



## Diversity Policy

Aveo is committed to diversity and equality in the workplace as it adds value to the organisation by actively creating opportunities for all employees to use their knowledge, skills and abilities.

### Intent

This Policy guides key Aveo stakeholders (and its Aveo subsidiaries) in understanding objectives and responsibilities to enable and support a diverse workforce and in particular, improve gender diversity. For the purpose of this Policy, diversity includes gender, age, family status, nationality, ethnicity, religion, impairment or disability and all other unique differences.

### Aveo's Commitment

Aveo recognises that diversity within the workplace is inherently linked to its continued success. Aveo is comprised of employees with diverse backgrounds, experiences, views and skills and as a result, the Company is committed to promoting a corporate culture which embraces diversity and the value it brings. Aveo endeavours to provide an environment in which all employees are treated with equal opportunity, fairness and respect regardless of their differences.

### Recruitment and Selection

Aveo seek to recruit from a rich, diverse pool of qualified candidates at all levels. By doing so, it enables Aveo to attract people with the best skills and attributes and shape an environment where true talent shines. Appointment is non-discriminatory, merit based and takes into account a number of factors such as achievements, experience, qualifications and the value an individual could bring to a role.

Aveo is committed to creating opportunities for employees to grow and develop their careers within Aveo. As such, all positions are advertised internally unless prior approval is provided by an Executive member. This ensures that Aveo provides all employees with an equal opportunity for advancement.

It is expected that the recruiting manager owns, and has overall responsibility for, the recruitment process for a position, and works in partnership with Human Resources who will provide support and expertise to managers as required.

### Key Objectives

The key diversity objective for Aveo is to increase the number of females in senior management roles to 35% of females, subject to identification of candidates with appropriate skills. In accomplishing this objective, a number of key stakeholders play a fundamental role.

The Board continues to recognise the importance of gender diversity and is committed to appointing further female Directors to the Board, at the next available opportunity.

### The Board

The Board is responsible for establishing measurable objectives for achieving gender diversity in the workplace and assess annually both the gender objectives and progress in achieving those objectives. Reporting and accountability in terms of this Policy will be a periodic item on the Board Agenda.

So as to set meaningful objectives, the Board is required to assess Aveo's current diversity levels and identify where gaps exist. In order to achieve these measurable objectives, the Board will consider how the achievement of gender diversity should be measured.

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## **Employees**

Aveo recognises the significance to empower and encourage all employees to be accountable for making diversity part of Aveo's everyday operations. Aveo's aim is for employees to recognise that they are responsible to treat all people with whom they work with respect and fairness (including employees, clients and suppliers), for encompassing diversity and collaborating in an environment free of bias.

## **Executives and Managers**

Through an increased number of women represented in leadership roles, diversity becomes a source of competitive advantage and can not only improve Aveo's financial performance but strengthen the corporate culture.

Executives and managers need to champion diversity and in particular gender equity. Importantly, senior management is to filter this cultural value through to all levels.

## **Human Resources**

Human Resources play a pivotal role in providing advice to Managers on diversity issues as well as assisting in the education and training of employees. As a "relevant employer"<sup>1</sup> under the *Workplace Gender Equality Act 2012*, HR is annually required to profile and report on gender within the workplace by division, role and management level. These reports are submitted to the Workplace Gender Equality Agency (WGEA) each year (and are published to the Aveo website) providing a useful tool for understanding the relative proportion of gender at all levels in the organisation and provide a measure to monitor improvement. Additionally, HR will also review the attrition of high performers by gender to identify the loss of talented women.

## **Communication and Review**

Aveo commits to the communication of this Policy within the Group, to its stakeholders and the market through disclosing the Policy or a summary of it via its website, internal training and MyAveo.

Aveo will monitor and review the effectiveness of this policy and associated procedures.

*All queries regarding issues raised in this policy should be directed to the Group Company Secretary.*

***This policy was reviewed and updates approved by the Board on 13 August 2018.***

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<sup>1</sup> "Relevant Employers" are all non-public sector employers with 100 or more employees.