



Collection House Group

Diversity Policy

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DIVERSITY POLICY

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 is committed to embracing diversity and inclusion at all levels. It 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.

This Diversity Policy operates in conjunction with the Company's Policies on: Equal Employment Opportunity; Leave; Succession Planning; Anti-Discrimination; Harassment and Bullying; Leadership Excellence and Development; Recruitment, Transfers and Promotion; and the Remuneration and Nomination Charter.

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.

Collection House is a "relevant employer" under the Workplace Gender Equality Act, the entity's most recent "Gender Equality Indicators" as defined in and published under that Act are available at <http://www.wega.gov.au/public-reports-0> (search for Collection House Limited).

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;
- Respect and Inclusion

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 and tools that help women balance their work, life and family responsibilities.

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 grow our business.

The Board is responsible for establishing the measureable objectives for achieving gender diversity. Further, it 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 ongoing 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 a win:win for Collection House, 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 that is administered by AON Hewitt. The survey provides an opportunity for all Collection House employees to have their say and 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. **MEASURABLE OBJECTIVES**

- The Board will set measurable objectives for achieving gender diversity.
- The Board will assess the objectives and the progress towards achieving those objectives annually.
- Progress towards achieving the measurable objectives will be reported in the Corporate Governance Statement in the Annual Report.

Where the Board makes a decision to alter, replace, amend or delete a measurable diversity objective, an explanation pertaining to the alteration, replacement, amendment or deletion will be provided in the Corporate Governance Statement.

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.