

Diversity and Inclusion Policy



1. Introduction

This policy supports the commitment of Asaleo Care Limited ACN 154 461 300 (**Company** and, together with its controlled entities, the **Group**) to an inclusive workplace that embraces and values diversity while always upholding the principle of meritocracy.

2. Benefits of diversity

- 2.1 Diversity refers to the variety of differences between people in an organisation. Diversity encompasses gender, race, ethnicity, disability, age, sexual orientation, gender identity, marital or family status, religious or cultural background and more.
- 2.2 The Group's commitment to diversity and inclusion at all levels is consistent with its values "Pride, Integrity, Courage" and forms part of its merit-based organisational culture dedicated to the recruitment and retention of the best available talent at all levels, up to and including the board of directors of the Company (**Board**).
- 2.3 The Group believes that embracing diversity in its workforce and creating an inclusive workplace contributes to the achievement of its corporate objectives (including optimal financial performance in a competitive labour market) and enhances its reputation. It enables the Group to recruit and retain the right people from a diverse pool of talented candidates, which in turn enables the Group to:
 - (a) make more informed and innovative decisions, drawing on the wide range of ideas, experiences, approaches and perspectives that employees from diverse backgrounds, with differing skill sets, bring to their roles; and
 - (b) better represent the diversity of its stakeholders and markets.

3. Commitment to diversity

- 3.1 In living its values, the Group is committed to achieving the goals of:
 - (a) providing access to equal opportunities at all levels of work based on merit; and
 - (b) fostering a corporate culture that embraces and values diversity.
- 3.2 We are an equal opportunity employer and welcome people from a diverse set of backgrounds.
- 3.3 In order to have a properly-functioning diverse workplace, discrimination, harassment, vilification and victimisation will not be tolerated within the Group.

4. Board composition and skills matrix

- 4.1 While skills such as leadership and previous experience as a chief executive, chair or board member of a large organisation have traditionally been prerequisites to appointment as a director, the board recognises that other skills gained from experience in the following areas are key skills and experience that the Board as a whole should comprise:

- (a) relevant industry experience;
- (b) business acquisition and integration skills;
- (c) financial literacy and legal and regulatory knowledge;
- (d) policy and regulatory development and reform;
- (e) health, safety and environment and social responsibility; and
- (f) organisational development and human resources;

and regard to diversity should be had when constituting the Board.

5. Recruitment of senior management and employees

- 5.1 The Group is committed to ensuring equal employment opportunity for all of its employees and senior management, based on merit, ability, performance and potential, in a way that contributes to the achievement of its corporate objectives, including diversity.
- 5.2 The Company will implement programs that will assist in the development of a broader and more diverse pool of skilled and experienced employees and will over time prepare them for more senior roles.

6. Objectives for achieving gender diversity

The Company will:

- (a) establish appropriate and measurable objectives for achieving gender diversity;
- (b) set key performance indicators for senior management to measure the achievement of such objectives;
- (c) implement recruitment and selection practices at all levels that are structured so that a diverse range of candidates is considered and processes are implemented to prevent unconscious bias which may discriminate against particular candidates
- (d) implement policies and programmes that address impediments to gender diversity in the workplace (including parental leave and flexible working arrangements that assist employees to fulfil their domestic responsibilities, and other programmes that, over time, help to prepare junior staff for senior management and Board positions), and review these policies to ensure that they are available to and utilised by both men and women at all levels; and
- (e) provide opportunities for parents on extended parental leave to maintain connection with the Company and work colleagues (including option to receive staff communications and attend functions and training programs).
- (f) annually review, assess and report against the measurable objectives for achieving gender diversity and the Group's progress in achieving them.

7. Roles and responsibilities

Every employee within the Group is responsible for supporting and maintaining the Group's corporate culture, including its commitment to diversity in the workplace.

8. Disclosure

This policy will be disclosed on the Company's website and a summary of it and the Company's achievement of the policy's objectives (including progress towards achieving the measurable objectives referred to in **clause 6(a)**) will be disclosed in each of the Company's annual reports.

9. Review and changes to this policy

- 9.1 The Board will review this policy as necessary to ensure it complies with any applicable legal requirements and remains relevant and effective.
- 9.2 The Board may change this policy from time to time by resolution.
- 9.3 This policy is not contractual in nature.
- 9.4 This policy is not a promise of continued employment or of the benefits of that employment.

10. Interaction with other legislation

This policy applies to the extent that it does not conflict with equal employment opportunity and anti-discrimination legislation in jurisdictions in which the Group operates.

11. Questions

Any questions about this policy should be directed to the Executive General Manager Human Resources or the Company Secretary of the Company.

12. Approved and adopted

This policy was approved and adopted by the Board in December 2019.