



Cuscal

Diversity, Equity and Inclusion Policy

VERSION	5.1
DATE	13 December 2024
POLICY REVIEW FREQUENCY	Annual or as required
POLICY OWNER	Chief Legal and People Officer
POLICY APPROVER	Cuscal Board



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1. Introduction

Cuscal Limited 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.

Cuscal recognises and utilises the contribution of diverse skills and talent from its directors, officers and employees. Cuscal also recognises that in order to have an inclusive workplace, discrimination, bullying, harassment, vilification and victimisation cannot and will not be tolerated.

Succeeding in achieving a truly diverse, equitable and inclusive organisation supports our values:

- ❑ **We earn Trust:** Trust and transparency form the foundation of everything we do.
- ❑ **We are One Team:** One Cuscal, one team, one plan. What we achieve we achieve together.
- ❑ **We think Customer:** Our partnership and service set us apart.
- ❑ **We Adapt and Adopt:** We are innovative on the growth edge. We lead the way into the Future.

2. Purpose

The purpose of this Diversity, Equity and Inclusion Policy (**Policy**) is to set out the guiding principles and practices which underpin the approach of Cuscal Limited and its Australian based subsidiaries (**Cuscal**) to developing and maintaining a diverse and welcoming workplace which values the inclusion of individuals with diverse skills, values, experiences, backgrounds and attributes, including those gained on account of their sex, gender identity, age, disability, ethnicity, family status, religious identity, cultural background, sexual orientation and socio-economic background.

3. Scope

This Policy applies to all Cuscal directors, officers, employees, secondees, contractors and consultants.

4. Objectives

Cuscal has defined the following objectives to support DEI in the workplace:

- ❑ ensure Cuscal's corporate culture and values at all levels support diversity, equity and inclusion in the workplace whilst maintaining a commitment to a high performance culture;
- ❑ ensuring that recruitment and selection practices at all levels are appropriately structured so that a diverse range of candidates are considered and conscious or unconscious biases that might discriminate against certain candidates are avoided;
- ❑ designing and implementing programs and processes that will assist in the development of a broader and more diverse pool of skilled and experienced employees and that, over time, will prepare them for senior management and leadership positions;
- ❑ supporting at all levels an individual's domestic responsibilities (including the adoption of flexible work practices that will assist them to meet those responsibilities);
- ❑ providing opportunities for employees on extended parental leave to maintain their connection with the workplace;
- ❑ ensuring the policy for selection and appointment of new directors is transparent and considers all facets of diversity, equity and inclusion to avoid "groupthink" or other cognitive biases in decision making;





- ensuring development and succession plans for directors and senior management include gender diversity as a relevant consideration;
- monitoring and measuring the achievement of all diversity, equity and inclusion objectives set by the Board; and
- considering whether key performance indicators for senior management might be an appropriate way of furthering gender diversity, equity and inclusion objectives.

5. Responsibilities

- The Board has formally adopted this Policy, reflecting a commitment by the Board for accountability across Cuscal to achieve its diversity, equity and inclusion goals.
- The Board has responsibility for this Policy, including its regular review and the monitoring of its effectiveness.
- The Board has responsibility to:
 - annually set measurable objectives for achieving gender diversity in the composition of its Board, senior management and workforce generally (**Objectives**) and, where appropriate, other aspects of diversity including in respect of women in leadership, age diversity and cultural diversity;
 - assess annually Cuscal's progress in achieving the Objectives; and
 - disclose:
 - this Policy on Cuscal's website;
 - the Objectives set for the relevant reporting period and Cuscal's progress in achieving the Objectives in Cuscal's annual report; and
 - 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) and, where appropriate, other aspects of diversity including in respect of women in leadership, age diversity and cultural diversity.
- If Cuscal 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.
- The Board will be responsible for approving any key performance indicators for senior management in relation to any of Cuscal's diversity, equity and inclusion objectives.

6. Review and Changes to this Policy

- This Policy will be reviewed at the frequency noted on the cover page to check it is operating effectively and consider whether changes are required.
- The Board may change this Policy from time to time by resolution.

7. Related Policies and Procedures

This Policy should be read in conjunction with the following:

- Code of Conduct;
- Anti-Bribery and Corruption Policy;





- ❑ Work Health and Safety Policy;
- ❑ Privacy Policy;
- ❑ Whistleblower Protection Policy; and
- ❑ Human Rights Policy.

8. Document Control

Version	Date	Policy Owner	Policy Approver	Changes
1.0	February 2013	People & Culture	People and Culture	New Policy
2.0	April 2014	People & Culture	Board Governance and Remuneration Committee	Policy review and update
3.0	November 2016	People & Culture	Board Governance and Remuneration Committee	Inclusion added to the policy
4.0	July 2018	People & Culture	Board Governance and Remuneration Committee	Included contractors to who policy applies to, and added Central as the location for accessing resources
5.0	29 November 2023	Chief People Officer	Board	Policy updated by Cuscal Legal and transferred to new template
5.1	13 December 2024	Chief Legal & People Officer	Board	Policy reviewed in accordance with review cycle and updated to reflect changes in position titles.

