

DIVERSITY AND INCLUSION POLICY

1. PURPOSE OF THIS POLICY

This policy sets out MMA Offshore Limited's (**MMA** or **Company**) policy in relation to promoting and maintaining diversity and inclusion within MMA and its wholly owned subsidiaries (**MMA Group**).

For the purpose of this policy, diversity and inclusion refers to differences that relate to gender, age, marital or family status, gender identity, ethnicity, disability, sexual orientation, religious beliefs, cultural and socio-economic background.

2. APPLICATION

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

MMA recognises the benefits to be gained from a workforce that brings together a range of skills, backgrounds and experiences. MMA recognises that a diverse and inclusive workforce is a key competitive advantage.

By promoting and demonstrating diversity of thought, respect and teamwork, MMA seeks to attract, retain and motivate employees from the widest possible pool of available talent to deliver the best results for both MMA and its shareholders.

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

- creating a positive workplace culture, where a broad range of ideas provides the opportunity to innovate and collaborate;
- creating a climate of trust and belonging, where employees feel safe, respected and valued for their unique perspective and attributes; and
- enhancing MMA's reputation as an employer of choice.

To promote and maintain diversity and inclusion 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, treating all employees with respect and fairness;
- appreciating and respecting the unique backgrounds, experiences and perspectives that each individual brings to the workplace;
- ensuring that recruitment and selection practices at all levels (from the Board downwards) 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;
- actively monitoring recruitment, promotions and turnover, particularly in relation to gender diversity, age and background;
- 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 assist these employees to develop the skills and experience needed to prepare them for senior management and Board positions;

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- providing diversity and inclusion education, training, mentoring programs and other developmental awareness programs;
- raising awareness of the advantages of diversity and inclusion through training of senior executives, managers and employees;
- creating a culture that empowers and rewards people to act in accordance with this policy and enabling all employees to report and/or challenge behaviour that is not consistent with this policy;
- recognising that employees at all levels of the Company (both male and female) may have domestic responsibilities and family commitments which may require flexible working arrangements;
- provide the opportunity for employees on extended parental leave to receive Company communications and attend relevant training and social activities; and
- ensuring that discrimination, harassment, bullying, vilification, victimisation and all other inappropriate behaviours do not occur in the workplace.

4. MEASURABLE OBJECTIVES

The Board is responsible for establishing measurable diversity and inclusion objectives 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 diversity and inclusion issues within the Company, including numerical targets for the proportion of women employed by the organisation generally, in senior executive 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 should be aware of MMA's commitment to diversity and inclusion and should contribute to its success.

5. DIVERSITY AND INCLUSION COMMITTEE AND MANAGER

In order to achieve the Measurable Objectives set by the Board (as amended and updated from time to time), the Company will establish a Diversity and Inclusion Committee and appoint a Diversity and Inclusion Manager who will be responsible for:

- assisting the Board with diversity and inclusion issues;
- establishing and monitoring strategies on promoting and maintaining diversity and inclusion;
- implementing the Measurable Objectives set by the Board; and
- reviewing the Company's achievements and progress against these Measurable Objectives and reporting this to the Board.

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6. MONITORING AND REPORTING

The MMA Board has overall responsibility for:

- approving this policy and monitoring its effectiveness;
- setting the Measurable Objectives;
- delegating to the Diversity and Inclusion Committee responsibility for undertaking the required diversity and inclusion initiatives to achieve the Measurable Objectives;
- assessing the Company's progress in achieving the Measurable Objectives; and
- overseeing reporting on the MMA Group's diversity and inclusion initiatives.

The Board will ensure that the Company discloses in its Annual Reports the following information:

- the Measurable Objectives and the Company's progress towards achieving them;
- the proportions of women and men on the Board, in senior executive positions and across the workforce generally within the MMA Group; and
- How the Company defines the term "senior executive" for these reporting purposes.

7. RESOLVING CONCERNS UNDER THIS POLICY

MMA encourages all employees of the MMA Group to speak-up and report:

- any behaviours which are inconsistent with this policy; and
 - any non-compliance with the obligations set out in this policy,
- in accordance with the *Group Whistle-blower Policy*.

MMA will support individuals to quickly and respectfully resolve concerns or complaints that arise in the context of MMA's diversity and inclusion commitments.

8. REVIEW OF POLICY

This policy cannot be amended without the approval of the MMA Board. The Board will from time to time review this policy to ensure that it meets the needs of the MMA Group, best practice standards and the ASX Corporate Governance Principles and Recommendations.