



## **Diversity Policy**

HRL Holdings Limited (**HRL**) is committed to diversity and equality in the workplace as it adds value to the organisation by actively creating opportunities for all employees to use their knowledge, skills and abilities.

### **1 Intent**

This Policy guides key HRL stakeholders (and its HRL subsidiaries) in understanding objectives and responsibilities to enable and support a diverse workforce and in particular, improve gender diversity. For the purpose of this Policy, diversity includes gender, age, family status, nationality, ethnicity, religion, impairment or disability and all other unique differences.

### **2 HRL's Commitment**

HRL recognises that diversity within the workplace is inherently linked to the continued success of its creating tomorrow strategy. HRL is comprised of employees with diverse backgrounds, experiences, views and skills and as a result, the Company is committed to promoting a corporate culture which embraces diversity and the value it brings. HRL endeavours to provide an environment in which all employees are treated with equal opportunity, fairness and respect regardless of their differences.

### **3 Recruitment and Selection**

HRL seek to recruit from a rich, diverse pool of qualified candidates at all levels. By doing so, it enables HRL to attract people with the best skills and attributes and shape an environment where true talent shines. Appointment is non-discriminatory, merit based and takes into account a number of factors such as achievements, experience, qualifications and the value an individual could bring to a role.

All positions are to be advertised internally unless prior approval is provided by the Executive member. This ensures that HRL provides all employees with an equal opportunity for advancement.

### **4 Key Objectives**

HRL has an objective to increase the number of females senior management positions over the next 3 years (subject to identification of candidates with appropriate skills). No specific target percentage has been set. In accomplishing this objective, a number of key stakeholders play a fundamental role.

### **5 The Board**

The Board is responsible for establishing measurable objectives for achieving gender diversity in the workplace and assess annually both the gender objectives and progress in achieving those objectives. Reporting and accountability in terms of this Policy will be a periodic item on the Board Agenda.

So as to set meaningful objectives, the Board is required to assess HRL's current diversity levels and identify where gaps exist. In order to achieve these measurable objectives, the Board will consider how the achievement of gender diversity should be measured.

### **6 Employees**

HRL recognises the significance to empower and encourage all employees to be accountable for making diversity part of HRL's everyday operations. HRL's aim is for employees to recognise that they are responsible to treat all people with whom they work with respect and fairness (including employees, clients and suppliers), for encompassing diversity and collaborating in an environment free of bias.



## **7 Executives and Managers**

Through an increased number of women represented in leadership roles, diversity becomes a source of competitive advantage and can not only improve HRL's financial performance but strengthen the corporate culture.

Executives and managers need to champion diversity and in particular gender equity. Importantly, senior management is to filter this cultural value through to all levels.

## **8 Human Resources**

Human Resources play a pivotal role in providing advice to Managers on diversity issues as well as assisting in the education and training of employees. HR will annually profile gender within the workplace by division, role and management level to understand the relative proportion of gender at all levels in the organisation and to measure metrics to monitor improvement. Reporting will also include the attrition of high performers by gender to identify the loss of talented women.

## **9 Communication and Review**

HRL commits to the communication of this Policy within the Group, to its stakeholders and the market through disclosing the Policy or a summary of it via its website and internal training.

HRL will monitor and review the effectiveness of this policy and associated procedures.

*All queries regarding issues raised in this policy should be directed to the Company Secretary*

***This policy was reviewed and approved by the Board on 24 November 2014.***