

Diversity Policy

1. Introduction

- 1.1** The Company and all its related bodies corporate are committed to inclusion at all levels of the organisation, regardless of gender, marital or family status, sexual orientation, gender identity, age, disabilities, ethnicity, religious beliefs, cultural background, socio-economic background, perspective and experience.
- 1.2** The Company recognises the corporate benefits arising from employee and Board diversity in a competitive labour market, including a broader pool of high quality employees, improved employee retention, access to different perspectives and ideas and the benefit of all available talent, and recognises the importance of being able to attract, retain and motivate employees from the widest possible pool of available talent.
- 1.3** To the extent practicable, the Company will address the recommendations and guidance provided in the ASX Corporate Governance Council's Principles and Recommendations.
- 1.4** In order to have an inclusive workplace, and to achieve the objectives of this Diversity Policy (**Policy**), the Company cannot and will not tolerate discrimination, harassment, vilification or victimisation.
- 1.5** This Policy is also underpinned by the Company's values as set out in its Statement of Values approved by the Board.
- 1.6** This Policy does not form part of an employee's contract of employment with the Company, nor does it give rise to contractual obligations. However, to the extent that the Policy requires an employee to do or refrain from doing something and at all times subject to legal obligations, the Policy forms a direction of the Company with which an employee is expected to comply.

2. Objectives

- 2.1** This Policy provides a framework for the Company to achieve:
 - (a) a diverse and skilled workforce, leading to continuous improvement in service delivery and achievement of corporate goals;
 - (b) gender diversity in the composition of the Company's senior executive team and workforce generally, as well as in the composition of the board of Directors;
 - (c) a workplace culture characterised by inclusive practices and behaviours for the benefit of all staff;
 - (d) improved employment and career development opportunities for women;
 - (e) a work environment that values and utilises the contributions of employees with diverse backgrounds, experiences and perspectives through improved awareness of the benefits of workforce diversity and successful management of diversity; and

(f) awareness in all staff of their rights and responsibilities with regards to fairness, equity and respect for all aspects of diversity,
(collectively, the **Objectives**).

2.2 This Policy does not impose on the Company, its Directors, officers, agents or employees any obligation to engage in, or justification for engaging in, any conduct which is illegal or contrary to any anti-discrimination or equal employment opportunity legislation or laws in any State or Territory of Australia or of any foreign jurisdiction.

3. Responsibilities

The Board's Commitment

3.1 The Board is committed to workplace diversity, with a particular focus on supporting the representation of women at the senior level of the Company and on the Board.

3.2 The Board is responsible for developing appropriate and meaningful strategies to meet the Objectives, including benchmarks that are able to be monitored and measured (**Measurable Objectives**), and must consider setting:

- (a) specific numerical targets for the proportion of women on the board, in senior executive roles and in its workforce generally to be achieved within specific timeframes; and
- (b) specific numerical targets for female representation in key operational roles within specific timeframes, with a view to developing a diverse pipeline of talent that can be considered for future succession to senior executive roles.

3.3 The Board is responsible for monitoring the progress of the Measurable Objectives through the monitoring, evaluation and reporting mechanisms listed below.

3.4 The Board will ensure that recruitment and selection processes at all levels (from the Board downwards) are appropriately structured so that a diverse range of candidates are considered and in a manner that guards against any conscious or unconscious biases that might discriminate against certain candidates.

4. Strategies

4.1 The Company's diversity strategies include:

- (a) recruiting from a diverse pool of candidates for all positions, including senior management and the Board;
- (b) reviewing succession plans to ensure an appropriate focus on diversity;
- (c) identifying specific factors to take account of in recruitment and selection processes to encourage diversity;
- (d) designing and implementing programs that will assist in the development of a broader and more diverse pool of skilled and experienced employees and that, over time, will prepare them for senior management and board positions, including workplace development programs, mentoring programs and targeted training and development;
- (e) developing a culture which takes account of domestic responsibilities of employees (for both males and females) and adopting flexible work practices to assist employees at all levels to meet those responsibilities;

- (f) aiming to benchmark its position on gender diversity against its peers;
- (g) undertaking gender pay equity audits to gain understanding of the effectiveness of this Policy, and whether any action needs to be taken in respect of any emerging themes; and
- (h) any other strategies the Board develops from time to time.

5. Monitoring and Evaluation

- 5.1** The Chairman will monitor the scope and currency of this Diversity Policy.
- 5.2** The Board is responsible for implementing, monitoring and reporting on the Measurable Objectives.
- 5.3** Measurable Objectives as set by the Board may be included in the annual key performance indicators for the Chief Executive Officer / Managing Director (or person in an equivalent role) and senior executives.
- 5.4** In addition, the Board will review progress against the Objectives as a key performance indicator in its annual performance assessment.
- 5.5** This Policy will be reviewed periodically by the Board to ensure that it is operating effectively and to assess whether any changes are required to the Policy to improve its effectiveness.

6. Reporting

- 6.1** The Board will include in the Annual Report each year:
 - (a) the Measurable Objectives, if any, set by the Board;
 - (b) progress against the Measurable Objectives; and
 - (c) the proportions of women and men employees in the whole organisation, at senior executive level and at Board level (including how 'senior executive level' is defined for these purposes).