



## What is diversity?

Workplace diversity refers to the variety of differences between people in an organisation. Diversity encompasses acceptance and respect. It is an understanding that each individual is unique, and a recognition of our individual differences. These differences can include ethnicity, gender, sexual orientation, age, physical abilities, family status, religious beliefs, perspective, experience, or other ideologies.

## Why is diversity important?

Diversity is increasingly seen as an asset to organisations and linked to better economic performance. It is an integral part of how we do business and imperative to our commercial success. The Group recognises that our people need to reflect our customers and local communities. We understand that building a diverse and inclusive workforce will result in improved service for our customers and return for our shareholders.

Additionally, research shows that the most engaged employees are those working in an open, fair and diverse environment.

## What is the Group's approach to diversity?

The Group recognises the value of a diverse and skilled workforce and is committed to creating and maintaining an inclusive and collaborative workplace culture that will provide sustainability for the organisation into the future. We are committed to leveraging the diverse backgrounds, experiences and perspectives of our people to provide excellent customer service to an equally diverse community.

The Group's commitment to recognising the importance of diversity extends to all areas of our business including recruitment, talent development, skills enhancement, appointment to roles, Board appointments, retention of employees, mentoring and coaching programs, flexible work arrangements, forms of leave available to employees, succession planning, the Group's policies and procedures and training and development.

This approach is underpinned by a comprehensive Diversity Strategy endorsed by our Diversity Council, as well as a range of supporting policies. These policies are:

- › **Workplace Conduct (Equal Employment Opportunity) Policy** – The Group is committed to eliminating all forms of unlawful discrimination, unlawful harassment, bullying and victimisation of persons in the workplace. The Group's Workplace Conduct (EEO) Policy is an important part of not only the Group's legislative requirements under Federal, State and Territory law, but also supports the Group's commitment to maintain a workplace where all staff can work without fear of unacceptable workplace conduct impacting them.
- › **Appointment to Role Policy** – To achieve our business objectives through our commitment to a merit-based appointment process, it is essential that capable and diverse employees are attracted, retained and deployed in roles that maximise their contribution and potential. A fair and effective process for appointment to roles is essential to ensure we can access the broadest pool of diverse candidates, in keeping with our commitment to merit-based appointment.

# Diversity Policy

- › **Statement of Professional Practice** – Our profession is founded on very high standards of personal integrity and conduct, which requires absolute honesty. These guidelines reflect the Group’s core values of honesty, integrity and trust.
- › **Occupational Health and Safety Policy and Procedures** – The health and safety of our people, visitors, contractors and customers are essential to our long-term success. We are committed to providing a healthy and safe place of work.
- › **Flexible Working Arrangements Policy** – We are committed to recruiting and retaining the best talent to help us achieve our vision. This means we need to be adaptable in the way we work to meet the needs of our people and our customers. Flexible work arrangements can provide a way of recognising and accommodating individual circumstances whilst balancing the Group’s business requirements.
- › **Leave Policies** – The Group understands that our people have changing needs during different life and career stages. A range of leave options are available to employees to help them manage those changes. These may include parental leave, leave without pay, career break, personal/carer’s leave and community service leave.

## How is diversity supported in the Group?

The Group has the highest level of commitment to diversity from Board to individual advocates in the business. Each has a unique and valuable role to play in supporting our commitment to diversity.

The Board sets diversity objectives, regularly reviewing and discussing diversity outcomes through a number of forums.

In 2006 we established our Diversity Council, chaired by our CEO. Members include all Executive Committee members. They meet at least quarterly to discuss the diversity strategy and progress towards our objectives.

The Group Diversity team develops the Group’s approach to diversity, working closely with the Diversity Council, senior leaders, the business and employees. They implement and manage Group diversity programs and initiatives to support the diversity strategy and objectives. They provide thought leadership on workplace systems, processes and measurements as well as practices in developing inclusive and sustainable workplace cultures.

Additionally, many business areas have dedicated diversity practitioners and committees implementing diversity initiatives specifically to meet their individual business needs.

## What are the Group’s ‘measureable objectives’?

Each year the Board and the Group’s Diversity Council will establish measureable objectives for achieving gender diversity, and any other aspects of diversity nominated by the Board and the Council.

The Group’s current diversity objectives, set by the Group’s Diversity Council, and endorsed by the Board, relate to:

- › Diversity in leadership
- › Adaptable work practices
- › Diversity support
- › Respect and inclusion

The Board will assess the diversity objectives annually, as well as the progress in achieving the objectives. The Group will disclose in each annual report the measureable objectives for achieving gender diversity and any other aspects of diversity, set by the Board in accordance with this Policy and progress towards achieving them.