Global Fair, Safe, and Inclusive Culture Policy

1. Introduction

At Calix, we strive to be a high-performing organisation with exceptional teams that reflect and celebrate the richness of our global society.

We believe that fostering a culture of fairness, safety, and inclusion is core to who we are.

2. Purpose

This policy is our blueprint for building a global organisation where everyone's unique self is respected, valued, and supported to thrive.

3. Definitions

- Calix: That's us! All Calix Group entities including our subsidiaries.
- Fairness: Our promise to be fair and ensure everyone has the opportunity and access to what they need to succeed and advance.
- Safe: Every individual can contribute and express their unique selves knowing their perspectives and presence is valued, their wellbeing is protected, and the workplace supports safety in all its forms.
- Inclusion: Creating an environment where everyone feels welcomed, respected, and valued in a connected workplace.

4. Our Commitment

We are committed to delivering value to our shareholders and making Calix a place where fairness is honoured, safety is paramount, and inclusion is the norm.

We know that people's experiences are shaped by many aspects of who they are, and these can sometimes combine to create unique challenges. We are committed to recognising and responding to these situations in ways that uphold fairness, safety, and inclusion for everyone.

We know this is the winning formula to innovation, employee satisfaction, and our shared success.

5. Scope and Applicability

This policy is for everyone involved with Calix: employees, directors, contractors, vendors, and covers all the ways we work together.

Our leaders, supported by People and Culture, set the example and ensure our workplace lives and breathes our mission and values. Every team member is expected to actively uphold and promote these values, making a fair, safe, and inclusive culture a part of how we do business.

6. Calix Culture Strategies and Initiatives

Our values are at the heart of cultivating an inclusive culture and guide how we operate.

- Sense of urgency: We move with focus and speed to navigate the change needed for a sustainable future.
- Positive Impact: We are driven to use our unique skills to create a positive impact and truly sustainable industrial practices.
- Innovation: We think from first principles, challenge each other constructively, and adapt quickly to new ideas and opportunities.
- Resolute: We stay purpose-driven and determined to make a long-term positive impact.
- Inclusive: We foster a culture where fairness, safety, and inclusion drive innovation and business success.
- Teamwork: We are a down-to-earth, honest, innovative, and dedicated team working together to solve global challenges.

Here is what we are doing at Calix to make an inclusive culture a reality:

- Robust Hiring: Recruiting talent from all walks of life through inclusive practices.
- Equitable Remuneration: Commitment to fair and transparent pay and benefits, ensuring equitable opportunities for all, while recognising jurisdictional differences such as local market conditions, statutory entitlements, and cost of living.
- Inclusive Culture: Building a place where every voice is considered and matters, supported by an environment that prioritises physical safety, fosters psychological safety, and manages psychosocial risks.
- Access to Opportunities: Providing access to the tools to do our job while ensuring training, mentoring, and career growth is fair and transparent.
- Objective Evaluation: Designing performance evaluation methods that are consistent, fair, and objective.
- Community Engagement: Building partnerships with communities and groups who share our values, while respecting the cultural heritage and traditions of the communities in which we operate, including Indigenous and First Nations peoples.
- Accountability Measures: Establishing metrics critical to business success and holding all accountable. We will review our progress annually and publish key outcomes to our stakeholders.
- Evaluation and Accountability: Measuring our progress through:
    - Data Collection and Analysis: We strive to collecting data on the representation of different groups within our workforce, tracking hiring, retention, promotions, and employee feedback.

- **Employee Surveys and Feedback:** Conducting an annual culture survey, including eNPS, to gauge employee perceptions, experiences, and satisfaction with our culture, including fairness, safety, and inclusion efforts.

- **Policy Reflection**: Ensuring all company policies and procedures reflect our values and foster a secure environment for raising concerns.
- **Supplier Commitment**: Partnering with vendors and suppliers committed to safe and sustainable practices.
- **Transparent Communication**: Keeping the conversation open and honest.

7. Employee Responsibilities

Every Calix team member plays a vital role in cultivating a fair, safe, and inclusive workplace.

Employees are expected to:

- **Model Inclusive Behaviours:** Show respect for all individuals and actively engage in initiatives and activities.
- **Embrace Uniqueness:** Value the varied backgrounds, viewpoints, and experiences of colleagues. Ensure your actions support an inclusive environment for all.
- **Include Others:** Commit to fostering an open environment where every individual's input is actively sought, welcomed, and respected. Address concerns respectfully and constructively.
- **Challenge Assumptions:** Reflect on and challenge personal assumptions, avoid jumping to conclusions, advocate for those who require support, and champion fairness.
- **Practice Active Listening:** Hear a range of viewpoints and experiences attentively and empathetically, without judgment.
- **Support Colleagues:** Stand by teammates, especially when they face new or challenging situations.
- **Engage in Learning**: Grow your knowledge and participate in any learning.
- **Report Concerns:** Speak up if you see or hear something that does not align with our values or policies.

8. Reporting Procedures and Assurance of Non-Retaliation

We take all concerns seriously, from how we treat each other to how we engage with customers, contractors, or partners.

If we see or hear something that doesn't seem right, we should report any concerns to your manager, an executive team member, a People & Culture representative.

Reports will be addressed promptly and in line with our Company policies and procedures and any breaches will be managed in accordance with our disciplinary processes. There will be no retaliation against those who speak up. Retaliation is a breach of our policies and will be managed in accordance with our Code of Conduct, Whistleblower, and relevant workplace respect policies.

9. Compliance with Laws, Regulations and Cultural Expectations

As a global company, we take into consideration all relevant local laws, regulations, and cultural expectations, including applicable anti-discrimination, equal opportunity, and workplace safety laws in all jurisdictions where we operate.

We regularly review policies to reflect legislation, industry practices, and expectations of our Board and stakeholders. It is about continuing to be better every day.

Version	Date Approved	Approved By	Next Review	Policy Owner	Amendments
1.0	1 October 2025	Calix Board	1 October 2026	Group GM, P&C	First adoption of the Fair, Safe and Inclusive Culture Policy, replacing the former DEIB Policy.