



Diversity, Equity & Inclusion Policy

McMillan Shakespeare Group

People Culture & Communications



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1. Purpose

McMillan Shakespeare Limited (**MMS**) is committed to building a diverse, equitable and inclusive workplace which reflects the communities and customers we serve. MMS embraces diversity, equity and inclusion, and we hold a collective commitment to foster an environment where all individuals are valued and respected. We recognise this improves our ability to attract, retain, motivate and develop top talent and enables an engaged workforce which delivers on our purpose, and the highest quality services to our customers. By harnessing the capabilities and perspectives of all, we foster an inclusive workplace which values every voice and supports our aim of avoiding discrimination, harassment (including sexual harassment), bullying and victimisation.

2. Definition and Scope

Diversity means difference, in all its forms, both visible and not visible. It includes differences relating to age, caring responsibilities, cultural background, disability, gender expression and identity, family / relationship status and religion. It also encompasses the many ways people differ in terms of their education, life experience, locations, personality, ways of thinking and work experience.

This policy applies to all business units of MMS and to all people employed by or representing MMS including, directors, officers, employees and independent contractors.

3. Objectives

The MMS Board (**Board**) seeks to have an appropriate mix of elements such as diversity (including gender diversity), skills, experience and expertise to enable it to discharge its responsibilities effectively and to be well equipped to help MMS navigate the range of opportunities and challenges we face.

This approach is applied to the composition and capabilities across the MMS workforce.

The Board approves annually measurable objectives for some diversity measures.

MMS has a number of objectives in place to continually uphold our commitment to diversity, equity and inclusion including:

- Retain and continue to grow the number of women in leadership roles, subject to vacancy and merit against the Board skill matrix or required skill set.
- Provide development and promotion opportunities regardless of gender.
- Pay equity is free from bias and supports diversity.
- Create meaningful opportunities for Aboriginal and Torres Strait Islander Peoples in our business and implement deliverables outlined in our Reconciliation Action Plan (**RAP**), as part of MMS's ongoing commitment to the reconciliation process.
- Remove environmental and cultural barriers for people living with disability, and carers of persons with disability, to help them achieve their goals in life. We will do this by delivering on the actions outlined in our MMS Accessibility and Inclusion Plan.
- Consulting with employees via various employee surveys, working groups and forums.

4. Guiding Principles

The guiding principles support our commitment to diversity, equity, and inclusion in all aspects of employment practice – not only because we recognise our legal obligations but because at MMS, we believe it is right.

- The diversity of our people should reflect our diverse customers and the communities in which we operate.

- The strategies we employ to support diversity and enable inclusion serve our corporate governance policies and practices, and our fairness and corporate social responsibility imperatives.
- We recruit, develop, promote, and pay our people based on assessment of individual performance, capability, and potential.
- We are open to considering flexible ways of working, in every role.
- We develop and support our leaders across the business at all levels to create an environment where everyone can be themselves and to provide opportunities that allow our people to grow personally and professionally.

5. Measures

The Chief People Officer will monitor progress and report to the People, Culture and Remuneration Committee (**PCRC**) on the effectiveness of diversity related initiatives or targets, including progress against measurable objectives for diversity.

6. Accountabilities

Performance against our diversity objectives, initiatives or targets will be reviewed annually by the PCRC who will report its assessment to the Board and make recommendations as appropriate. Progress against targets will be included in the MMS Corporate Governance Statement and Sustainability Report as applicable.

Directors, officers, employees and independent contractors are to:

- Treat all people with dignity and respect in accordance with MMS's values and behaviours and the Code of Conduct; and
- Create an inclusive workplace that values diversity, equity and inclusion, encourages collaboration and continuous learning.