

Diversity policy

Spark Infrastructure Group

Adopted by the Board on 9 December 2016

Promoting Diversity

This document outlines Spark Infrastructure Group's policy on diversity that has been adopted by the Board of Spark Infrastructure RE Limited as the responsible entity of the Spark Infrastructure Trust.

Spark Infrastructure Group aims to achieve the highest possible standards of corporate conduct and governance and is committed to maintaining and promoting workplace diversity.

Spark Infrastructure Group recognises that diversity extends beyond gender and includes (but is not limited to) matters of age, disability, ethnicity, marital or family status, religious or cultural background and sexual preference. The Group seeks to implement development programs and selection processes to ensure that it can benefit from the widest possible pool of available talent

Spark Infrastructure Group recognises that diversity drives its ability to:

- attract, retain and develop the best talent;
- be more innovative, flexible and to better respond to the needs of its security holders and stakeholders; and
- continue to maintain and optimise its market position.

Spark Infrastructure Group's objective is to enhance its success by promoting a high performance culture that draws on the diverse and relevant experience, skills, expertise, backgrounds and perspectives of its directors, management team and personnel.

Spark Infrastructure Group aims to structure recruitment and selection practices at all levels so that a diverse range of candidates are considered and there are no conscious or unconscious biases that might discriminate against certain types of candidates.

Gender Diversity Objectives

Gender diversity is one of the elements of diversity that is embraced by Spark Infrastructure Group and is evident in the high representation of women across the organisation. Currently 50% (i.e., 3 of 6) of the non-executive directors on the Board are women and women are well represented at the

senior executive level, with women comprising 25% of senior management. Further, across the whole of the organisation, 50% of staff are women.

The strategies outlined below aim to ensure that gender diversity and diversity overall continues to be a key focus of Spark Infrastructure in coming years.

The Board will:

- set measurable objectives to maintain and promote gender diversity at all levels (including the Board) and review them on an annual basis;
- evaluate the Spark Infrastructure Group's performance against the set measurable objectives as part of the annual review of the effectiveness of this policy; and
- review the proportion of women at Spark Infrastructure as a whole, in senior management positions and at Board level on a regular basis and at least annually.

Spark Infrastructure will promote transparency on its diversity profile by disclosing in its annual report each year:

- a summary of its measurable objectives and performance against those objectives; and
- the proportion of women across the organisation, including at senior executive and Board level.

Principles

The focus on diversity at Spark Infrastructure Group reinforces the importance of equality in the workplace.

Employees are rewarded and promoted based on assessment of individual performance, capability and potential. Internal promotion and recruitment decisions are based on merit taking into account the person's skills, expertise, experience and background.

Spark recognises that all employees at all levels may have domestic responsibilities and seeks to adopt flexible work practices to assist employees in meeting these responsibilities.

Spark Infrastructure Group strongly believes that, in order to have a properly functioning diverse workplace, discrimination, harassment, vilification and victimisation cannot and will not be tolerated.

Review of Policy

The Board will review the effectiveness of this Policy at least annually.