



DIVERSITY POLICY

Diversity is about the recognition, valuing and respect for the differences that occur in our community and workplaces.

These differences can include but are not limited to gender, ethnicity, colour, age, race, disability and sexual orientation.

Diversity also encompasses the broad range of individual characteristics that make our society what it is today including educational background, marital status and personal style.

NRW is committed to providing a working environment that encourages respect and fairness for all participants. NRW's philosophy is that diversity contributes to business success in the following ways;

- Attracts the best possible pool of applicants.
- Enhances employee retention.
- Creates a friendly and accommodating work environment.
- Ensure equality and fairness in career advancement.
- Has the potential to encourage innovation.
- Is both socially and economically responsible.

NRW believes in a proactive approach to ensure that both current and prospective employees are not subject to discrimination either directly or indirectly, on the basis of any of the characteristics outlined. Similarly NRW actively encourages all consultants and subcontractors to adopt similar policies in this area.



Jules Pemberton
Chief Executive Officer

June 2011

CP12


Head Office

73-75 Dowd Street
Welshpool WA 6106

T: +61 8 9232 4200
F: +61 8 9358 5515

W: www.nrw.com.au
E: info@nrw.com.au





1.0 SCOPE

1.1 This Policy will apply to all levels of management within NRW ensuring the Company creates an environment where;

- (1) There is a tolerance of difference whereby all participants are treated fairly, with respect and with dignity.
- (2) The ability to contribute and access opportunity is based on merit including the ability to access employment on an equal basis in consideration of ability, performance and potential. NRW will adopt and actively encourage practices and procedures that enable employees and other participants to contribute to the best of their ability.
- (3) Inappropriate behaviour including discrimination, harassment, bullying, victimisation and vilification are confronted and dealt with seriously in accordance with NRW's policy of promoting a safe and harmonious work environment.

1.2 NRW will ensure that selection and recruitment criteria will be based on merit and that no individual or group of people will be treated more or less favourably than others.

1.3 NRW will provide equal opportunities in respect to employment specifically;

- (1) Appropriate selection criteria will be utilised based on consideration of diverse skills, experience and perspective. Job specifications, advertisements, application forms and contracts will be structured so as to not contain any direct or inferred discrimination. These criteria will extend to any external agents engaged by NRW.
- (2) All internal and external training opportunities will be based on merit and the needs of the Company and individuals. The Company will implement training and mentoring across the organisation to ensure adherence to the goals of this Policy where applicable.
- (3) All promotion, transfer or advancement within the organisation will be based on the principles outlined in this Policy.

2.0 DEFINITIONS

2.1 **Merit** refers to proven ability or accomplishment. Merit is the extent to which a person has abilities, aptitude, skills, qualifications, knowledge, experience and the characteristics and personal qualities relevant to carrying out the duties and expectations of NRW. Merit selection involves impartiality and fairness.

2.2 **Discrimination** in employment occurs when a person is unfairly treated at work. There are two types of discrimination:

- (1) **Direct Discrimination** is where someone is treated unfairly or unequally simply because they belong to a particular group or category of people
- (2) **Indirect Discrimination** is where there is a requirement that is the same for everyone but which has an unequal or disproportionate effect on different groups of people.


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- 2.3 **Harassment** is any form of behaviour, directed at another person that is unsolicited, unwelcomed or unreciprocated. The effect of harassment is to offend, humiliate or intimidate another person and to make the workplace uncomfortable and unpleasant.
- 2.4 **Bullying** is repeated, unreasonable behaviour directed towards an individual or group, which creates a risk to health and safety.
- 2.5 **Vilification** – It is unlawful to incite hatred towards, serious contempt for, or severely ridicule a person or group of persons on the grounds of:
- (1) HIV/AIDs infections (or the mistaken belief that a person is infected)
 - (2) Race
 - (3) Homosexuality
 - (4) Transgender

3.0 OBJECTIVES

- 3.1 The Board will establish measurable objectives for achieving diversity that are appropriate for the Company. The Nomination and Remuneration Committees will be responsible for monitoring and assessing those measurable objectives on an annual basis and report to the Board.
- 3.2 The Board will establish specific measurable objectives for achieving gender diversity that are appropriate for the Company and assess progress towards those objectives on an annual basis.

Those measurable objectives set by the Board in respect to gender diversity include;

- (1) The proportion of women employees in the whole organisation;
- (2) The proportion of women employees in senior executive positions; and,
- (3) The number of women on the Board.

Progress towards those objectives will be disclosed in the NRW Annual Report.

4.0 GUIDING PRINCIPLES

- 4.1 The aims of this policy are to ensure that employees at all levels of the organisation carry individual and collective responsibility for the creation of a diverse and tolerant work environment and the elimination of any discriminatory practices.
- 4.2 The Board, together with Nomination and Remuneration Committees are responsible for;
- (1) Implementation of this Policy.
 - (2) Compliance with this Policy.
 - (3) Monitoring of the Policy together with achieving of measurable objectives as may be set.


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- (4) Ongoing review of the Policy to include any changes or new initiatives that may be required to improve the goals of the Policy.
 - (5) Assessment of measurable objectives for achieving gender diversity within the organisation.
 - (6) Overview of action that may be taken for breaches of this Policy in line with Company disciplinary procedure.

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