

Diversity Policy

Rubicor Group Limited

OTHER RELATED POLICIES:

- Rubicor Workplace Policy
- Rubicor Equal Employment Opportunity Policy
- Rubicor Occupational Health & Safety Policy

RUBICOR GROUP LIMITED DIVERSITY POLICY

1. INTRODUCTION

Rubicor Group Limited and all its related bodies corporate (**Rubicor** or **Rubicor Business**), as the context permits) are committed to workplace diversity. Rubicor recognises the benefits arising from employee and board diversity, including a broader pool of high quality employees, improving employee retention, accessing different perspectives and ideas and benefiting from all available talent.

Diversity includes, but is not limited to, gender, age, ethnicity and cultural background.

To the extent practicable, Rubicor will address the recommendations and guidance provided in the *ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (ASX Principles)*.

Each Rubicor Business is required to have its own employment related policy, and this Rubicor policy is to complement that existing documentation and serves as the policy for Rubicor's Head Office. With the assistance of Rubicor's Head Office, respective Business Principals are responsible for the implementation of this Policy within their respective businesses. This policy does not form part of an employee's contract of employment with any Rubicor Business, nor gives rise to contractual obligations. However, to the extent that the Policy requires an employee to do or refrain from doing something and at all times subject to legal obligations, this policy forms a direction of Rubicor with which an employee is expected to comply.

2. OBJECTIVES

The *Diversity Policy* provides a framework for Rubicor to achieve:

- 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 staff;
- improved employment and career development opportunities for women;
- 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
- awareness in all staff of their rights and responsibilities with regards to fairness, equity and respect for all aspects of diversity (also see EEO Policy);

collectively, the ("Objectives").

The *Diversity Policy* does not impose on Rubicor, its executive and non-executive directors, officers, employees, contractors and consultants of Rubicor any obligation to engage in, or justification for engaging in, any conduct which is illegal or contrary to any anti-discrimination or equal employment opportunity legislation or laws in any State or Territory of Australia or of any foreign jurisdiction.

3. RESPONSIBILITIES

3.1 Rubicor's Commitment

The Rubicor Board is committed to workplace diversity, with a particular focus on improving the representation of women at the senior level of Rubicor and on the Rubicor Board.

The Board is responsible for developing measurable objectives and strategies to meet the Objectives of the *Diversity Policy (Measurable Objectives)* and monitoring the progress in achieving the Measurable Objectives (if any) through the monitoring and reporting mechanisms listed below.

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

3.2 Strategies

Rubicor's diversity strategies include:

- recruiting from a diverse pool of candidates for all positions, including senior management and the Board;
- reviewing succession plans 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 develop a broader pool of skilled and experienced senior management and Board candidates, including, workplace development programs, mentoring programs and targeted training and development;
- developing a culture which takes account of domestic responsibilities of employees; and
- any other strategies the Board develops from time to time.

4. MONITORING

The Board will monitor the scope and currency of this policy.

Each Rubicor Business is responsible for implementing, monitoring and reporting on the Measurable Objectives as established by the Board.

The Board will monitor progress against the Measurable Objectives.

5. REPORTING

The Board will monitor progress against the Measurable Objectives (if any set) will report annually on its progress towards achieving them.

The Board will include in the Annual Report each year:

- Measurable Objectives (if any set);
- progress against the Measurable Objectives; and
- the respective proportions of women and men employees in the whole organisation, at senior management level and at Board level.