

## INCLUSION POLICY

### Purpose

At InvoCare we have a strong commitment to creating an inclusive organisational culture and building a diverse workforce. The very nature of our business means that we come in contact with people from every walk of life and facet of society. Our focus on Inclusion contributes to our business success and benefits employees, the families we serve, our communities and broader stakeholders.

As the funeral service industry leader, InvoCare champions inclusion by:

- > Fostering a working environment in which everyone has the opportunity to fully participate and is valued for their distinctive skills, experience and perspectives.
- > Facilitating equal employment opportunities based on ability, performance and potential, regardless of background, circumstances or beliefs.

This policy is designed to provide a framework that reinforces our commitment to Inclusion and it does not form part of any contract between InvoCare and any of its directors, employees or contractors. Any reference to obligations or requirements of InvoCare in this policy does not, and is not intended to, give rise to contractual obligations binding on InvoCare.

### Definitions

**Diversity:** describes the differences that make each person unique. Diversity generally refers to but is not limited to age, disability, ethnicity, family structure, gender, national origin, race, religion and sexual orientation.

**Inclusion:** refers to valuing difference. That is, creating a culture where all individuals feel respected and valued for their uniqueness. Inclusive cultures are those where people are valued because of, not in spite of, their differences so that everyone can fully participate and thrive in the business.

**Equal Employment Opportunity (EEO):** refers to treating all employees equally in employment. It means that decisions made about employment are based on merit; meaning selecting the best person for the job. It ensures that attributes such as a person's age, gender, race, disability or any other irrelevant characteristic are not factors that are considered when employing staff at InvoCare. EEO laws also aim to redress past disadvantage by improving employment outcomes for certain groups.

### Policy Statement

At InvoCare we will strive to:

- > Develop and maintain a culture characterised by inclusive behaviours that benefit our people and client families and are based on our values of Collaboration, Accountability, Responsiveness and Excellence
- > Create a safe and healthy work environment by educating our people on the importance of inclusion and how they contribute to it
- > Attract and retain a diverse workforce that reflects each of the communities we serve, with an initial organisational focus on women in management, multiculturalism and valuing people of all ages
- > Meet differing needs of employees by considering how flexible work practices can be applied while meeting business needs
- > Provide facilities and support that enable employment of a diverse workforce
- > Constructively confront inappropriate attitudes and take action against inappropriate behaviour including discrimination, harassment, bullying, victimisation and vilification
- > Implement and regularly report progress against an Inclusion action plan with clear accountabilities and measurable outcomes
- > Meet legislative and regulatory obligations regarding diversity

## Objectives

The InvoCare Board People, Culture and Remuneration Committee will establish measureable objectives for Inclusion. These objectives, approved by the full Board, are included in the Policy and progress against them will be reviewed at least annually.

The current objectives are to:

- > Develop an Inclusion scorecard which captures a range of benchmarks, focussed initially on gender and age, for consideration by the Board's People, Culture and Remuneration Committee
- > Design and implement annual talent review and succession planning processes at a management level with a focus on developing a diverse internal leadership pipeline
- > Improve merit based talent acquisition procedures and practices and train managers to avoid unconscious bias in selection
- > Develop and implement a remuneration strategy, structure and bands to act as a framework for career progression and prevent pay inequity
- > Achieve overall gender equality at management level of InvoCare in Australia by the end of 2020 (In this context, the target is specifically defined as a minimum of 45% women and a minimum of 45% men in roles at Regional Manager level or equivalent and above based in Australia, including the Group Executive and excluding non-executive directors).

## Equal Opportunity in Employment

InvoCare will endeavour to provide equal opportunity in respect to employment and employment conditions, including:

- > Talent Acquisition - all attraction and selection documentation, procedures and practices will be non-discriminatory. Documentation, including person specifications, job advertisements, application forms, contracts, etc. will include no direct or inferred discrimination. InvoCare procedures, including interviews, reference checking and testing will be undertaken in such a way so as to ensure the absence of discriminatory practice
- > Learning and Development - all internal and external development opportunities will be based on merit and in the light of company and individual needs
- > Career advancement - all decisions associated with career advancement, including promotions, transfers, and other assignments, will meet organisational needs and be determined on merit

InvoCare will not tolerate non-inclusive behaviour and strives to uphold the law. To achieve this InvoCare requires all directors, employees and contractors to:

- > Uphold and demonstrate InvoCare's behaviours outlined in the Code of Conduct at both work and at after-hours work functions
- > Upon joining the organisation, read, sign and acknowledge the Code of Conduct, Inclusion Policy and the Discrimination, Harassment and Bullying Policy (4.73), and have this acknowledgement retained on their personnel file and comply with these at all times
- > Engage in and complete Inclusion related training as and when provided

## Responsibility

InvoCare's Inclusion Policy applies to all of its directors, employees and contractors and forms part of their duties and responsibilities. Every director, employee and contractor must understand and adhere to this Policy including taking actions to discourage and report inappropriate behaviour where it may occur.

## **Concerns and Complaints**

Any person who feels that an InvoCare director, employee or contractor is not adhering to the Inclusion Policy has the right to raise a grievance in accordance with the InvoCare Grievance Procedure (4.74). Employees are encouraged to raise concerns or suggestions directly with their manager, with the People and Culture team or to seek support from the Employee Assistance Program.

*InvoCare reserves the right to amend this policy at any time.*