

Universal Store

Diversity and Inclusion Policy

1. Introduction

- a) Universal Store Holdings Limited (ACN 628 836 484) (**Universal Store**) acknowledges the positive outcomes and better overall performance that can be achieved through a diverse workplace, including the ability to attract, retain and motivate directors, officers and employees from the widest possible pool of available talent.
- b) Universal Store recognises that diversity is more than a gender ratio — it's about creating a workplace where people feel included, treated fairly, and given real opportunities to grow. Universal Store takes the approach of combining measurable demographics with insights into how team members experience belonging and development. Guided by the value "We care for everyone," to celebrate the uniqueness each person brings and the positive impact this has on culture and performance. Merit and fairness remain key guiding principles, within this policy and is overseen by the Board and embedded across key management systems.
- c) Universal Store recognises and utilises the contribution of diverse skills and talent from its directors, officers and employees. Universal Store also recognises that in order to have an inclusive workplace, discrimination, bullying, harassment, vilification and victimisation cannot and will not be tolerated.
- d) For the purposes of this policy, diversity and inclusiveness includes, but is not limited to gender, marital or family status, sexual orientation, gender identity, age, disabilities, ethnicity, religious beliefs, neurodiversity, socio-economic or cultural background, perspective and experience. As well as the ability for all officers and employees to have a fair opportunity to be included, respected and be given genuine opportunities to thrive.
- e) This policy applies to all officers, employees and all people who work at Universal Store, including contractors and consultants.
- f) This policy will be reviewed at least annually by the board of Universal Store (**Board**) to ensure that it is operating effectively and whether any changes are required.

2. Commitment of Universal Store

Universal Store is committed to:

- a) ensuring diversity goes beyond counting and categorising people, by building a workplace where people count;
- b) ensuring that Universal Store's corporate culture and values at all levels supports diversity and inclusion in the workplace whilst maintaining a commitment to a high performance culture;
- c) ensuring that recruitment and selection practices at all levels are appropriately structured so that a diverse range of candidates are considered and guarding against any conscious or unconscious biases that might discriminate against certain candidates;
- d) designing and implementing programs and processes that will assist in the development of a broader and more diverse pool of skilled and experienced employees and that, over time, will prepare them for senior management and board positions;
- e) supporting at all levels an individual's domestic responsibilities (including the adoption of flexible work practices that will assist them to meet those responsibilities;

- f) providing opportunities for employees on extended parental leave to maintain their connection with the workplace;
- g) ensuring the policy for selection and appointment of new directors is transparent and considers all facets of diversity to avoid “groupthink” or other cognitive biases in decision making;
- h) ensuring development and succession plans for directors and Senior Management not only include gender diversity but inclusivity as a relevant consideration;
- i) publicly commit to sharing demographic and inclusivity sentiment results with employees and stakeholders and participate in relevant community events;
- j) balance diversity with key organisational priorities;
- k) monitoring and measuring the achievement of all diversity objectives set by the Board; and
- l) considering whether key performance indicators for senior management might be an appropriate way of furthering gender diversity objectives.

3. Responsibilities

- a) The Board has formally adopted this policy, reflecting a commitment by the Board for accountability across Universal Store to achieve its diversity goals.
- b) The Board has responsibility for this policy, including its regular review and the monitoring of its effectiveness.
- c) The Board has responsibility to:
 - i. annually set measurable objectives for achieving diversity in the composition of its Board, senior management and workforce generally (**Objectives**) and;
 - ii. assess annually Universal Store’s progress in achieving the Objectives; and
 - iii. disclose:
 - 1. this Diversity and Inclusion Policy on Universal Store’s website;
 - 2. the Objectives set for the relevant reporting period and Universal Store’s progress in achieving the Objectives in Universal Store’s annual report; and
 - 3. the respective proportions of men and women on the board, in senior executive positions and across the whole workforce (including how the entity has defined “senior executive” for these purposes) or the entity’s Gender Equality Indicators, as defined in the *Workplace Gender Equality Act 2012* (Cth).
- d) If Universal Store undertakes a gender pay equity audit (which must be approved by the Board), the Board will consider the results of any such audit and any disclosure of related issues.
- e) The Board will be responsible for approving any key performance indicators for senior management in relation to any of Universal Store’s diversity objectives.