



DIVERSITY POLICY

1. Background

1.1 Overview

DUG is a forward-thinking and dynamic organisation that holds its people in the highest esteem and considers them to be its greatest asset.

DUG's workforce is made up of many individuals with diverse skills, values, experiences, backgrounds and attributes, including those gained on account of their gender, gender identity, age, disability, ethnicity, marital or family status, religious beliefs, cultural or socio-economic background, sexual orientation, perspective and experience.

This policy provides the framework by which DUG actively manages and encourages inclusion and diversity to cultivate an engaged global team, who also represent the diverse needs of our clients.

The diversity of ideas, perspective, skills, knowledge and cultures across our company facilitates innovation and is a key competitive advantage. Through a range of programs and activities, we strive to create and maintain a diverse workforce representative of the geographies where we do business. Our global diversity framework is the foundation for this approach, with three interrelated objectives:

- Attract, develop and retain a premier workforce, from the broadest possible pool, to meet our business needs worldwide;
- Actively foster a productive work environment where individual and cultural difference are respected and value, and where all employees are encouraged to contribute fully to the achievement of superior results; and
- Identify and develop leadership capabilities to excel in a variety of international and cultural environments.

2. Key principles

2.1 Commitment to Diversity

To achieve a diverse and inclusive workforce, DUG commits to the following practices:

- (a) Global workforce – we are a merit-based employer and search the world for talent from diverse backgrounds, and we encourage them to think independently, take initiative and be innovative. We also focus on hiring local employees, we have a positive impact on the economies in the developing markets in which we operate.
- (b) Internship – DUG's internship plays a key role in our diversity recruiting. Through practical work experience, we strive to identify the best and brightest students in the respective fields.
- (c) Develop from within – we develop future leaders from within the company globally, drawing upon our diverse employee population. Employee from all over the world are developed for operational and leadership roles, both in their home countries and globally.
- (d) Promote and encourage a diverse and inclusive workforce, by fostering an environment of mutual learning, respect, dignity, openness to other cultures and an appreciation of difference and other perspectives.

DUG is an equal opportunity employer and welcomes people from a diverse set of backgrounds.

In order to have a properly-functioning diverse workplace, discrimination, harassment, vilification and victimisation will not be tolerated within DUG.

This Policy is to complement existing employment related policies and documentation. This Policy does not form part of an employee's contract of employment with the Company or any of its Related Bodies Corporate, nor does it give rise to contractual obligations.

2.2 Measurable Objectives

DUG is committed to promoting transparency and accountability and to furthering the objectives of this policy, as well as meeting its obligations with respect to "Diversity" under the ASX Corporate Governance Principles and Recommendations (4th edition) (**ASX Recommendations**) and any other applicable regulatory requirements. This will include:

- (a) establishing and disclosing this policy;
- (b) establishing measurable objectives for achieving gender diversity in the composition of the Board, senior executives and workforce generally;
- (c) the Board annually assessing the measurable objectives and DUG's progress in achieving them; and
- (d) disclosing, in relation to each reporting period:
 - (i) its measurable objectives;
 - (ii) progress towards achieving those objectives; and
 - (iii) either:
 - A. the respective proportions of men and women on the Board, in senior executive positions and across the whole workforce, with 'senior executive' being a clearly defined term; or
 - B. if the entity is a relevant employer under the *Workplace Gender Equality Act 2012* (Cth), the entity's most recent "Gender Equality Indicators" as defined in and published under that Act.

2.3 Responsibilities

The Board is ultimately accountable for this policy.

The Managing Director and members of the leadership team are responsible for the implementation of this policy and monitoring compliance with it, with the Company Secretary being responsible for the administration of the policy (including in relation to reporting to the

Board or its relevant Board committee as appropriate).

3. Other matters

3.1 Overriding Principles

Nothing in this policy will be taken, interpreted or construed so as to endorse:

- (a) the principal criteria for selection and promotion of people to work within DUG being other than their overall relative prospect of adding value to DUG and enhancing the probability of achievement of DUG's objectives;
- (b) any discriminatory behaviour by or within DUG contrary to the law, or any applicable codes of conduct or behaviour for DUG and its personnel; and
- (c) any existing person within DUG being prejudiced by this policy in their career development or otherwise, merely because their diversity attributes at any time may be more, rather than less, common with others.

3.2 Adoption of Policy and Board Review

This Policy was adopted by the Board on the date on the front cover of this Policy, and takes effect from that date and replaces any previous policy in this regard.

The Board will review this Policy periodically to check that it is operating effectively and whether any changes are required. The Company Secretary will communicate any amendments to employees as appropriate.

3.3 Amendments to this Policy

DUG may discontinue or amend any part or the whole of this policy from time to time at its absolute discretion. This Policy can only be amended with the approval of the Board.