



DIVERSITY POLICY

Introduction/Scope

HT&E Limited (the **Company**) and its subsidiaries (“**HT&E Group**”) believes that a diverse workforce is essential for it to be able to deliver its strategic objectives and continue to meet its responsibilities to its customers, its employees, the communities in which it works, and its shareholders.

For the HT&E Group, diversity means the competitive value in the differences of its people in relation to gender, marital or family status, ethnicity, sexual orientation, gender identity, age, disability, ethnicity, religious beliefs, cultural background, socio-economic background, perspective or experience. HT&E Group recognises the importance of being able to attract, retain and motivate employees from the widest possible pool of available talent.

This policy aims to support and reinforce the HT&E Code of Conduct and will form the basis by and through which each HT&E Group business unit will develop and manage its approach to diversity to ensure an inclusive workplace where discrimination, harassment, bullying, vilification and victimisation will not be tolerated.

Principles

- a) The HT&E Group believes that continued success and competitive advantage will be achieved by the Company providing an environment that respects, values and works to enhance a richness of diversity amongst its employees.
- b) The HT&E Group will, accordingly, focus on operating in a manner which:
 - i. recognises the value of diversity relevant work practices;
 - ii. differentiates in favour of and promotes structures and programs of diversity and inclusiveness;
 - iii. develops leaders who are active and visible sponsors of diversity and inclusiveness; and
 - iv. sets meaningful objectives that demonstrate the commitment of the HT&E Group to align its operations to its diversity objectives;
 - v. supports equal pay for the same role / position and same qualifications and experience.

Oversight and Sponsorship	The HT&E Board oversees the HT&E Group’s focus on diversity, and delegates the responsibility for the management oversight and administration of the policy to the Chief Executive Officer. At business level, divisional chief executive officers, with their human resources team, will oversee and co-ordinate programs that improve the mix of diversity across the HT&E Group.
Programs and Initiatives	The HT&E Group has in place and will continue to enhance practices and programs which enable the identification, development, retention and recognition of programs and practices that promote and support an environment of diversity and inclusiveness. Such programs and practices do, and will, encompass wherever possible: <ol style="list-style-type: none">a) employee recruitment (so that a diverse range of candidates are considered to guard against any conscious or unconscious biases that might discriminate against certain candidates);b) employment terms, including flexible work arrangements,



	<p>job sharing, teleworking, parental leave and return to work among others;</p> <p>c) leadership development, including training in enhancing diversity practices and leading diverse teams (including to assist in the development of a broader and more diverse pool of skilled and experienced employees and that, over time, will prepare them for more senior roles); and</p> <p>d) reward and recognition.</p>
Setting of Objectives and review of progress	The HT&E Board, in consultation with the Chief Executive Officer, will annually review and approve measurable objectives for achieving diversity and assess progress in achieving them.
Specific Gender Diversity Objectives	<p>The HT&E Board’s objectives for achieving gender diversity include to:</p> <p>a) increase the ratio of women on the Board;</p> <p>b) increase the ratio of women in management roles;</p> <p>c) maintain an equal ratio of gender diversity in the organisation generally;</p> <p>d) conduct specific focused reviews in key work groups to identify and correct any potential barriers to the promotion of women;</p> <p>e) increase the number of women each year participating in any company Executive Leadership Development Program and other leadership programmes, with the target of reaching 50% women being sponsored; and</p> <p>f) develop effective policies and procedures to facilitate effective and flexible return to work arrangements for employees returning from parental leave. Specific actions to promote this will be implemented.</p>
Communication and disclosure	This policy will be communicated to all employees and contractors of the HT&E Group. The HT&E Group’s gender equality indicators will be disclosed in accordance with the Workplace Gender Equality Act.
Review	The Company will review this policy periodically to ensure compliance with applicable law, and to ensure that it is operating effectively and whether any changes are required. Therefore, this policy may be amended, modified or waived at the discretion of the Company in accordance with applicable law and regulation.