

Inclusion, Equity & Diversity Policy.

31.07.2025

1. Introduction.	2
2. Principles.	3
3. Objectives.	4
4. Measures and Accountabilities.	5
5. Review of the policy.	6

At Judo, our purpose is to be Australia's most trusted SME business bank. This purpose underpins all that we do and shines through in our Environmental, Social and Governance (ESG) policy and approach. Our position on Inclusion, Equity and Diversity (IE&D) is anchored to the 'S' in ESG – we believe in supporting our people and communities to grow and thrive.

We believe that human rights are the basic freedoms and protections that belong to every single person, regardless of gender, marital or family status, sexual orientation, gender identity, age, disabilities, ethnicity, religious beliefs, cultural background, socio-economic background, perspective or experience. As such, Judo's IE&D Policy is underpinned by this belief.

Judo recognises that embracing and celebrating our individual differences makes us collectively stronger. We deeply value diversity of background and thought and we want our people to feel heard, valued and supported.

Consistent with our purpose and corporate values, Judo is committed to nurturing an inclusive culture where everyone feels like they belong and can contribute to the success of Judo and our customers. Judo is also committed to ensuring our people are treated fairly and with respect, and are free to bring their whole selves to work and have equal access to opportunities to achieve success.

Ultimately, our IE&D vision is that Judo is a place where everyone feels like they belong – a place where our people and our customers thrive because our unique differences make us collectively stronger.

Judo's approach supports the attraction and retention of talent and of customers, enabling us to better understand, connect and grow with a broader audience.

This policy applies to the Judo Board of Directors and Judo employees at all levels of the organisation.

2. Principles.

Our IE&D principles are underpinned by our commitment to upholding human rights, our values and our purpose.

2.1 Inclusion

- At Judo, inclusion feels like being treated with dignity, being able to bring your authentic self to work, being able to contribute and feeling connected to others, creating a true sense of belonging where our people can thrive.
- We seek to create an environment where people not only feel valued and welcomed, but confident in being themselves to maximise their potential
- We are life-long learners, we acknowledge that IE&D is a journey without an end point, and we're committed to learning, seeking feedback and growing as we go
- Every Judo person is responsible for treating colleagues, partners and customers with dignity and respect
- Flexibility is available to all Judo people, regardless of personal circumstances

2.2 Equity

- At Judo, Equity is about receiving fair treatment and having equal access to the same opportunities through supporting systems, processes and practices that are free from bias and discrimination
- We will not tolerate unlawful discrimination, bullying, harassment or victimization of any kind

2.3 Diversity

- At Judo, diversity is the mix of visible and invisible differences that make us unique
- We are passionate about celebrating and embracing our differences knowing it's our individual uniqueness that makes us collectively stronger
- We appreciate the competitive advantage that diversity brings in better understanding and connecting with our customers when they can see themselves in our people
- We welcome diversity of thought as it helps us to achieve better outcomes

This policy provides a framework for new and existing diversity related initiatives and polices within our business.

This policy has been prepared and will be administered in line with the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations'.

3. Objectives.

Judo's IE&D Objectives are aligned to three strategic pillars which positively contribute to the experience of our people and business performance:

3.1 Attract, celebrate and keep diverse talent, this means:

- Our team reflects our customers and the communities in which we live and work
- Our talent bring visible and invisible diversity and we celebrate our differences, with a strong focus on gender equality, LGBTIQ+ inclusion and diversity of cultural backgrounds.
- We leverage diversity to spark innovation, creative problem solving and growth
- Our people leaders truly value diversity and proactively seek it out
- Our people recommend Judo as a great place to work

3.2 Nurture an inclusive culture where everyone belongs, this means:

- We nurture a culture that is values-driven, where everyone at Judo can be heard, respected, connected and themselves
- Our people can do their best work regardless of role, background and experience to deliver business outcomes that matter
- Our people leaders role model inclusion and our people feel psychological safety
- Our people feel like they truly belong at Judo and say the culture is one of the best they've ever experienced

3.3 Become the most trusted employer in Australian Banking, this means:

- We make 'common sense' people decisions based on merit and without bias
- Everyone has equal access to opportunities and our people are treated fairly and respectfully in ways that support our value of Trust
- Our processes and policies maximise inclusion and minimise bias
- Our customers and stakeholders recognise our commitment to IE&D because our actions show that our people are our competitive advantage.

4. Measures and Accountabilities.

All Judo people are accountable for creating a work environment that fosters inclusion, equity and diversity. Specifically:

- The board of directors of Judo (**Board**) is accountable for establishing diversity-related measurable objectives for Judo. These objectives will include, at a minimum, objectives relating to achieving diversity in the composition of its board, senior executives and workforce generally. The Board will review these objectives on an annual basis, in light of the progress against the objectives and the needs of the business.
- The Management Board are accountable for creating a diverse and inclusive workplace, supporting IE&D initiatives across Judo and endeavouring to ensure that Judo's policies and practices are free from bias and discrimination;
- People Leaders must adhere to this policy and where there is a breach of this policy (either observed or reported) report it immediately to the People & Culture team. People Leaders must also ensure people-decisions are based on merit and are free from bias or discrimination.
- All Judo people must adhere to this policy and treat all colleagues, partners and customers with dignity and respect and maintain a work environment that is free from harassment, bullying and discrimination;
- The People & Culture team are responsible for partnering with People Leaders to promote and reinforce this policy in Judo's people practices, and seek to resolve any potential breach of this policy; and
- The Chief People and Culture Officer will monitor the progress and report to the Board on the effectiveness of the diversity-related objectives, as set in accordance with this policy.

Judo will disclose in its annual report:

- a. the measurable objectives for achieving diversity set by the Board in accordance with this policy in that year and its progress towards achieving them; and
- b. the respective proportions of men and women on the Board, on the Management Board and across the business.

5. Review of the policy.

The Board Remuneration Committee (the Committee) shall undertake a regular review, at least annually, of this policy.

The Committee may recommend to the Board any amendments to this policy.