



## **DIVERSITY POLICY**

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**UCW Limited**  
ACN 108 962 152

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## **1 OVERVIEW**

The Board of Directors of UCW Limited (**Company**) and its related companies (**Group**) are responsible for the overall management of the Group, including guidance as to strategic direction, ensuring best practice corporate governance and oversight of management. The Group recognises that people are its most important asset and is committed to the maintenance and promotion of workplace diversity.

The Group recognises and appreciates the value inherent in a diverse workforce. Diversity drives the Group's ability 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. However, other selection criteria, in particular business acumen, appropriate skills and industry experience, are also fundamentally important to the Group.

## **2 SCOPE**

The Group's vision for diversity incorporates a number of different factors. The Group is committed to promoting a workplace that recognises and embraces the skills, characteristics and experiences that people bring to the Group, through (among other things) their age, gender, disability, ethnicity, cultural background, religion and sexual orientation.

At a Board and senior management level, gender and cultural background have been identified as key areas of focus for the Group. Accordingly, the primary focus of this policy is creating the circumstances for adequate representation of women and individuals from a variety of cultural backgrounds in senior management positions and on the Board, and to ensure that the Group continually reviews its processes to eliminate any overt or covert factors contributing to discriminatory outcomes in candidate selection and internal promotions.

The strategies outlined below aim to achieve the objectives of this policy by:

- (a) setting measurable objectives relating to diversity (including gender and cultural background) at all senior management and leadership levels, such objectives to be subject to the requirement for recruitment and selection to be based on merit;
- (b) broadening the field of potential candidates for senior management and Board appointments; and
- (c) embedding the extent to which the Board has achieved the objective of this policy in the evaluation criteria for the annual Board performance review.

## **3 PROMOTING DIVERSITY**

To facilitate greater diversity in management and leadership roles, the Group will:

- (a) introduce and supplement the measures outlined in this policy;
- (b) continue to improve upon policies 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 so they are available to and utilised by people of different genders, ethnicities and cultural

backgrounds, disabilities, ages and educational experiences at senior management levels;

- (c) monitor the effectiveness of, and continue to expand on, existing initiatives designed to identify, support and develop talented employees from a diverse range of cultural backgrounds; and
- (d) ensure that discrimination, harassment, vilification or victimisation on any grounds is not tolerated, and put in place appropriate measure to redress any such conduct.

#### **4 MEASURABLE OBJECTIVES**

Each year, the Board will set measurable objectives for achieving positive diversity outcomes, including a balanced representation of women in the Group's business.

Performance against these objectives will be reviewed at least annually by the Remuneration and Nomination Committee, as part of its annual review of the effectiveness of this policy. This policy also applies to identifying and selecting new Directors.

The Company has adopted the following measurable objectives for achieving gender diversity outcomes for FY17 and FY18:

<b>Level of employment</b>	<b>Target female proportion of workforce</b>
Board	At least 15%
Senior executives and management	At least 30%
Other staff	At least 30%

#### **5 GENDER REPRESENTATION REVIEW**

On an annual basis, the Remuneration and Nomination Committee will review the proportion of women who are employed at all levels of the Group. The Remuneration and Nomination Committee will report to the Board outlining its findings.

#### **6 RECRUITMENT, SELECTION AND SUCCESSION PLANNING**

##### **6.1 Recruitment, Selection and Promotion**

The Group will ensure that the recruitment, selection and promotion processes at all the levels in the Group, including at Board level where appropriate, are designed to support a workplace which values diversity and avoids unfair discrimination.

The Group will ensure that:

- (a) recruitment and selection is based on merit;

- (b) it complies at all times with equal opportunity and anti-discrimination requirements;
- (c) it encourages management involved in recruitment to consider workplace diversity when making selection decisions; and
- (d) its recruitment process is made accessible to all candidates, by advertising positions broadly and by using professional recruitment agencies where required.

## **6.2 Succession planning**

The Remuneration and Nomination Committee advises the Board on the development and succession planning process for the Chairman and the rest of the Board. In discharging this responsibility, the Remuneration and Nomination Committee will have regard to appropriate diversity criteria.

## **6.3 Board appointment process**

The Remuneration and Nomination Committee undertakes work on behalf of the Board to identify qualified individuals for appointment to the Board. In identifying candidates, the Remuneration and Nomination Committee will have regard to the selection criteria set out in the Board appointment process, which will include:

- (a) skills, expertise and background that add to and complement the range of skills, expertise and background of the existing Directors;
- (b) diversity;
- (c) the extent to which the candidate would fill a present need on the Board; and
- (d) the requirement for appointments to be based on merit.

The Remuneration and Nomination Committee will be required, as part of their nomination processes to review the performance of a proposed Board member.

## **7 DISCLOSURE OF POLICY**

A summary of this policy and the Group's achievement of the Policy's objectives will be disclosed in the Annual Report.

## **8 REVIEW OF POLICY**

The Remuneration and Nomination Committee is responsible for the review and oversight of this policy. In executing this role, the Remuneration and Nomination Committee will on an annual basis, with the appropriate support and input from management:

- (a) review the effectiveness of this policy, its objective and the strategies outlined above, which aim to achieve the objective;
- (b) review the division of responsibilities and accountability for developing and implementing diversity initiatives across the organisation; and
- (c) provide a report to the Board on the outcomes of its review, including any recommendations for changes to this policy.