

AUB Group Limited Diversity and Inclusion Policy

Effective 10 December 2020



1. Purpose

AUB Group Limited (**AUB Group**) is committed to creating an inclusive workplace where individuals can reach their full potential and a strategy that supports the recruitment, retention and development of the most diverse talent. The organisation acknowledges the many positive benefits diversity contributes to the overall better performance of AUB Group in a competitive market. This Diversity and Inclusion Policy is consistent with the Group's values to be genuine, resourceful, aspirational and partnership and relationship driven.

The purpose of this Diversity Policy is to set out how AUB Group values workforce diversity and inclusion and treats individuals with respect regardless of their: gender, age, socio-economic background, perspective or experience, ethnicity, language, religious beliefs, disabilities, marital or family status, sexual orientation, gender identity or cultural background. In order to have an inclusive workplace the organisation will not tolerate discrimination, bullying, harassment, vilification and victimisation.

2. Scope

The Diversity Policy applies to all employees of AUB Group and its controlled entities (both temporary and permanent), contractors and all job applicants with respect to recruitment. It should be read in the context of AUB Group's other policies and procedures as varied from time to time (as made available on the AUB Group website).

Where the organisation's services are provided by external contractors (or third parties) on the basis of a specification set by AUB Group, these contractors are responsible for adhering to this Diversity Policy whilst providing those services on behalf of AUB Group.

3. What Diversity and Inclusion means for AUB Group

AUB Group is committed to being an inclusive organisation, where diversity is valued, respected and built upon. The organisation encourages employees to contribute their own unique ideas, capabilities, experiences and characteristics to their work, which enables it to recruit and retain a diverse workplace and thereby relate to the communities that it serves.

Through the implementation of this Diversity Policy, AUB Group aims to achieve the following:

- (a) promote a culture that embraces diversity when determining the composition of employees, senior management and the board, including recruitment of employees and directors from a diverse pool of qualified candidates;



- (b) maximise the pool of potential job applicants and improve our chances to recruit the right person first time, every time;
- (c) ensure that recruitment and selection practices at all levels are appropriately structured so that a diverse range of candidates are considered and guarding against any conscious or unconscious biases that might discriminate against certain candidates;
- (d) embrace workforce diversity – gender, age, socio-economic background, perspective or experience, ethnicity, language, religious beliefs, disabilities, marital or family status, sexual orientation, gender identity or cultural background;
- (e) value diversity of perspective – leveraging the diverse thinking, skills, experience and working styles of our employees and other stakeholders;
- (f) recognise that employees at all levels may have domestic responsibilities and adopt flexible work practices and provide opportunities for work arrangements that accommodate the diverse needs of individuals at different career and life stages;
- (g) respecting stakeholder diversity – developing strong and sustainable relationships with diverse shareholders, communities, employees, customers and suppliers; and
- (h) comply with relevant equality legislation, codes of practice and relevant best practice guidelines.

4. Policy Details

AUB Group will actively work towards achieving a diverse workforce at all levels of the organisation, and develop a working atmosphere that is based on dignity and respect for one another.

AUB Group is focussed on developing a culture of inclusiveness which actively acknowledges, respects and builds on individual differences including; differing backgrounds, opinions and viewpoints and integrates principles which underpin inclusiveness into all work practices.

The organisation will create a work environment that supports individuals in balancing their work, life and family responsibilities by introducing flexible work hours, scheduling meetings in work hours and supporting leave applications during school holiday periods.

AUB Group is committed to the development, promotion and retention of women in leadership through the following initiatives:

- (a) complying with the diversity recommendations published by ASX Corporate Governance Council by establishing measurable objectives for achieving gender diversity;
- (b) seeking to achieve gender diversity in the composition of its board and will work to achieve not less than 30% female directors;



- (c) monitoring and measuring the achievement of all diversity objectives set by the Board;
- (d) ensuring development and succession plans for directors and Senior Management include gender diversity as a relevant consideration;
- (e) implementation of recruitment procedures to achieve whenever possible equal number of male and female candidates are put forward for Senior Management and Board Positions;
- (f) achieving whenever possible that at least one female candidate is shortlisted as one of the final 3 candidates for any position;
- (g) highlighting the achievement of all employees regardless of gender in network communications;
- (h) mentoring and career resiliency programs that are focused on equal opportunity to senior positions;
- (i) attracting and promotion of talented women into senior leadership positions;
- (j) regular review and updating of company policies to ensure diversity is considered;
- (k) paid parental and spousal leave policy;
- (l) providing opportunities for employees on extended parental leave to maintain their connection with the workplace;
- (m) programs focused on attracting females to the industry and development of key talent; and
- (n) regular remuneration reviews ensuring remuneration is relevant to market and commensurate to the role regardless of gender.

Further, AUB Group has these initiatives for employees generally:

- (a) consider programs that assist in the development of a broader pool of skilled and experienced employees and that, over time, will prepare them for senior management and Board positions; and
- (b) introduction of a proactive wellness and mental health strategy for the business.

5. Objectives

5.1 Setting Measurable Objectives

The Board, in consultation with the Remuneration and People Committee, will, to the extent practicable (particularly in the context of the Company's circumstances and industry), annually set measurable objectives for achieving gender diversity, in the composition of its Board, senior management and workforce generally (Objectives) and, where appropriate, other aspects of diversity including in respect of women in leadership, age diversity and cultural diversity.



5.2 Periodic Review

The Board (in consultation with the Remuneration and People Committee) will assess annually the Company's progress in achieving the Objectives. They will also monitor the effectiveness of this Policy and oversee the implementation of initiatives outlined in and arising from this Policy.

5.3 Measureable Objectives as Key Performance Indicators

The Board (in consultation with the Remuneration and People Committee) will consider the extent to which the achievement of these measurable objectives should be tied to key performance indicators for the Board, the CEO and other senior management. If AUB Group undertakes a gender pay equity audit (which must be approved by the Board), the Board will consider the results of any such audit.

6. Roles and Responsibilities

This policy has been formally approved by the Board and will be overseen by the Remuneration and People Committee. Reports will be provided on a yearly basis outlining the status of the implementation of the policy, and the progressiveness towards achieving its objectives.

This policy is fully supported by senior management and has been communicated to all staff.

All staff have a responsibility to encourage workplace diversity and inclusion and avoid any action that goes against the spirit of this policy. Thus, staff at all levels must ensure that diversity is considered in any of their decisions or behaviour.

Further responsibilities are as set out in paragraphs 6.1 to 6.4 (inclusive) below.

6.1 The Board, CEO and Executive Management Team

- (a) To disclose the Diversity and Inclusion Policy on the Company's website;
- (b) The Board has responsibility to disclose the Objectives set for the relevant reporting period and the Company's progress in achieving the Objectives in AUB Group's Annual Report;
- (c) The Board will disclose the respective proportions of men and women on the Board, in senior executive positions and across the whole workforce (including how the entity has defined "senior executive" for these purposes) or the entity's Gender Equality Indicators, as defined in the Workplace Gender Equality Act 2012 (Cth);
- (d) To provide leadership on the equality and diversity strategy and policy, acting as overall champions to ensure the policy is implemented;
- (e) To communicate the strategy and policy, internally and externally; and
- (f) To be responsible for strategic engagement and accountability to the public.



6.2 Management

- (a) Implementing the policy as part of their day-to-day management of staff and in applying employment policies and practices in a fair and equitable way;
- (b) Ensuring equality and diversity issues are addressed in performance;
- (c) Ensuring all staff act in accordance with the equality and diversity policy providing necessary support and direction; and
- (d) Effectively manage and dealing promptly when investigating issues relating to potential discrimination, including those matters concerning members of the general public.

6.3 Employees

- (a) Implementing the policy in their day-to-day work and their dealings with colleagues, clients and visitors;
- (b) Ensuring their behaviour is appropriate to the policy and that they treat people with respect and dignity;
- (c) Not discriminating against other employees or clients; and
- (d) Notifying their manager of any concerns with regard to the conduct of other employees, the public or third party customers.

6.4 People and Culture

- (a) Developing employment policy and strategy on equality and diversity;
- (b) Providing guidance to managers and staff;
- (c) Supporting managers in investigating issues relating to potential discrimination, including those matters concerning members of the general public who liaise with AUB Group; and
- (d) Monitoring employment policies and practices and facilitating training and development initiatives on equality and diversity.

7. Review

The Remuneration and People Committee will regularly review this Policy to ensure it remains appropriate to AUB Group and its ongoing effectiveness and consistency with AUB Group's objectives and responsibilities.

Any amendments to the Policy or are to be approved by the Board.



The Group Company Secretary is responsible for the up-keep, distribution and publication of this document.

8. Material Revisions

Version	Approval Date	Effective Date	Details
1.0	22 August 2017	22 August 2017	Policy approved by AUB Group Limited Board.
2.0	30 June 2020	1 July 2020	Policy approved by AUB Group Limited Board.
3.01	10 December 2020	10 December 2020	Policy approved by AUB Group Limited Board.