

Diversity and Inclusion Policy

1. Introduction

Abacus Group's Vision is to create exceptional value for our customers, people, and community as a high conviction owner delivering long term sustainable returns.

We believe our Vision is best achieved by creating an inclusive environment and encouraging diversity throughout the Abacus Group business, including among team members and at the governance level. Inclusion and diversity at Abacus Group is about ensuring collective perspectives are valued and achieved with the objective of enhancing informed judgment and high-quality decision making.

Diversity includes, but is not limited to, promoting a team environment which includes and welcomes members with a range of different attributes and characteristics, including as to gender, age, ethnicity, disability, family, and carer's responsibilities, sexual orientation, and religious and cultural backgrounds.

Diversity and inclusion at Abacus Group is about the commitment to egalitarianism and the treating of all individuals with respect.

This policy is also designed to assist Abacus Group (comprising the stapled entities listed on the ASX under code ABG) to meet the recommendations and guidance provided in the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (ASX Principles).

The Diversity and Inclusion Policy provides a framework for Abacus Group aimed at achieving the following objectives:

- a diverse and skilled workforce, leading to continuous improvement in service delivery and achievement of corporate goals;
- a workplace culture characterised by inclusive practices and behaviours for the benefit of all employees;
- a work environment that values and utilises the contributions of team members with diverse backgrounds, experiences, and perspectives through improved awareness of the benefits of workforce diversity and successful management of diversity; and
- awareness among all team members of their responsibilities with regards to fairness, equity, and respect for all aspects of diversity.

Abacus Group seeks to achieve these outcomes in a manner consistent with relevant anti-discrimination and equal employment opportunity legislation. Nothing in this policy is to be read as suggesting that Abacus Group, or its team members (including directors and officers), should engage in, or provide justification for not engaging in, any conduct which is illegal or contrary to relevant legislation.

Abacus Group has additional policies prohibiting such conduct including the Code of Conduct and Ethics, the Anti-Discrimination Policy, and the Harassment and Vilification Policy.

2. The Board's focus

The Abacus Group Board is committed to the principles of workplace diversity and inclusion. It has a particular focus on supporting the representation of women at a senior level within the Abacus Group business and on the Abacus Group Board.

The Board's People Performance Committee is responsible for reviewing and approving recommended strategies and measurable objectives to meet the desired outcomes of the Diversity and Inclusion Policy.

It is expected to monitor progress of achieving such measurable objectives, including the evaluation and reporting mechanisms in this policy.

The Nomination Committee is tasked with conducting all Board appointment processes in a manner that promotes inclusion and diversity, including but not limited to gender diversity. This includes establishing a structured approach for identifying a pool of potential candidates for Board appointments.

3. Strategies

Abacus Group aims to promote diversity and inclusion through a range of strategies including:

- Recruiting from a diverse pool of candidates for all positions, including senior management and the Board. In this regard, Abacus Group's principle is that all recruitment is to be based on merit, with the most appropriately qualified and experienced person is employed for each role.
- Abacus Group does not tolerate any form of unlawful discrimination, including in our recruitment or people management processes.
- Reviewing succession plans to ensure an appropriate focus on diversity.
- Seeking to identify specific factors to be taken into account in recruitment and selection processes to encourage diversity.
- Undertaking a review of gender pay equity on an annual basis, with the aim of minimising identified pay gaps between male and female employees with similar skills and experience in the same or similar positions.



- Developing programs to develop a broader pool of skilled and experienced senior management and Board candidates, including, workplace development programs, external mentoring programs, and targeted training and development.
- Developing a culture which takes account of family and caring responsibilities of employees.
- Any other strategies the Nomination and People Performance Committees develop from time to time.

4. Monitoring and evaluation

Measurable objectives approved by the People Performance Committee are expected to be flowed through in Abacus Group's annual key performance and / or key performance indicators for the Managing Director and senior executives.

In addition, the Board will review progress in achieving measurable objectives set in accordance with this policy as a key performance in its annual diversity and inclusion performance assessment.

5. Reporting

The People Performance Committee is responsible for reporting to the Board annually, on progress against such measurable objectives as may have been established in accordance with this policy.

The Board is responsible for including in the Sustainability Report each year:

- Information about any measurable objectives which may have been established in accordance with this policy;
- Information about progress in respect of any measurable objectives which may have been established; and
- the proportion of women: employed in the whole organisation, employed at senior management level, and appointed at Board level.

6. Definitions

Words or expressions used this policy have the same meaning as in the Code of Conduct.

Any references in this policy to the Board and its Committees means the Abacus Group Board and Abacus Group Board Committees.

7. Related legislation and policies

Code of Conduct

Anti-Discrimination Policy

Harassment and Vilification Policy

ASX Corporate Governance Council's Corporate Governance Principles and Recommendations



8. Document Control

Effective: 01 July 2026

ABG Board approved: 18 June 2026

