

## Diversity Policy

### 1. Introduction

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This Diversity Policy (**'Policy'**) sets out M2 Group Ltd's (**'M2'** or **'the Company'**) policy in relation to diversity within its Board of Directors (**'Board'**) and wider team members.

In particular it aims to:

- (a) communicate M2's commitment to the principles of diversity;
- (b) set out the key initiatives to promote and support diversity within the Company, to help M2 achieve its corporate objectives (including diversity objectives); and
- (c) to promote equal opportunity, respect and fairness within the Board and amongst team members in the work environment.

For the purpose of this Policy, diversity refers to all the characteristics that make individuals different from one another and encompasses gender, age, ethnicity, cultural background, impairment or disability, sexual preference and religion.

In accordance with the Corporate Governance Principles and Recommendations (**'Principles'**), this Policy addresses gender diversity in particular.

This Policy was issued by the Board on 27 May 2011.

### 2. Principles of Diversity

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M2 is committed to the following principles in relation to diversity:

- (a) Diversity at M2 is valued and encouraged. The Company recognises the benefit that it gains from having a diverse range of individuals and backgrounds involved in the management of its organisation and its business activities.

- (b) A range of perspectives is imperative to making good balanced decisions that are in the interests of the Company as a whole, including its shareholders, team members and other stakeholders.
- (c) A diverse workplace promotes M2 as an “employer of choice”, which in turn attracts and retains quality directors, management and team members. This in turn provides organisational strength, assists in the achievement of goals and objectives and delivers value to all stakeholders.
- (d) M2 is committed to providing an environment in which its directors, management and team members are treated with fairness and respect, and have equal opportunity and access to available opportunities.
- (e) Diversity is an important and valued aspect of M2’s culture.
- (f) As a provider of goods and services, M2 believes that diversity helps to facilitate better service to our customers.

In respect of gender diversity (in addition to the above):

- (g) M2 recognises the importance and value that female participation brings to a board and workplace environment.
- (h) The Company is committed to implementing and supporting initiatives and processes to help facilitate equal gender participation and opportunity at M2.

### 3. Key Initiatives in relation to Diversity

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To assist in the delivery and achievement of the above diversity principles, M2 has implemented the following initiatives:

#### (a) Board selection processes

The Board has adopted a *Board Selection Policy*, which outlines how the Board searches and selects director candidates. Diversity is an aspect that must be considered when developing a skills matrix prior to the selection of a new director.

#### (b) Workplace policies

M2 has adopted human resources policies including an *Equal Opportunity and Anti-discrimination Policy* and a *Harassment and Bullying Policy*.

These policies set the expectation for behaviour within the workplace and amongst team members, in addition to providing an avenue for complaints and a process for disciplinary action should a policy be breached.



In addition, the Company will also fairly consider all requests for flexible working arrangements, as outlined in its *Employee Relations Policy* and in accordance with its obligations at law, and otherwise.

The above policies support the application of the principles of diversity as listed above.

### **(c) Team Member Benefits**

M2 has introduced and maintains an extensive “Team Member Benefits Program” (“Program”), which has the following key inclusions:

- paid parental leave;
- employee assistance programs; • health and wellbeing benefits; and,
- team social events.

This Program supports the principles of diversity by providing all team members access to a variety of measures to assist them in their work/life balance and provide support for family and personal choices and circumstances.

In addition, it helps promote communication and good working relationships between diverse team members, which improves and facilitates high morale, productivity and achievement.

In particular, paid parental leave (which is paid in addition to government funded programs) supports team members with their family responsibilities and further encourages those team members (female in particular) to develop and maintain their career with M2 as well attract quality candidates for new positions.

### **(d) Training and Development**

M2 is committed to learning and development strategies for all its team members. This training commitment extends to role specific requirements, soft skills as well as management and leadership. Diversity is an aspect that it is fully considered when developing and assessing training needs.

### **(e) Other Initiatives**

The Company is committed to regularly reviewing the appropriateness and success of each of the initiatives listed above. The Board, management and team members are also encouraged to suggest new forms of initiatives to support diversity at M2.

## **4. Gender Diversity**

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The Company is committed to complying with its obligations, including those contained within the Principles (on an “if not what not basis”) and those at law.

**(a) Objectives to Achieve Gender Diversity**

As provided for in the Principles (Recommendation 3.3) the Company should adopt measurable objectives to achieve gender diversity and assess performance against those objectives on an annual basis.

The Board has set the following objectives in respect of gender diversity:

Objective	Target Date
<p><b>Board:</b></p> <p>At least one of the next two director appointments desirably should be female, with the appropriate skills and attributes</p>	<p>When it is appropriate to expand the Board or replace an existing director</p>
<p><b>Executive and Senior Management:</b></p> <p>To improve or at least maintain current male/female ratio statistics.</p>	<p>Annually</p>
<p><b>Team Members:</b></p> <p>To improve or at least maintain current male/female ratio statistics.</p>	<p>Annually</p>

The above objectives are considered to be achievable and relevant to M2’s current and future business circumstances.

It is important to note that the Board and the Company will at all times recruit and select individuals based upon their skills and attributes and the potential value they will bring to the Company’s culture and business activities.

The Board will review and assess performance against its gender objectives annually, on or around July each year. If required, additional initiatives or other actions may be considered necessary, including new objectives, in order to facilitate improved diversity for the following year.

Achievement of gender objectives are not linked to measurable objectives or key performance indicators for the Board, Managing Director or Executives.

**(b) Annual Report Disclosures**



As provided for in the Principles (Recommendation 3.4), the Company should disclose in each annual report the proportion of female employees in its organisation, in executive positions and on the Board.

Such disclosures will be made by the Company in its Corporate Governance Statement in each year's annual report and are the responsibility of the Company Secretary.

Gender statistics are to be managed and provided to the Board and Company Secretary by the Human Resources Director at least quarterly.

## **5. Management and Responsibility of Policy**

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This Policy shall be maintained by the Company Secretary.

The Human Resources Director shall also provide leadership in respect of diversity initiatives as well as maintaining and reporting on gender statistics.

The Board, in consultation with the Nomination and Remuneration Committee shall take overall ownership of this Policy, as part of its corporate governance framework.

## **6. Publication of this Policy & Further Information**

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This Policy will be made available to M2 team members, and will also be placed on the Company's website for access by shareholders and other stakeholders. The Company shall further provide a summary of the main provisions of this Policy in the Corporate Governance Statement in each year's Annual Report.

For further information or clarification in respect of the contents of this Policy, please contact the Company Secretary.

## **7. Review and Variation of Policy**

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This Policy shall be reviewed by the Board on an annual basis. Any variations are to be recorded with a revised Policy to be circulated as appropriate