



Diversity Policy

Qube Holdings Limited

ACN 149 723 053

Diversity Policy

1. Background

1.1 Diversity

Diversity is the variety of differences in people who make up the Qube Group's employee base and Board, including such differences as life experience, work and educational experience, language, gender, nationality, personality profile, age, ethnicity, cultural background and work status.

1.2 Benefits of diversity

Qube understands that diversity is an economic driver of competitiveness for companies, contributing to business success and shareholder value.

Some of the generally accepted corporate benefits arising from employee and Board diversity include better financial performance and improved workforce participation.

In addition, the promotion of diversity broadens the pool for recruitment of high quality employees and Board members, enhances employee retention, encourages greater innovation and improves Qube's corporate image and reputation.

1.3 Qube's commitment

Qube is committed to creating an environment in which equity and diversity are recognised as being essential to the high performance of the Qube Group and incorporated into the Qube Group's day to day business.

2. Encouraging Diversity

2.1 Key principles

Qube seeks to promote an environment of equity and diversity by adhering to some key principles including:

- (a) taking steps to attract and retain well qualified employees, senior management and Board members from a deep talent pool;
- (b) eliminating artificial, unfair and inappropriate barriers to workplace and Board participation and facilitating equal employment opportunities based on merit, performance and potential;
- (c) taking action against inappropriate workplace behaviours including discrimination and harassment;
- (d) providing the opportunity for workplace flexibility when meeting business requirements;
- (e) creating an inclusive workplace culture, recognising that people are different and valuing those differences; and
- (f) recognising the contribution to be gained from gender diversity. Qube is committed to increasing female participation in its workforce.

2.2 Recruitment

Qube policy requires that all positions at Qube are filled on the basis of merit. This means that applicants for positions for which a formal recruitment process is undertaken will be assessed on the basis of the competencies they possess in relation to the requirements of the job. Merit based selection ensures the opportunity exists for all applicants for such positions to demonstrate their competencies for the position being offered.

As part of Qube's commitment to filling positions on the basis of merit, some positions will be filled by persons previously identified through Qube's succession planning or by persons possessing specialised skills and experience.

At an operational level, Qube recognises the importance of having a diverse workforce. Qube encourages people from all backgrounds to apply to work at Qube and to apply for promotion opportunities once employed by Qube.

All employees involved in recruitment and selection are trained in their responsibilities as an equal employment opportunity (**EEO**) employer.

Recruitment agencies who may be engaged by Qube from time to time are required to adhere to Qube's EEO policies and to recommend a diverse pool of candidates to Qube for consideration.

2.3 Gender diversity objectives

The Nomination and Remuneration Committee is required to set measurable objectives for achieving gender diversity and to assess annually both the objectives and the Company's progress against them.

2.4 Training

Qube encourages the personal development of its employees and offers training and development programs which seek to develop technical skills, people management and leadership skills.

2.5 Succession management

As part of its talent and succession management program, Qube works with high potential employees to formulate targeted development plans to address identified knowledge, skills and experience gaps that may prevent them from moving into more senior positions. A focus on high potential employees is critical in building the pool and pipeline of future leaders.

2.6 Flexibility

Qube believes the need to balance work and life requirements is important. Qube works with employees to assist employees to balance their work and family responsibilities.

3. Policy Review

To determine whether it is functioning effectively, once each year the Board will:

- (a) review this Policy; and
- (b) perform an evaluation of its performance.