

# Diversity Policy

## Commitment to Diversity

Macmahon Holdings Limited (“Macmahon”) aims to create an open and inclusive workplace environment where diverse experiences, perspectives and backgrounds of our people are valued and utilised. Macmahon believes that having a diverse workforce creates diversity of thought which, in turn, leads to alternative ways to approach challenges, solve problems, propose suggestions, make decisions and perceive opportunities. Diversity is important to Macmahon’s business and is encapsulated in both Macmahon’s Statement of Values and its Code of Conduct.

To give effect to this objective Macmahon will:

1. provide fair access to all employment opportunities and foster recruitment, retention and promotion practices that take account of the diversity within the communities in which Macmahon operates, including by ensuring that recruitment, retention and promotion practices are appropriately structured so that a diverse range of candidates are considered;
2. not discriminate against people based on gender, marital or family status, ethnicity, colour, age, race, religion, disability, national origin, sexual orientation, socio-economic background, experience or perspective;
3. ensure a supportive workplace in which employee differences are treated fairly and with respect and dignity within a safe working environment and discrimination, harassment, vilification and victimisation are not tolerated;
4. promote workplace structures, systems and procedures that assist employees balance their work, family and other responsibilities effectively and assist in the development of a broader and more diverse pool of skilled and experienced employees;
5. provide opportunities for employees on extended parental leave to maintain their connection with Macmahon;
6. seek to make a positive contribution to the social well-being of the communities it serves; and
7. periodically review this policy to check that it is operating effectively and whether any changes are required.

## Measurable Objectives

The Board believes that the setting of measurable diversity targets and reporting Company performance against these targets is critical to achieving diversity objectives. The Board will therefore:

1. set and annually review diversity targets on advice from management, including targets specifically in relation to gender diversity at all levels of the organisation;
2. measure its progress toward achieving these targets, and report on this every year in the Company’s Corporate Governance Statement;
3. benchmark Macmahon’s position on gender diversity against its peers; and
4. undertake gender pay equity audits to gain a stronger insight into the effectiveness of Macmahon’s gender diversity programs.

### **Key Areas of Focus**

To develop a diverse workforce that is representative of broader society while employing the best talent available is an evolutionary process. The Company will review regularly the areas of diversity on which it needs to focus to progress this.

Gender diversity (and in particular, women in leadership) and the training and development of indigenous employees are two areas of specific focus for Macmahon. The Board and management believe that it is these two specific areas that Macmahon is best in a position to be reflective of and responsive to the community in which it operates.

### **Implementation of This Policy**

The Board and senior management of Macmahon will develop, implement, maintain and continuously review the appropriate structures, systems, and procedures to support our diversity objectives.

All employees are responsible for:

1. promoting Macmahon diversity initiatives where appropriate;
2. respecting difference and maintaining a workplace that is free from unfair discrimination; and
3. behaving in a way that is consistent with the values and spirit of this Policy.