

# Diversity Policy

## Control

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## 1. Context

- 1.1 The Diversity Policy provides the framework by which SRA actively encourages and facilitates diversity across the organisation. SRA is an equal opportunity employer.

## 2. Purpose

- 2.1 SRA believes that diversity provides an important facilitator to enable SRA to meet its objectives and achieve sustainable business results. Diversity enhances and protects SRA's reputation and ensures that all of SRA Staff are able to contribute to SRA's and the Australian sugar industry's success through the innovation derived from diverse backgrounds and points of view.

## 3. Application

- 3.1 This Policy applies to all of SRA's Staff.

## 4. Policy

- 4.1 Valuing and managing diversity mean that SRA will:

- (a) aim to create an inclusive culture where difference is valued;
- (b) encourage a diverse workforce by fostering an environment of learning, respect, dignity, willingness to accept diverse opinions and an appreciation of other's perspectives;
- (c) attract and retain a workforce that's composition, while merit based, reflects a diversity of genders, backgrounds, knowledge, experience and abilities;
- (d) acknowledge that the Board and Management will, where merit allows, reflect a diversity of genders, backgrounds, knowledge, experience and abilities;
- (e) ensure that SRA's business practices, systems and processes do not prevent, but promote that people from diverse genders, backgrounds, religions or sexualities receive the benefit of equality of opportunity, free of conscious or unconscious bias within SRA; and
- (f) ensure that the merit-based system of engaging, retaining, developing and promoting SRA's staff is fair and equitable, based on skills and experience, untainted by conscious or unconscious bias or by opinions of a person's gender, background, religion or sexuality.

4.2 To achieve a diverse workforce, SRA supports the following practices in relation to SRA's Staff:

- (a) **Recruitment and Selection**  
When hiring and promoting candidates for specific roles, Management will consider, merit, the candidate's alignment with SRA's values, then diversity, in that order of importance through the selection and appointment processes, to ensure that there is no intended or unintended discrimination nor conscious or unconscious bias;
- (b) **Remuneration and Promotion**  
SRA will endeavour to ensure that there is no discrimination, or any conscious or unconscious bias towards or against employees with protected attributes under discrimination laws in relation to remuneration or possibility of promotion. As with recruitment and selection, decisions will be made on merit, demonstrated alignment with SRA's values and then diversity (in that order of importance); and
- (c) **Performance Management and Management of Behaviour**  
SRA will ensure that performance review methodologies and processes are consistently, transparently and fairly applied to all SRA Staff. Sensitivity shall be demonstrated and encouraged in order to understand diverse behaviours and to respectfully instruct individuals to understand acceptable behaviour within a diverse workforce.

4.3 SRA will monitor its diversity and ensure compliance by:

- (a) **Reporting and measuring diversity:**

- (i) Management will regularly report to the People, Performance and Remuneration Committee and to the Board on the outcomes of guidelines or the progress towards achieving diversity objectives; and
- (ii) The Board may wish to provide its diversity reports to members/investors/industry

**(b) Compliance:**

- (i) SRA annually provides a Workplace Gender Equality Report to the Commonwealth Government as it falls within the reporting entity requirements of the *Workplace Gender Equality Act 2012* (Cth).

4.4 The Diversity Policy must be read in conjunction with SRA’s Discrimination, Harassment, Bullying and Grievance Policy.

**5. Roles and Responsibilities**

	Role	Responsibility
5.1	SRA Board	To act in accordance with the Policy as outlined.
5.2	SRA CEO	To act in accordance with the Policy as outlined.
5.3	SRA Executive Team	To act in accordance with the Policy as outlined.
5.4	SRA Staff	To act in accordance with the Policy as outlined.

**6. Definitions**

	Term	Definition
6.1	SRA	Sugar Research Australia Limited, ACN 163 670 068
6.2	Strategic Objectives	The Strategic Outcomes defined by the SRA Strategic Plan 2017/18-2021/22 (and its successors) and the Annual Operations Plan 2016/17 (and its successors).
6.3	SRA Executive Team	Chief Financial Officer Company Secretary/Legal Counsel Executive Manager – Investor Relations Executive Manager – Communications Executive Manager – Operations Executive Manager – Strategic Initiatives . Executive Manager – Regional Delivery Executive Manager, Biosecurity & Production Executive Manager, Variety Development & Processing General Manager – Research Funding Unit.

6.4	SRA Staff	All SRA permanent, term engagement and casual employees.
6.5	Values	SRA Values are defined as Innovation, Teamwork, Accountability and Investor Satisfaction. Our expected behaviours emanate from these values.

## 7. References

7.1	<i>Workplace Gender Equality Act 2012 (Cth)</i>
7.2	SRA's Discrimination, Harassment, Bullying and Grievance Policy.

## 8. Review

8.1 This Policy must be reviewed at least every three years, in the light of current good practice and regulatory advice.

## 9. General Provisions

9.1 This policy does not vest enforceable rights in staff and can be varied as SRA sees fit. A breach of this policy may result in disciplinary action, including but not limited to termination of employment.