

## Kina Group

### Diversity and Inclusion Policy

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#### Overarching Principle

*Kina must illuminate the path to leadership, showing all employees the career and advancement opportunities that match their skills and professional objectives and provide the experiences necessary to fulfil their potential.*

#### Purpose

1. To achieve a diverse workforce and provide a workplace that ensures equity and fairness and is free from discrimination, harassment, bullying and victimisation.

#### Scope

2. The Company's vision for diversity incorporates a number of different factors, including but not limited to gender, ethnicity and cultural background, disability, age and educational experience. At a Board and senior management level, gender has been identified as a key area of focus for the Company.

#### Promoting Diversity

3. The Company will:
  - set measurable objectives relating to diversity at all senior management and leadership levels;
  - broaden the field of potential candidates for all positions; and
  - embed achievement of the objectives in the evaluation criteria for the annual Board performance review.
4. To facilitate the promotion of diversity, the Company will monitor its performance and continue to expand on or improve:
  - its policies and employment terms which address impediments to diversity in the workplace (including parental leave, job sharing, working from home, part-time work and flexible working arrangements that assist employees to fulfil their domestic responsibilities), and review these policies and employment terms so they are available to and utilised by people of different genders, ethnicities and cultural backgrounds, disabilities, ages and educational experiences;
  - existing initiatives designed to identify, support and develop talented employees from a diverse range of backgrounds; and
  - mechanisms and processes aimed at enhancing consultation with employees on issues concerning equality and diversity in the workplace.

#### Measurable Objectives

5. Each year the Board will set measurable objectives with a view to progressing towards a diverse workforce and providing a workplace that ensures equity and fairness in our management practices and processes and is free from discrimination, harassment, bullying and victimisation.
6. Performance against these objectives will be reviewed annually by the Remuneration and Nominations Committee as part of its annual review of the effectiveness of this Policy.
7. The Board will include in the Company's annual report or on the Company's website each year:
  - a summary of the Company's progress towards achieving the measurable objectives set under this Policy for the current financial year; and
  - details of the measurable objectives set under this Policy for the subsequent financial year.

#### **Gender Representation Review**

8. On an annual basis, the Remuneration and Nominations Committee will review the gender composition of the Company. The Committee will report its findings to the Board.
9. The Company will disclose in the Corporate Governance Statement the gender composition of the workforce including the Board, senior management and the Company as a whole.

#### **Recruitment, Selection and Succession Planning**

10. The Company aims to attract, retain and develop the best talent, create an engaged workforce, deliver the highest quality services to its customers and continue to grow the business. When recruiting, the Company considers diversity alongside other selection criteria, in particular business acumen, appropriate skills and industry experience.

##### *Succession planning*

11. The Remuneration and Nominations Committee advises the Board on the development and succession planning process for the CEO and the CEO's direct reports. In discharging this responsibility, the Committee will have regard to diversity criteria.

##### *Board appointment process*

12. The Remuneration and Nominations Committee undertakes work on behalf of the Board to identify qualified individuals for appointment to the Board. In identifying candidates, the Committee will have regard to the selection criteria set out in the Board appointment process, which will include:
  - skills, expertise and background that add to and complement the range of skills, expertise and background of the existing directors;
  - diversity; and
  - the extent to which the candidate would fill a present need on the Board.

### **Disclosure and Access**

13. A summary of this Policy and the Company's achievement of the Policy's objectives will be disclosed in the Corporate Governance Statement.

### **Responsibilities**

14. The Board is responsible for the promotion of diversity within the Company.
15. The Remuneration and Nominations Committee is responsible for the review and oversight of this Policy. In executing this role, the Committee will, with the appropriate support and input from management, review on an annual basis:
  - the effectiveness of this Policy, its objective and the strategies outlined above;;
  - the division of responsibilities and accountability for developing and implementing diversity initiatives across the organisation; and
  - provide a report to the Board on the outcomes of its review, including any recommendations for changes to those strategies or the way in which they are implemented.

**Approved by the Board: 16 October 2017**

