

Diversity & Inclusion Policy

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Purpose

This Policy outlines Landcom's commitment to providing a workplace culture that embraces Diversity & Inclusion at all levels of our organisation enabling all Staff to thrive and do their best work.

We believe that to fulfil our purpose of delivering excellence in more affordable and sustainable communities we need our workforce to reflect the Diversity of NSW communities that we serve.

This Policy outlines how we put this commitment into practice to create a workplace culture and environment that is respectful, inclusive, free from any form of discrimination and harassment, where Diversity is valued and leveraged to bring together a wealth of knowledge, backgrounds, ideas and perspectives to create a workforce that's innovative, agile and resilient enabling higher levels of productivity, flexibility, and creativity.

We are committed to attracting and retaining the best people and through the promotion of education, awareness and mutual understanding will provide a safe, respectful and inclusive work environment that reduces stigmas and limitations, and values and embraces difference. We will enable all of our people to bring their "whole self" to work and fully contribute to the best of their ability.

Application

This Policy applies to the Board, the CEO, all permanent and temporary employees and contingent workers engaged by Landcom, collectively defined as **Staff** for the purposes of this Policy. This Policy also applies to people seeking employment with Landcom.

Defined Terms

Term	Definition
Action Plan	is a list of agreed actions that Landcom will focus on to meet the intention of this Policy
Board	means the Board of Landcom
CEO	means Chief Executive Officer
Diversity	means the visible diversity traits such as culture, ethnicity/race, gender, mental/physical status, age as well as the invisible diversity traits such as diversity of thought, perspectives and life experiences (Deloitte, 2024). "Diverse" has a corresponding meaning
EGM	means Executive General Manager
ExCo	means the Executive Committee of Landcom
Inclusion	refers to the adjustment and redesign of our workplace practices and behaviours to ensure all Staff feel included within workplace activities. It involves both the action of including people in opportunities and also the outcomes of individuals feeling a sense of belonging "Inclusive" has a corresponding meaning

Term	Definition
Inclusive Culture	refers to a workplace environment that values and respects all employees, regardless of their background or identity. It is a positive environment that promotes harmony and collaboration amongst individuals of all backgrounds and characteristics
People Manager	means the person the Staff member reports directly to
Policy	means this Diversity & Inclusion Policy
Senior Manager	means members of the Senior Leaders Team at Landcom
Staff	includes the Board, the CEO, all permanent and temporary employees and contingent workers engaged by Landcom. This term is used for the purposes of this Policy

Guiding Principles

Our ambition is to make a positive difference in people's lives across NSW by increasing the supply, affordability and diversity of housing and creating sustainable communities. To do this well we must draw on a workforce that reflects the communities we create – where people from diverse backgrounds are empowered to bring their best selves to work and work with each other's differing perspectives so we can excel through strong relationships, bringing an enterprising spirit, and embracing challenges to deliver world-class results.

At Landcom our guiding Diversity & Inclusion principles are:

- We value and embrace Diversity & Inclusion as a key people management and business priority;
- Our Staff are able to fully participate and be the best they can be;
- Our Staff are treated fairly with respect and dignity;
- We are all responsible for workplace Diversity & Inclusion; and
- We are all accountable and monitor and measure performance.

To provide a strong Diversity & Inclusion foundation, Landcom:

- Will deliver appointment, advancement, performance appraisal (and remuneration processes) that are based on skills, qualifications, competence, performance and behaviour in line with Landcom's values and strategic priorities;
- Will not tolerate any discrimination or harassment in our workplace on any legally recognised grounds; and
- Will continue to identify new opportunities to promote greater Inclusion and belonging across the organisation.

Support

Landcom currently has a range of supportive initiatives in place including domestic violence leave, family and community services leave, personal/carers leave, special leave and our Employee Assistance Program offering confidential counselling support to all Staff members and their immediate families, and access to workplace adjustments (disability).

Strategic focus areas and action plans

In order to assist with developing a skilled and experienced workforce and to develop Staff for leadership roles, Landcom will identify and implement targeted programs.

Landcom's Diversity & Inclusion approach identifies key focus areas that will be measured and monitored to ensure outcomes are reached.

We will achieve our Diversity & Inclusion and business goals by enabling;

- Our Staff to feel included and have access to opportunities to succeed and progress;
- Our workforce to better reflect the Diversity of the communities we serve;
- The building of a Diverse workforce at all levels that enables Diverse thinking and perspectives; and
- The capability and confidence of People Managers and Staff so they:
 - Understand the case for change;
 - Actively reduce conscious and unconscious biases in the workplace;
 - Authentically champion Landcom's Diversity & Inclusion goals; and
 - Consistently role model inclusive behaviour in our day-to-day operations.

Landcom's actions to deliver the intent of this Policy will consider the below themes:

1. Creating an environment that values Diversity & Inclusion;
2. Increasing Landcom's ability to attract, retain and develop Staff from Diverse backgrounds initially prioritising women, Aboriginal & Torres Strait Islanders, culturally and linguistically Diverse people, people with disability and LGBTIQ+; and
3. Reducing conscious and unconscious bias and embed Diverse and Inclusive practices into how we work.

Measures

Landcom will measure and monitor Diversity & Inclusion goals, through regular reporting and analysis.

Landcom agrees as a minimum to work toward the following benchmarks set by the NSW Public Sector Commission through to end of FY25. These will be measured from statistics extracted from the NSW Public Sector Workforce Profiling and reported each year in Landcom's Annual Report. Other measures may be recommended to ExCo by People & Culture for consideration and adoption.

Workforce Diversity Group	Target set by NSW Public Sector Commission
Women in Senior Manager roles	50%
Women in Board roles	50%
Aboriginal and/or Torres Strait Islander People	3.3%
People with Disability	5.6%

Roles and Responsibilities

At every level, Staff have accountability to advocate for Diversity & Inclusion and appropriate behaviour in the workplace. Diversity & Inclusion apply to all people practices, including but not limited to recruitment, retention, performance management, promotions, talent management, training and development, succession planning, terminations and goal setting.

ExCo is responsible for approving and enabling the implementation of the Diversity & Inclusion Action Plan and monitoring and reviewing their implementation. Action Plans may be developed annually for consideration by ExCo and will include the initiatives and programs of work that Landcom will undertake to drive a more Diverse and Inclusive workforce.

People Managers have responsibilities as leaders to make decisions based on objective merit, to encourage Diversity & Inclusion in their teams, and to model respectful and Inclusive behaviour to ensure a strong diverse and Inclusive Culture at Landcom that will significantly contribute to our business success. Successful recruitment and selection are a fundamental part of doing business and candidate Diversity allows for different strengths and contributions to be brought to Landcom. It is critical that discriminatory practices and unconscious biases are eliminated. These same principles apply to appointments and promotions to all levels, access to workplace flexibility and equal pay.

Breaches

Discrimination, harassment, vilification and victimisation will not be tolerated by Landcom. Any substantiated breach of this Policy (including associated policies and procedures), will be dealt with seriously and may result in disciplinary action up to and including termination of employment.

Landcom is committed to taking appropriate action where a complaint is raised and an investigation may follow in line with Landcom's complaint handling procedures.

Document Control Table

Document information	
Document approver	Chief Executive Officer
Document owner name	Executive General Manager, People & Culture
Document delegate name/s	Director People & Culture
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Document level	2 = CEO approved document

Linked artefacts	
Linked documents	Landcom Code of Conduct Landcom Discrimination, Harassment and Bullying Free Workplace Policy Landcom Managing Concerns and Grievances Procedure Landcom Unsatisfactory Performance or Misconduct Procedure Landcom Flexible Working Policy Diversity & Inclusion Action Plan
Linked legislation	Anti-Discrimination Act 1977 (NSW) Age Discrimination Act 2004 (Cth) Disability Discrimination Act 1992 (Cth) Racial Discrimination Act 1975 (Cth) Sex Discrimination Act 1984 (Cth) Work Health & Safety (Cth)
Linked risks	Reputational Financial

Revision history			
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1.0	30 Sept 2018	People & Culture	New Policy & Procedure
2.0	30 Aug 2019	People & Culture	Complete Review and Update of Policy
3.0	27 Sept 2021	People & Culture	Review and update of Policy
4.0	19 February 2024	People & Culture	Review and update of Policy. Triennial review applied in line with the guideline for creating and reviewing corporate documents.