

DIVERSITY

PROGRAMS & INITIATIVES

RESPONSIBILITY: HUMAN RESOURCES

1 STRATEGIES, INITIATIVES AND PROGRAMS

Refer to paragraph 1c of the Diversity Policy

1.1 At Board / Board Committee level:

- a. Periodically review the Board / Director evaluation processes to ensure that:
 - diversity is embedded as a relevant attribute;
 - any skill / gap analysis matrix utilized includes due regard for the attribute of diversity; and
 - a clear statement exists as to the mix of skills and diversity that the Board is looking to achieve in membership of the Board.
- b. When addressing Board and Committee succession planning, ensure that:
 - the Policy is respected;
 - efforts are made to identify prospective appointees who have diversity attributes;
 - efforts are made for any short list of prospective appointees to at least include a gender diverse candidate.
- c. When setting performance and remuneration KPIs for achievement by the CEO and the senior executive team under their employment contracts, the following should be considered within such KPIs:
 - the development of strategies, initiatives and programs towards the Principle; and
 - attainment of measurable objectives towards the Principle, including gender diversity.

1.2 At executive and management level:

- a. Periodically review the Group's HR policies and processes to ensure that:
 - they are "inclusive" in nature and responsive to the Policy;

- they do not expressly or implicitly operate in a manner contrary to the Policy;
 - equal opportunity status applies to all positions within the Group, except where there is legitimate cause in the best interests of the Group and its personnel, to warrant otherwise; and
 - any incidents of exception referred to in the preceding paragraph are reported to the Company Secretary for rectification (and on-referral as appropriate) having regard to the Policy.
- b. Periodically review the Group's physical environments and cultural practices to ensure that:
- they are "inclusive" in nature and responsive to the Policy; and
 - they do not expressly or implicitly operate in a manner contrary to the Policy.
- c. Generally ensure in the Group's recruitment practices that:
- the Policy is respected;
 - efforts are taken to identify prospective appointees who have relevant diversity attributes;
 - efforts are made for any short list of prospective appointees to at least include a gender diverse candidate.

1.3 Generally – Development Programs

- The Group commits to the career development of those of its loyal personnel who aspire to develop their skills and abilities to take on more senior and responsible roles within the Group on a long term basis.
- A standing program will be developed by management under its HR function, with provisional budgetary funding approved from time to time, to achieve this objective.
- A particular aim of this initiative is to improve the internal succession "pipeline" of personnel, especially gender diverse personnel, towards more senior and responsible roles within the Group.

2 MEASURABLE OBJECTIVES, TARGETS AND KPIS

Refer to paragraph 1c of the Diversity Policy

2.1 Initiatives and programs

Initiatives / Program	By When
1ai	Ongoing

1 aii	Ongoing
1 aiii	Ongoing
1 bi	Ongoing
1 bii	Ongoing
1 biii	Ongoing
1 ci	Ongoing

2.2 Specific gender diversity targets

[(*) Note: having regard to the Overriding Caveat in paragraph 8 of the Policy, and as applicable, any historically gender skewed “pipeline” of qualified and experienced personnel in the industry sector in which the Group operates, these targets should not be regarded as “hard”, and are subject to the Overriding Caveat]

	Target	When
1	Board level <ul style="list-style-type: none"> At least one of the next two Board appointments desirably should be female with appropriate skills and attributes 	When it is appropriate to expand or refresh the Board
2	Executive level <ul style="list-style-type: none"> At least one of the next two Board appointments desirably should be female with appropriate skills and attributes 	When it is appropriate to expand or refresh the Executive Team
3	Generally <ul style="list-style-type: none"> Subject to the qualifying note under this item 2b, not less than 33% of new appointments should be male and less than 33% of new appointments should be female 	Annually by 30 June each year

2.3 S&P/ASX 300 index

If the Company was in the S&P/ASX 300 Index at the commencement of its financial/corporate annual reporting period, then the measurable objective for achieving gender diversity in the composition of the Board is to have not less than 30% of its directors of each gender by the end of its next financial/corporate annual reporting period