



Channel

Infrastructure NZ



Diversity and Inclusion Policy

The Policy is reviewed at least on a biennial basis by the People and Culture Committee, or earlier if determined by the Committee, the Board or by management.

Any change to this Policy requires the approval of the Board.

Policy Owner: Chief Financial Officer

Issue Date: 30 June 2026

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1. Purpose

- 1.1. At Channel Infrastructure NZ Limited (**Channel Infrastructure**), diversity and inclusion means recognising and appreciating the variety of characteristics that make individuals unique, in an environment that celebrates collective achievement and removes perceived or tangible barriers to feeling a sense of belonging, being treated fairly and respectfully and having equal access to opportunity.
- 1.2. We value and respect the diversity our people bring to their roles, and are committed to inclusion by fostering an environment where our people treat each other, our customers and stakeholders with respect. Diversity strengthens decision-making, supports innovation and drives business performance.
- 1.3. Channel Infrastructure's values – One Team, Care, Honesty and Integrity – recognise the importance of diversity and inclusion in delivering Channel Infrastructure's business objectives. This includes incorporating diversity into our recruitment, talent management, and succession planning processes and into our values and culture.

2. Who this policy applies to

- 2.1. This Policy applies to members of Channel Infrastructure and its subsidiaries (**Channel Infrastructure Group**). Every Director and employee at all levels of the Channel Infrastructure Group will be expected to adhere to the principles, commitments and responsibilities in this Policy.

3. Diversity and inclusion principles

- 3.1. The diversity and inclusion principles are:
 - (a) diversity will be pervasive and evident throughout all levels of the Channel Infrastructure Group;
 - (b) we will gain and retain top talent by attracting a diverse candidate pool;
 - (c) our decision making will be enhanced by the diversity of our people;
 - (d) we will partner with mana whenua to deepen our understanding of their roles, obligations and objectives in exercising their mana and kaitiakitanga over the areas with which we also have a connection, including Poupouwhenua, and Southern Whangārei Te Rerenga Parāoa lands and waters; and
 - (e) the way we lead and the way we behave will demonstrate the value we place on diversity.

4. Practical application

- 4.1. Our processes and procedures will be the practical application of these principles, including:
 - (a) recruitment – Attracting a broad and diverse candidate pool and making recruitment decisions without conscious or unconscious bias or discrimination;

- (b) talent management – Supporting professional and leadership development that values the diversity of the workforce and diversity of thinking;
- (c) communication that models inclusion;
- (d) performance management – Reinforcing this Policy by having processes that support accountability;
- (e) company culture programmes that celebrate diversity;
- (f) pay equity – Monitoring, and identifying opportunities to address, pay equity gap;
- (g) incorporating diversity into succession planning – Diversity is evident throughout all levels of the organisation; and
- (h) skills matrix – the Board maintains and regularly reviews a skills matrix setting out the mix of skills and diversity of the Board.

4.2. Each employee is responsible for:

- (a) helping to support and maintain a diverse and inclusive culture, including by not actively or passively participating in or encouraging discrimination, bullying or harassment in the workplace;
- (b) actively seeking, valuing and drawing on the differing knowledge, perspectives, experience and styles present in our community;
- (c) being aware of cultural sensitivities when working with others;
- (d) using inclusive language when communicating; and
- (e) reporting any incidents that are inconsistent with our commitment to diversity and inclusion, or which are inconsistent with this Policy, which may be reported in accordance with the Channel Infrastructure Group's Whistleblowing Policy available on the website or intranet.

4.3. It is the responsibility of all Leadership Team members and Senior Leaders to:

- (a) promote diversity, collaboration and inclusion within their teams;
- (b) look for opportunities to leverage diverse perspectives within the team in day-to-day business activities; and
- (c) raise any concerns about discrimination, bullying or harassment with the Chief Executive, Chief Financial Officer or General Counsel.

5. Monitoring

- 5.1. Diversity will be monitored and measured within leadership as well as the total workforce with reference to the following demographics (where available) to identify levels at which diversity may be improved.

Diversity

Age	Percentage in age bands
Gender	Percentage Male/Female/Gender diverse
Ethnicity	Percentage ethnic groups

6. Developing and measuring objectives

- 6.1. The People and Culture Committee will recommend to the Board a set of measurable objectives for achieving diversity and inclusion in line with this Policy. The Board will annually assess progress towards achieving these objectives, as well as reviewing the objectives. The Board will also periodically disclose progress towards the objectives in its reporting, in line with NZX Guidelines.