



Group Diversity, Equity, and Inclusion Policy

Purpose and scope

CSL's employee brand — Promising Futures — speaks to our commitment to building a workplace where employees can fulfill their career aspirations, realise their potential, and be inspired by being part of a purpose-driven company with a values-based culture. This goal requires us to have a culture of inclusion where all employees are respected, valued and able to freely share their perspectives, experiences, and ideas.

This policy sets out the actions CSL takes to build and foster a diverse, equitable and inclusive workplace. CSL is an equal opportunity employer and prohibits discrimination on the basis of gender, nationality, race, ethnicity, disability, sexual orientation, gender identity, age, socioeconomic status, marital/family status, religious beliefs, language, professional and educational background, cultural experiences, and any other criteria protected by applicable law or company policy.

CSL's commitment to diversity, equity and inclusion aligns with our Values. Our Values are at the core of how our people interact with each other, make decisions, and solve problems, together:

- Patient Focus – We deliver on our promise to patients.
- Innovation – We turn innovative thinking into solutions.
- Integrity – We walk the talk.
- Collaboration – We are stronger together.
- Superior Performance – We take pride in our results.

Our Code of Responsible Business Practice, as well as training and policies, guide employees in supporting diversity, equity, and inclusion in the workplace. We believe diversity, equity, and inclusion are every person's right and responsibility. We expect our leaders to create a culture that appreciates and leverages differences, to build diversity into their teams and to role model equitable and inclusive leadership, including fostering a workplace where people feel valued and able to contribute in a positive way.

This policy applies to CSL Limited and is to be implemented across all CSL Group companies. In this policy, 'CSL' refers to CSL Limited and all CSL Group companies.

Policy

1. Why Diversity, Equity, and Inclusion is Important

CSL relies on our people's unique perspectives, ideas, capabilities and experiences to deliver for our business, our patients, our communities, our donors and our shareholders. This allows us to:

- Better understand and connect with our patients;
- Develop strong and sustainable relationships with diverse stakeholders including shareholders, communities, employees, governments, donors, customers and suppliers;
- Attract, retain, develop and engage a diverse workforce to sustain our long-term success;
- Foster creativity and innovation; and
- Improve the quality of the decisions that we make.

2. How We Support Diversity, Equity, and Inclusion

The CSL Board, the Global Leadership Group, Executive Vice President, Chief Human Resources Officer and all CSL people leaders are responsible for helping create a diverse, equitable and inclusive work environment. CSL is committed to:

- Ensuring that recruitment and selection practices at all levels (from the board downwards) are appropriately structured so that a diverse range of candidates are considered;
- Guarding against any conscious or unconscious biases that may be potentially detrimental to certain candidates;
- Embedding diversity initiatives into broader talent management processes in order to support the development of all talent, and increasing the representation of a more diverse pool of skilled and experienced employees that, over time, can be considered for senior management and board positions;
- Recognizing that all employees have a wealth of knowledge, skills and ideas to contribute;
- Providing learning and development opportunities in a way that maximizes fair and equitable access to all employees;
- Ensuring a robust performance management framework and process;
- Supporting all employees in balancing their work commitments with their personal and caregiver commitments and interests, which may vary at different career and life stages; and
- Seeking to create positive social impact by intentionally diversifying our third-party vendor base.

3. Our Objectives and Goals for Diversity, Equity, and Inclusion

We set goals to achieve a diverse and inclusive work environment and comply with international, national and local regulatory requirements in reporting our performance and progress.

Our Diversity, Equity and Inclusion objectives and goals and progress are disclosed in our annual report.

We also rely on our annual Employee Feedback Survey to measure the overall health of our culture and our Performance Management process to reinforce the importance of living our CSL Values.

4. Conduct

CSL does not tolerate discrimination, harassment, bullying, vilification, victimisation, or retaliation on the basis of any criteria protected by law. Any reported breach of this Policy is taken seriously and will be investigated (in line with our [CSL Speak Up Policy](#)) and violations may result in disciplinary action up to and including termination of employment.

Glossary

For other terms, see the [CSL Glossary](#)

Term/Abbreviation	Description
Diversity	The practice or expectation of including or involving people from a range of different social and ethnic backgrounds, including but limited to gender, nationality, ethnicity, disability, sexual orientation, gender identify, generation/age, socioeconomic status, religious beliefs, professional and education background, cultural experiences, or any other criteria protected by applicable law.
Equity	The fair treatment, access, opportunity, and advancement of all employees, applicants, and third parties, and the goal of identifying and seeking to eliminate barriers that may prevent the full access, opportunity, and advancement of some groups.
Inclusion	Authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power to ensure equal access to opportunities and resources.

Responsibility

Employee Category	Responsibility
CSL Board	Set measurable diversity objectives and assess progress against them on an annual basis.
The Global Leadership Group (GLG)	<p>Establish the CSL Group's purpose, values and strategy aligned to the Group's desired culture;</p> <p>Sponsor this Diversity, Equity and Inclusion (DE&I) policy;</p> <p>Lead by example;</p> <p>Guide the development of CSL's Diversity, Equity and Inclusion strategy and goals;</p> <p>Consider the impact of diversity across every talent decision and work to actively build diversity into their teams; and</p> <p>Drive improvement and monitor progress against the DE&I plan.</p>
Executive Vice President, Chief Human Resources Officer and HR Leadership Team	<p>Lead the creation and implementation of CSL's Diversity, Equity and Inclusion strategy and goals;</p> <p>Report to the CSL Board on the progress of the strategy and the effectiveness of related diversity, equity, and inclusion initiatives; and</p> <p>Review the Diversity, Equity, and Inclusion policy on a periodic basis to help ensure it is operating effectively and identify needed changes.</p>
All CSL People Leaders	<p>Consider the impacts of diversity, equity and inclusion across all talent decisions and take active measures to build diverse teams;</p> <p>Provide equitable access to growth, development and progression opportunities to people;</p> <p>Create an inclusive work environment where people feel respected, valued and supported to perform at their best.</p>
All Employees	<p>Be accountable for their own behaviors and contributions;</p> <p>Contribute to a culture where individual differences are understood, respected and valued;</p> <p>Help build a workplace where people feel safe to speak up when things are not right, or others are excluded; and</p> <p>Act with respect and integrity in accordance with CSL's Values.</p>