



Inclusion and Diversity Policy

1. Our Tikanga guides us

Contact is committed to providing an equitable work environment where inclusion is deeply embedded as part of our purpose and our Tikanga and our people are encouraged to be themselves.

Our commitment to diversity and inclusion is outlined in our key principles in section 3.

2. Application

This policy applies to all directors, and all employees (including any secondee, contractor or consultant) of Contact and its subsidiaries (collectively 'employees'). This policy should be read in conjunction with our Tikanga, our Code of Conduct, the Discrimination, Bullying and Harassment Prevention Policy, and the Human Rights Policy

3. Key Principles

- We encourage our people to 'bring their true selves to work'
 - We develop our people's skills to support and embrace diverse individuals and teams and create a One Contact culture where multiple voices are heard, and their opinions are valued and considered.
 - We create an inclusive and diverse workplace environment in which differences in gender, age, ethnicity, religion, sexual orientation, gender identity, background and experience are valued.
 - We actively seek opportunities to lead inclusion and diversity outside of Contact to attract diverse talent.
 - We are committed to pay equity.
 - We provide flexible work practices and choice to our people to harness the breadth of our people's knowledge and skills and support better work life integration.
 - We recognise that all our people own and lead an inclusive One Contact culture.
 - We believe a diverse workforce and an inclusive culture leads to diversity of thought and better decision-making, drives stronger business performance, and creates a stronger economy and a better world.
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4. Our approach

The Contact Leadership Team will support the ongoing education and enhancement of inclusion and diversity initiatives as part of the Contact employment experience, such as:

- Inclusion and Diversity strategy and initiatives.
- Inclusive people policies and processes.

- Inclusion and Diversity education.
- Inclusion and Diversity partnerships.
- Rainbow Tick Accreditation.

Contact will provide regular training of Board and management in recruitment and selection, with an emphasis on assessing merit and avoiding discrimination.

5. Review and measurement

The Board of Directors set diversity objectives. Each year the Board reviews the objectives with Management and assesses our progress towards meeting them. Appropriate disclosures will be made in our Annual Report.

The Board of Directors will conduct reviews on a two-yearly basis to identify areas in which diversity may be improved and to identify opportunities to improve diversity through succession planning.

People Experience will conduct regular reviews of diversity metrics at all levels of the organisation in order to identify levels at which diversity may be improved.

6. Compliance

Contact requires all of its employees and directors to comply with this policy. Compliance with this policy will be periodically monitored by the People Experience team.

Any known or suspected instances of non-compliance should be discussed with your manager, your Leadership Team member, or the General Counsel. Alternatively, any employee who is aware of a breach of this policy can take action in accordance with Contact's [Whistleblowing Policy](#)

7. Document control

Approved	December 2024	Document owner	Chief People Experience Officer
Date of next review	December 2027		

8. Appendix 1 – []

9. Appendix 2 – []