

# HEARTLAND

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## GROUP

## Diversity and Inclusion Policy

### 1 Background

This Policy sets out the commitment of Heartland Group Holdings Limited (**Heartland**) to embracing *diversity* and to creating an *inclusive* workplace.

*Diversity* is the many characteristics that make each of us different, including gender, ethnicity, heritage, sexual orientation, age, religious beliefs or other ideologies, family status, language, cultural background, and physical and mental disability.

An *inclusive* workplace is one where all those forms of diversity are valued, respected and leveraged, creating equal opportunities for all employees.

Heartland believes that fostering a diverse and inclusive workforce will have significant and tangible benefits - among other things, putting the organisation in a better position to:

- identify new opportunities;
- attract, retain and motivate the widest possible talent pool;
- make the best decisions;
- understand and respond to customer, community and stakeholder needs; and
- foster a culture that reflects and reinforces Heartland's values.

By improving our operations in this way, we believe that – ultimately – a diverse and inclusive workforce will increase Heartland's productivity and profitability.

### 2 Key principles

Heartland's key diversity & inclusion principles are:

- to embrace diversity in all its forms;
- to promote a culture of inclusion;
- to leverage diversity as a competitive advantage through our hiring and retention practices; and
- to recognise, understand and value individual contribution and performance in the workplace.

### 3 Measurable objectives

Each year, the Board will set measurable objectives for the upcoming year and review its progress against measurable objectives for the previous year. Measurable objectives are goals aimed at tracking Heartland's progress against the key diversity & inclusion principles.

#### **4 Diversity Committee**

Ultimately, the Board is responsible for setting the measurable objectives, for reviewing progress against them and for setting this Policy.

However it will do so with the assistance of the Diversity Committee (**Committee**), which is responsible for driving Heartland's day-to-day progress along its diversity & inclusion journey.

Among other things, the Committee will:

- meet with the Board to discuss proposed measurable objectives, and diversity & inclusion matters more generally;
- each year, recommend measurable objectives to the Board;
- set the initiatives aimed at achieving those measurable objectives;
- drive, oversee and support the implementation of those initiatives;
- assess Heartland's progress towards achieving the measurable objectives;
- regularly report to the Board on its findings, and diversity & inclusion matters more generally;
- review any disclosure which relates to diversity and inclusion at Heartland, including any disclosure in Heartland's Annual Report; and
- ensure Heartland's culture is aligned with - and promotes - its commitment to diversity & inclusion.

When considering the measurable objectives to recommend to the Board, and when setting the initiatives aimed at achieving those measurable objectives, the Committee will consider market practice, trends and research which relate to diversity & inclusion.

The Committee is made up of management representatives, and membership of the Committee will be reviewed annually. Former members will act as diversity ambassadors within Heartland.

#### **5 Effective Date**

This Policy takes effect from the date of approval by the Heartland Group Holdings Board.

#### **6 Policy Review Date**

This policy will have a full review and approval each year, or earlier if deemed necessary. Notwithstanding planned policy review dates, this policy remains effective and applies until a revised version is distributed.

The General Counsel maintains records of Policy Owner approvals.

#### Version History

<b>Version</b>	<b>Date</b>	<b>Amendments</b>
1.0	25 July 2017	Document created.
2.0	26 June 2018	Annual review and amendment to reference heritage
3.0	October 2018	Policy updated to reflect Heartland demerger

**Approved by:** Heartland Group Holdings Limited Board

**Approval Date:** 18 October 2018

**Policy Owner:** Head of People and Culture

**Distribution List:** All Heartland staff