

# Diversity and Inclusion Policy

## Commitment to Diversity

Macmahon Holdings Limited (“Macmahon”) aims to create a safe, respectful and inclusive workplace environment where diverse experiences, perspectives and backgrounds of our people are valued and utilised. A diverse workforce is fundamental to supporting good decisions, eliminating barriers to working effectively, delivering strong performance by attracting, engaging and retaining diverse talent, and drawing on diverse perspectives, skills and experiences of employees. Diversity is imperative 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 into account diversity within the communities in which Macmahon operates, 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, sexual 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. seek to make a positive contribution to the social well-being of the communities it serves;
6. provide a workplace where employees feel safe to speak up when things are not right; 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 and inclusion objectives. The Board will therefore:

1. endorse measurable diversity targets on advice from management, including targets specifically in relation to 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 diversity against its peers; and
4. undertake pay equity audits to gain a stronger insight into the effectiveness of Macmahon’s diversity programs

Key Areas of Focus will be detailed and tracked in the annual business plan.

### **Implementation of This Policy**

The Board and senior management 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 safe and free from unlawful and unfair discrimination; and
3. behaving in a way that is consistent with the values and spirit of this Policy.