

# DIVERSITY & INCLUSION POLICY

## Overview

This policy sets out CIMIC Group's commitment to diversity and inclusion. It applies to all employees of CIMIC Group including its Operating Companies, and third parties engaged by the Group.

## Policy

As a global employer, CIMIC Group recognises that to operate successfully and sustainably we must:

- Treat all clients, employees, suppliers, sub-contractors and members of the community with respect and dignity;
- Maintain a workplace culture of inclusive practices, procedures and behaviours;
- Make decisions that are fair and free from bias;
- Provide employment opportunities based on merit;
- Not discriminate based on individual differences such as race, gender, sexual preference, marital status, age, religion, colour, national extraction, social origin, political opinion, disability, family or carer's responsibilities, or pregnancy.
- Foster and leverage diversity of thought, experience and skills;
- Attract and retain a workforce that reflects the diversity of the clients and the broader communities in which we operate; and
- Respect and take into account in our decisions the needs and interests of our stakeholders in the markets in which we operate.

## Objectives

The CIMIC Group has identified four strategic objectives to ensure we embrace the diverse contributions of our people.

They are:

1. Promote and improve female participation in our Group and achieve gender equity, including pay equity.
2. Increase indigenous employment and use of indigenous suppliers in our supply chain.
3. Invest in local employment to ensure the future workforce is reflective of the country in which we operate.
4. Cultivate an inclusive workplace of fairness and equity which fosters the unique skills and talent of our people.

CIMIC will monitor the policy and its objectives through key performance indicators, progress and evaluation reporting.

## Resources

- To support our diversity policy, all Managers should refer to the [Group Code of Conduct](#), [Recruitment Policy](#) and [Flexible Working Procedure](#).

## Policy Information

<b>Owner:</b>	Chief Human Resources Officer, CIMIC
<b>Approved by:</b>	Executive Chairman and Chief Executive Officer, CIMIC
<b>Effective date:</b>	20 January 2016

Note: CIMIC Group policies may be amended from time to time.