



**DIVERSITY AND INCLUSION
POLICY**

UNITED MALT GROUP LIMITED
Level 28, 175 Liverpool Street
Sydney NSW 2000
ABN 61 140 174 189

UNITEDMALT.COM

1 INTRODUCTION

- (a) United Malt Group Limited (**United Malt**) acknowledges the positive outcomes and better overall performance that can be achieved through a diverse workplace, including the ability to attract, retain and motivate directors, officers and employees from the widest possible pool of available talent.
- (b) United Malt recognises and utilises the contribution of diverse skills and talent from its directors, officers and employees. United Malt also recognises that in order to have an inclusive workplace, discrimination, bullying, harassment, vilification and victimisation cannot and will not be tolerated.
- (c) For the purposes of this policy, diversity includes, but is not limited to gender, marital or family status, sexual orientation, gender identity, age, disabilities, ethnicity, religious beliefs, socio-economic or cultural background, perspective and experience.
- (d) This policy applies to all officers, employees and all people who work at United Malt, including contractors and consultants.
- (e) This policy will be reviewed at least annually by the board of United Malt (**Board**) to ensure that it is operating effectively and whether any changes are required.

2 COMMITMENT OF UNITED MALT

United Malt is committed to:

- (a) ensuring that United Malt's corporate culture and values at all levels support diversity and inclusion in the workplace whilst maintaining a commitment to a high-performance culture;
- (b) ensuring that recruitment and selection practices at all levels are appropriately structured so that a diverse range of candidates is considered and guard against any conscious or unconscious biases that might discriminate against certain candidates;
- (c) designing and implementing programmes and processes that will assist in the development of a broad and diverse pool of skilled and experienced employees and that, over time, will prepare them for senior management and board positions;
- (d) supporting an individual's domestic responsibilities (including the adoption of flexible work practices that will assist them to meet those responsibilities);
- (e) providing opportunities for employees on extended parental leave to maintain their connection with the workplace;
- (f) ensuring the policy for selection and appointment of new directors is transparent and considers all facets of diversity to avoid "groupthink" or other cognitive biases in decision making;
- (g) ensuring development and succession plans for directors and senior management include gender diversity as a consideration;
- (h) monitoring and measuring the achievement of all diversity objectives set by the Board; and
- (i) considering whether key performance indicators for senior management might be an appropriate way of furthering gender diversity.



3 RESPONSIBILITIES

- (a) The Board has formally adopted this policy, reflecting a commitment by the Board for United Malt to achieve its diversity goals.
- (b) The Board has responsibility for this policy, including its regular review and the monitoring of its effectiveness.
- (c) The Board has responsibility to:
 - i. annually set measurable objectives for achieving gender diversity in the composition of the Board, senior management and workforce generally (**Objectives**) and, where appropriate, other aspects of diversity including women in leadership, age diversity and cultural diversity;
 - ii. assess annually United Malt's progress in achieving the Objectives; and
 - iii. disclose:
 - A. the Diversity Policy on United Malt's website;
 - B. the Objectives set for the relevant reporting period and United Malt's progress in achieving the Objectives in United Malt's annual report; and
 - C. the respective proportions of men and women on the board, in senior executive positions and across the whole workforce (including how the entity has defined "senior executive" for these purposes) or the entity's Gender Equality Indicators, as defined in the Workplace Gender Equality Act 2012 (Cth).
- (d) If United Malt undertakes a gender pay equity audit (which must be approved by the Board), the Board will consider the results of any such audit and any disclosure related issues.
- (e) The Board will be responsible for approving any key performance indicators for senior management in relation to any of United Malt's objectives.

4 REVIEWS AND CHANGES TO THIS POLICY

- (a) The Board will review this policy annually or as often as it considers necessary to check it is operating effectively and consider whether changes are required.
- (b) The Board may change this policy from time to time by resolution.





UNITED MALT GROUP LIMITED
Level 28, 175 Liverpool Street
Sydney NSW 2000
ABN 61 140 174 189

UNITEDMALT.COM