



Diversity and Inclusion Policy (Measurable Objectives)
August 2021

Table of Contents

1.	Purpose	3
2.	Objectives	3
3.	Responsibility and Measuring Progress	3
	Measurable Objectives (<i>Revised 3 August 2021</i>)	4

1. Purpose

GUD is committed to being an inclusive workplace that values and promotes diversity. Diversity encompasses gender, race, ethnicity and cultural background, age, physical abilities and religious beliefs.

Encouraging and fostering diversity and inclusion enables GUD to attract and retain people with the best skills and attributes, and to develop a workforce which is best placed to deliver value to our shareholders, customers and the communities we serve. We believe there are additional benefits from an inclusive and diverse workforce, being a broader pool of high quality candidates and employees, a workplace culture, where people can fully and safely share their perspectives, skills and experiences, the presence of diversity of thought and improved employee retention.

This policy outlines GUD's commitment to improving diversity and inclusion in the workplace and supplements our employment policies and standards, including as set out in the GUD Code of Conduct.

2. Objectives

GUD's approach to improving diversity and inclusion within the Company will assist achieving the following objectives:

1. a diverse and skilled workforce, leading to improved in-service delivery and achievement of corporate goals;
2. a workplace culture characterised by inclusive practices and behaviours for the benefit of all staff;
3. improved employment and career development practices and opportunities for all staff;
4. a work environment that values and utilises the contributions of employees with diverse backgrounds, experiences and perspectives;
5. rewarding and remunerating fairly;
6. provision of workplace flexibility so as to enhance the working lives of employees and as an enabler to inclusion; and
7. awareness in all staff of their rights and responsibilities with regards to fairness, equity, inclusion and respect for all.

GUD has developed practices, strategies and initiatives to support these objectives.

3. Responsibility and Measuring Progress

In accordance with the ASX Corporate Governance Principles and Recommendations, the Board through its Remuneration, People and Culture Committee has established measurable objectives for achieving diversity and inclusion that are in line with GUD's organisational context and the industries in which it participates. The progress in achieving the objectives are assessed and reviewed by the Board annually.

The measurable objectives adopted for the time being are attached.

Disclaimer

This Policy does not form part of an employee's contract of employment with GUD, nor gives rise to contractual obligations. However, to the extent that the Policy requires an employee to do or refrain from doing something and at all times subject to legal obligations, this Policy forms a direction of GUD with which an employee is expected to comply.

Reviewed and adopted by the Board 26 July 2018

Measurable Objectives *(Revised 3 August 2021)*

In accordance with the Diversity and Inclusion Policy, these Measurable Objectives were reviewed and adopted by the Board of GUD Holdings Limited on 26 July 2018, with further review in each subsequent year since.

Objectives

1. As a general principle, the recruitment/selection process for Board candidates will:
 - a. have as a primary focus securing the skills required; and
 - b. ensure that the candidate pool reflects a diversity of backgrounds, knowledge, experience and perspectives and has no undue restrictions for representation.

The measurable objective in this process will be (whether or not a recruitment consultant/executive search firm is engaged on a Board candidate search) that the Chairman of the Nominations Committee establishes:

- i. a confidential listing of all candidates available for possible consideration applying the Board-mandated skills/experience criteria for the particular Board position to be filled – together with a statement of percentage female and/or gender diverse representation in the listing; and
- ii. a confidential listing of all candidates recommended to the Board for personal interview together with a statement of percentage female and/or gender diverse representation.

This listing is available to be shared with Board members.

2. To facilitate this process, the Board will maintain a skills matrix and profile of existing Board members in order to guide the development of the skills/experience criteria for any Board position to be filled.
3. The Board will, having regard to the profile and timing of the appointment and retirement of Directors, endeavour to have a minimum of thirty percent (30%) of female members on the Board.
4. At the executive level, the recruitment/selection process will:
 - have as a primary focus securing the requisite skills and experience required, with fair and merit-based decisions determining candidate selection; and
 - ensure that the candidate pool reflects a diversity of backgrounds, knowledge, experience and perspectives and has no undue restrictions for representation.

A recruitment consultant/executive search firm will not necessarily be engaged for each role. However, where engaged, the recruitment consultant/executive search firm must be instructed to provide the Managing Director a confidential listing of all candidates recommended by the search firm for consideration for personal interview – together with a statement of percentage female and/or gender diverse representation.
