

TIL LOGISTICS GROUP LIMITED

(TIL Logistics)

Diversity Policy

The board of directors of TIL Logistics (the Board) has on 6 December 2017 adopted the following Diversity Policy

1. Policy Statement.....	1
2. Principles	1
3. Achieving our commitments.....	2
4. Diversity Measurable Objectives	3
5. Responsibility.....	3
6. Review and Approval of the Diversity Policy	3

1. Policy Statement

At TIL Logistics we are committed to creating a diverse and inclusive working environment at all levels, including senior management and the Board.

We believe that a diverse workforce builds a competitive advantage, enhances business thinking, and helps us to connect innovatively with consumers and markets around the world.

We believe that an ability to attract and retain a diverse and inclusive workforce broadens the recruitment pool of high calibre candidates, enables innovation, improves business performance, and underpins our reputation as a socially responsible employer.

This commitment to diversity, inclusiveness, employment equity and a balanced blend of work and personal life is reflected in our policies and principles.

2. Principles

Diversity at TIL Logistics refers to characteristics of individuals and includes factors such as gender, marital status, religious belief, colour, race, ethnic or national origin, disability, age, political opinion, employment status, family status or sexual orientation. It encompasses the ways our people differ in terms of their education, life experience, job function, work experience, personality, location and career responsibilities. The key aspects that we are seeking are diversity of thinking and skills as these attributes are most likely to assist TIL Logistics in delivering better outcomes for our stakeholders.

Diversity at TIL Logistics is about the commitment to equal employment opportunities and treating all individuals fairly and with respect.

TIL Logistics has a diverse workforce and we recognise that everyone has individual differences which can be leveraged to create stronger teams and which will ultimately drive stronger business performance.

The value in different viewpoints and perspectives offered by people of different backgrounds, age, experience, race and gender and other different characteristics is considered to lead to more informed decision making, greater innovation and better outcomes for our stakeholders. Diversity within our organisation enables us to better understand the needs of our customers and stakeholders and to respond effectively to them.

We believe that recognising and embracing diversity makes our company stronger, leads to increased morale and is an essential element in the long-term success of TIL Logistics.

At Board level, directors are appointed who broaden the Board's expertise and provide skills and knowledge that complement the other directors. Industry experience, commercial experience and diversity of thinking are considered when assessing the appointment of new directors to the Board.

3. **Achieving our commitments**

This policy provides guidance on implementing TIL Logistics' diversity philosophy within the organisation and specifically offers guidance on the following areas:

- (a) Recruitment;
- (b) Working Environment;
- (c) People Development;
- (d) Recognition and Reward; and
- (e) Board Appointments.

Recruitment: All people involved in HR, recruitment and development processes at TIL Logistics must uphold the principles in this policy and take into consideration the value of diversity within a team and the work environment when considering candidates for roles. Candidates are selected based on their merits and the value they can bring to TIL Logistics. People involved in selecting and recruiting candidates are encouraged to actively seek out people with diverse skills, backgrounds and capabilities when considering candidates for roles within the organisation.

Working Environment: Employees are treated equally and with respect at TIL Logistics and diversity is embraced and recognised as adding value to our company. TIL Logistics' leadership and HR personnel are encouraged to design, deliver, and measure the effectiveness of programmes that promote workforce diversity, and gender equity, such as flexible working hours, and to cultivate a culture of inclusion in which the strengths of every individual is recognised and valued.

People Development: TIL Logistics intends to put People Development strategies in place for each of its businesses. We invest into our employees to challenge them and help grow their talents. Internal succession planning is undertaken for leadership roles to provide TIL Logistics employees with career development opportunities. Opportunities are offered based on merit, unhindered by individual differences.

Recognition and Reward: TIL Logistics' remuneration practices are based on merit with employees being rewarded based on their achievements and performance. We recognise the contributions and talent of individuals and teams in our organisation and encourage participation.

Board Appointments: The Board regularly reviews the mix of skills, capabilities and diversity on the Board to ensure effective governance and oversight of TIL Logistics.

Progress will be regularly reviewed against diversity objectives and initiatives developed by TIL Logistics to deliver outcomes against the diversity policy. In addition, TIL Logistics will regularly benchmark its diversity standpoint, status and objectives against appropriate external comparators.

4. Diversity Measurable Objectives

The Board will each year set measurable objectives designed to adhere to this policy, including measurable objectives relating to gender diversity. The Governance and Remuneration Committee will recommend the measurable objectives to the Board. The Board will assess annually both the measurable objectives and TIL Logistics' progress towards achieving them, and will ensure the appropriate disclosures are made in the annual report.

5. Responsibility

All TIL Logistics' directors, executives and employees (and contractors or any other person who represents TIL Logistics) are responsible for carrying out their day to day duties in accordance with the intent of this policy.

Management, including TIL Logistics' Chief Executive Officer and individual business managers, are responsible for ensuring compliance with and understanding of this policy across the organisation and within their businesses.

The Chief Financial Officer is responsible for managing an annual review of compliance with this diversity policy across the organisation, including the implementation of diversity initiatives and practices and their effectiveness, and will report to the Board on the effectiveness of this policy on an annual basis.

The Board as a whole is responsible for overseeing and implementing this policy. The Board may delegate any aspects of the implementation of this policy to its committees, or to TIL Logistics' management as it considers appropriate.

6. Review and Approval of the Diversity Policy

Reviewed and Approved: By the Board 6 December 2017

Next review date 6 December 2019