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# Diversity and Inclusion Policy

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## 1. Introduction

This document provides a set of principles to use to support HRL Holdings Limited (HRL) in achieving its Diversity and Inclusion goals as well as goals that specifically relate to the Board and Senior Management in this area.

### Application of the Policy

This Diversity and Inclusion Policy applies to all Directors, Managers and Employees of HRL and its related legal entities.

Failure to comply with the principles and the spirit of the Policy will be considered a serious breach of HRL policy and may result in disciplinary action. If any person is unsure of their obligations, it is important to discuss any concerns with the immediate line manager or business general manager.

### Key Terms

#### Diversity

Diversity means the inherent differences between individuals. Diversity occurs in areas such as gender, gender identity, race religion, sexual preference, age, impairment or disability, family responsibilities, marital status and status as a parent or carer. However, it is not limited to these examples. Diversity also exists between individuals in the roles they perform, where they are from, and their socio-economic status.

#### Equal Opportunity

The principles of Equal Employment Opportunity (EEO) apply in the workplace. Equal Opportunity means applying the principles of fairness, merit and respect for individual differences. For HRL this means that decisions relating to our employees, the roles they perform, their access to training, career advancement, equipment and support, and treatment they receive whilst involved with HRL will be based on the following principles.

### The Main Principles

This policy reflects the ASX Corporate Governance Principles and Recommendations for addressing Diversity and Principle 2 in HRL Holdings Limited's Code of Conduct - Treat others with respect, value differences, and maintain privacy.

The Diversity Policy is based on the following principles:

1. Treat others with respect, value differences and maintain privacy;
2. Value diversity and it will bring opportunities to enhance our businesses;
3. Women and minority cultural groups will not be disadvantaged in gaining employment, career advancement and training nor will they be impeded from accessing the benefits and privileges that other persons in the company enjoy;
4. Transparency will be exercised in recruitment, promotion and internal staffing decisions from Board level to entry level;
5. All leaders will work toward gender balance and a diverse workforce.
6. Workforce composition statistics will be reviewed annually to determine if there are any areas that warrant an increased focus on diversity; and
7. Public reporting of progress against HRL's diversity objectives.



## 2. Treat others with respect, value differences and maintain privacy

### **Discrimination, Harassment, and Bullying**

No individual will harass or discriminate against colleagues or clients for any reason including gender, gender identity, physical appearance, pregnancy, age, race, sexual preference, ethnicity, or national origin, religious or political conviction, marital status, physical or intellectual disability.

Bullying is the repeated less favourable treatment of a person by another in the workplace and can include verbal abuse, sarcasm, criticising people in front of others or in private and creating unreasonable work demands. The use of obscenities or offensive language is unacceptable in the workplace. The Company does not tolerate bullying.

Persons observing discrimination, harassment or bullying should take steps to stop it if possible and report it to their manager. Direct intervention by senior management may be used to resolve the issue. Grievance procedures including the HRL Whistleblower Hotline are available for persons who believe they have been subject to discrimination, harassment or bullying.

## 3. Embracing diversity will bring opportunities to enhance our businesses

The case for Gender Diversity and Inclusion:

**Financial performance** - It has been shown that companies that have greater gender diversity (i.e. those in the top quartile) are 15% more likely to have financial performance above the national industry average compared to less diverse organisations (i.e. bottom quartile),

**Improved overall performance** – Gender balance brings effects such as increased recruiting rates among women, decreased employee turnover, or shorter parental leave periods. Qualitative benefits also apply, such as improved employee motivation and satisfaction, the Company's enhanced attractiveness among applicants, and better branding and public image. Another advantage is the greater "innovation power" of mixed-genderteams.

**Attracting the best** – An organisation that is attractive to women will have access to the entire talent pool and is more likely to have a competitive advantage in attracting the best talent available.

**Better decision-making** - There are a range of reasons why company performance and gender diversity may be linked. One is that well-managed diversity brings together varied perspectives, produces a more holistic analysis of the issues a company faces and spurs greater effort, leading to improved decision-making.

**Reducing inappropriate behaviours** – Sexual harassment at work is experienced more by women than men but increasingly it is recognised that men face sexual harassment as well. Inclusive and respectful workplaces where gender diversity is valued reduces the risk of inappropriate behaviours. They also avoid the negative impact sexual harassment has on absenteeism, team conflict and morale at work.

## 4. Women and minority cultural groups will not be disadvantaged

### **Policies and Programs**

Women and minority cultural groups will not be disadvantaged in gaining employment, accessing training and career advancement opportunities or in accessing the benefits and privileges that other persons in the Company enjoy in their employment with HRL.

The CEO will be charged with designing processes, metrics and review mechanisms for Board approval that progress the goals of this Policy.

## 5. Transparency in recruitment and promotion decisions

### **Fair Recruitment and Promotion Processes**

In order to ensure transparency is exercised in recruitment, promotion and other internal staffing decisions, fair and rigorous processes will be used. These processes will be applicable for all positions from non-executive directors to managers, professionals and entry level roles.

To ensure unconscious bias is eradicated from these processes all HRL managers will be trained in professional recruitment techniques including the avoidance of bias.

### **Board Selection & Succession**

HRL will ensure that greater transparency is also achieved on the processes which the Board adopts in Board member selection and succession planning. This will ensure that a key criterion for selection as a non-executive director is that a diverse range of candidates, and the appropriate skill mix on the Board, is considered.

## 6. All leaders advocating for gender balance and a diverse workforce

### **Creating a positive environment for female leaders and leaders from minority groups**

It is recognised that our talented male leadership team has an important role in supporting the growth of leadership capability and confidence in emerging and current female leaders and minority group leaders.

Active leaders look for opportunities to inspire, mentor and assist their subordinates and colleagues in their development into higher roles.

### **Disrupting the status quo**

All our leaders recognise and work to challenge the status quo, if required, to ensure that our Company creates thriving communities of capabilities, ideas and programs.

### **Removing career barriers**

Recognising that carer responsibilities may provide an impediment to opportunity and career growth, our leaders work to ensure balance can be created for carers, where possible, and that systemic biases may be obliterated.

## 7. Improve our performance against measurable objectives

### **Review Current Environment**

The business general managers will be responsible to lead an annual review of diversity practices. This review will include statistics and internal processes to gain a greater understanding of where improvements may be achieved.

### **Remuneration – Gender Equity**

The Board will also ensure that equity is sought at all levels between genders on remuneration and benefits for equal work. Oversight of remuneration will be conducted annually and the Board will seek confirmation that gender equity is achieved or being worked towards, at all levels in the organisation.

### **Annual Progress Review**

The Board will have oversight of the statistics measured across the business and will review performance in Board and Executive Management composition annually.

## 8. Provide Public Progress Report

HRL will continue to develop the People reporting section of its Annual Report together with reporting the proportion of women employees in senior management positions and on the Board in the annual corporate governance statement.

This Policy does not stand alone nor take the place of any legislative or regulatory requirement.



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

## Review of Policy

The Policy is reviewed on an annual basis by the People and Culture Committee to keep it up to date and consistent with legislative and other Corporate Governance Requirements.

This Policy was reviewed and approved by the Board of Directors on 24/03/2021

## Appendix 1

### Statistics Collection Template

Category	No of Employees		Percentage	
	Male	Female	Male	Female
Board				
Executive				
Managers				
Professional Staff				
Administrative and Other Technical Staff				

### Category Definitions

<b>Executive</b>	Includes CEO, senior executives, and other senior management e.g. business unit general managers.
<b>Managers</b>	Other managers not included in the 'executive' category above.
<b>Professional Staff</b>	Degree qualified staff. Includes Scientists, Accountants, Human Resources, IT professionals who do not supervise staff.
<b>Administrative Staff</b>	Staff involved in administrative duties. Included reception, secretarial and other administrative personnel.
<b>Other Technical Staff</b>	Staff involved in service-related activities, e.g. sample receipt, sample preparation, warehouse personnel, drivers, field technicians and laboratory technicians.