



Diversity, Equity and Inclusion Policy

At Dyno Nobel Limited (Dyno Nobel) we believe that diverse talent thriving in an equitable and inclusive environment is vital to our success.

By focusing on diversity, Dyno Nobel can attract exceptional talent from a broader pool, which in turn enhances the range of skills, viewpoints and ideas we bring to solving our customer and business challenges. This approach also strengthens our partnerships within the communities we operate.

We understand that the benefits of a diverse workforce can only be fully realised in an equitable and inclusive environment. That is why we are committed to providing a workplace where everyone's unique attributes, characteristics, perspectives, and contributions are recognised, respected and valued, enabling us to achieve great things together.

Policy Application

The Policy applies to the directors, officers, employees and contractors of Dyno Nobel (including its wholly owned and controlled subsidiaries) and also applies to the joint ventures controlled by Dyno Nobel.

This policy is aligned with the principles of the International Labour Organization (ILO) Convention No. 111 on Discrimination (Employment and Occupation), which requires equal opportunity and treatment in employment.

Nothing in this Policy is to be taken as endorsing discriminatory behaviour by or within the Group contrary to the law.

Diversity, Equity and Inclusion Principles

1. Equitable and Inclusive Culture

We leverage the diversity of our workforce by fostering an equitable and inclusive culture where individual differences—such as age, ability, gender identity, sexual orientation, cultural background, and beliefs—are respected, valued and leveraged. This means:

- Systems, policies and processes are inclusive, equitable, and free from bias.
- Decisions based on merit, with merit being defined by performance, potential, capability and alignment with our values.
- Employees demonstrating respectful and inclusive behaviours and taking appropriate action when encountering unacceptable behaviour.

2. Leaders leading DEI

Leaders at all levels play a critical role in driving DEI within Dyno Nobel. This means leaders:

- Role model inclusive leadership behaviours and creating safe, respectful environments where all voices are heard and valued.
- Embed equity and inclusion principles into business decisions, systems, policies and processes.
- Actively champion DEI, setting the tone through visible commitment and holding themselves and others accountable for progress.

3. People – Representation and Opportunity

We aim to build a workforce that reflects the communities in which we operate and ensure all employees have equitable access to opportunities, development and advancement. Our approach includes:

- Fair and equitable recruitment and selection processes that attract and retain diverse talent.
- Talent and succession planning practices that support diversity in leadership and critical roles.
- Access to learning and growth opportunities, regardless of background or identity.

Compliance with Local Legislation and Reporting

We comply with all applicable legislation and reporting requirements in the regions where we operate.

Governance and Accountability

The Executive Leadership Team, supported by business leaders, is responsible for developing and implementing Dyno Nobel's DEI strategy and policy, and for delivering on agreed DEI objectives. The Dyno Nobel Board provides oversight of the DEI strategy and objectives, including regular review of management's progress.