

DIVERSITY AND INCLUSION POLICY

Owner	Niki King – General Manager Organisational Development
Approved	13 May 2025
Effective Date	13 May 2025
Purpose	The Diversity and Inclusion Policy sets out BOQ's requirements for diversity and inclusion.
Scope	This Policy applies to Bank of Queensland Limited, its subsidiaries (collectively, "BOQ", "BOQ Group", "Group", "us", "we" or "our") and products and services. It applies to the diversity and inclusion governance structure and to the development and implementation of diversity and inclusion strategies.



Contents

Purpose	1
Scope.....	1
1 Context	3
2 Requirements	3
Principles.....	4
3 Supporting Information	4
Roles and Responsibilities	4
Definitions	6
Non-Compliance with this Document.....	7
Related Documents	7
Document Information.....	7
Version History.....	8

1 Context

1. BOQ's key goals are to build a diverse workforce and inclusive culture.
 - a. Our BOQ values and strategic pillars are the foundation for our approach to diversity and inclusiveness.
 - b. We embrace differences and believe that our workforce should reflect the customers and communities that we serve.
 - c. We strive to ensure a purpose-led, inclusive and empathetic culture where our people feel confident to bring their best selves to work every day.

2 Requirements

2. BOQ Group must maintain a commitment to recognise the importance of diversity and inclusion and that it extends to all relevant People and Culture policies, procedures and practices.
3. Relevant policies, procedures and practices must be reviewed regularly to identify bias in decision making and take action to address any issues that will hinder progress in achieving a diverse workforce and inclusive culture.
4. BOQ Group's specific requirements for diversity and inclusion are:
 - a. Measurable Objectives: the Board and Executive Committee must set annual measurable objectives to achieve a diverse workforce composition, with particular emphasis on leadership roles.
 - b. Reporting: BOQ must report publicly on gender composition of the workforce and Board and gender pay equity at a like-for-like, level by level and organisation wide basis under the Workplace Gender Equality Act (WGEA) framework. We must continue to seek new opportunities to understand the diversity of our people to ensure we are progressing towards our goals.
 - c. Recruitment: our recruitment and selection processes must be inclusive and target diverse groups and should be transparent with equitable talent acquisition, selection and talent management processes.
 - d. Performance and Remuneration: we must support diversity and inclusion in our performance and reward cycle, with the expectation that our people are treated fairly and paid equally for performing like for like roles, regardless of gender or any personal characteristic.
 - e. Flexible Work Arrangements: we must promote an inclusive workplace environment to keep our people healthy and provide our employees with flexible working practices which leaders foster and embrace. Flexible work arrangements are available to all of our people.
 - f. Promotions and Succession Planning: we must build Diversity and Inclusion into talent programs by focussing on gender equality and minority groups in line with our Diversity and Inclusion Strategy and ensure a diversity lens is applied to the talent attraction, assessment and succession planning processes.
 - g. Capability: our capability programs should focus on diversity and inclusion by growing the leadership capability of our leaders, providing inclusive access to capability programs for all and targeted Diversity and Inclusion training into our curriculum to increase understanding of the benefits of diversity and inclusion.
 - h. Strategic Objectives and Results (SOARS): Executives and Senior Leaders must be assigned SOARS in their roles to set clear targets on gender participation within their areas of responsibility.

Principles

5. Diversity and Inclusion is everyone's responsibility and requires a united collective approach. We know that achieving our purpose requires the knowledge, perspectives and input from a workforce as diverse as our customer base, and a culture that enables these voices to be heard, valued and included. In an inclusive workplace, people feel:
 - a. Our work environment is a 'safe space' to belong, free from judgement
 - b. They can bring their true and whole selves to work
 - c. Valued and respected for who they are
 - d. Connected to and accepted by their co-workers
 - e. They have opportunities to develop their career and progress
 - f. They can fully contribute their unique talents, skills, experiences and ideas to the organisation
 - g. Inclusive environments ensure that people haven't been disadvantaged, marginalised, excluded or adversely impacted due to aspects of their diversity.
6. We are committed to:
 - a. Creating an environment of inclusion at all levels of BOQ, regardless of gender, marital or family status, sexual orientation, age, ethnicity, religious beliefs, nationality, cultural background, socio-economic background, perspective and experience or personal characteristics such as disability, medical condition(s), carers' responsibilities or any other unique characteristic of an individual or group
 - b. Ensuring that all relevant policies, processes and programs include a diversity and inclusion lens and are appropriately structured to guard against any discrimination and conscious or unconscious bias
 - c. Acknowledging and identifying the unique challenges faced by LGBTQIA+ people in the workplace by ensuring that staff have freedom to dress and act in any gender orientation or expression that they choose.
 - d. Ensuring all people have fair access to recruitment, promotion, training and development opportunities regardless of background
 - e. Designing and implementing programs and initiatives that will assist in building a diverse workforce and inclusive culture
 - f. Developing skills and awareness about the barriers to D&I and actively seeking to overcome these.
 - g. Discrimination, harassment, vilification and victimisation cannot and will not be tolerated

3 Supporting Information

Roles and Responsibilities

7. The following table outlines the roles and responsibilities relating to this Policy.

Role	Responsibility
Board	- Establishing accountability for diversity and inclusion at the Executive Committee level - Approve measurable diversity and inclusion objectives and assess progress on these objectives - Approve the Diversity and Inclusion Policy and Strategy

Role	Responsibility
Nomination and Governance Committee	- Report on Board diversity
People, Culture and Remuneration Committee	- Make recommendations to the Board on the Diversity and Inclusion Policy and Strategy - Review and report to the Board on the strategy and progress to the Diversity and Inclusion Strategy - Set measurable objectives for increasing diversity at BOQ - Set measurable objectives for gender pay equity - Approve and endorse strategic D&I imperatives such as BOQ Reconciliation Action Plan.
CEO	- Review and recommend approval of this Policy before consideration by the People, Culture and Remuneration Committee and Board - Publicly championing and advocating for diversity and inclusion - Actively participating in D&I initiatives and attending D&I events
Group Executives	- Integrating diversity and inclusion into all aspects of the organisation that it is driven from the top down - Speak to the importance of inclusion and diversity via applicable internal messages and internal and external events - Visible role modelling of inclusive behaviours and holding leaders accountable for diversity and inclusion in their business areas - Maintain alignment of the Diversity and Inclusion Strategy to the broader business strategy - Publicly championing and advocating for diversity and inclusion - Actively participating in D&I initiatives and attending D&I events
Chief People Officer	- Govern the implementation and oversight of BOQ's Diversity and Inclusion Policy and Strategy - Review the Diversity and Inclusion Policy and Strategy, and any changes to them, before consideration by the Executive Committee - Ownership of the Diversity and Inclusion Strategy - Drive accountability for actions against the implementation of the Diversity and Inclusion Strategy
Inclusion Committee	- Recommend the Diversity and Inclusion focus areas and objectives - Review the Diversity and Inclusion Strategy, and any changes before consideration by the Executive Committee - Drive and deliver actions via our Employee Affinity Groups - Drive accountability for actions against the implementation of the Diversity and Inclusion Strategy - Take an enterprise view of D&I & recommend priorities for the D&I strategy - Monitor the implementation and progress of BOQ's D&I strategic initiatives - Help remove barriers to the progress of the D&I strategy - Publicly champion and advocate for diversity and inclusion - Actively participate in D&I initiatives and attend D&I events
Employee Affinity Groups	- Create a safe space for employees identifying with each affinity group - Work closely with D&I Lead to implement their group's action plans and initiatives - Organise events to celebrate and acknowledge key days of significance throughout the year - Undertake research relevant to their group and provide suggestions for improvement based on these findings - Maintain relationships with key stakeholders across the Group - Co-Chairs guide their affinity group in identifying their key priorities each year and ensure all members are actively involved in relevant activities.

Role	Responsibility
Employee Affinity Group Executive Sponsors	- Advocate for their Affinity Group's needs and goals at the executive level, ensuring they have the necessary resources and support. - Provide strategic guidance and mentorship to Affinity Group Co-Chairs and help them align the Group's activities with the broader organisational and D&I goals and strategies. - Use influence to raise the visibility of the Affinity Group within BOQ by promoting its initiatives and successes. - Help secure funding and other resources needed for their Affinity Group's initiatives, activities and events. - Facilitate connections between their Affinity Group and other parts of BOQ, including senior leadership. - Actively listen to the concerns and ideas of Affinity Group members, providing feedback and advocating for necessary changes. - Provide feedback on their Affinity Group's Co-Chairs during performance review cycles to recognise their contribution - Actively participate in D&I initiatives and attend D&I events
BOQ Group Leaders and Managers	- Advocate for and communicate on D&I initiatives to their teams - Monitor and action key D&I focus areas for their teams and the business - Actively participate in D&I initiatives and attend D&I events - Connect with their people with empathy and foster inclusion within teams - Role model inclusive leadership - Role model healthy work-life integration and commitment to flexible working
Senior Specialist OD, D&I	- Develop the Diversity and Inclusion Strategy and recommend the D&I strategic focus areas, targets and objectives - Lead, design and deliver Group-wide D&I initiatives which enable us to build a diverse and inclusive culture - Provide advice and support on D&I to all D&I stakeholders – particularly the Inclusion Committee and the Employee Affinity Groups - Provide specialist support on D&I across the Group - Design and deliver diversity and inclusion initiatives which enable us to build a diverse workforce and inclusive culture - Monitor and communicate progress against measurable D&I objectives to Inclusion Committee, Affinity Groups and senior leaders - Accountable for reviewing diversity and inclusion policies and practices, overseeing industry submissions and reporting activities. - Assemble annual budget requirements to support D&I Strategy - Manage relationships with external D&I partners and vendors
People & Culture	- Create people processes and policies to help continually develop and leverage the benefits of a diverse and inclusive workplace - Support managers to develop the skills, knowledge and understanding required to lead diverse and inclusive teams - Monitor progress on the measurable objectives, and report regularly to the Inclusion Committee, Executive Committee and board committees - Ensure breaches of this policy are managed in accordance with the BOQ Code of Conduct
All Employees	- Uphold BOQ Group's purpose and values - Continuously evaluate their own behaviours to ensure they support the BOQ purpose and values and embrace diversity and inclusion - Actively challenge behaviours that are not inclusive - Participate in D&I initiatives and attend D&I events

Definitions

8. The following table defines key terms used in this Policy.

Term	Definition
Diversity	The mix of backgrounds, attribute, beliefs, skills, knowledge, experience and perspectives Individuals bring to the workplace.
Inclusion	Leverages diversity to create an environment where our people feel valued, cared for and enabled to better connect with and serve the diversity of our customer base.
Employees	Group executives, managers, employees and contractors of the BOQ Group. In addition, this policy applies to owner managers and their employees and contractors.
Inclusion Committee	The Inclusion Committee is comprised of the Executive Sponsors from our Employee Affinity Groups, delegates of the Executive Committee and other BOQ leaders by invitation. The Inclusion Committee is chaired by the Chief People Officer.
Employee Affinity Groups	Employee Affinity Groups are designed to align BOQ Group's approach to inclusion to the needs of our people and communities. BOQ Group currently has six Employee Affinity Groups: - Banking without Barriers – focusing on our employees and customers with accessibility issues - Career Network – focusing on early career programs - Cultural Capital Committee – focusing on our culturally and linguistically diverse employees and customers - First Nations Reconciliation Council – focusing on implementing BOQ's Reconciliation Action Plan - ProudlyMe – focusing on our LGBTQIA+ employees and customers - SPARK – focusing on gender equity

Non-Compliance with this Document

9. Suspected or actual non-compliance with this Policy must be reported to the Document Owner and managed according to BOQ's issue, risk event, and consequence management processes.

Related Documents

10. The following documents relate to this Policy:
- Harassment, Discrimination and Bullying Standard
 - Flexible Work Arrangements Policy
 - Work, Healthy & Safety Policy (WHS)
 - Performance and Conduct at Work
 - Parental Leave Standard
 - Recruitment and Selection Policy
 - Learning and Development Policy
 - Domestic and Family Violence Standard
 - Code of Conduct
 - Remuneration Policy
 - Group Procurement Policy

Document Information

Approver	Board
Approved on	13 May 2025
Document Owner	Niki King – General Manager Organisational Development

Accountable Group Executive	Alexandra Taylor – Chief People Officer
Document Level	Board Policy
Information Classification	Internal-only
Relevant Legislation (incl. Prudential Standards)	• Workplace Gender Equality • Fair Work Act 2009 • Sex Discrimination Act 1984 • ASX Corporate Governance Council February 2019
Risk Class(es)	Compliance and Conduct Risk
Review Frequency	Biennial
Next scheduled review date	May 2027

Version History

Version	Date	Author	Description
1	May 2019	Mia Brieschke	Creation of Policy. Individual diversity and inclusion policies consolidated, inclusion of full content revision.
2-3	May 2020 – Dec 2021	Various	Regular reviews, no material revisions.
31.	Jun 2023	Dane Stella, Emma Guest, Jason Sharpe	Review post new EA2022.
4.0	May 2025	Maria Papageorgiou	Reference to KPIs updated to SOARs. Revised roles and responsibilities. Simplification of content of policy. Adoption of new policy template.