

Diversity and Inclusion Policy

1. Introduction

At Breville Group Limited (**BRG Group**), diversity and inclusion are not just principles – they are core to who we are and how we operate.

As a global company, we believe that embracing the unique backgrounds, perspectives and talents of our people strengthens our ability to attract, engage and retain employees from the widest pool of talent available. Through diverse teams, we drive creativity and innovation, enabling us to deliver brilliant products and solutions that enhance the lives of our consumers worldwide.

We recognise that creating a truly diverse and inclusive culture requires intentional action, accountability and continuous learning. This Diversity and Inclusion Policy reflects our commitment to building a workplace where everyone feels seen, heard and empowered to succeed – regardless of their background, where they live, how they identify or what their lived experience has been.

BRG Group is also committed to maintaining a workplace free from unlawful discrimination and harassment, in compliance with all applicable diversity, equality and anti-discrimination laws across the jurisdictions in which we operate.

This Policy should be read in conjunction with the Code of Conduct.

2. Purpose

The purpose of this Policy is to serve as a foundation for our diversity and inclusion efforts across all regions and functions. It seeks to embed inclusive behaviours and decision-making into BRG Group's business strategy and culture, and provide a shared framework that supports local needs while aligning with our global 'CREATE' values¹. Through this, we aim to provide a work environment in which all our people can contribute fully to BRG Group's success.

3. Application

This Policy applies globally to all BRG Group employees, directors, contractors and consultants across all BRG Group entities worldwide (collectively, **Personnel**).

This Policy does not substitute or limit any relevant regulatory requirements. It encompasses all aspects of employment and business practices, including recruitment, promotion, training, compensation, work health and safety, and interactions with stakeholders and the broader community.

Where further detail or specific regional variances occur, details can be found on the BRG Group Human Resources intranet page, other internal repositories or in regional handbooks. Where local laws or regulations conflict with any provision of this Policy, those local requirements will take precedence.

In addition, BRG Group will implement any measures required by local legislation to promote diversity or prevent discrimination – for example, establishing internal committees or designated officers to handle discrimination and harassment complaints where mandated by law.

¹ 'CREATE' stands for Consumer-Focused, Resilient, Excellence, Agile, Team-Oriented, Empowered. Please refer to the Human Resources intranet page or <https://brevillegroup.com/our-values> for more information.

4. Diversity and Inclusion at BRG Group

BRG Group celebrates and supports diversity in all its forms, including (but not limited to) age, race (including colour, ethnicity or national origin), sex (including pregnancy, childbirth and related medical conditions), sexual orientation, gender identity or expression, marital or civil partnership status, family or carer responsibilities, family status, ability or disability, religion or belief, political opinion, nationality or citizenship, social origin (including caste), medical condition or genetic information, union membership or activity and veteran or military status.

This commitment to diversity and inclusion is reflected in our approach to:

- ensuring that all our Personnel feel valued, respected and safe;
- harnessing the unique experiences and perspectives of our Personnel to help achieve the Company's strategy and goals;
- conducting recruitment and selection processes in a way that takes account of diversity and guards against any conscious or unconscious bias;
- supporting accessibility and providing reasonable workplace adjustments where required;
- prohibiting unlawful workplace conduct, including discrimination, harassment, bullying, vilification and victimisation;
- providing equitable access to learning, professional development and mentorship opportunities;
- making employment decisions that are fair and merit-based; and
- supporting remuneration practices that are aligned with the objectives of pay parity.

4.1 Gender Diversity

BRG Group recognises that all Personnel, regardless of gender, are entitled to equitable access to opportunities, rewards and resources, and that employment outcomes should be fair and free from bias.

Some of the measures the Company uses to enhance gender balance include:

- providing the BRG Group Equal Opportunity Statement to recruiting agencies;
- where legally permissible, encouraging recruiting agencies to present a gender-balanced shortlist of suitably qualified candidates for interview; and
- supporting flexible working arrangements consistent with business needs and applicable law.

While BRG Group places greater emphasis on action and progress rather than quotas, the Company has set the broad objective to have at least 40% of each gender at the senior executive, managerial and general workforce levels, and 30% at the Board level. Actual gender balances are reported annually in our Annual Report.

5. Roles and Responsibilities

All Personnel – regardless of level, function or location – play an important part in creating and maintaining a diverse and inclusive workplace culture. The roles and expectations of each key group are detailed below.

- **All Personnel:** Demonstrate respect, report discrimination or exclusionary behaviours and, where available, participate in diversity and inclusion initiatives.
- **People Managers:** Foster diverse and inclusive teams, address issues of bias and support Personnel growth.
- **The Diversity Committee²:** Develop strategy, monitor progress and support regions in implementing initiatives tailored to local contexts.
- **Executive Leadership:** Champion diversity and inclusion, and lead by example.
- **The People, Performance, Remuneration and Nominations Committee (PPRNC)³:** Review and make recommendations to the Board on workplace diversity and inclusion practices.
- **The Board:** Approve this Policy, review the Policy's effectiveness, set measurable gender diversity objectives and monitor progress against those objectives.

² The Diversity Committee is a management-led committee

³ The PPRNC is a committee of the Board

6. Breaches

Personnel are encouraged to report any conduct that violates this Policy to their Manager, Human Resources, Legal or through the Company's confidential reporting channels. Retaliation against individuals who report violations of this Policy will not be tolerated.

Personnel who breach the terms of this Policy or assist another party to do so will be subject to appropriate disciplinary action up to and including termination of employment, in accordance with applicable law and Company policy.

7. Administration

This Policy is part of the onboarding process for all employees and is accessible on BRG Group's Global Human Resources intranet page and the BRG Group corporate website <https://brevillegroup.com>.

It does not form part of any contract of employment or service, nor does it give rise to any rights enforceable by any individual against BRG Group. It may be amended or replaced by BRG Group at any time.

8. Review

This Policy will be reviewed periodically to ensure it remains relevant and impactful. Any material changes will be subject to approval by the Board. Personnel may be required to re-confirm their commitment to this Policy following any material revisions or otherwise on a recurring basis.

Approved by the Board in October 2025