduce appropriate policies and practices to support the objectives of this Policy.

4 Leadership and Workplace composition

On an annual basis, the Board, through the Sustainability Committee, will review leadership and workplace composition across the Group. This includes senior management positions, board members and all other employees. The Sustainability Committee will report its findings to the Board.

The Company may annually publish relevant gender representation information for the Board, senior management and/or the Group as a whole. If applicable, the Company will publish the information in the most recent “Gender Equality Indicators” as defined by Australia’s Workplace Gender Equality Act 2012 (Cth).

RWC regularly reviews its workforce and leadership teams as part of its commitment to building an inclusive, high-performing organisation. These reviews help identify areas where greater balance or representation may strengthen engagement, decision-making, and business outcomes.

Key areas of focus include:

- Assessing internal data to identify trends in representation across functions and leadership levels.
- Complying with jurisdictional requirements and reporting obligations in the countries in which the Group operates.
- Reinforcing a culture of inclusion where all employees feel supported in reaching their full potential.

These practices reflect our commitment to appropriate merit based advancement, talent development and longer term workplace sustainability.

5 Specific Goals

Each year the Board will set specific goals with a view to progressing employee engagement and belonging across the RWC workforce. As part of this commitment, the Company has developed multifaceted approaches which include:

- **Top-level support.** Senior leaders in the Group collaborate and support employee volunteers to design and implement employee engagement programs.
- **Recruitment and Selection.** The Group will seek to attract, engage and develop an engaged workforce by supporting initiatives that promote appropriate hiring practices and other employment opportunities.
- **Workplace Policies.** The Company will implement policies which address barriers that may have contributed to a lack of employee engagement or sense of belonging in the workplace.
- **Workplace Education.** The Company will boost awareness by providing learning and development opportunities that support workplace respectfulness and sensitivity.
- **Employee Networks.** The Company will support and internally publicise workplace employee networks and encourage employee participation. Participation is voluntary and open to all employees and supported through internal visibility and leadership sponsorship.
- **Communication and Idea Sharing.** The Company will support open communication and provide mechanisms for employees to share ideas, provide feedback, raise concerns and collaborate on culture and belonging initiatives.

6 Review of Policy

The Sustainability Committee is responsible for the review and oversight of this Policy. In executing this role, the Committee will, with the appropriate support and input from management, review at least annually:

- The effectiveness of this Policy, its objective and the strategies outlined above, which aim to achieve the objectives.
- The division of responsibilities and accountability for developing and implementing culture and belonging initiatives across the organisation.

The Committee will report to the Board on the outcomes of its review, including any recommendations for changes to those strategies or the way in which they are implemented.

7 Disclosure of Policy

This Policy will be published on the Company's website.

A summary of this Policy and the Company's achievement of the Policy's objectives may be disclosed in the Company's annual Corporate Governance Statement.