



Diversity Policy

26 June 2015

1. Introduction

ClearView's Diversity policy has been established to define a Diversity framework for ClearView and document requirements for the Board to establish measurable objectives for achieving gender diversity.

This policy is applicable to and for the benefit of all directors, employees (permanent and casual) and contractors of ClearView and its subsidiaries.

2. Purpose

The purpose of ClearView's Diversity policy is to ensure:

- we provide an equal opportunity employment environment for all people within our company including independent directors
- we are known as a equitable and fair employer and an employer of choice within and outside of our industry
- we acknowledge the importance of diversity for the success of our business
- we attract and retain a diverse group of talent that meets the needs of our business and is reflective of our customer base, our shareholders and the business community in which we operate.

The policy has been designed to comply with the recommendations of the ASX Corporate Governance Council under its Corporate Governance Principles and Recommendations (3rd edition) (**ASX Principles**) for ASX-listed entities but also in accordance with ClearView's Values and our desire to be an Employer of Choice.

3. Objectives

ClearView aims to:

- a. Adopt strategies to attract and retain women as independent directors, members of the senior management team as well as to attract and recruit employees from diverse backgrounds.
- b. Ensure objectivity measures are in place for the performance management process and equity in remuneration between male and female employees.
- c. Have diversity indicators established as part of the Key Performance Indicators of the Managing Director and Senior Management Team (SMT) members.
- d. Train all managers in managing diversity.
- e. Develop and implement mentoring programs to support women employees identified through the Talent Management process as having potential to achieve membership of the SMT.
- f. Monitor and report performance relative to objectives including a review process for the Board.

4. Strategies to achieve Objectives

1. Recruitment (internal and external)

1.1 Advertising and short-listing

ClearView will consider all internal applicants and attract a more diverse range of applicants by:

- Advertising all positions internally and encouraging existing employees to refer colleagues;

- Encouraging women and people of diverse backgrounds to apply when wording and advertising positions;
- Maintain a list of emerging women employees as part of our Talent Management process for management and senior management positions
- Placing advertisements in appropriate publications to make them attractive and visible to a diverse range of applicants;
- Seeking input from other sources and require search consultants to provide a list of existing and emerging women directors and female senior executives as part of any recruitment process for director and senior executive positions;
- Requesting that search consultants include at least one woman in the candidates recommended to be short-listed who meets the criteria for the role for consideration for a position OR an explanation as to why they believe there are no women within the market who have met the criteria.

1.2 Selection

ClearView seeks to reward excellence and promotes its employees on the basis of their performance. All Managers will be trained in managing diversity to ensure that employees are treated fairly and evaluated objectively.

When a suitably diverse pool of quality applicants has been obtained, candidates will be short-listed and selected based on merit. ClearView will not accept sub-quality candidates for short-listing based on tokenism.

Applicants who meet the role related criteria of the position will not be ranked numerically but will be placed in a pool of competitive candidates from which the final selection(s) will be made. The final selection will take into account the business needs identified above and the mix of appointees that will best meet the work related criteria of a position.

In this way, the diverse backgrounds and experiences of each candidate will be objectively considered.

2. Training

ClearView will:

- Train SMT and managers in managing diversity to raise awareness about issues surrounding diversity and to ensure that employees are treated fairly and evaluated objectively in accordance with this policy;
- Train all employees to raise their awareness about issues surrounding diversity and to ensure that employees are aware of this policy;
- Include diversity training in induction processes for new staff;
- Provide annual refresher diversity training for all employees;
- Provide a mentoring program to support women to achieve management and SMT roles.

3. Awareness

ClearView will:

- Collect, analyse and communicate as relevant data on:
 - Proportion of women in each ClearView business unit at each level of employment
 - Pay levels and attrition rates of male and female employees in comparable positions
 - Remuneration of women top earners compared to male top earners
 - Circulate the data to relevant stakeholders prior to publication in the annual report
- Review and address any cultural impediments identified to women achieving management and SMT level roles and where required, implement interventionist programs to affect change.

- Provide a safe environment for all employees including offering:
 - Flexible working arrangements
 - Employee education assistance
 - Employee network and support groups
 - Open communication
 - Childcare assistance

5. Key Performance Indicators

ClearView will incorporate diversity indicators into the Key Performance Indicators for the Managing Director and SMT members to ensure progress is made towards achieving the objectives set in this policy. As the company grows and it is practical to do so these targets will be extended to managers who report to SMT members.

6. Monitoring & Reporting

ClearView will compile a statistical report to measure the objectives in this policy and rate achievement. These reports will be presented by the Managing Director to the Board on an annual basis.

ClearView will also comply with all requirements of the Workplace Gender Equality Agency Act and report accordingly as and when reports are lodged.