



## Diversity Policy

### 1. Purpose of this policy

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This policy sets out MMA's policy in relation to promoting and maintaining diversity within MMA and its wholly owned subsidiaries (**MMA Group**). For the purpose of this policy, diversity includes differences that relate to gender, age, ethnicity, disability, sexual orientation and cultural background.

### 2. Application

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This is a policy of the Board of Directors of MMA. This policy applies to all employees, directors and officers of the MMA Group.

### 3. Policy

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MMA recognises the benefits to be gained from a workforce that brings together a range of skills, backgrounds and experiences. By promoting and maintaining a diverse workforce, MMA seeks to attract and retain the best talent to deliver the best results for MMA and its shareholders.

MMA recognises that diversity within the MMA Group will contribute to achieving MMA's overall strategic objectives by:

- driving business results;
- encouraging greater innovation;
- enhancing MMA's reputation; and
- attracting, recruiting, engaging and retaining a diverse team of high quality people.

To promote and maintain diversity within the MMA Group, MMA aims to focus on:

- 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;
- appreciating and respecting the unique diversity that each individual brings to the workplace;
- recruiting and managing on the basis of an individual's competence and performance;



- actively monitoring recruitment, promotions and turnover, particularly in relation to gender diversity;
- undertaking diversity initiatives and measuring their effectiveness;
- building the executive pipeline within the Company to assist talented individuals to develop the skills and experience needed to progress to senior roles;
- providing diversity education, training, mentoring programs and other developmental awareness programs for men and women;
- raising awareness of the advantages of diversity through training of senior executives, managers and employees;
- ensuring Board processes, reviews and appointments are transparent;
- creating a culture that empowers and rewards people to act in accordance with this policy, including the measurable objectives for achieving greater gender diversity set by the Board;
- recognising that employees at all levels of the Company may have domestic responsibilities and family commitments; and
- endeavouring to eliminate discrimination, harassment, bullying and other inappropriate behaviours from the workplace.

#### **4. Measurable Objectives**

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The Board is responsible for establishing measurable objectives for achieving greater gender diversity at all levels of the MMA Group (including on the Board) (**Measurable Objectives**).

The Measurable Objectives will be appropriate and meaningful benchmarks that are able to be measured and monitored for effectiveness in addressing any gender imbalance issues in the Company, including numerical targets for the proportion of women employed by the organisation generally, in senior executives roles and on the Board.

Management is responsible for implementing initiatives to achieve the Measurable Objectives. The Managing Director of the Company has a discretion regarding the specific initiatives, which will be implemented by management to achieve these Measurable Objectives.

Employees are required to behave in a way which complies with MMA's values, code of conduct and policies. MMA employees must be aware of MMA's commitment to diversity and contribute to its success.



## 5. Diversity Committee and Diversity Manager

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In order to achieve the Measurable Objectives and promote diversity within the Company, Senior Management positions and on the Board, the Company will establish a Diversity Committee and appoint a Diversity Manager who will be responsible for:

- assisting the Board with diversity issues;
- establishing and monitoring strategies on gender diversity;
- implementing the Measurable Objectives; and
- reviewing achievements and progress against gender diversity objectives.

## 6. Monitoring and Reporting

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Management will report at least annually to the Nomination and Remuneration Committee in relation to diversity. This will include reporting on:

- initiatives undertaken by management in relation to diversity and to achieve the Measurable Objectives; and
- progress in achieving the Measurable Objectives, including information regarding the relative proportion of women and men in the workforce at all levels within the MMA Group.

Managers will be assessed on the promotion of diversity as a consideration in managers' performance appraisals.

The Nomination and Remuneration Committee will:

- report at least annually to the Board on the matters reported to it under this policy; and
- make recommendations to the Board regarding the Measurable Objectives.

The Board must, at least annually, assess:

- the Measurable Objectives; and
- progress in achieving the Measurable Objectives.

The Board will ensure that MMA discloses in its annual reports the following information:

- the Measurable Objectives and the Company's progress towards achieving them;
- the percentage of women and men employed by the MMA Group;
- the percentage of women and men employed at different levels across the MMA Group generally;



- the percentage of women and men employed in senior executive positions (and how the Company defines "senior executive" for these purposes); and
- the percentage of women and men on the Board.

## **7. Resolving concerns under this policy**

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MMA recognises that individuals may become concerned about non-compliance with the obligations set out in this policy. MMA encourages people to raise any such concerns quickly and constructively to achieve prompt resolution. MMA will support individuals to quickly and respectfully resolve concerns or complaints that arise in the context of MMA's diversity commitments.

Where an individual is concerned that someone's behaviour is inconsistent with this policy, it may be appropriate that they raise their concerns directly with that person. If the individual feels uncomfortable approaching the person directly, or if the issue cannot be resolved through direct discussion, the concerned individual should quickly speak about the issue with a relevant manager as soon as possible. If the individual does not feel comfortable talking about their concern with a manager, the concerned individual should speak with Human Resources. MMA will act to resolve such issues quickly, respectfully and constructively.

## **8. Review of policy**

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The Nomination and Remuneration Committee, with assistance from management, will conduct an annual review of this policy (which will include a review of the effectiveness of the policy), discuss any required changes with the Board and ensure that any revisions to this policy are approved by the Board.