

Diversity and Inclusion Policy

Commitment to Diversity and Inclusion

Macmahon Holdings Limited (“Macmahon”) is committed to fostering a safe, respectful, and inclusive workplace where the diverse experiences, perspectives, and backgrounds of all people are valued. A diverse and inclusive workforce supports better decision-making, removes barriers to effective collaboration, and strengthens organisational performance by enabling Macmahon to attract, engage, and retain a diverse talent. Drawing on the diverse skills and experiences of our employees is central to Macmahon’s ongoing success. This commitment to diversity and inclusion is fundamental to our business and is embedded in Macmahon’s Values and Code of Conduct.

To give effect to this objective Macmahon will:

1. provide equitable access to employment opportunities and promote recruitment, retention, and promotion practices that recognise and reflect diversity within the communities in which Macmahon operates. These practices will be structured to ensure a diverse range of candidates are considered;
2. not unlawfully discriminate against any person on the basis of gender, marital or family status, ethnicity, colour, age, race, religion, disability, intersex status, national origin, sexual orientation, socio-economic background, pregnancy, gender identity, experience, or perspective;
3. maintain a supportive workplace where differences are respected and employees are treated with dignity and fairness, and where unlawful discrimination, harassment, sexual harassment, vilification, and victimisation are not tolerated;
4. promote workplace structures, systems, and practices that enable employees to balance work, family, and other responsibilities, supporting the development of a broader and more diverse pool of skilled and experienced employees;
5. seek to make a positive contribution to the social wellbeing of the communities in which we operate;
6. provide a workplace culture where employees feel safe to speak up when something is not right; and
7. periodically review this Policy to ensure it remains effective and continues to meet organisational and legal requirements.

Measurable Objectives and Accountability

The Board recognises that setting measurable diversity objectives and transparently reporting progress is critical to achieving meaningful and sustainable outcomes. 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. monitor progress against these targets and report annually through Macmahon’s Corporate Governance Statement;
3. benchmark Macmahon’s diversity performance against relevant industry peers;

4. undertake pay equity audits to strengthen insight into the effectiveness of Macmahon's diversity and inclusion initiatives.

Implementation and Responsibilities

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

All employees are expected to:

- support and promote Macmahon's diversity and inclusion initiatives where appropriate;
- respect individual differences and contribute to a workplace that is safe and free from unlawful discrimination; and
- behave in a manner that aligns with both the intent and the spirit of this Policy.