

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, work and educational experience, work status, language, sexual preference, gender, national extraction, physical or mental disability, marital status, personality profile, age, carer's responsibility, ethnicity, religion and cultural and socio-economic background, perspective and experience.

1.2 Benefits of diversity

Qube understands that a workplace with a culture that allows team members to feel included, and encouraged to bring their whole selves to work, enables diversity to flourish, creating better experiences for our team and customers, contributing to business success and shareholder value.

Some of the generally accepted corporate benefits arising from employee and Board diversity include better financial performance, a more agile and adaptable organisation, 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, leads to an organisation reflecting the broader community, and improves Qube's corporate image and reputation.

1.3 Qube's commitment

Qube is dedicated to creating an environment in which inclusion, equity and diversity are recognised as being essential to employee well-being which in turn drives performance of the Qube Group.

Qube is committed to incorporating these principles into the Qube Group's day-to-day business and this commitment is reflected in Qube's Statement of Values. The Statement of Values recognises our people's diverse backgrounds, knowledge, skills and experience as one of the important elements in building Qube's culture to realise our purpose and vision.

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 unacceptable and/or unlawful discrimination, workplace bullying, victimisation 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 recognises the importance of having a diverse workforce. Qube's recruitment activities are targeted at reaching as diverse a talent pool as possible to attract quality candidates from a range of backgrounds. At an operational level, Qube encourages and seeks to facilitate people from all backgrounds applying to work at Qube and to apply for promotion opportunities once employed by Qube. To this end, Qube will consider and, where appropriate, instigate gender-diverse recruitment programs such as educational sponsorships and cadetships.

All employees involved in recruitment and selection are trained in their responsibilities as an equal employment opportunity (**EEO**) employer. Qube policy and standards require that all positions at Qube are filled on the basis of merit. This means that every applicant for a position for which a formal recruitment process is undertaken will be assessed solely 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.

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 in the composition of the Qube Board, senior executives and workforce, and to assess annually both the objectives and the Company's progress against them.

In respect of gender diversity in Board composition, Qube has set a measurable objective of having a gender balance on the Qube Board of 40:40:20 (i.e. at least 40% of its directors from each gender) within five years commencing from 1 July 2020.

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 and is focused on exploring flexible work arrangements. Qube works with employees to assist them to balance their work and family responsibilities, including providing opportunities for employees on extended parental leave to maintain their connection with Qube.

3. Policy Review

The Board will periodically review this policy to ensure it is up-to-date and reflective of Qube's diversity goals and objectives.