



Collection House Limited

Diversity Policy

**Version 1: Approved by
the Board on 21 April 2011**

1. **DIVERSITY POLICY STATEMENT**

The Collection House workforce is made up of many individuals with diverse skills, values, backgrounds and experiences.

We value:

- diversity and recognise the organisational strength, deeper problem-solving ability and opportunity for innovation that it brings; and
- respect and leverage the unique contributions of employees with diverse backgrounds, experiences and perspectives, to provide exceptional customer service to an equally diverse community.

In order to attract and retain a diverse workforce and, in turn, a broad and varied customer base, Collection House is committed to providing an environment in which all employees are treated with fairness and respect, and have equal access to opportunities available at work.

Collection House believes that diversity makes good sense for business, not merely because of any legal obligation. Diversity contributes to the achievement of Collection House's corporate objectives. It enables Collection House to attract employees with the best skills and attributes, and to develop a workforce whose diversity reflects that of the Australian population.

2. **WHAT IS DIVERSITY AT COLLECTION HOUSE**

Diversity at Collection House refers to all the characteristics that make individuals different from each other. It includes characteristics or factors such as religion, race, ethnicity, language, gender, sexual orientation, disability, age or any other area of potential difference. Diversity at Collection House is about the commitment to equality and the treating of all individuals with respect.

3. **DIVERSITY AGENDA**

Collection House's diversity agenda focuses on the following issues:

- Gender – women in leadership;
- Age – recruitment and retention;
- Culture/Ethnicity – cultural diversity;
- Flexibility – employee access to flexible working arrangements;

4. **GENDER**

A key component of Collection House's diversity strategy is to enable our female employees to fully contribute, to achieve outstanding business results and to build successful careers. Further, we are committed to developing, promoting and retaining women. Our commitment to women in leadership comprises a range of initiatives including:

- Mentoring and career resiliency programs;

- Embedding equal opportunity to senior positions into recruitment and selection policies;
- Promoting talented women into management positions;
- Providing a suite of policies that help women balance their work, life and family responsibilities.

Collection House's Board has previously embraced diversity within its composition and will continue to embrace diversity particularly in terms of gender and cultural diversity under this Policy when it is appropriate to do so and a vacancy arises.

Gender diversity will continue to be a key strategic focus in the coming years in order to attract, develop, promote and retain senior women. This will enable us to capitalise on the increasing importance of women in today's business environment and growing our business.

The Board is responsible for establishing the measureable objectives for achieving gender diversity. The Remuneration Committee is responsible for assessing on an annual basis, the achievement against gender diversity objectives, including the representation of women at all levels of the organisation.

The increased focus on diversity at all levels of the business will reinforce the importance of equality in the workplace. This is facilitated by Collection House's practice of making decisions based on merit for internal promotion, leadership development and flexible work arrangements.

5. **AGE**

Each age group brings a unique perspective and experience to Collection House. Being age diverse means appreciating the invaluable contribution each group makes to our business.

With an ageing population, age diversity is becoming more and more relevant. Older generations are more active than ever before, are living longer and are continuing to work well into what was once standard retirement time. Economic changes and talent shortages are also motivating employees to lengthen their working years.

Collection House is building a workforce that reflects our customers, shareholders and community and we need to ensure that we continue to support our employees, whatever age, while offering the work/life balance they need.

6. **CULTURAL/ETHNICITY**

The cultural diversity of our employees is a strength and an asset. We acknowledge, celebrate and recognise the value and benefits of a culturally diverse organisation. Collection House values diversity of opinions, perspectives and ideas.

Collection House recognises that our employees need to reflect our customers and local communities and is committed to recruiting and retaining a culturally diverse workforce. We understand that building a culturally diverse workforce will result in improved service for our customers and return for our shareholders.

Collection House supports cultural diversity through awareness, inclusiveness and harmony in the workplace.

7. FLEXIBILITY

Collection House's approach to flexibility is about being different in the way we think, act and work. It is part of our on-going commitment to develop an inclusive workforce by recognising and accommodating individual circumstances and our work commitments.

Collection House's flexible work initiative:

- seeks to engage with Collection House employees through talent development and career opportunity, creating flexible work practices and providing support for family and personal choices;
- focuses on practices designed to assist all employees regardless of gender, age, sexual orientation, background, religion or family responsibilities; and
- assists employees with career responsibilities as well as those employees looking to transition towards retirement.

Further, our internal promotion culture is merit-based, allowing employees to be considered for advancement and secondment opportunities based on achievement, experience and the value they could bring to the role.

Flexibility is win:win for the Company, our employees, our shareholders and ultimately, our customers. Flexibility benefits the business because our employees are more engaged – this is usually reflected in increased performance and productivity. By adopting flexible work practices at Collection House, we have helped reduce staff turnover and absenteeism and have been able to retain experienced employees.

8. EMPLOYEE ENGAGEMENT

Collection House is committed to valuing every voice and giving all of our employees the opportunity to have their say on what it is like to work at Collection House through an annual employee survey.

The survey provides us with the ability to measure employees and the culture at Collection House. It provides us with a deeper understanding and measurement of how our employees connect with Collection House and our employee's perception of Collection House's culture.

What is engagement?

Employee engagement is the extent to which staff are motivated to contribute to organisational success, and are willing to apply discretionary effort to accomplish tasks important to the achievement of organisational goals.

An engaged employee has pride in, advocates for, is loyal to their employer and exerts discretionary effort toward achieving employer goals.

Measuring engagement

Engagement is measured via our annual employee survey which provides an opportunity for all Collection House employees to have their say. The results give us insight into our employee's views about what it is like to work at Collection House, including how satisfied they are working at Collection House, their commitment to the organisation, their pride in Collection House as an organisation, and their advocacy of Collection House as an employer.

9. MEASUREABLE OBJECTIVES

The Board is required to establish measurable objectives for achieving gender diversity.

In order to set meaningful objectives, the Company will need to assess its current diversity levels and identify where gaps exist. Measurable objectives can then be developed which are tailored towards improving diversity in areas where work is most needed.

Board measureable objectives are contained in Annexure 1.

10. REVIEW

This Policy will be reviewed annually to ensure that it complies with and meets the objectives of the relevant legislation and remains effective for Collection House. This Policy may be changed at any time, at the discretion of the Collection House Board.

Annexure 1

The Board has set the following measurable objectives for achieving gender diversity for the upcoming reporting year:

- Establish a diversity committee within 12 months;
- Appointing a diversity manager within 2 months;
- Set up internal review and reporting procedures within 6 months;
- Ensure that a merit-based system is uniformly adopted when employees, managers, senior managers, national managers, senior executives and directors are appointed within 2 months;
- Ensure that applicants are selected from diverse candidate pools and are interviewed by a diverse selection interview panel within 12 months.

The following objectives have been set to improve the number of women in particular areas of the business:

- **Directors:**
 - Current positions – 5, number of women on the Board – nil.
 - Should any positions become available during the reporting period, the Board will:
 - consider each applicant on the merit based system; and
 - seek to increase the female representation on the Board.
- **Executives:**
 - Current positions – 4, number of female executives – one.
 - Should any positions become available during the reporting period, the Board and the Company will:
 - consider each applicant on the merit based system; and
 - maintain and seek to increase the current level of female representation.
- **Senior Managers:**
 - Current positions – 9, number of senior female managers – 3.
 - Should any positions become available during the reporting period, the Company and the Chief Executive Officer will:
 - consider each applicant on the merit based system; and
 - maintain and seek to increase the current level of female representation.
- **Middle Managers:**
 - Current positions – 18, number of female middle managers – 7.
 - Should any positions become available during the reporting period, the Company will:
 - consider each applicant on the merit based system; and
 - maintain and seek to increase the current level of female representation.
- **Managers:**
 - Current positions – 57, number of female managers – 26.
 - Should any positions become available during the reporting period, the Company will:
 - consider each applicant on the merit based system; and
 - maintain and seek to increase the current level of female representation.

The following Initiatives have been set as objectives to be achieved:

- Introducing:
 - mentoring programs; and
 - coaching programs,
within 18 months

- Expanding the yearly employee survey to include issues on diversity.