

Getting the Balance Right

Bloomfield's Gender Equality Action Plan YEM25



THE
Bloomfield
GROUP

WE CARE. WE DELIVER.

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Message from our Chief Executive Officer

At Bloomfield, we pride ourselves on living our values of **WE CARE. WE DELIVER.**

While our prime responsibility is to ensure the safe production of coal and engineering services, we know that we cannot do this without our people. Our fundamental expectation is that everyone is treated with respect and able to bring their authentic and whole selves to work.

At Bloomfield, we are genuinely committed to an inclusive culture that respects all people and we embrace the difference, unique perspectives, and approach each person brings to the table and how each person can add value to the organisation.

I am very proud to release our first formal Gender Equality Action Plan for the Year Ending March 2025 (YEM25). For many years, Bloomfield has had many initiatives around our business built into various initiatives, processes, and documents, and we have taken this opportunity to combine all our efforts into a single Action Plan.

This plan directly reflects Bloomfield's values, so it is everyone's responsibility to bring it to life.

Our plan aims to make sure our workplace is safe, respectful, fair, and inclusive for everyone – for all. Gender equality is not about people becoming the same, rather it is about people regardless of gender or background having access to equal opportunities, recognition, and equitable pay in our organisation, and them knowing that the diversity they bring to the table is valued.

Bloomfield's commitment to gender equality against the six Gender Equality Indicators (GEIs) identified by the Workplace Gender Equality Agency, is detailed in this strategy document.

I am very pleased to endorse this Gender Equality Action Plan.

Brett Lewis
CEO

April 2024



Setting the scene

Legislative requirements

The purpose of the Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Act introduced in 2023 (the Act) is to ensure that workplaces take positive action towards achieving workplace gender equality and promote gender equality in policies, programs, and services.

Under the Act and associated Legislative Instruments, Bloomfield is required to have a policy or strategy that covers each of the six Gender Equality Indicators from April 2024.

Gender Equality Indicators

The Workplace Gender Equality Agency (WGEA) key indicators are designed to assess and monitor gender equality in the workplace. WGEA collects data on six Gender Equality Indicators (GEIs) that represent the key areas where workplace gender inequality persists and where progress towards gender equality can be achieved through focused action.

The GEIs relate to areas that are critical to gender equality:	
GEI 1	Gender composition of the workforce
GEI 2	Gender composition of governing bodies of relevant employers
GEI 3	Equal remuneration between women and men
GEI 4	Availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family and caring responsibilities
GEI 5	Consultation with employees on issues concerning gender equality in the workplace
GEI 6	Sexual harassment, harassment on the ground of sex or discrimination

Understanding Bloomfield's approach

While this is Bloomfield's inaugural formal Gender Equality Action Plan, the business has for over a decade now, had various aspects of this plan in different forms throughout the business and has delivered on initiatives and improvements in diversity and inclusion. As you can see from Figure 1 over the page, there have been many activities that have formed Bloomfield's commitment to improving diversity and inclusion. Many of these great stories are included in the Appendices.

Bloomfield sees this Gender Equality Action Plan forming part of its general business planning process year on year going forward, where this document will be updated to represent the objectives proposed to address the GELs identified by WGEA.

It therefore sits within the overall structure of 'business as usual'.

Our Purpose • Our Vision • Our Values

Annual Balanced Business Plan (BBP)

BBP Inputs

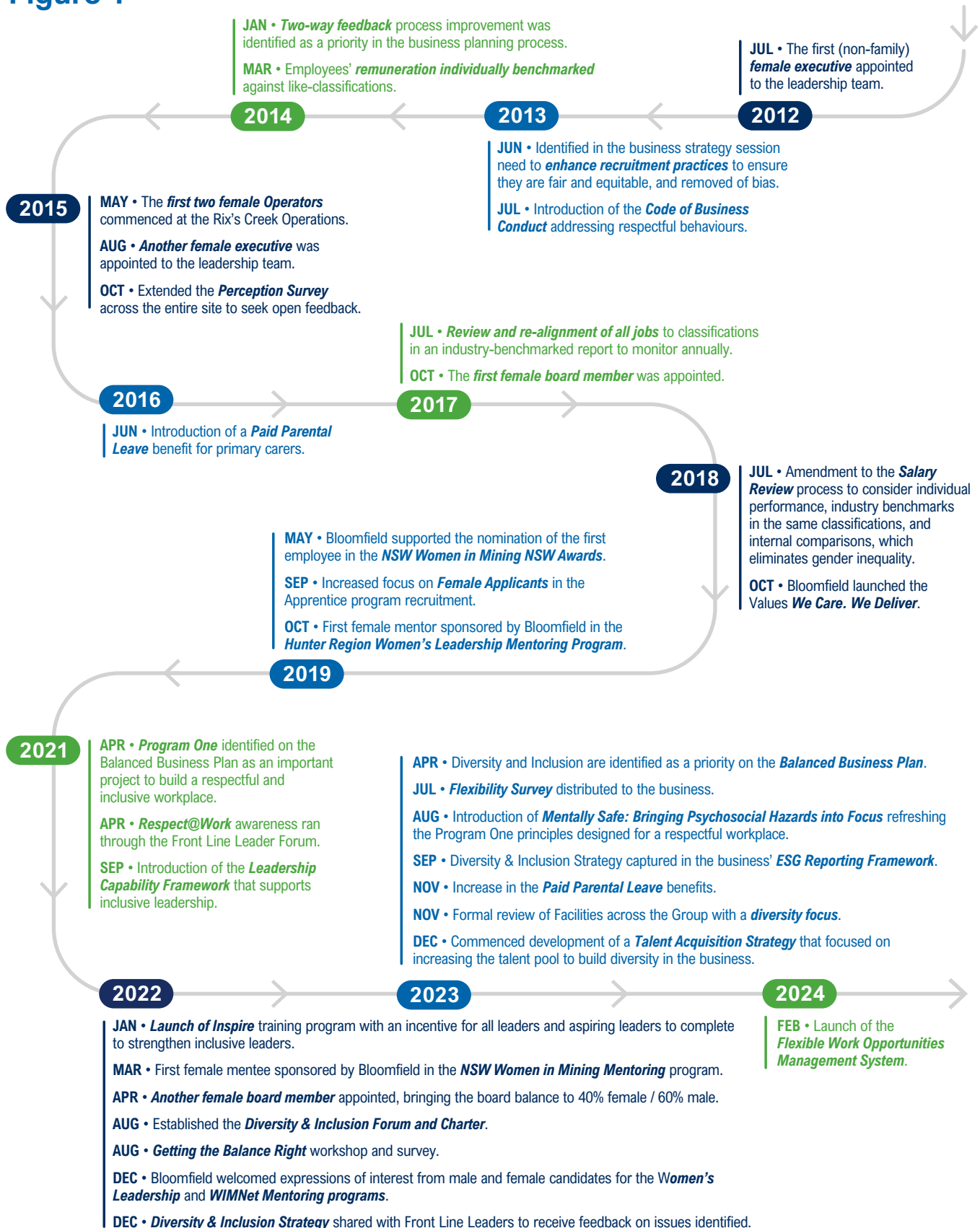
Board Ambitions, CEO Imperatives, Performance Data, ESG Framework, Diversity & Inclusion Strategy, Perception Survey Feedback, WGEA Summary & identified GELs, Issues & Opportunities

Each year, Bloomfield will review and consider this Gender Equality Action Plan as part of the BBP inputs, and consider from the WGEA reporting outcomes, what further initiatives, programs or policies need to be in place to continue *getting the balance right*.



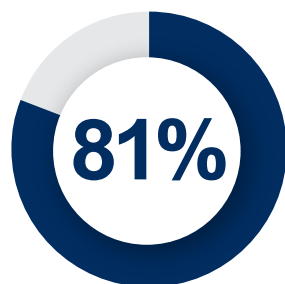
A snapshot of our Diversity & Inclusion journey

Figure 1

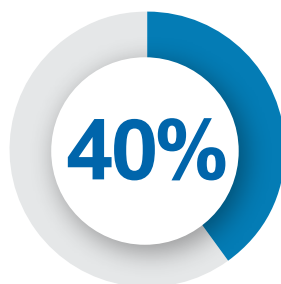


Our ongoing commitment to Diversity & Inclusion

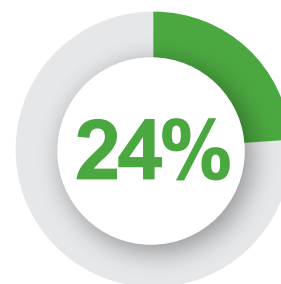
Bloomfield acknowledges that there is always room to continue improving in diversity and inclusion. Below is a snapshot of **our commitment to continually improving**.



Part Time
Employees
are **women**



of the
Executive Team
are **female**



Apprentices appointed
in the last 2 years
have been female



1/3
of participants in
our **Trainee Program**
in the last 5 years
have been women



15-30%
of the Groups'
average annual intake
over the last 5 years
are female



91%
of the **Volunteer Mentors**
in our Women's
Leadership Program
have been male



62%
of Bloomfield
employees say
they feel **included**
and **part of the team**



58
Female employees
across the Bloomfield
Group making up
10.4% of the workforce



The Bloomfield
Group **Employee**
Engagement Score
is **equal between**
men and women

Our actions & goals on the GEIs

GEI 1 Workforce Composition

WGEA's research with Bankwest Curtin Economic Centre (BCEC) has shown that greater gender diversity in leadership delivers better company performance, productivity, and profitability. Further, increasing the representation of women in executive leadership roles is associated with declining organisational gender pay gaps.

Bloomfield has a longstanding commitment to fair and inclusive recruitment practices and will continue to foster initiatives that help to build a more diverse and respectful workplace.

OBJECTIVES	ACTIONS	GOALS / MEASURES
1.1 Increase the attractiveness of Bloomfield to the female workforce	<ol style="list-style-type: none"> 1. Deliver on the Environmental, Social, and Governance (ESG) milestones (BBP). 2. Look at safe, fit-for-purpose, and inclusive facilities across the business (D&I Strategy). 3. Leaders champion diversity & inclusion (D&I Strategy). 	<ol style="list-style-type: none"> 1. 100% Project ESG milestones achieved. 2. Review and set a standard for facilities based on the needs of each operational site. 3. Distribute Inspire aligned to Leadership Capability Framework bi-monthly.
1.2 Continue to invest in the development of women and men in our business	<ol style="list-style-type: none"> 1. Seek expressions of interest for participation in Women's Leadership Mentoring Programs (D&I Strategy). 	<ol style="list-style-type: none"> 1. Have female and male participants in each of the programs each year.
1.3 Seek a larger talent pool, promoting our industry, irrespective of gender.	<ol style="list-style-type: none"> 1. Build a Talent Acquisition Strategy that assists in increasing the percentage of female applicants (ESG). 2. Continue to promote women in non-traditional roles at Career Fairs, School events, and through social media (ESG). 	<ol style="list-style-type: none"> 1. Increase % of female applicants (Number of female job applications vs total number of job applications across TBG).
1.4 Build engaged collaborative teams	<ol style="list-style-type: none"> 1. Continue to work towards reducing the spread in engagement score across teams in the business (BBP). 2. Continue promoting Program One principles across the business, and reinforcing these through Mentally Safe (ESG). 	<ol style="list-style-type: none"> 1. Reduce the engagement score spread between teams (from 42%) to less than 32%. 2. Improvement in internal surveys' responses.

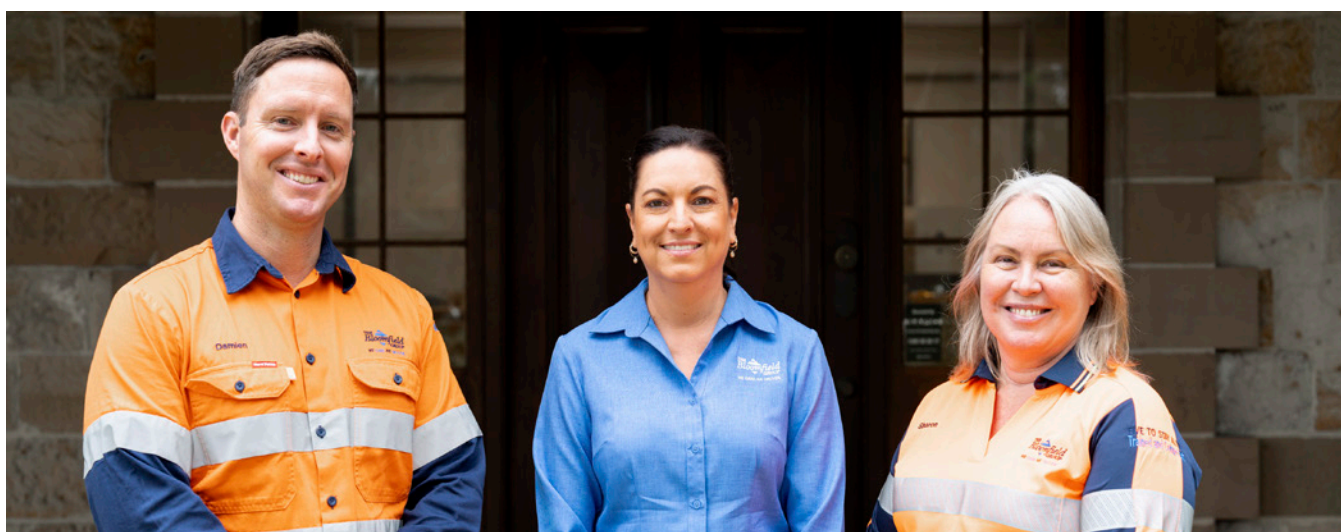


GEI 2 Gender Composition of Governing Body

According to WGEA and BCEC's 2020 Gender Equity Insights Report, a more balanced gender composition of a governing body has been shown to have positive effects on workplace gender equality outcomes and improved company performance. Women holding 20% or more board seats are shown to be more effective in achieving this benefit.

Bloomfield's Chairperson has always championed the importance of diversity in teams and has actively maintained a diverse board with women now holding 33% of the seats at the board table.

OBJECTIVES	ACTIONS	GOALS / MEASURES
2.1 Provide transparent gender equality reporting	1. Continue annual gender equality reporting to the Board (BAU).	1. The board formally endorses this Gender Equality Action Plan each year.



GEI 3 Equal Remuneration between Women and Men

Organisations that analyse the drivers of their gender pay gap, monitor their gaps, and take action to address them are more successful in reducing their gender pay gaps.

While the majority of Bloomfield employees are covered under an Enterprise Agreement (EA) that offers transparency in the remuneration being paid to anyone, regardless of gender, in a classification, for over a decade, Bloomfield has used industry benchmarks to compare remuneration for those without an EA, and has a salary review process that monitors for fair pay regardless of gender.

OBJECTIVES	ACTIONS	GOALS / MEASURES
3.1 Continue to participate and contribute to external benchmarking	1. Use the benchmarking data annually for salary reviews (BAU). 2. Support the WGEA reporting process and use it as a further opportunity to consider any identified gaps (BBP).	1. Any identified gaps from the salary review have a plan to close. 2. WGEA feedback is incorporated into the BBP inputs annually.
3.2 Analyse the drivers of perceived gender pay gaps	1. Analyse staff exit data to identify gender-related issues and take action to address them appropriately (BAU).	1. Actions identified are closed by the due date.



GEI 4 Availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities

When employee benefits are accessible and utilised equitably by men and women, it leads to a more gender-equal workplace culture, increased productivity, reduced absenteeism, and increased retention. Research has also shown that you can reduce your gender pay gap by fostering more gender-equal uptake of parental leave and flexible working arrangements.

Bloomfield acknowledges that workplace flexibility is a key enabler of gender equality, and a foundation in the attraction and retention of talent and has had senior leaders in the business work on key systems such as Leave Management, Parental Leave Management, and Flexible Work Opportunities to establish availability of conditions and practices to support all its employees fairly.

OBJECTIVES	ACTIONS	GOALS / MEASURES
4.1 All positively support the application of the Flexible Work Opportunities Management System	<ol style="list-style-type: none"> 1. Continue the rollout and introduction of the Flexible Work Opportunities Management System (D&I Strategy). 2. Undertake annual review of all exit data and exit survey results to inform ongoing review and adjustment (BAU). 3. Continue to develop and share with leaders learnings from inside and outside the business regarding effective management of flexible work requests (D&I Strategy). 	<ol style="list-style-type: none"> 1. All flexibility requests are fairly and consistently assessed against the System. 2. Any actions identified from the exit survey review closed before the due date. 3. Front Line Leader Forum contains lessons learned from supporting the application of the Flexible Work Opportunities Management System.
4.2 Promote and support the Parental Leave Management System	<ol style="list-style-type: none"> 1. Understand the benefits available under the Parental Leave Management System and communicate that as appropriate within our teams. 2. Support parents through the proactive application of the Parental Leave Management System. 	<ol style="list-style-type: none"> 1. Parents are proactively supported through any transition between career and parenthood. 2. Any employee experiencing Family Domestic Violence is positively supported.

GEI 5 Consultation with employees on issues concerning gender equality in the workplace

Employee consultation can provide valuable insights into workplace gender equality experiences, priorities, and potential actions, as well as contribute to employee engagement. Employers making the fastest progress on workplace gender equality are more likely to involve their workforce in the formulation of gender equality policies and strategies.

Bloomfield acknowledges that a safe and respectful business is achieved by drawing on the knowledge and experience of workers and other stakeholders so that the business can make informed decisions. Creating awareness, and understanding of themes, perspectives, experiences, and ideas from our people is central to our consultation.

OBJECTIVES	ACTIONS	GOALS / MEASURES
5.1 Continue to seek feedback from our workforce through the annual Perception Survey	1. Run the Perception Survey to seek feedback (BBP).	1. Actions are put in place from the perception survey feedback.
5.2 Leadership continues to support the D&I Forum	1. Actively promote the D&I Forum and ensure there is a cross-section of departments represented (D&I Strategy).	1. Meetings are held throughout the year and feedback is considered and applied.
5.3 Revisit the <i>Getting the Balance Right</i> survey	1. Run a follow-up survey with questions regarding diversity, equality, and inclusion and seek feedback from all (D&I Strategy).	1. Actions are put in place from the survey feedback.





GEI 6 Sexual harassment, harassment on the grounds of sex or discrimination

Employers have a positive duty of care to prevent and address sexual harassment or sex discrimination under the Respect at Work Act 2022. Creating safe, respectful, and more equitable workplaces can also protect your organisation's productivity, culture, and reputation. Implementing formal policies or strategies and providing relevant education and training can protect employees

At Bloomfield, we pride ourselves on living our values of *We Care. We Deliver.* Our people are fundamental to our success and deserve to be provided with a safe and productive working environment where everyone can bring their authentic and whole selves to work. We take a stand against any form of workplace harassment or bullying, including that on a gender, racial, or sexual basis. At Bloomfield, we are committed to an inclusive culture that represents all people and we embrace differences, unique perspectives, and approaches each person brings to the table and how each person can add value to the organisation. It is to this end, that Bloomfield is committed to investing in ongoing initiatives and training that will fuel our leaders with the ability to inspire their team members to work together respectfully.

OBJECTIVES	ACTIONS	GOALS / MEASURES
6.1 Maintain a workplace free from discrimination, sexual harassment, and bullying	1. Continue to promote zero tolerance for bullying, harassment, and discrimination (ESG).	1. Update the Harassment & Bullying awareness to a Respect@Work competency and roll out across the business and for new starters and contractors.
6.2 Continue to build a respectful workplace	1. Run leadership training that reinforces the Program One principles (BBP).	1. Roll out to all front line leaders across the business the Mentally Safe Leadership training program.

Women leadership development and driving industry initiatives

To support our ambition to improve gender balance in leadership roles, we continue to invest in developing women in our business. We also have representatives of Bloomfield drive initiatives in the industry to promote and develop women.

In 2019, Bloomfield sponsored our first female mentor in the Hunter Region Women's Leadership Mentoring Program, and in 2022, our first female mentee went through the NSW Women in Mining Mentoring Program. In total, Bloomfield has seen eight females go through these programs as either mentees or mentors, and 12 males take on mentor opportunities to mentor females and grow their leadership skills. In 2024, the business has supported an additional seven being part of the programs (five females and two males).

Other career support the Bloomfield Group has proudly undertaken has been assisting the further education of female members of the Finance team through post-graduate qualifications, and the financial support of a scholarship for men and women undertaking university studies in STEM.

In 2019, we supported the nomination of our first employee in the NSW Women in Mining Award. In 2020, Renata Roberts (Chief Corporate Services Officer) won the NSW Exceptional Woman in Mining Award and then went on to be the first NSW nominee to win the Exceptional Woman in Australian Resources Award. Supported by Bloomfield, Renata took on the role of Co-Lead with Damien Butler (Bloomfield's Corporate Communications & Community Relations Manager) on the Hunter's Women in Mining Network committee. Through this committee and with the full support of Bloomfield, Renata and Damien have worked with other Bloomfield and industry representatives to establish initiatives that promote and develop women to be able to advance in their careers. This has included a series of events that supported women in advancing their networking skills, and a Leadership Day where the participants were given skills to have courageous conversations.

Bloomfield proudly sponsors and actively attends industry events that promote women in the industry, including the Minerals Council of Australia Women in Resources Awards where Bloomfield is the sponsor of the Outstanding Australian Tradeswoman, Operator, or Technician Award.



Attendees of the Suzy Miller Leadership Program



WIMNet Leadership Day



Outstanding Australian Tradeswoman, Operator, or Technician Award

Driving Respect@Work and psychologically safe workplace

As people are one of our business drivers and our source of competitive advantage, it is imperative that to successfully deliver our business strategies and plans, we align employees to a common goal and engage our people, holding them accountable to maintain acceptable and consistent behaviours.

In 2020, there was a national inquiry into sexual harassment in Australian workplaces conducted, and the report painted a very negative picture of our industry. In 2021, Bloomfield's response to the Respect@Work report was to introduce **Program One**, a Balanced Business Plan project designed to create and maintain a consistent and positive workplace environment for all across the Bloomfield Group. A culture that supports how we all expect to be treated as well as satisfying the ever-evolving and rising expectations of the society in which we live. All employees across our business participated in an awareness session that highlighted the need to have all our team members work towards making Bloomfield a safe and respectful workplace, followed by a training session that gave skills to our team members on how to work towards this.

Then in October 2022, the NSW Government implemented amendments to the Work, Health, and Safety legislation requiring all of us in the workplace to identify and manage psychosocial hazards. Psychosocial hazards in the workplace are aspects of work or situations that may cause a stress response, which in turn can lead to psychological or physical harm. Bloomfield introduced to its team members a program called **Mentally Safe**, which built on the foundation of the Program One workshops held across the business.

Like **Program One**, **Mentally Safe** provides our employees with tools that can help everyone, as we strive for a safe and respectful workplace and zero harm.

The key **PROGRAM ONE** principles are:

- ▶ ***Be aware of yourself and your impact*** on others, while accepting that others have different perspectives;
- ▶ ***Practice giving and receiving feedback*** with an open mind and a respectful manner;
- ▶ ***Look to be a positive influence*** in building a safe and respectful work environment; and
- ▶ ***Respectfully negotiate differences*** you may have with others.



PROGRAM ONE
THE WAY **WE** WORK



D&I Forum: the voice of our people

In August 2022, our CEO announced that he was sponsoring the launch of the Bloomfield Group Diversity and Inclusion Forum.

Brett Lewis stated in his announcement to the teams that “diverse teams are likely to be more innovative, consider a broader range of options, make more informed decisions, and drive better outcomes for us and the business. Also for the sustainability and future of the Group, we need to attract from the biggest pool possible and then engage and retain that talent. To do this, we need a work environment where people are comfortable being themselves i.e. inclusive. Embracing diversity and inclusiveness creates a stronger organisational culture and simply makes great social and business sense.”

The purpose of the Diversity and Inclusion Forum is to support the implementation of our People Policy where we commit to strive to create an inclusive workplace where everyone feels a sense of belonging and is equally valued for the difference they bring across a wide range of individual skills, experience, ideas and attributes.

To support the launch of the Diversity and Inclusion Forum, our CEO invited every female in the Bloomfield business to join Suzy Miller in a facilitated session to gain a deeper understanding of how we can improve diversity, inclusion, and equity for the future, for the women at Bloomfield. With at the time only 10% of the Bloomfield workforce being females, this program was aimed at Getting the Balance Right.

As part of this session, all attendees completed a confidential survey and had an opportunity for a private 1:1 discussion with an external consultant to give feedback that was presented back to the CEO and the Senior Management Team, detailing the areas for improvement at Bloomfield. This report was used by the Diversity and Inclusion Forum as input into developing a proposed Diversity & Inclusion Strategy, which highlighted improvements in Inclusive Leadership, Broadening Our Flexible Work Opportunities, and establishing Safe, Fit for Purpose and Inclusive Facilities. This strategy still guides the business’ actions towards improving diversity and inclusion, and a formal action management process has been integrated into the business practices to see that the commitments made through this strategy are delivered.



DIVERSITY & INCLUSION (D&I) STRATEGY YEM25



- **Our D&I Vision:** We seek to create an environment where everyone is respectful and supported to comfortably bring their true self to work
- **Our D&I Values:** Diversity and Inclusion are essential if we are to live our values to **Care** and to **Deliver**
- **Our D&I Purpose:** A diverse and inclusive culture will build our workforce to be more resilient, innovative and agile. This will help us remain a proud and successful Australian mining and engineering group

WHY FOCUS ON DIVERSITY AND INCLUSION...

We Care About Our People

- **Our people are fundamental to our success** and deserve to be provided with a safe and productive working environment, where everyone can bring their true and whole selves to work
- **We embrace the difference**, unique perspective and approach each person brings to the table and how each person can add value to the organisation
- Our business has much to gain by **retaining and attracting a diverse workforce** in a challenging talent market

CREATING DIVERSITY & INCLUSION THROUGH...

Inclusive Leadership

- **Leaders champion diversity and inclusion** and are accountable for creating a **safe and inclusive workplace**
- Leadership review of **Diversity & Inclusion plan** including progress and measures
- Continue to **develop inclusive leaders** with a focus on two-way communication and engagement between leaders and their teams



Broadening Our Flexible Work Opportunities

- Develop a culture **supporting flexibility** in the workplace
- Explore opportunities for **alternative workplace arrangements** that may provide benefit to both the business and an employee
- Review policies and systems to make sure they are inclusive and allow us to **attract, engage and retain a diverse workforce**

Safe, Fit For Purpose & Inclusive Facilities

- Review and **set a standard for facilities** based on the needs of each operational area
- Review, audit and continuously **improve facilities** in a timely manner



What is flexibility?

The term “flexibility” is increasingly used concerning workplaces and in particular when referring to attracting and retaining employees.

Flexibility in the workplace provides a mechanism for employers and employees to make adjustments to the standard working conditions that work for both.

The aim is to help employees better manage their work/life balance, while at the same time helping employers maintain or improve the productivity and efficiency of the business.

Feedback from throughout the business encouraged our Diversity and Inclusion Forum to take on the challenge of exploring the potential for additional flexibility in our business, particularly regarding Flexible Work Arrangements.

In June 2023, we developed a survey aimed at helping us to understand what Flexible Work Arrangements people may be seeking to be able to use this information to inform potential ways to broaden opportunities.

Overall, we received 182 completed responses and 62 partially completed responses, and from these results, we were able to see that people were seeking and getting “Ad hoc flexibilities”, however, there were inconsistencies as to whether people felt they could ask for more “flexible work arrangements”.

We categorise flexibilities as either:

► AD HOC ‘FLEXIBILITY’

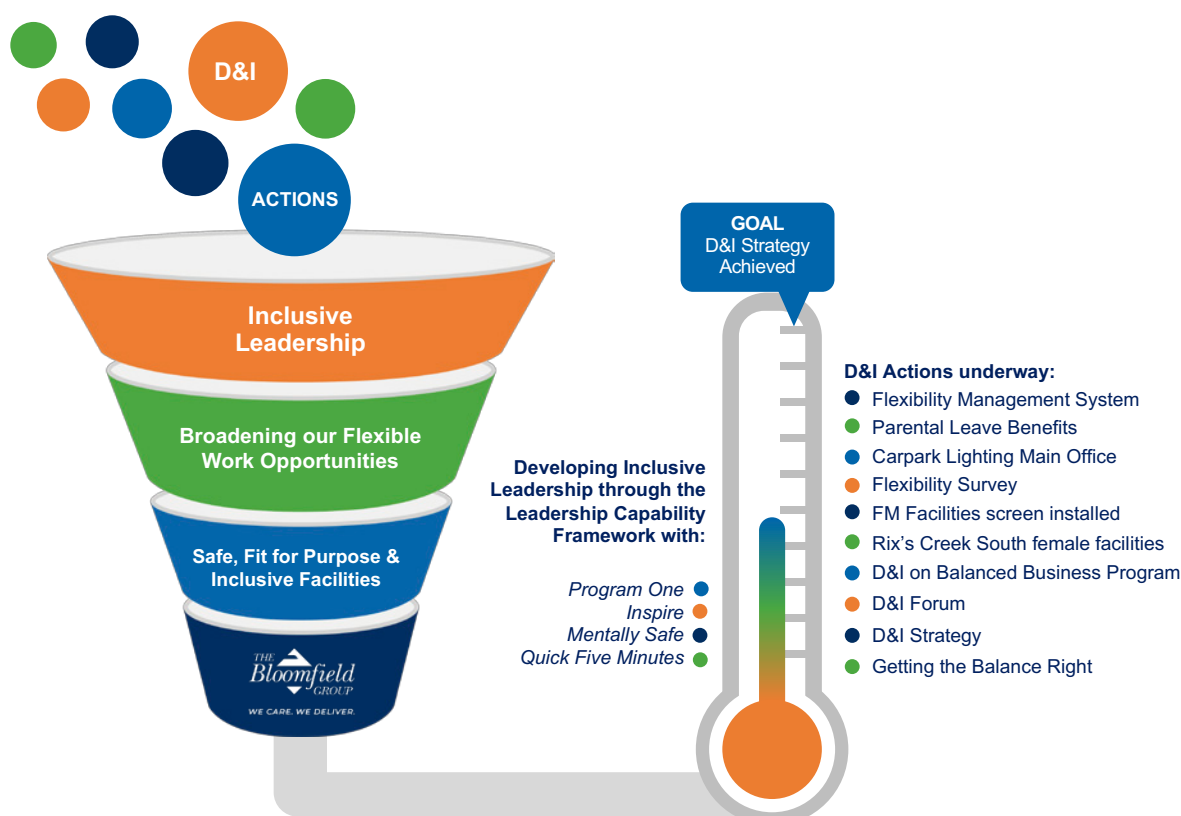
Generally for a “one-off” situation e.g. getting approval from your manager/supervisor to leave early for a Doctor’s appointment or start late so you can have a fridge delivered.

► FLEXIBLE WORK ARRANGEMENTS

Alternate arrangements or schedules from the standard site/location working day and week. Flexible Work Arrangements would likely encompass medium/longer-term changes to the hours, pattern, and/or location of work.

The information obtained from the survey, fed into the development of Bloomfield’s Flexible Work Opportunities Management System, which was initially launched in February 2024.

In addition to this newly developed system, Bloomfield has a Leave Management System, a Family & Domestic Violence Management System, and a Parental Management System which has recently seen an increase in the paid benefits Bloomfield offers all its employees who are to see the birth or adoption of a child.



All GEIs

OBJECTIVES	ACTIONS	GOALS / MEASURES
1.1 Increase the attractiveness of Bloomfield to the female workforce	<ol style="list-style-type: none"> 1. Deliver on the Environmental, Social, and Governance (ESG) milestones (BBP). 2. Look at safe, fit-for-purpose, and inclusive facilities across the business (D&I Strategy). 3. Leaders champion diversity & inclusion (D&I Strategy). 	<ol style="list-style-type: none"> 1. 100% Project ESG milestones achieved. 2. Review and set a standard for facilities based on the needs of each operational site. 3. Distribute Inspire aligned to Leadership Capability Framework bi-monthly.
1.2 Continue to invest in the development of women and men in our business	<ol style="list-style-type: none"> 1. Seek expressions of interest for participation in Women's Leadership Mentoring Programs (D&I Strategy). 	<ol style="list-style-type: none"> 1. Have female and male participants in each of the programs each year.
1.3 Seek a larger talent pool, promoting our industry, irrespective of gender.	<ol style="list-style-type: none"> 1. Build a Talent Acquisition Strategy that assists in increasing the percentage of female applicants (ESG). 2. Continue to promote women in non-traditional roles at Career Fairs, School events, and through social media (ESG). 	<ol style="list-style-type: none"> 1. Increase % of female applicants (Number of female job applications vs total number of job applications across TBG).
1.4 Build engaged collaborative teams	<ol style="list-style-type: none"> 1. Continue to work towards reducing the spread in engagement score across teams in the business (BBP). 2. Continue promoting Program One principles across the business, and reinforcing these through Mentally Safe (ESG). 	<ol style="list-style-type: none"> 1. Reduce the engagement score gap between teams (from 42%) to less than 32% gap. 2. Improvement in internal surveys' responses.
2.1 Provide transparent gender equality reporting	<ol style="list-style-type: none"> 1. Continue annual gender equality reporting to the Board (BAU). 	<ol style="list-style-type: none"> 1. The board formally endorses this Gender Equality Action Plan each year.
3.1 Continue to participate and contribute to external benchmarking	<ol style="list-style-type: none"> 1. Use the benchmarking data annually for salary reviews (BAU). 2. Support the WGEA reporting process and use it as a further opportunity to consider any identified gaps (BBP). 	<ol style="list-style-type: none"> 1. Any identified gaps from the salary review have a plan to close. 2. WGEA feedback is incorporated into the BBP inputs annually.
3.2 Analyse the drivers of perceived gender pay gaps	<ol style="list-style-type: none"> 1. Analyse staff exit data to identify gender-related issues and take action to address them appropriately (BAU). 	<ol style="list-style-type: none"> 1. Actions identified are closed by the due date.
4.1 All positively support the application of the Flexible Work Opportunities Management System	<ol style="list-style-type: none"> 1. Continue the rollout and introduction of the Flexible Work Opportunities Management System (D&I Strategy). 2. Undertake annual review of all exit data and exit survey results to inform ongoing review and adjustment (BAU). 3. Continue to develop and share with leaders learnings from inside and outside the business regarding effective management of flexible work requests (D&I Strategy). 	<ol style="list-style-type: none"> 1. All flexibility requests are fairly and consistently assessed against the System. 2. Any actions identified from the exit survey review closed before the due date. 3. Front Line Leader Forum contains lessons learned from supporting the application of the Flexible Work Opportunities Management System.
4.2 Promote and support the Parental Leave Management System	<ol style="list-style-type: none"> 1. Understand the benefits available under the Parental Leave Management System and communicate that as appropriate within our teams. 2. Support parents through the proactive application of the Parental Leave Management System. 	<ol style="list-style-type: none"> 1. Parents are proactively supported through any transition between career and parenthood. 2. Any employee experiencing Family Domestic Violence is positively supported.
5.1 Continue to seek feedback from our workforce through the annual Perception Survey	<ol style="list-style-type: none"> 1. Run the Perception Survey to seek feedback (BBP). 	<ol style="list-style-type: none"> 1. Actions are put in place from the perception survey feedback.
5.2 Leadership continues to support the D&I Forum	<ol style="list-style-type: none"> 1. Actively promote the D&I Forum and ensure there is a cross-section of departments represented (D&I Strategy). 	<ol style="list-style-type: none"> 1. Meetings are held throughout the year and feedback is considered and applied.
5.3 Revisit the <i>Getting the Balance Right</i> survey	<ol style="list-style-type: none"> 1. Run a follow-up survey with questions regarding diversity, equality, and inclusion and seek feedback from all (D&I Strategy). 	<ol style="list-style-type: none"> 1. Actions are put in place from the survey feedback.
6.1 Maintain a workplace free from discrimination, sexual harassment, and bullying	<ol style="list-style-type: none"> 1. Continue to promote zero tolerance for bullying, harassment, and discrimination (ESG). 	<ol style="list-style-type: none"> 1. Update the Harassment & Bullying awareness to a Respect@Work competency and roll out across the business and for new starters and contractors.
6.2 Continue to build a respectful workplace	<ol style="list-style-type: none"> 1. Run leadership training that reinforces the Program One principles (BBP). 	<ol style="list-style-type: none"> 1. Roll out to all front line leaders across the business the Mentally Safe Leadership training program.



WE CARE. WE DELIVER.