

DIVERSITY POLICY

SCOPE: Elders Rural Services, Elders Services Company, Elders Financial Planning

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1 POLICY STATEMENT

Elders recognises the value of a diverse workforce, being a critical lever in attracting, retaining and leveraging a broader talent pool to most effectively deliver organisational results for the benefit of shareholders, employees and customers.

By valuing a diverse workforce Elders seeks to:

- reflect the communities it operates in;
- achieve a strong corporate reputation as a company that people want to do business with and work for;
- attract and retain talented people who have varied experiences; and
- leverage the full potential of its people to maximise commercial decision-making and business outcomes.

In valuing diversity Elders understands the need to support the different personal and professional commitments of its people, for their benefit and that of their families, their communities and society at large.

Diversity results from, but is not limited to, a mix of gender, age, ethnicity, cultural background, intellectual and physical ability, lifestyle and education. It describes inclusiveness and recognises individual differences, perspectives and approaches, encompassing acceptance and respect of these attributes.

This policy is a statement of Elders' commitment to a diverse workforce and its approach to meeting that commitment.

2 ACHIEVING DIVERSITY

Elders seeks to achieve its strategic objectives through a values, safety and performance based culture, being "One Elders".

The One Elders culture is critical in Elders' approach to achieving diversity, as it sets the principle that every person makes a valuable contribution to the business, and focuses employees on integrity, accountability, teamwork, customer focus and innovation.

Ultimately, Elders will achieve diversity by embracing, valuing and drawing on the different backgrounds, beliefs, experiences and skills of its people. To do this, Elders will:

- Commit to achieving Board endorsed measurable objectives, set at an organisation level on an annual basis.
- Engage executive leaders to cascade the organisational diversity objectives into Business Unit plans, establishing diversity as a key business objective across the organisation.
- Build leadership capability through awareness, up-skilling and coaching, embedding a diversity mindset into business practices.
- Facilitate a workplace which treats everyone with integrity and respect, recognising that all employees have the right to work in an environment free from discrimination and harassment.
- Treat people fairly by providing equal employment opportunities, ensuring that the best available person is placed in each vacant position at all levels of the organisation (including at Board level).
- Target greater gender diversity in the attraction and selection strategies, particularly for leadership and critical technical roles.

- Provide flexible work practices to assist the differing needs of employees, facilitating the integration of personal and professional commitments.
- Develop the leadership experience and skills of women in the organisation as an under-represented group.
- Create pathways into the organisation for younger people as an under-represented group.
- Develop communication strategies to create diversity awareness and understanding, embedding a diversity mindset at all levels throughout the organisation.
- Review policies, processes and guidelines as the fundamental supporting mechanisms in achieving diversity at Elders, ensuring leaders and employees are aware of and understand diversity in employment practices.
- Comply with legal requirements.

3 CURRENT DIVERSITY OBJECTIVES

Elders' Board endorsed current diversity objectives are set to achieve greater:

1. Gender balance at all levels across the organisation, particularly women in Board, Executive and Senior leadership positions;
2. Age diversity; and
3. Employee flexibility practices.

4 RESPONSIBILITIES

All Elders people have responsibilities in relation to achieving diversity:

- **Elders Board:** is responsible for establishing measurable diversity objectives, and monitoring and reporting progress towards achieving these objectives on an annual basis.
- **Leaders:** are responsible for creating and promoting a diverse workforce to enable achievement of business objectives; modeling behavior and business practices that support a diverse workforce; and ensuring that all inappropriate behaviour and business practices are addressed in a timely manner.
- **All employees:** are responsible for contributing to a workplace which values diversity by behaving in an inclusive way, and accepting and respecting individual differences, perspectives and approaches.

5 POLICIES, PROCESSES AND GUIDELINES THAT SUPPORT DIVERSITY

Elders approach to diversity is underpinned by the Board-endorsed Elders' Diversity Strategy and is supported by various HR policies, processes and guidelines, including:

- Code of Conduct
- Recruitment and Selection Policy
- Discrimination, Bullying and Harassment Policy
- Flexible Working Arrangements Policy
- Parental Leave Policy
- Guide to Additional Annual Leave
- Training and Development Policy