

ARMS Group Diversity Policy

Purpose and Vision – April 2017

To deliver the best outcomes for ARMS Group and its stakeholders, we will attract, select, retain and promote the best people from a diverse range of candidates representing the whole talent pool. Through our values and behaviours, leaders will ensure an inclusive culture that enables all employees to be engaged and to realise their full potential.

ARMS Group recognises that building a diverse leadership and employee group is a critical enabler to achieving our strategic goals, through:

- driving innovation and step change growth through diversity of thought;
- enabling a better understanding of the ARMS Group consumer and customer base; and
- enabling the Company to attract and retain top talent from the widest possible talent pool.

ARMS Group's approach to reward and promotion is based on capability, performance and potential. We look to create a culture and environment in which all employees can reach their full potential, regardless of gender, cultural background, age etc.

ARMS Group's commitment to diversity encompasses differences in gender, age and cultural background.

This policy sets out ARMS Group's diversity objectives and commitment to implementing initiatives to recognise and promote workforce diversity across all areas of the ARMS Group business and applies in all geographies.

Responsibility

The Board, through the Remuneration and Nominations Committee, is responsible for establishing this policy and the diversity objectives, and monitoring the overall effectiveness of the policy annually. In addition, the Remuneration and Nominations Committee monitors performance against objectives quarterly or as often as it considers appropriate.

ARMS Group has also established a Diversity Council, to assist the Committee in guiding and monitoring the Group's diversity strategy and promoting the diversity initiatives.

The Council is chaired by the Managing Director and CEO, and comprises a range of senior executives from different backgrounds from across the organisation. It is intended that the composition of the Diversity Council will change every two years to enable a broad range of inputs and to build advocates and champions in the business.

Key objectives

ARMS Group's key diversity objectives may be broadly categorised as follows:

1. Increase the number of women in ARMS Group
2. Increase the number of women in leadership positions in ARMS Group
3. Build awareness of the business case for diversity within ARMS Group
4. Understand our broader diversity issues (including generational & cultural background)