



Amotiv Limited

(ACN 004 400 891)

Code of Conduct

Our values

People are at the heart of all we do

We care deeply about our team, our customers, our suppliers, our communities and our partners.

True to who we are

We are courageous, authentic, transparent, and honest. We always act with integrity.

We give our all

We are entrepreneurial, curious, driven and commercially strong.

We create value through our products, our services and our actions.

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1. Introduction

Message from our Managing Director & Chief Executive Officer

Our Code of Conduct (“Code”) provides a set of guiding principles for everyone who works in and for the Amotiv Group (Amotiv). It sets out not only our legal but also our ethical obligations while we are at work.

What we do, and the way that we do it, matters. Business must be conducted honestly and ethically, with our best skill and judgement, to reinforce our values to our colleagues, our customers, our suppliers, our community and, of course, our shareholders. We will only deliver our established objective of generating satisfactory returns for our shareholders over the long term if we maintain our reputation and the trust and respect of all our stakeholders.

Our Code is built on our values: People are at the heart of all we do; True to who we are; We give our all. Our Code underpins our culture of strong corporate governance, solid business practices and good ethical conduct. Every one of us has a shared responsibility to live by our Code and to bring it to life for others.

Our Code has been prepared for the guidance and benefit of all people to whom it applies (see page 5). Our Code will evolve over time, it will periodically be reviewed to check that it is operating effectively and will continue to be updated and improved as required.

Please take the time to read and understand it. It will help you to make good decisions, lead the way, and to speak up if you see something that you think isn’t right. In a competitive and constantly changing environment, adhering to our Code remains extremely important.

GRAEME WHICKMAN

Managing Director and Chief Executive Officer

Our purpose and values

The primary objective of Amotiv is to provide satisfactory returns to shareholders in a sustainable way. We can only achieve this objective over the long term by:

- **Anticipating the needs of our customers and delivering competitive goods and services**
- **Valuing our people and providing a safe, fulfilling work environment**
- **Being a good corporate citizen by complying with laws and supporting our communities**
- **Engaging fairly with our suppliers, and sourcing ethically and sustainably**
- **Caring for the environment**
- **Acting with integrity and honesty in all our dealings**

We seek to inspire our people, attract outstanding talent, build business resilience, strengthen customer partnerships, and pursue commercial advantage.

Our values are our shared beliefs about how we operate and work together.

Our Code seeks to instil these values and guide our people.

Our Code applies to you

Who it applies to

Our Code applies to all our people (including our Directors and all employees and contractors) in respect of all business activities. This includes activities which are internal and which involve (directly or indirectly) suppliers, contractors, customers, government, regulators, shareholders and employees in Australia or overseas. Our Code should be read in conjunction with other relevant Amotiv policies.

Agents, contractors, consultants and other intermediaries should be advised that they are expected to observe our Code's principles when we engage them to work with us.

Each of us is responsible for conducting ourselves in accordance with our Code, whatever our position and role. If you have any doubts about an issue or situation relevant under this Code, you should speak to your manager or the Chief People Officer.

Our Code

Our Code sets out the standards of conduct and behaviour we expect and require of all our people, based on our values and the law. It also reflects the expectations of our customers, suppliers, the community, regulators and our shareholders.

Legal and regulatory requirements which apply to our activities are often complex, yet ignorance does not relieve you of the responsibility to comply. This document explains where to go for further information and support.

Breach of our Code

Compliance with our Code is taken very seriously. Any suspected breaches will be investigated and if you are found to have breached our Code, you may face disciplinary action including termination of your employment. If the situation involves a breach of law or other regulation, it may also be referred to the appropriate regulatory body.

What we expect of you

As a member of the broad Amotiv team, you are expected to act with honesty, integrity and fairness, and be accountable for your conduct.

You should:

- Perform your duties with care and diligence and seek to achieve excellence .
- Act ethically and responsibly and in accordance with the law.
- Be accountable for your decisions and actions.
- Deal fairly, professionally and with integrity with all our customers, suppliers, business partners, competitors and other team members.
- You are expected to know, understand and manage your individual responsibilities, including the risks and obligations which accompany them. Be aware of your own limitations. Let your manager or other leaders know if you are not confident that you are able to manage the responsibilities given to you.
- Be proactive in identifying and managing risk. Don't assume something is okay because it's been done that way in the past, or because it's what others do or it's someone else's problem.

- Speak up if you have concerns or if you see or hear of something that may be a breach of our Code. Be respectful and honest when doing so. Don't ignore problems and hope that they will go away.

Speak up

We value your help in avoiding and uncovering possible misconduct. When you report your concerns, you help us to prevent problems from occurring or remedy misconduct that has already happened. By doing so, you are making a valuable contribution to assist Amotiv keep the trust and respect of all of its stakeholders.

Each one of us should speak up when we have concerns that something isn't right, or if we have made a mistake. We accept mistakes will be made and not everything goes to plan. What is important is how we deal with these situations.

Ask questions and challenge the way things are done if you think it is wrong or can be improved. You must speak up if you genuinely feel you are under pressure to do something which is or may be inconsistent with our Code, our policies or our values.

For most matters, you should raise it first with your manager or your manager's manager. If you feel uncomfortable about doing that for any reason, you may contact your HR Team /People & Culture business partner or our Chief People Officer.

Our Speak Up (Whistleblower) Policy provides an additional avenue for you to confidentially escalate any suspected misconduct (as defined in that Policy). There are various ways to do this, including using our external managed whistleblower service. You can be confident your anonymity will be respected if you wish and that there will be no detriment to you if you make a disclosure under that policy.

We are committed to a work environment where no-one is subject to detrimental treatment or victimisation for reporting genuine concerns or suspected misconduct. If you are aware of, or suspect a breach of our Code, please report the matter by following the steps outlined in our Speak Up (Whistleblower) Policy.

The Speak Up (Whistleblower) Policy guides you on how to do this and provides information on how you will be protected against any retaliation for reporting genuine concerns about suspected misconduct.

You are asked to cooperate with any investigations into concerns about a possible breach of our Code or the Company's policies and procedures.

Our Speak Up (Whistleblower) Policy can be found here: <https://amotiv.com/corporate-governance>.

2. Business Conduct

You must deal fairly, honestly and ethically with all external parties that you engage with on behalf of or representing Amotiv or its businesses, including agents, contractors, consultants and other intermediaries, within or outside Australia. Ensure all business relationships are arm's length, based on price, quality, service and reputation and are conducted in the best interests of Amotiv whilst showing respect for the external party.

We expect external parties to understand, respect and observe our Code when we are dealing with them. In particular, we reserve the right not to do business with external parties who do not share and demonstrate our commitment to values which are aligned with this document.

Our obligations to shareholders and financial markets

Amotiv is listed on the Australian Securities Exchange (ASX), which means the public can invest in Amotiv by buying Amotiv shares on the market. Amotiv has obligations to comply with the *Corporations Act 2001 (Cth)* and the ASX Listing Rules. Failure to meet these obligations could be a breach of the law and damage our reputation, which may in turn compromise our ability to access capital and grow our business.

Continuous Disclosure

Amotiv is required to provide timely and accurate disclosure of information to the ASX to enable investors to make informed and orderly decisions. 'Market sensitive' information – information that a reasonable person would expect to have an impact on the price or value of Amotiv's shares – must be disclosed immediately to the ASX by the Company Secretary, subject to any exceptions under the applicable laws. Disclosure of market sensitive information must always be released by the ASX before it is provided to the media, any other person or published on our website.

If you become aware of information or events that you know or think could be market sensitive, you need to immediately report it according to our Continuous Disclosure Policy.

It is not always simple to determine whether information or an event is material and needs to be disclosed to the ASX, but following the procedure in the Continuous Disclosure Policy will enable Amotiv to make that determination and comply.

Public statements about Amotiv or its businesses must only be made by authorised spokespeople and in accordance with the Continuous Disclosure Policy. This includes disclosures and statements through regulatory filings, interviews, speeches, articles and reports, and Amotiv website and social media content.

Our Continuous Disclosure Policy can be found on our website here:

<https://amotiv.com/corporate-governance>.

Securities Trading

Whilst we encourage our people to hold Amotiv shares, there are some legal requirements around buying and selling Amotiv shares on ASX. It is likely to be illegal for you to deal in securities (including shares of Amotiv or other listed entities) if you have “inside information” in relation to those securities. This is information, which is not generally or publicly available and, if it was, a reasonable person would expect it to affect the price or value of those securities. As a Amotiv person, it is possible that you will know information about Amotiv which constitutes inside information from time to time. Additional restrictions on securities trading apply to the directors and senior executives of Amotiv and may be applied to teams working on specific projects.

Nevertheless, Amotiv has introduced opportunities for you to invest in shares in Amotiv. You may be invited to participate in one or more of the available plans.

Before you trade in Amotiv shares you should read our Securities Trading Policy which can be found on our website here <https://amotiv.com/corporate-governance>. If you are in doubt about whether you are free to trade Amotiv securities, or those of other listed entities, seek the advice of the Amotiv General Counsel and Company Secretary.

Competition and consumer law

Compliance with competition and consumer law is essential to maintaining Amotiv’s and its businesses’ and brands’ integrity and good reputation, and ensuring we are not exposed to potentially significant penalties for contravention. There are criminal penalties for contravention of some parts of the competition laws.

We support the law’s intention to promote and maintain fair and open competition, to protect consumers by providing them with accurate information, adhering to consumer rights and being fair where there is unequal bargaining power. We must act in a fair manner in our business dealings and independently of our competitors. In particular, we should communicate openly and transparently about our products, services, and capabilities.

You should actively comply with these laws. If you are in a management, sourcing, sales or marketing role you are required to undertake regular training in this area. If you are unsure about any matter in relation to competition and consumer laws, raise it with your manager or the Amotiv General Counsel and Company Secretary.

Anti-bribery and corruption

Corruption is against the law and undermines the integrity of governments and economies, not to mention destroying personal and corporate reputations. You must never offer or accept bribes, kickbacks or similar payments or inducements, including any irregular payment to win business or influence a business decision. This also applies to consultants, contractors, intermediaries or business partners dealing with or on behalf of Amotiv.

A bribe may be in the form of cash, gifts, entertainment, secret commissions, or other benefits.

All our people should be familiar with our Anti-Bribery and Anti-Corruption Policy which can be found on our website here <https://amotiv.com/corporate-governance>.

Gifts and entertainment

Gifts and hospitality are important aspects of our business. They can be a legitimate means to strengthen business relationships and showcase our products. We recognise that you may have opportunities to give or accept gifts, entertainment and hospitality in the course of your work for Amotiv. However, in certain situations, these could be inappropriate and considered a bribe and expose you and Amotiv to legal and reputational risks.

Amotiv has policies and procedures to minimise these risks in accordance with our Anti-Bribery and Anti-Corruption Policy. At minimum, gifts, entertainment and hospitality should be of only moderate value, not be cash and not give rise to any perceived or actual conflict of interest, or undue influence. 'Moderate' can vary depending on the circumstances. Gifts and entertainment over \$500 must be recorded on a register and are reported to the Amotiv Board regularly.

All our people should be familiar with our Anti-Bribery and Anti-Corruption Policy which can be found on our website here <https://amotiv.com/corporate-governance>.

Politicians and government officials

Only authorised Amotiv representatives may express Amotiv's views to federal, state and local governments on subjects that affect our interests and operations.

Do not attempt to improperly influence an official. Any dealings you have with politicians and government officers which relate to Amotiv or its businesses must be notified to the Managing Director & Chief Executive Officer and General Counsel and Company Secretary and must be at arms-length and avoid any perception of attempts to gain advantage. Interactions with government officers or representatives in the usual course of doing business, for example trade events, should be undertaken consistent with Amotiv's expected business practice and this policy.

Any political donations (which are unlikely) must be authorised by the Amotiv Board and will be disclosed as required by law and recorded in our accounts. Political donations must not be made at a business unit or divisional level.

Any proposal to represent Amotiv at any event or activity organised by, or meeting with a political party, politician, elected official, or candidate or other person with political association should be approved first by the Managing Director & Chief Executive Officer.

Conflicts of interest

Your personal interests should not conflict with your duties and obligations to Amotiv – your decisions must be made (and be perceived to be made) in the best interests of Amotiv and its businesses. We must identify and appropriately manage real, potential or perceived conflicts of interest. In some cases, a conflict of interest can lead to fraudulent behaviour or the perception of fraud; in other cases, a conflict of interest can be managed with appropriate arrangements being put in place.

Conflicts of interest may arise in various situations and the line between personal and professional interests can easily blur. For example:

- You may have an interest in or association with a business that has commercial arrangements with Amotiv or one of its competitors.
- You could be in a personal relationship with someone else who works at Amotiv which could create a conflict or perceived conflict with your and their employment duties.
- You could be in a personal relationship with a customer or supplier that may prejudice or influence your business relationship or decision-making or compromise Amotiv securing the most commercially favourable terms for the purchase or supply of goods or services.
- You may have previously worked for a supplier or customer of Amotiv.

You must disclose any real, potential or perceived conflict to the appropriate people, including your Manager and HR leader. Where applicable, they in turn may decide to involve the General Manager or relevant senior leader, such as the General Counsel and Company Secretary or Managing Director & Chief Executive Officer, in order to make arrangements to manage or remove the conflict of interest.

If a circumstance is proposed which involves a potential conflict of interest, it must be approved first. You must also get approval to accept any outside business interests including non-Amotiv work, business ventures, directorships, partnerships, paid speaking engagements or other interests which have the potential to create a conflict of interest.

If any conflict cannot be effectively managed or resolved, you may be required to take action which satisfies Amotiv to remove the conflict.

If a conflict exists which amounts to fraud, appropriate disciplinary action will be taken.

3. Protecting Our Assets & Data

Confidentiality, intellectual property, privacy and record keeping

Confidentiality

During your work you will come across confidential information about Amotiv and its businesses. This could include technical, strategic or financial information, information about negotiations, contracts or commercial arrangements, know-how, trade secrets or intellectual property rights associated with research and development.

You must use confidential information of Amotiv only for the purpose of doing your job and only in the interests of Amotiv and its businesses. You should manage it in a manner so that its confidentiality will be maintained, including not to disclose it except on a 'need-to-know' basis to other Amotiv colleagues or authorised recipients, or if required by law.

You should also keep confidential the information you come across in dealings with customers, suppliers, and other third parties.

Confidential information from a previous employer must remain confidential and you should not use or share it in your current role. Similarly, your obligations of confidentiality to Amotiv and its businesses continue even after you leave Amotiv.

Intellectual Property

Amotiv values innovation and encourages its people to be creative in their roles. Intellectual property created by you in the course of your duties is owned by Amotiv. This applies regardless of whether you are working from home or after hours; and includes Amotiv ownership of inventions and improvements developed or contributed by you which incorporate Amotiv's confidential information, or which are related to Amotiv products or projects.

You have a duty to disclose all such inventions and improvements to Amotiv, and to assist Amotiv in the registration and protection of such rights. Intellectual property includes copyright, trade marks, designs, patents, semiconductors, circuit layout rights, and other proprietary rights.

Amotiv respects the intellectual property rights of others and you may not knowingly use the intellectual property of any third party without consent or legal right.

Privacy and Data protection

Amotiv is committed to complying with data privacy laws which govern the appropriate management of personal information in Amotiv businesses.

Personal information must be collected, used, stored, accessed or disclosed, maintained and destroyed in accordance with privacy laws, (including regulated privacy principles) and Amotiv Privacy Compliance Policy This includes ensuring adequate consents are obtained, only using information for permitted purposes, appropriately protecting information and securely deleting it when it is no longer required.

Failure to comply with these laws and policies and poorly managed data processes expose Amotiv to substantial fines and legal and reputational risk in connection with data breaches.

You should only access information and systems required to perform your role and ensure that information is handled responsibly and securely. Amotiv has legal obligations to report certain data breaches, unauthorised access, and loss or theft of personal information. If you become aware of such matters, you should immediately report the circumstances to Amotiv General Counsel and Company Secretary.

If you have any queries in relation to your obligations, contact your Privacy Officer.

Records management

We must ensure that we accurately and rigorously maintain all records relating to Amotiv businesses and its operations.

You must ensure that you create and retain records in accordance with our Document Retention Policy. This requires the safe and efficient storage and handling of documents to ensure compliance with legal obligations and to preserve important documents. The Document Retention Policy, which can be found on your business intranet or SharePoint (or you can ask your HR or IT manager for a copy), also sets out principles for the periodic orderly and secure destruction of obsolete items.

External Communications

At Amotiv, we seek to maintain best practice engagement with all external stakeholders, including our communities, stakeholders, the media and government, as well as on social media and at public events.

Please ensure that you:

- Refer all inbound contact from media to the Divisional Managing Director, the Managing Director and Chief Executive Officer, Chief People Officer or General Counsel and Company Secretary;

- Ensure all contact with any government or regulatory stakeholder is coordinated with the head of your Business Unit or the General Counsel and Company Secretary;
- Unless authorised by the head of your Business Unit or the General Counsel and Company Secretary, when engaging on any social media platform, take care to ensure you do not speak on behalf of Amotiv, or imply that you are authorised to do so;
- Use of social media and networking sites in accordance with this Code and relevant IT and media policies; and
- Do not make any offensive comments on social media.

Assets and information systems

You are provided with access to Amotiv equipment, systems, buildings and services to enable you to do your job. Amotiv property, funds, facilities and services are to be used only for authorised purposes and not for personal benefit. For example, all your expense claims need to be for legitimate and approved work purposes. Personal use of some assets (such as a mobile phone provided by Amotiv) is permitted within reason but may require approval from your manager and must be appropriate, lawful and not interfere with your work.

The unauthorised removal of equipment and other resources is theft, and any transactions involving Amotiv property or resources must be approved by senior management and accurately recorded.

Information systems

You must use Amotiv's information systems, including email, the internet and mobile devices, appropriately to maintain and ensure their security and integrity. You must also comply with our policies adopted to manage risks associated with information systems (these policies can be accessed through your business' IT manager). Be aware that any information you create, share or download onto Amotiv's systems belongs to Amotiv.

Your own device

It is important you get appropriate authorisation before you link your own personal devices to Amotiv's information systems and abide by the relevant policy in using those devices.

Expenses and corporate credit cards

You can only claim reimbursement or use the company's funds for approved work-related expenses. Receipts should always be kept and the correct authorisation processes

followed. Use of company funds should always be restricted to expenditure which is in the company's interests, where a clear business benefit can be identified.

Claiming or attempting to hide personal expenses among work-related expenses is theft. Even if the individual amounts are small, this is a serious issue and a breach of trust that could impact your future employment. If it involves a breach of law, it may also be referred to the appropriate regulatory body.

4. Working With Each Other

We aspire to have workplaces in which all our people can thrive. To this end we are committed to treating everyone with respect, valuing diversity and providing a safe working environment. Each one of us is responsible for fostering a safe and inclusive environment in our businesses and in the businesses which work with us.

Safety

The safety of team members, customers, suppliers and visitors across all our sites is our highest priority. We are committed to providing a safe working environment and complying fully with all local and national laws and regulations regarding safety in the workplace.

We all need to take responsibility for our own health, safety and wellbeing. You are expected to:

- report any health and safety issues immediately.
- abide by health and safety policies and following safety instructions at all times.
- comply with the alcohol policy that applies in your workplace; where alcohol is permitted at a Amotiv site or function, it must be served and consumed responsibly.
- if you are a smoker, not smoke during work hours outside of permitted breaks.

Additionally, those of us with responsibility for others have a responsibility to take action to keep our people safe and well at work.

We have zero tolerance towards illegal drug possession and use, and the misuse of prescription drugs at work, including at Amotiv-sponsored functions or activities.

Harassment and bullying

Discrimination, bullying and harassment of any nature are not acceptable. Complaints will be taken very seriously, investigated and unlawful conduct reported to appropriate authorities.

Our expectation is that people are treated fairly and without harassment at work. This applies to all people within our workplaces including visitors and customers. When we talk about the workplace we mean at our offices, warehouses and factories (i.e. at work), at work events (such as off-site training, team events and trade shows) and outside of our workplace (when it's related to our work).

You can help to create the right environment by supporting each other, working collaboratively and ensuring that no one in your workplace is being unlawfully discriminated against, bullied or harassed. You are expected to report any unlawful discrimination, bullying, harassment or other unacceptable conduct you observe.

If you are concerned about harassment or bullying in your workplace, seek advice from your HR department or Chief People Officer. Our Speak Up (Whistleblower) Policy provides an additional avenue for you to confidentially report bullying, harassment or other actual or suspected unlawful conduct.

Sexual Harassment

Harassment includes unwelcome behaviour of a sexual nature.

A person sexually harasses another person if:

- a. the person makes an unwelcome sexual advance, or unwelcome request for sexual favours, to the person; or
- b. engages in unwelcome conduct of a sexual nature in relation to the person harassed.

Sexual harassment is behaviour of a sexual and/or a sexually demeaning nature, which is unwanted, unwelcome or uninvited, or where a reasonable person would have anticipated the possibility that the other person would be offended, humiliated or intimidated by the conduct. It may involve a single incident or a series of incidents.

Sexual harassment can involve physical, visual, verbal or non-verbal conduct.

Sexual harassment in the workplace negatively affects the working environment, undermines gender equality at work, creates unfair practices in employment, and adversely impacts the dignity and wellbeing of people.

We do not tolerate sexual harassment and we work hard to eliminate the risk of sexual harassment occurring, identifying factors that contribute to sexual harassment, and putting effective control measures in place.

If you feel that sexual harassment may be occurring or have occurred, it is important to intervene early to call out and deal with any such behaviour before it escalates. If you are not sure whether behaviour you have experienced is sexual harassment (or is unacceptable in any other way) you can talk with a member of your People & Culture/Human Resources team. Reports of sexual harassment can be made to People & Culture/Human Resources, your manager or under our Speak Up (Whistleblower) Policy.

When a report of sexual harassment is made, we will take prompt action and by providing those who believe they have been sexually harassed with a range of options to address the issue. Where an investigation is appropriate, we will provide a supportive environment to those who believe they have been sexually harassed and those accused, treating all parties fairly while allegations are investigated.

Human rights

There are a number of internationally- recognised human rights and principles, including as set out in the United Nations Universal Declaration of Human Rights. We strive to ensure that our practices align with these rights and principles.

Amotiv expects you and all those we work with to respect human rights and to maintain a work environment where this is understood and valued. We are committed to taking action to minimise modern slavery risk and the risk of unacceptable labour practices. We are also committed to acting as quickly as practicable to address any human rights violations that are reported to or identified by us, including exploitative labour practices.

Diversity, Equity and Inclusion

We are committed to having an inclusive workplace. Diversity is difference in all its forms, visible and invisible. An inclusive workplace is one where people feel they can be themselves and are welcome, regardless of their gender, gender identity, age, ethnicity or cultural background, sexual orientation, religion, health and physical ability, or educational background.

Diversity and inclusion means that we will purposefully gain greater *diversity of thought* within our businesses by increasing the number of women, ethnicities, and younger people within our workforce. Additionally, that we draw upon the skills and knowledge of our existing employees, including by providing pathways for older people to continue contributing to our workplaces.

We know that the different cultures, beliefs, and backgrounds of our people make us more innovative and better positioned to understand and meet our customers' needs – and that's important to us. We want our people to feel comfortable to bring their whole self to work and to have the workplace flexibility needed to work in ways that allows balance in the different aspects of our lives.

All employees will be treated fairly and with respect. We are dedicated to maintaining a safe and supportive work environment.

Equal opportunities for all (regardless of gender) will be provided in all aspects of training and personal and professional development. We recognise the importance of work-life balance and offer flexible work arrangements to support the diverse needs of our employees, including those balancing career and family responsibilities.

Amotiv is committed gender equality with fair and comparable wages, hours, and benefits for women for comparable work. Our leadership team is committed to championing gender equality and will actively work to remove barriers and biases that hinder the advancement of women and other groups in the workplace.

5. Additional responsibilities for leaders

If you are a leader or manager, you have some additional responsibilities under this Code:

Responsibility

You are accountable for all aspects of the area you supervise. You can delegate tasks, but you remain responsible for the supervision of your team members including ensuring that they are aware of and understand our policies and procedures. You must take steps to identify and manage the risks in your area, including the conduct of your team. You must support your team to abide by this Code and hold them responsible for doing so.

Actions

As a leader, you are responsible for taking appropriate action to address business conduct issues in a fair, consistent and timely way, and to ensure the consequences of misconduct are dealt with and recorded. Appropriate action may include consultation with others in Amotiv and may include ensuring recipients adhere to obligations under the Speak-Up Policy.

Set the tone, lead by example and manage fairly and consistently.

Listen

You are responsible for fostering a culture that encourages people to feel comfortable and safe about speaking up and raising concerns. You should be familiar with the Speak Up (Whistleblower) Policy, comply with it and encourage disclosures under it. Take time to listen and act appropriately when others come to you to raise a concern. Once you become aware of an issue or incident you must deal with it appropriately and in accordance with our Code and other policies.

Under the Speak Up (Whistleblower) Policy and otherwise, if a team member who has raised a concern with you wants their identity to remain confidential, you must be aware of your obligations around protecting their identity. You must also be aware that detrimental action against that team member is prohibited. Contact Amotiv's Chief People Officer or Senior Manager Risk, if you are unsure how to deal with an issue.

6. A guide to making good decisions

Every day we face choices and make decisions. That includes when we walk past behaviour that is not right but do nothing or assume someone else will take action. Sometimes the right thing to do in a situation is not clear. Asking yourself a few quick questions can help to determine whether you may be in a situation which could result in a breach of our Code.

- Is what I am doing or being asked to do in line with our values? Is it in line with my personal values?
- Would I be comfortable explaining this to my family, friends or work colleagues? Would I ask a member of my family or a close friend to do it?
- Is this behaviour legal and in line with our health, safety, environmental and human rights standards?
- How would this look on the front page of a newspaper or circulating widely on social media?

More generally, here's a framework which may be helpful for making good decisions. Stop and think before you act. Ask yourself:

Who will this affect?

Think about the impact of your decision on all stakeholders. Who might be affected - your colleagues, customers, shareholders, suppliers, the community, your family or friends? What information do you have and what assumptions are you making to shape your decision?

Is it the right thing to do?

Are you in compliance with applicable legal requirements and our policies? Even if you can do it, should you do it? Are you being honest? Is this fair? How would you feel if you or a family member or close friend were in the other person's shoes?

Is this the right thing for the long term?

Balance any short-term gain against whether this decision will be positive for our reputation and our success over the long term. Does this benefit Amotiv as a whole, not a certain individual or group?

Do you have sufficient information to make a decision, and have you identified and properly considered all material risks? Will you be able to look back on this decision and not regret it? How would you feel if you are eventually held publicly accountable for your actions, decisions or approach?

If you can answer 'yes' to all these questions, the action is probably okay. But a 'no' or 'maybe' is a signal to stop and get advice or ask questions. If you are in any doubt, talk to your manager, general manager or the HR team.

We accept mistakes will be made and not everything goes to plan. The decision-making process must be rigorous, and support calculated risk-taking which is consistent with our values.