



## Diversity Procedure

### INTRODUCTION

MACA Limited (“MACA” or the “Company”) and all its related bodies corporate are committed to building a workplace in which individuals are valued, supported and respected.

The Company recognises the benefits arising from workplace diversity which reflects the communities in which we work. MACA acknowledges the benefits of a broader team of high quality employees leading to improved employee retention and access to different perspectives, innovations and ideas which optimise contributions from all our employees.

The Company embraces employee differences including gender, age, ethnicity, physical appearance, religion, sexual orientation, values, culture, nationality, education, family responsibilities and other individual differences that make up our communities and which contribute to maximising our corporate goals.

The Board and MACA employees fully support Diversity and inclusiveness and to every extent practicable the Company is committed to meeting the recommendations and guidance provided in the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations. Whilst this Diversity Policy does not form part of an employee's or director's contract of employment with the Company, it establishes a commitment for the Company with which an employee or director is expected to support and comply.

### 1. OBJECTIVES

The Diversity Policy provides a framework for the Company to achieve the following Objectives:

- a diverse and skilled workforce, leading to continuous improvement in service delivery and achievement of corporate goals;
- a workplace culture characterised by inclusive practices and behaviours for the benefit of all employees in our workplaces;
- an equitable and diverse work environment where all employees are respected, treated fairly and have equal opportunity to reach their full potential;
- 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
- an awareness in employees of their rights and responsibilities with regard to fairness, equity and respect for all aspects of diversity.

### 2. RESPONSIBILITIES

#### 2.1 The Board's commitment

The Board is committed to workplace diversity, with a particular current focus on supporting the representation of women at all levels within our workplaces. The Board is responsible for Measurable Objectives and strategies to meet the Objectives of the Diversity Policy and monitoring the progress of the Measurable Objectives through review, evaluation and reporting mechanisms.

The Board will overview and management will conduct all appointment processes in a manner that promotes gender diversity, including establishing a structured approach for identifying a pool of candidates, using external experts where necessary.

## **2.2 Strategies**

The Company's diversity strategies include:

- recruiting from a diverse pool of candidates for all positions, including senior management and the Board;
- reviewing succession plans, promotions and turnover to ensure an appropriate focus on diversity;
- identifying specific factors to take account of in recruitment and selection processes to encourage diversity;
- developing programs to raise awareness of the advantages of diversity, including, diversity education, workplace development programs, mentoring programs and targeted training and development;
- identifying and removing any barriers to diversity that may exist within the Company to create an inclusive and supportive organisation which enables employees to develop to their full potential;
- developing a culture which recognises that employees at all levels of the Company may have specific domestic responsibilities and family commitments; and
- any other strategies the Board and management develops from time to time.

## **3. MEASURABLE OBJECTIVES**

Management will develop for approval by the Board or its relevant subcommittee:

- the Measurable Objectives; and
- the targets, including targets to achieve gender diversity, to verify progress towards attainment of those Measurable Objectives.

Management is also responsible for implementing, monitoring and reporting to the Board or its relevant subcommittee on the Measurable Objectives.

## **4. REPORTING**

The Company will include within its Annual Report and within its Corporate Governance Disclosures:

- the Measurable Objectives, if any, set by the Board;
- progress against the Objectives; and
- the proportion of female employees in the whole organisation, at senior management level and at Board level.

## **5. REVIEW OF PROCEDURE**

The Board, with assistance from management, will conduct an annual review of this procedure (including its effectiveness) and make revisions as appropriate.

Board ratified July 2019