



Diversity, Equity and Inclusion Policy

Policy No. BAPCORP037

Effective date: 31 March 2014

Last review date: 24 February 2026

Recommended by: Chief Executive Officer and Managing Director

Authorised by: Bapcor Board of Directors

Our Values



We do the right thing...

We are **open, honest** and **respectful**. We **do what we say** and **say what we do**.



We are in it together...

We're all part of the Bapcor **family**. We **support** each other, **include** everyone and have **fun** along the way.



We give a damn...

We **care** about what we do and are **proud** of how we do it. We are **passionate** and **make a difference**.



We get it done...

We use our **unique talents** to **find solutions** and **achieve common goals**. We **celebrate success** and **strive to win**.

Diversity, Equity and Inclusion Policy

1. Introduction

- a) Bapcor Limited's (**Bapcor**) purpose is to be there for what matters most. To be there for our team members, our customers and for our communities, so they can get to what is important to them.
 - b) Our purpose is supported by Bapcor's Values – We do the right thing, We are in it together, We give a damn and We get it done.
 - c) Bapcor's Diversity, Equity and Inclusion (**DEI**) Policy reflects Bapcor's commitment to building a diverse workplace where we value the uniqueness of all team members and where everyone feels like they belong.
 - d) Bapcor acknowledges the positive outcomes and benefits that can be achieved through a diverse and inclusive workplace, including the ability to attract, develop, retain and motivate directors, officers and team members from the widest possible pool of available talent.
 - e) Bapcor recognises and utilises the contribution of diverse skills and talent from its directors, officers and team members. Bapcor also recognises that to foster an effective diverse and inclusive workplace, discrimination, bullying, harassment, vilification, and victimisation cannot and will not be tolerated.
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2. Who does this apply to?

This policy applies to all directors, officers, team members and all people who work at Bapcor and its related bodies corporate, including contractors and consultants.

3. Definitions

For the purpose of this policy, these terms are given the following meanings:

- (a) **Diversity:** Diversity is each individual's uniqueness: it extends beyond gender and includes, but is not limited to, age, ethnicity, marital or family status, religious or cultural background, sexual orientation or preference, disability or impairment, physical features, political or other beliefs or activities, or any other unique or distinguishing characteristic.
 - (b) **Equity:** Equity is ensuring that everyone within Bapcor is treated according to the unique needs and circumstances of each individual and adopting practices, policies and resources to provide everyone with fair and equal opportunities to succeed at work.
 - (c) **Inclusion:** Inclusion occurs when people feel, and are valued, and respected. An inclusive workplace creates a real sense of belonging where each individual is valued and heard.
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4. Objectives and Commitment of Bapcor

- a) Supporting Bapcor's purpose, Bapcor's DEI aspiration is: *"Our team members matter most, we're building a diverse workplace where we value the uniqueness of all team members, where everyone feels they belong."*
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The four pillars within Bapcor's DEI strategy are:

DIVERSITY, EQUITY & INCLUSION

**BE THERE FOR
WHAT MATTERS MOST**

BAPCOR VISION: OUR AMBITION IS TO BE ASIA PACIFIC'S MOST-TRUSTED AND LEADING PROVIDER OF VEHICLE PARTS, ACCESSORIES, EQUIPMENT, SERVICE AND SOLUTIONS.

DEI ASPIRATION: OUR TEAM MEMBERS MATTER MOST. WE'RE BUILDING A DIVERSE WORKPLACE WHERE WE VALUE THE UNIQUENESS OF ALL TEAM MEMBERS, WHERE EVERYONE FEELS LIKE THEY BELONG.



LAY THE
FOUNDATION



ACCOUNTABLE &
INVESTED LEADERS



BUILDING
BELONGING



LEAD THE
INDUSTRY

- b) Bapcor will endeavour to ensure:
- i. that Bapcor's culture at all levels is aligned to Our Values and supports diversity and inclusion in the workplace, and maintaining a commitment to a high performance culture;
 - ii. that recruitment and selection practices at all levels are appropriately structured so that a diverse range of candidates are considered and that there are no conscious or unconscious biases that might discriminate against certain types of candidates;
 - iii. that the approach to training and development, talent management, succession planning, and providing career development opportunities enables team members to build their skills and capabilities and progress their careers without bias;
 - iv. that consideration is given to programs and processes that will assist in the development of a broader and more diverse pool of skilled and experienced team members;
 - v. that processes to recognise and reward excellence and to manage performance are equitable;
 - vi. that support for an individual's personal responsibilities (including the adoption of flexible work practices that will assist them to meet those responsibilities);
 - vii. the policy for selection and appointment of new directors is transparent; and
 - viii. the Board establishes objectives on an annual basis to identify ways in which the achievement of gender diversity at Bapcor is measured, and in relation to other aspects of this policy.
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5. Responsibilities

DEI is everyone's responsibility at Bapcor and requires purposeful action everyday.

Team Members:

- (a) Every Bapcor employee is responsible for:
 - (i) Respecting the dignity and diversity of all people;
 - (ii) Contributing to and maintaining an inclusive work environment that is free from discrimination, harassment and bullying; and
 - (iii) Enhancing their awareness of potential unconscious bias and how that might hinder their ability to be more inclusive.
- (b) Every Bapcor employee must comply with this policy, Bapcor's Code of Conduct, and the supporting policies and procedures.
- (c) Bapcor encourages Bapcor team members to raise any concerns in relation to diversity, equity, inclusion, workplace discrimination, harassment, victimisation or bullying with their direct manager or their People & Culture Business Partner.
- (d) Bapcor's people leaders are responsible for supporting team members to achieve a diverse and inclusive work environment, free from unlawful or unacceptable behaviour.

Group Leadership Team:

- (a) In addition to the responsibilities for all Bapcor team members, the Group Leadership Team (**GLT**) is responsible for:
 - (i) Supporting the implementation of this policy and taking action when the policy is not followed;
 - (ii) Creating and maintaining an inclusive work environment through modelling inclusive behaviour and ensuring that all people are treated fairly and equitably; and
 - (iii) Creating diversity within teams and encouraging diversity to delivery better outcomes and experiences for Bapcor team members, customers and stakeholders.
- (b) The GLT is also accountable for implementing the DEI strategy and achieving DEI outcomes.

DEI Council

- (a) The role of the DEI Council is to define and oversee DEI initiatives within Bapcor:
 - (i) **Representatives:** The DEI Council is made up of all GLT members;
 - (ii) **Guidance:** The DEI Council will provide guidance to team members and people leaders on enacting and interpreting this policy;
 - (iii) **Strategic Planning:** A key focus is on the strategic planning, goal setting, and implementation of



DEI initiatives and an annual DEI plan aligned with Bapcor's purpose "be there for what matters most" and Bapcor's Values;

- (iv) **Ongoing Oversight:** The DEI Council provides ongoing oversight, monitoring progress, and proposing changes to Bapcor's DEI strategy and initiatives to ensure that they remain effective and relevant;
 - (v) **Engagement:** The DEI Council may also engage with stakeholders, and experts to ensure they are informed of the best practices and emerging trends in DEI.
- (b) The DEI Council meets quarterly to review progress against annual plan and evaluate effectiveness of initiatives.

Board

- (a) The Board has responsibility for this policy, and the monitoring of its effectiveness. This policy will be reviewed at least annually by the Board to ensure its effectiveness.
- (b) The Board has responsibility to:
 - (i) annually set and review objectives in relation to gender diversity (Objectives) and, where appropriate, other aspects of diversity included but not limited to women in leadership, age diversity and cultural diversity; and
 - (ii) annually assess Bapcor's progress in achieving the Objectives.

6. References

Our Values
Bapcor Code of Conduct
Respect in the Workplace Policy - BAPCORP 013
Senior Executive Remuneration –BAPCORP 042
Policy Remuneration Policy – BAPCORP 029
Flexible Working Arrangements Policy – BAPCORP 041
Parental Leave Policy – BAPCORP 043
Human Rights Policy – BAPCORP 023
Whistleblower Policy – BAPCORP 017

7. Version Control

Version	Amendment/s	Date created	Author
1.0	Establish policy	31 March 2014	
2.0	Review policy and update	May 2021	EGM HR
3.0	Review and approve updated policy	1 June 2021	Board
4.0	Review policy	31 May 2022	EGM HR
5.0	Review and update policy	18 June 2024	CP&CO
6.0	Review and update policy	24 June 2024	CP&CO
7.0	Review and update policy	24 February 2025	CP&CO
8.0	Review and update policy	24 February 2026	CP&CO