



GROUP HR STANDARD 2 DIVERSITY, INCLUSION AND EQUAL EMPLOYMENT OPPORTUNITY

DATE: 24 JUNE 2019



DATE	CHANGE	APPROVED
24/6/2019	Last amendment	Board
24/6/2019	Last review	Board
23/1/2015	Original adoption	Board



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1. PURPOSE

Independence Group NL (**IGO** or the **Company**), is committed to the values of sustainability, accountability, teamwork, integrity, diligence and respect as set out in our Code of Conduct.

IGO recognises the value of diversity and the impact this has on our working environment, capability, performance and creating sustainable shareholder value and opportunities for the organisation and its stakeholders.

IGO is committed, at all levels within the business, to creating a working environment that recognises and respects the contribution of all employees. IGO will actively ensure diversity and equal employment opportunity in relation to gender, marital or family status, sexual orientation, gender identity, age, ethnicity, race or cultural background, religious or political opinions, family and domestic responsibilities, disability and any other ground for potential unlawful discrimination.

This Standard sets out the commitment by IGO to uphold our values and actively maintain a diverse workforce and to create a workplace that is fair and inclusive, applies fair and equitable employment practices and provides a working environment that will allow all employees to reach their full potential.

2. PERSONS TO WHOM THIS STANDARD APPLIES

This Standard applies to all directors, full-time, part-time and casual employees of IGO, and IGO group companies, (**Our People**). Each person has an obligation to support and respect equality, workplace diversity, inclusion and ethical practices in their workplace.

3. RESPONSIBILITIES

Our People are responsible for acting in a manner which demonstrates the principles of this Standard. The Board, assisted by management, is responsible for devising and implementing strategies and initiatives to ensure that this Standard operates in a successful manner. This includes monitoring diversity and inclusion at all levels of the organisation and setting measurable objectives for promoting diversity and inclusion within IGO. The Board will review on an annual basis the measurable objectives for promoting diversity and inclusion within IGO and assess the progress towards the achievement of these objectives.

No discriminatory behaviour	In order to have a diverse and inclusive workplace, discrimination, harassment, vilification and victimisation cannot and will not be tolerated. IGO will ensure that Our People are treated with respect and that no person is discriminated against because of their race, gender or any other characteristic (including those set out in section 1 of this Standard). Our People must adhere to IGO's Code of Conduct and strive to ensure that no discrimination, bullying or any form of harassment is tolerated within the workplace. It is also the responsibility of Our People to report any such behaviour or any breach of this Standard to executive management or an appropriate Board member so that the appropriate action can be taken.
Recruitment	IGO believes it is important to its success that it can attract, include, develop and motivate people, from the widest possible pool of available talent. IGO



	<p>will seek to identify and implement programs that will assist in the development of a broad and diverse pool of skilled and experienced candidates, identifying and eliminating areas of conscious or unconscious biases that might discriminate against certain candidates.</p> <p>IGO is committed to fair hiring and recruitment practices. IGO is committed to ensuring all persons with appropriate experience and qualifications, regardless of gender or group, are considered equally during the recruitment process at all levels (including Board appointments).</p> <p>IGO has set various criteria and procedures with the aim of ensuring:</p> <ul style="list-style-type: none"> • recruitment and retention campaigns that include all groups; • there is no discrimination based on marital, parental or reproductive status; and • no gender or other bias when considering appointments. <p>Wherever possible, IGO will ensure that at least one woman is included in making every recruitment decision relating to senior positions within IGO.</p>
<p>Unbiased development</p>	<p>In addition to general recruitment policies, it is the intention of IGO that all matters related to career development, including promotions, transfers and assignments, will be free from discriminatory practices by ensuring that selection for jobs and career progression is determined by personal merit, competency, qualifications and ability to effectively perform the role. IGO will ensure that all persons with appropriate experience and qualifications are considered equally when promotion or advancement opportunities for employees or directors arise. IGO will not give preference to a particular gender or group.</p>
<p>Fair and comparable wages</p>	<p>IGO has set various criteria and procedures with the aim of ensuring fair and comparable wages, hours and benefits. IGO monitors performance evaluations so as to ensure they are non-discriminatory and merit based. All Our People are required to act honestly and without bias when setting remuneration levels, and ensure that remuneration and other benefits are fair and equitable. IGO will periodically undertake gender pay equity audits to gain an insight into the effectiveness of IGO diversity strategies.</p>
<p>Family and domestic responsibilities</p>	<p>IGO recognises that Our People at all levels of the organisation have family and domestic responsibilities. IGO will, where possible, adopt flexible work practices that will assist Our People to meet their family and domestic responsibilities.</p>
<p>Measurable criteria</p>	<p>IGO will establish measurable objectives for achieving improvement in the diversity mix of the workforce and in particular gender diversity. In order to encourage diversity within the organisation, IGO sets out the following measurement criteria as a minimum:</p> <ul style="list-style-type: none"> • percentage of women employed within the entire Company; • percentage of women employed in senior positions (and the definition of “senior positions” for this purpose); • percentage of women on the Board; and • benchmark IGO’s position against its peers on diversity.



	<p>IGO will report on these measurement criteria in the company's annual Corporate Governance Statement. While IGO is a "relevant employer" under the Workplace Gender Equality Act, IGO will also report on the measurement criteria set by the Workplace Gender Equality Agency on an annual basis.</p>
Board composition	<p>IGO will not discriminate against any group when considering the nomination of new directors.</p> <p>The Nomination and Governance Committee is responsible to the Board for ensuring IGO does not discriminate when considering the nomination of new directors. The Nomination and Governance Committee will ensure that Board performance reviews include consideration of diversity criteria as well as skills.</p> <p>The Board has also introduced various policies, standards and charters which are designed to foster ethical and professional conduct such as the Code of Conduct, the Board Charter and the Nomination and Governance Committee Charter.</p>
Training and awareness	<p>IGO will ensure that all staff are aware of IGO's Code of Conduct and ensure that any individual who does not adhere to the Code is dealt with appropriately and in accordance with the Company's disciplinary procedures. Appropriate action may include counselling, written warning or termination of employment.</p> <p>All members of senior management will be required to attend induction training on this Standard and Our People will be required to attend regular training and awareness updates on how to implement and adhere to this Standard, where identified as appropriate.</p>
KPIs	<p>Managers have a responsibility to make decisions based on merit and to encourage diversity and inclusion, acting as role models for best practice behaviours and a strong, diverse and inclusive culture.</p> <p>IGO will introduce key performance indicators for senior management to measure the achievement of diversity and inclusion strategies and will link part of senior management's remuneration (either directly or as part of a "balanced scorecard" approach) to the achievement of its diversity and inclusion strategies.</p>
Grievance resolution	<p>IGO has set various criteria and procedures with the aim of providing an effective grievance resolution mechanism for employees in the case of harassment and bullying in the workplace – see IGO's Discrimination, Harassment and Bullying Procedure.</p> <p>Any substantial breach of this Standard will be dealt with seriously and may result in disciplinary action – IGO is committed to appropriate action where a complaint is raised, and an investigation may follow.</p>

If you have any questions, concerns or feedback about this Standard, you should contact the Company Secretary at: Independence Group NL, PO Box 496, South Perth, WA 6191.

Phone: 08 9238 8300 Email: contact@igo.com.au, Attention: the Company Secretary

This Standard will be reviewed annually by the IGO Board of Directors to check that it is operating effectively and whether any changes are required.