

# Performance against gender diversity objectives

TARGETS AND OBJECTIVES		2025 PERFORMANCE	
<b>Diversity</b>	Maintain our objective of 40:40:20 female/male/any gender <sup>1</sup> balance and evolve representation across and within specific teams	<b>50% each gender at Board level among independent non-executive directors</b>	▶
		<b>43% females at senior executive level<sup>2</sup></b>	▶
		<b>55% females across all Atlas Arteria employees<sup>3</sup></b>	▶

▶ Achieved or exceeded target    ▶ Missed target

2026 OBJECTIVES	COMPARISON TO 2025	2025 PERFORMANCE AGAINST 2026 OBJECTIVES
<b>Diversity</b> Maintain our commitment to 40:40:20 gender balance <sup>1</sup> <ul style="list-style-type: none"> <li>- At Board level among independent non-executive directors</li> <li>- At Senior Executive level, represented by members of the Atlas Arteria Executive Committee, their senior direct reports (represented by members of Atlas Arteria's Extended Leadership Team) and the CEOs and MDs of the wholly and majority-owned businesses</li> <li>- Among all Atlas Arteria corporate employees<sup>3</sup></li> </ul>	No change.	Achieved at Board level among independent non-executive directors. Achieved at Senior Executive level. <sup>2</sup>  Achieved among all Atlas Arteria corporate employees <sup>3</sup>

1. The 20% 'any gender' category is inclusive and applies to individuals of any gender identity based on self-identification.
2. Senior executives include Atlas Arteria Executive Committee members, their senior direct reports and CEOs and MDs of wholly and majority-owned businesses, including those acting in vacant positions. Senior direct reports to the Executive Committee refers to the Extended Leadership Team, formed in 2025.
3. Refers to direct Atlas Arteria corporate employees only, not those within our businesses.