

25 AUGUST 2017

# Diversity and Inclusiveness Policy



## Introduction

1. This is a Board approved governance policy. The approach to corporate governance in Chorus Limited (“**Chorus**”) is set out in the Board and Board Committee Charters and related documents illustrated in Appendix A to the Chorus Board Charter.
2. This Board approved policy applies to all Chorus people (employees and contractors) and Directors.

## Policy Statement

3. The Board is committed to a culture that promotes diversity and inclusiveness. In Chorus we believe that having a team of individuals working together who all have different experiences, views and self-reflection makes us stronger and better as an organisation. We are more able to understand our broad-ranging customer and stakeholder needs and to respond effectively to those. We challenge and test each other’s thinking because of our different experiences, which then drives us to more robust outcomes. In practice, this means that we actively seek out people with a variety of thinking styles, backgrounds and capabilities and this enables Chorus to increase the breadth of the recruitment pool for Chorus and so Chorus people can be the best they can be at work.
4. Reflecting our organisational values, we recognise the richness that diversity brings and want to make sure that inclusion is central to our policies and practices. Valuing diversity is more than a moral imperative; it is also sensible business practice that enhances performance and Chorus’ value. We know that diversity and inclusion contribute to Chorus’ success because, by relying on the unique attributes of our people, it enables us to better match our diverse customer base. Our approach makes us stronger because it contributes to an environment which allows us to attract and retain great people and enables and encourages our team members to contribute to their full capability, without artificial barriers.
5. Our policy goals are to:

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- Leverage differences as a competitive advantage through our attraction and development practices;
  - Develop inclusiveness as a core capability for our people leaders and as a channel to our people; and
  - Continue to recognise individual contribution and performance.
6. This policy complements other policies in Chorus such as the Director and Employee Codes of Ethics and Family and Flexible Working policies.
  7. Chorus also has other policies covering anti-bullying, anti-discrimination and anti-harassment.

### Background

8. We define diversity as the characteristics that make one individual similar to or different from another.
9. We define inclusion as our recognition that diverse backgrounds, experiences and perspectives lead to a better experience of work for our people, make teams stronger, lead to greater creativity and performance, contribute to a more meaningful relationship with customers and stakeholders and ultimately increased value to our shareholders.

### Diversity Measurable Objectives

10. The Board will annually set measurable objectives designed to adhere to this policy (including for achieving gender diversity). The Human Resource and Compensation Committee will recommend the measurable objectives to the Board. The Board will assess annually both the measurable objectives and Chorus' progress towards achieving them, and will ensure the appropriate disclosures on diversity and inclusiveness are made in the Annual Report.

### Guidance

11. To apply this policy, Chorus people recognise that in Chorus we all have individual differences of some sort from which we can share and learn. Some of those differences are obvious, some not so much. The intent is that we will respect each other's differences and look to leverage the advantages that diversity offers us. We will strive to create a workplace where all of us can achieve and contribute and we will address barriers that are creating issues for ourselves or our colleagues.

#### **Framework component 1: Attraction and Development practices**

12. Our hiring managers understand the value of seeking a diverse set of candidates and are supported to understand the full set of talent and capability of candidates for their roles. Our people leaders are enabled in their efforts to grow talent and support careers in Chorus for their team members. We particularly focus on talent

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management, along with internal succession planning for our leadership roles and support career development for all of our employees so that our team members can see themselves growing their careers in Chorus.

### Framework component 2: People Leader capability

13. Our people leaders recognise the value of diversity and inclusion in building stronger, more robust teams. This is done through growing their capability in recruitment, and developing others along with resources for them to support team dynamics and performance. Each people leader also has a diversity and inclusiveness objective in their individual performance plan.

### Framework component 3: Internal and external recognition

14. Through both internal and external tools, we will recognise the broad range of talent that we have in Chorus. We recognise individual and team outcomes, using our values as the foundation and encouraging participation at all levels in the organisation. We undertake regular metrics reporting and take action where there is over or under representation against our benchmarks.

### Framework component 4: News Media and other channels

15. Chorus will communicate information through the news media and other channels that truthfully supports Chorus' good image and reputation. Communication will be planned and all release of information will be subject to Chorus' approved policies and associated processes.

## Roles and Responsibilities

16. The roles and responsibilities in relation to this policy are as follows:

### Chorus Board of Directors

17. Responsible for:
  - Approving this policy to promote a corporate culture of diversity and inclusiveness in Chorus; and
  - Approving the measurable objectives developed by Management and the Human Resources and Compensation Committee (HRCC) and conducting an annual assessment of this policy, the objectives and the progress made toward achieving them.

### Human Resources and Compensation Committee

18. The HRCC recommends measurable objectives for achieving diversity to the Board, reporting on progress against those objectives and ensuring that appropriate disclosures are made in Chorus's annual report regarding diversity. The HRCC will also lead, on behalf of the Board, the annual assessment of this policy to determine

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its effectiveness, and the assessment of objectives and the progress made toward achieving them. The HRCC will annually review and report to the Board on (among other indicators) the relative proportion of women and men which make up the Chorus workforce, at all levels of the business.

### Chief Executive Officer (CEO)

19. Responsible for:

- Developing and, once approved by the Board, implementing the measurable objectives for achieving diversity and inclusiveness in Chorus; and
- Reporting to the HRCC on diversity initiatives and progress against the measurable objectives.

### CEO/Executive

20. Responsible for:

- Providing leadership for diversity and inclusiveness in Chorus.

### Human Resources

21. Responsible for:

- Maintain awareness of diversity and inclusion best practice;
- Build an annual inclusion programme;
- Implement and report on the annual programme; and
- Provide annual reporting and recommendations to the Chorus Executive and Board on key diversity metrics.

### Chorus People Leaders

22. Responsible for:

- Familiarity with our approach to diversity and inclusiveness; and
- Ensure they are capable to enhance and leverage diversity and inclusiveness in their teams.

### All Chorus people

23. Responsible for:

- Awareness of Chorus' diversity and inclusiveness objectives.

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### Ownership and Review

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| <b>Approver:</b>  | Chorus Board                               |
| <b>Reviewer:</b>  | Human Resources and Compensation Committee |
| <b>Ownership:</b> | General Manager, Human Resources           |
| <b>Review:</b>    | At least every two years, or as needed     |