



Group Inclusion of Diversity Policy

2026



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Who it applies to

This QBE Group Inclusion of Diversity Policy sets our expectations for creating a workplace culture in which all of our people feel included.

This means everyone feels treated fairly, respectfully, valued, safe to speak up and inspired to do their best work.

Policy purpose

This policy sets out QBE's aspirations to influence and inspire progress for the inclusion of diversity beyond the boundaries of the organisation. This policy explains why that's important to us and how we bring our aspirations to life.

The policy and the principles apply to everyone, regardless of our roles – employees, contractors (long or short term), contingent workers (including consultants), directors, agents, investors, our stakeholders and anyone else who represents QBE in any capacity. This policy also applies to any joint ventures where QBE has a controlling interest.

It sets out our expectations of both how we interact with each other, inside and outside of the workplace and with our key stakeholders and partners.

To support the policy and to reflect QBE's commitment to inclusion of diversity, key areas have been identified to provide Group-wide clarity and consistency. In these areas, the policy sets out global minimum standards, supported by local policies (where applicable), that address specific requirements and laws.





What we stand for

Inclusion of diversity enables us to live our purpose. It's who we are, it's part of our DNA.

People are at the heart of our business. At QBE, people are excited to bring their true selves to work. Creating a workplace culture, and influencing the external environment, so that our people, customers, suppliers and stakeholders feel included is essential to our success, now and into the future.

What we stand for sets our expectations for how we interact with each other and our aspiration to influence and inspire progress, for the inclusion of diversity, beyond the boundaries of the organisation.

We fundamentally believe everyone should be included

We are all diverse and bring with us unique knowledge, skills, perspectives and ideas. We achieve better outcomes when we are truly inclusive.

We create an inclusive environment where it's always safe to speak up. We are role models of inclusive behaviours and do not engage in, condone or ignore behaviour that is inappropriate.

We play an active role as inclusive leaders. We are curious about others, courageous in thought and in action, mindful of biases and their impact and collaborate to ensure we all achieve our best.

We strive to ensure that QBE is an equal opportunity employer and respect all aspects of diversity.



We know inclusion of diversity is good for us now and in the future

We provide a place to work that aims to be accessible and safe for all; supportive of individual's needs and wellbeing, with equitable access to opportunities to learn, develop and grow. This ensures the long-term sustainability of our business.

We are deliberate in taking a broad view of industries, backgrounds and skills, in attracting, retaining and developing the best people, for the best individual and organisational outcomes.

We are deliberate in leveraging the diverse skills and experiences of our people to enhance creative problem-solving and effective decision-making, to drive innovation, performance and better customer outcomes.

We stand in the shoes of our customers and treat them fairly and respectfully.

We are committed to leveraging and shaping technology to support our people, designing inclusion into our workplace, products and services.

We recognise inclusion is foundational in our ability to deliver on our strategic priorities and requires a sustained commitment.



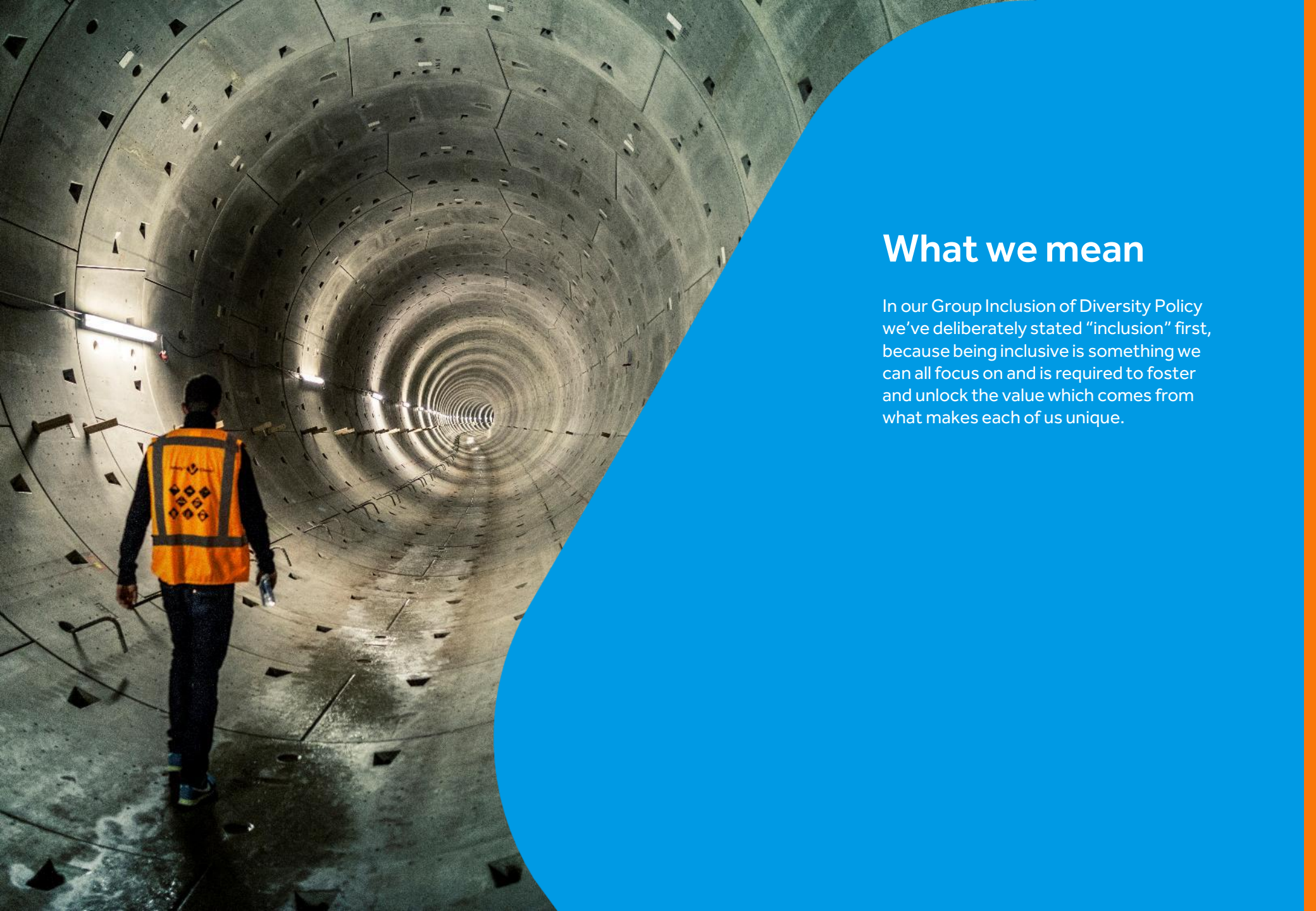
We are positive role models for our communities

We are more than QBE. We work with our broader network of stakeholders to influence and inspire progress in the communities in which we operate. We set an example for others to follow.

We seek to engage suppliers and partners who share our commitment to being inclusive of diversity. We expect our suppliers and partners to foster a diverse workforce, appropriate workplace behaviour and demonstrate an inclusive culture.

We actively engage, consult and understand how we can best support the communities in which we live and work.





What we mean

In our Group Inclusion of Diversity Policy we've deliberately stated "inclusion" first, because being inclusive is something we can all focus on and is required to foster and unlock the value which comes from what makes each of us unique.

Inclusion

We know that to realise the benefits of all the ways we are different, we have to create an environment where everyone is and feels included.

We define inclusion through three building steps:



The inclusion staircase

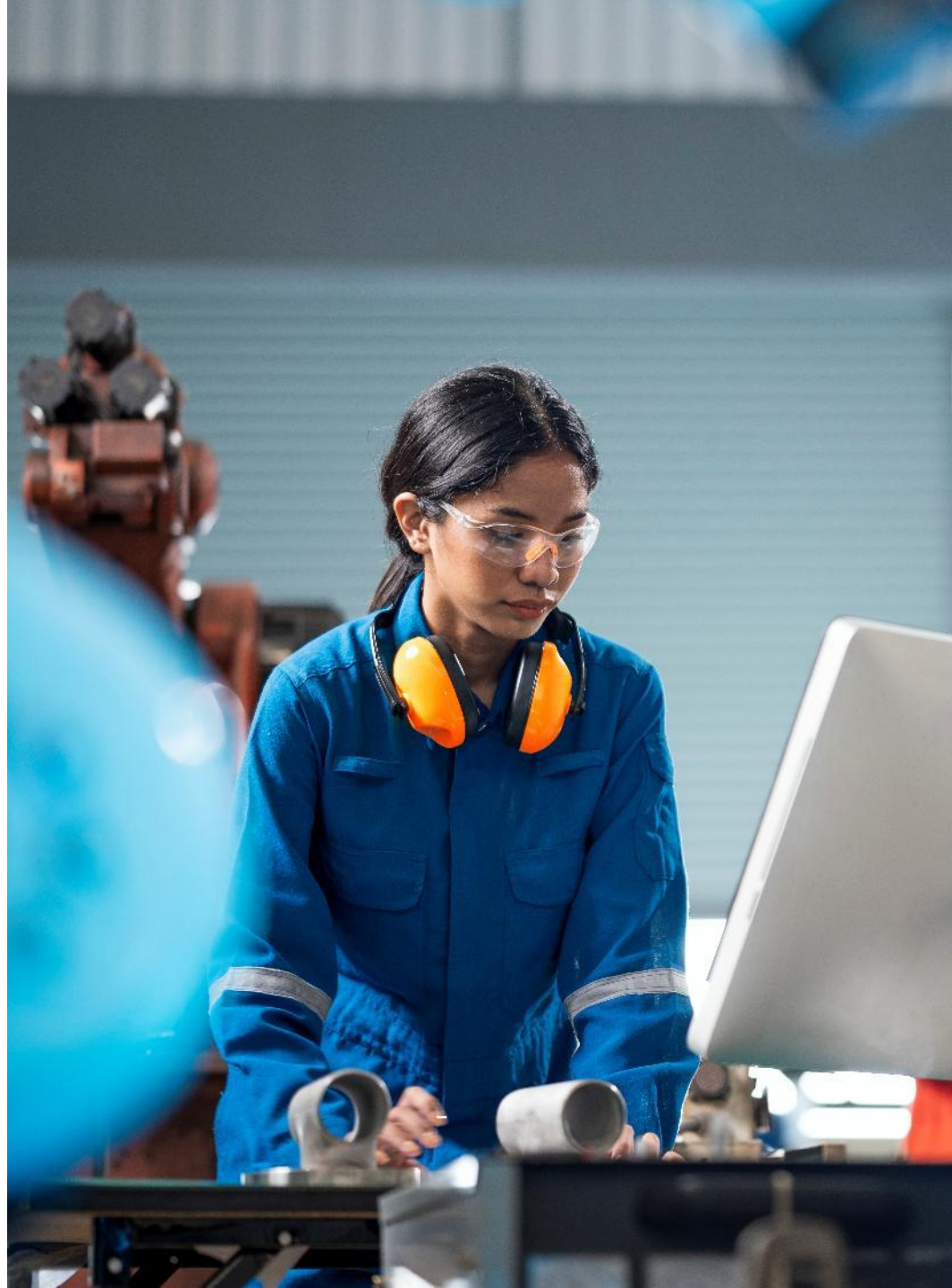


Diversity

At QBE, we have a broad view of diversity which includes all the ways all individuals are both visibly and invisibly different.

This definition encompasses all demographic characteristics of diversity including gender and gender identity, race and ethnicity including indigeneity, nationality, age, disability, sexual orientation, religion or belief, marriage, pregnancy, and parental/caring responsibilities. At QBE, we extend this definition to go beyond what is visible and to include all the deeper ways we are diverse including, values, personal and professional experiences, perspectives, expertise, knowledge and ideas.

We also recognise that our identities are multifaceted, and the overlap and intersection shapes who we are.



Who we are: Our DNA

Our QBE DNA are fundamental to who we are and how we need to operate to achieve success now and into the future. Inclusion of diversity is at the heart of enabling us to achieve our purpose and it's woven throughout the QBE DNA.

Being curious to understand the unique needs of each customer, to ensure that we provide all our customers with great outcomes

Bringing together all of our technical expertise, in ways that build trust, support others, innovate and unlock new sources of value



Openness, transparency and creating an environment where we can experiment and learn from our mistakes. This happens when we start with ensuring that everyone feels included

Bringing together all of our technical expertise, in ways that build trust, support others, innovate and unlock new sources of value

Sharing expertise and ideas, helping and supporting each other and being a united and collaborative team, all require us to include each other and value our differences

Being inclusive of all the ways in which we are different, enables us to reap the many rewards that result from feeling safe and inspired to be our true selves

Being open to new and different perspectives, to speak up. Our ability to make the right decisions are all easier when we feel included



How we fulfil our
commitments

How we take action and measure success

Key global focus areas have been identified to provide Group wide clarity and consistency in building a workplace culture that is inclusive of diversity. In some regions and divisions, these areas are supplemented with specific local priorities. With accountability central to our success, we have embedded our DNA, including inclusion, into our globally consistent annual performance management process. At QBE, there are three key global focus areas with globally consistent initiatives and measures:

Diverse workforce

- **Diverse leadership representation:** We strive to maintain positive progress against an aim of being representative of the communities in which we operate. Women in Leadership Targets are set for leadership levels 0, 1, 2, and 3..
- **Build a diverse pipeline of talent:** Our people adhere to equitable policies and practices which govern attraction, retention and development. This is measured through the diverse representation of leaders, tracking participation at leadership and development programs and identification of diverse talent pools for promotion, hiring and succession planning.
- **Fair remuneration:** At QBE, we reward our employees fairly and support our objective of pay equity through regular analysis, monitoring and transparent communication. We monitor our gender pay gap and hold ourselves to account, through the publication of our Global Gender Pay Gap Report, noting progress made and further actions required.

Inclusive workplace

- **Sense of belonging:** We know belonging is a key building block of inclusion. QBE's belonging targets centre around creating and maintaining an equal sense of belonging across gender identity, disability, race/ethnicity and sexual orientation., It's not only about being represented or counted, it's about feeling included.
- **Inclusive capabilities:** Underpinned by the QBE Skills, we will support the enablement of inclusive teams, Hybrid Working (enabled by the Flex@QBE principles) and the wellbeing and engagement of our people. Central to our success is a globally consistent approach to assessing leaders and the actions they take to support QBE's inclusive workplace culture.
- **QBE DNA:** We are all responsible for the role we play in contributing to an inclusive culture, including living the QBE DNA, completion of relevant mandatory diversity and inclusion training and adherence to relevant policies and workplace standards.
- **Voice of Employee:** We are committed to listening to, and acting on, employee feedback measured through employee engagement and inclusion through a global inclusion measurement approach. Analysis of employee turnover and exit interviews also support the identification of future areas of focus, enabling greater inclusion of diversity.
- **Employee Networks & Communities:** We are committed to fostering connection and a shared commitment to raise awareness of our diverse lived experiences, striving for an inclusive, safe and respectful workplace for all.
- **Flex@QBE:** At QBE, work is something we do, not a place we go. The Flex@QBE principles have been designed to empower our people and support the needs of our customers and business. Business performance remains a key focus, balanced by a recognition that ways of working have changed.
- **Workplace wellbeing:** QBE is committed to supporting a holistic approach to wellbeing for all of our people. This approach focuses on all facets of individuals' lives, including their career, the work environment within which they operate, their financial, physical and emotional health, in addition to social wellbeing and their sense of purpose

Connected marketplace

- **Customers:** Our customers reflect the communities in which we operate globally, through the different stages of their lives, including in their greatest times of need. We are committed to reviewing products, policies and practices to enhance equitable access for our diverse customer base.
- **Beyond our boundaries:** We recognise the benefits of action across the industry and take a collaborative approach to maximise our collective impact.
- **Diversity in supply chain:** We engage with suppliers and partners, who share our commitment to inclusion of diversity. We expect all suppliers and partners to adhere to our global standards related to inclusion of diversity.

How we manage governance

Highest level of oversight

Accountability for inclusion of diversity

Responsibility for executing inclusion of diversity

Group Board People and Remuneration Committee

Group Executive Committee

Divisional Boards

Managers and Leaders

Our People

Appointed by the QBE Group Board, the Committee has responsibilities including monitoring the progress, impact and effectiveness of the Inclusion of Diversity Policy, Strategy, and practices.

Statutory and regulatory reporting and disclosure requirements are also the responsibility of the Committee and include the ASX Corporate Governance Council's Principles, and Women's Empowerment Principles.

The Group Executive Committee (chaired by the Group CEO) represents the Global Inclusion of Diversity perspective, and is supported by the Group Chief People Officer, Chief Talent Officer, Group, Head of Culture & Inclusion, Group, and a Global Community of Practice. The Committee members are accountable for:

- Endorsing and actively supporting the global Inclusion of Diversity Strategy
- Leading as visible role models, champions, advocates and representatives for QBE
- Overseeing adherence to this Policy and compliance with relevant laws
- Regularly monitoring the progress, impact and effectiveness of the strategy
- Embedding the strategic importance of inclusion of diversity within our culture and for our customers by highlighting progress made and areas of ongoing focus both internally and externally
- Proactively identifying and monitoring any additional future areas of focus
- Facilitating annual reporting to the Group Board People and Remuneration Committee on status, implementation, progress and compliance.

The Committee will have regard to relevant provisions of the Women's Empowerment Principles, the ASX Corporate Governance Council's Principles and local Equal Employment Opportunity and anti-discrimination legislation in the jurisdictions in which QBE operates.

Divisional Boards or the relevant Divisional Board committee are responsible for local adoption and implementation of this policy and the Inclusion of Diversity Strategy, supported by Divisional Executive Management Boards.

The Executive Management Boards will be responsible for the identification of core areas of focus to enable QBE to build a workplace culture that is inclusive of diversity. These Leaders will act as visible role models, champions, advocates and representatives for QBE in addition to actively monitoring progress, impact and effectiveness of the Inclusion of Diversity Strategy in addition to any specific divisional goals. The Executive Management Boards will also report to local Board Committees as required.

Leaders play a critical role in QBE achieving our aspiration for inclusion of diversity. Our DNA and QBE Skills underpin our expectation of leaders as visible role models, champions, advocates of inclusion and appropriate representatives for QBE.

We all play a role in contributing to and building a respectful, inclusive and safe workplace culture. It's part of our QBE DNA. The Inclusion of Diversity Policy applies to everyone, regardless of your role or your seniority. It means everyone we interact with, can expect to be safe to speak up, treated fairly and respectfully, and made to feel they are valued and belong.

How we ensure our compliance

Although regulatory requirements may vary across the jurisdictions in which QBE operates, each Division must ensure that systems and controls are in place to adhere to this Policy and comply with local regulatory requirements. Where local regulatory requirements materially conflict with this Policy, then local requirements must be complied with, and the Group Chief People Officer (CPO) must be notified of any conflict(s).

Each Division must have this Policy approved by the relevant Divisional People and Remuneration Committee and accountability for application of this Policy sits with senior management.

This Policy should be read in conjunction with other QBE policies and guidelines that define and support our commitment to expected behaviours and conduct of employees and leaders. These include (but are not limited to):



QBE Group Code of Ethics and Conduct

Our Group Code of Ethics and Conduct addresses the responsibilities we all have at QBE to our company, to each other and to our customers, suppliers, communities and governments. It provides clear guidance to help us to make good judgement calls. It sets out specific expectations and beliefs for diversity and inclusion.



Group Whistleblowing Policy

Creating an environment that is open, safe and transparent is integral to inclusion of diversity. The Group Whistleblowing Policy sets out QBE's minimum standards in encouraging and supporting employees, contractors, and directors in reporting misconduct and other illegal or inappropriate behaviours.



Group Work, Health and Safety Policy

Providing a safe and healthy environment for all workers and visitors is fundamental to Inclusion of Diversity. QBE's Group Work, Health and Safety Policy sets global minimum standards essential for managing compliance with work, health and safety laws and requirements.



Group Flex@QBE Principles

Providing all people with flexibility in their work is essential to the first step of inclusion – fairness and respect. At QBE our Flex Principles empower us to deliver an outstanding hybrid experience for our people and customers.



QBE Supplier Code of Responsible Conduct

The QBE Supplier Code of Responsible Conduct sets out QBE's responsible conduct expectations: the key environmental, social and governance principles that we want our suppliers to uphold. This includes expectations of supporting inclusion of diversity.



Modern Slavery and Human Trafficking Statement

This statement describes the steps that QBE has taken to address modern slavery and human trafficking risk across the Group and our global supply chains and sets out our plans for future improvements. Ensuring that all businesses throughout the QBE supply chain comply with laws related to human rights and are free from modern slavery and human trafficking is a foundational step in ensuring we uphold our inclusion of diversity principles.



Group Human Rights Policy

This Policy provides an overview of the principles QBE adopts in relation to managing human rights, the requirements to integrate human rights considerations into all our business operations and the roles and responsibilities for different business units.



Consequence Management Policy

QBE's Global Consequence Management Policy outlines QBE's expectations of our people, the consequence management process and guidance for appropriate decision-making in applying consequences across QBE. The policy seeks to ensure the consequences applied across QBE are fair, reasonable and proportionate to the conduct, are applied consistently, and are transparent with responsibility attributed to the right people.



Divisional IoD Strategies

Divisional IoD Strategies support implementation of this global policy where required. Each QBE Division is responsible for adopting and implementing the Group Inclusion of Diversity Policy, which may be supplemented at the local level to set out how the global aspirations and goals for inclusion of diversity will be brought to life in a way that meets the local conditions and requirements.



Equal Employment Opportunity (EEO)

Each Division complies with local regulations and laws pertaining to equal employment opportunity, setting the foundation for inclusion of diversity. This ensures all workers are treated fairly and on merit without regard to criteria unrelated to performance, such as race, sex, age, marital status or other attributes covered by the specific regulatory requirements pertaining to the local jurisdiction.

