

# 2020 - 21 Compliance Program

Submitted by:

**Lion Pty Ltd (ABN:50128004268)**



# #Workplace overview

## Policies and strategies

1: Do you have a formal policy and/or formal strategy in place that specifically supports gender equality in the following areas?

...Recruitment	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Retention	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Performance management processes	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Promotions	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Talent identification/identification of high potentials	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Succession planning	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Training and development	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Key performance indicators for managers relating to gender equality	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy

2: Do you have formal policy and/or formal strategy in place that support gender equality overall?

Yes(*Select all that apply*)

...Yes	Policy Strategy
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3: If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

Lion has taken an industry-leading position on diversity, with a primary focus on gender. We continue to deliver on initiatives that support us in attracting, developing and retaining female talent. In 2017, we set a bold

target to achieve 50:50 female/male workforce ration by 2026 and are committed to achieving that. We've made great progress, moving from 38.5% in 2017 to 40.4% female representation in 2020. Despite this progress, we need to accelerate and focus on diversity where it matters most – at a team level.

Although an overall Lion gender balance is the main game, it is only when teams have sufficient diversity that we truly harness it in everyday business – Our new goal set in 2021 is that together each team will achieve a minimum gender representation of 40% both men and women by 2030. This target is bold and we are making a statement. This target ensures that the diversity exists throughout our business and also addresses the increasing non-binary nature of gender.

Some examples of key initiatives occurring in the business to bring this to life include:

- o Increased reporting on a trimester basis to Business Leader level of gender diversity in their business area
- o Create robust hiring strategies to attract female talent, ensuring our recruitment team are aware of their involvement in this. Some examples included advertising, 50:50 shortlist guides, 50:50 interview panel guides. Within Supply Chain, we have embedded compulsory gender balanced shortlists to ensure both genders are represented.
- o Increased the focus on gender balance during our Succession Planning conversations and reporting
- o Supply Chain Bold Solutions – Female ambassadors who work in supply chain are strong talent advocates for females who are within the manufacturing industry, help give insights of what life is like at Lion in manufacturing.

## Governing bodies

### Lion Pty Ltd

1: Does this organisation have a governing body?	Yes ( <i>Provide further details on the governing body(ies) and its composition</i> )
1.1: What is the name of your governing body?	Lion Board
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female (F)	
...Male (M)	1
...Gender X	0
...Members	

...Female (F)	1
...Male (M)	5
...Gender X	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes( <i>Select all that apply</i> )
1.5: Has a target been set to increase the representation of women on this governing body?	No( <i>Select all that apply</i> )
10.6: What is the percentage (%) target?	
10.7: What year is the target to be reached (select the last day of the target year)?	
11.1: Confirm how the ultimate parent's governing body/ies are being reported:	

2: If your organisation would like to provide additional information relating to governing bodies and gender equality in your workplace, do so below.

Lion has limited control or influence in choosing the members of its governing body.

# #Action on gender equality

## Gender pay gaps

1: Do you have a formal policy and/or formal strategy on remuneration generally?

Yes(*Select all that apply*)

...Yes

Policy  
Strategy

1.1: Are specific pay equity objectives included in your formal policy and/or formal strategy?

Yes(*Select all that apply*)

...Yes

To achieve gender pay equity  
To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance reviews)  
To implement and/or maintain a transparent and rigorous performance assessment process

2: Did your organisation receive JobKeeper payments?

No

3: What was the snapshot date used for your Workplace Profile?

02-Apr-2021

4: If your organisation would like to provide additional information relating to gender pay gaps in your workplace, please do so below.

Lion first completed a detailed review of all salary packages on a like for like basis in 2016 and immediate steps were taken to close the identified gaps and improve the overall competitiveness of salaries for both men and women. Since then, each year gender pay equity gaps are identified and closed – this is both men earning more than women and women earning more than men in like for like roles.

In 2019, we updated our performance and reward framework to further remove impacts of unconscious bias during salary review processes. In 2021, our current strategy and policy are under review to see how we can better utilise reward within the business in further support of gender equality and equal pay.

## Employer action on pay equity

1: Have you analysed your payroll to determine if there are any remuneration gaps between women and men (e.g. conducted a gender pay gap analysis)?

Yes(*Provide further details on the most recent gender remuneration gap analysis that was undertaken.*)

1.1: When was the most recent gender remuneration gap analysis undertaken?	Within the last 12 months
1.2: Did you take any actions as a result of your gender remuneration gap analysis?	Yes( <i>Select all that apply</i> )
1.2: Did you take any actions as a result of your gender remuneration gap analysis?	Created a pay equity strategy or action plan Identified cause/s of the gaps Analysed performance pay to ensure there is no gender bias (including unconscious bias)
.. Yes	Analysed performance ratings to ensure there is no gender bias (including unconscious bias)
1.3: You may provide details below on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like and/or organisation-wide)	Each year, our reward team undertakes a gender remuneration gap analysis on like-for-like roles as part of Lion's commitment to keeping our gender pay gap closed.  Our reward team leverage data analytics and distribution curves to help identify areas of concern and perform a deeper dive analysis on these areas. This included putting in place remedial actions or to extent possible, pay adjustments to address any pay gap issues. In 2021, our current strategy and policy are under review to see how we can better utilise reward within the business in further support of gender equality and equal pay.

2: If your organisation would like to provide additional information relating to employer action on pay equity in your workplace, please do so below.

Lion continues to focus on initiatives that create an inclusive culture to all genders. Some initiatives and actions that are having a positive impact on gender equality includes:

Recognition as a WGEA Employer of Choice for Gender Equality.

Annual gender remuneration gap analysis ran by our reward team every year.

Women at Lion program - 9-month self-discovery development opportunity provided to women who are nominated as a result of their performance and attitude within the business. We partner with Parents at Work to deliver this program across the 9 months – the program focuses on the self-development of our female workforce; navigating through topics such as understanding key skills/strengths, how to utilise them and gaining further clarity about what they want in both a professional and personal setting.

## CEO comms on key gender equality days – E.g. International Womens Day, Equal Pay Day.

Our CEO, Stuart Irvine is a WGEA Pay equity ambassador and speaks openly about Lion's gender equality journey. Stuart was a guest on the 100% project, talking about Lions approach to pay equality, [which you can listen to here](#). Stuart also wrote a LinkedIn article on Equal Pay Day in 2020. The article talks about Lion's approach to pay equity and how we are achieving flexibility and gender equality in the workplace. [This article can be read here](#).

### Employee consultation

1: Have you consulted with employees on issues concerning gender equality in your workplace?

Yes(*Provide further details on the employee consultation process.*)

1.1: How did you consult employees?

Survey  
Other (provide details)

...Other (provide details)

Lion runs a People Pulse survey, sent out to all Lion team members, once a year. In 2020, this people pulse was heavily focused on wellbeing questions for our people, given the global pandemic. These wellbeing questions were based around flexibility and caring responsibilities. In our 2021 People Pulse Survey, we had an array of Inclusivity questions that were asked, including:

- o I have the flexibility I need in my work schedule to meet both work and personal commitments
- o I feel included at work.
- o My Leader genuinely supports equality between genders.
- o Team members are treated equally and fairly regardless of gender, age, race, disability, religion...
- o Diverse perspectives are valued and encouraged in my team.
- o Gender-based harassment and sexual harassment is not tolerated

The analysis of this data is done through various lenses, included a gender engagement lens. We also build awareness and capability of gender equality issues through our Women at Lion 9-month self-development program.

1.2: Who did you consult?

ALL staff

2: If your organisation would like to provide additional information relating to employee consultation on gender equality in your workplace, please do so below.

Lion's commitment to gender equality is well underway. We set a target to achieve a business gender target of 50:50 by 2026, and just this year, have announced a new gender target. Our new goal set in 2021 is that together each team will achieve a minimum gender representation of 40% both men and women by 2030. This target is bold and we are making a statement. This will create an environment to alternative approaches to problems and as a result, different outcomes -This target ensures that the diversity exists throughout our

business and also addressed the increasing non-binary nature of gender. We understand consulting our business in relation to gender equality is important, some of the things we have done to do this includes:

- Asking our team members on parental leave how frequently they'd like to meet and what they'd like to meet about to improve our current Lion Cubs / Families at Lion initiative.
- Create robust hiring strategies to attract female talent, ensuring our recruitment team are aware of their involvement in this. Some examples included advertising, 50:50 shortlist guides, 50:50 interview panel guides. Within Supply Chain, we have embedded compulsory gender balanced shortlists to ensure both genders are represented.
- Supply Chain Bold Solutions – Female ambassadors who work in supply chain are strong talent advocates for females who are within the manufacturing industry, help give insights of what life is like at Lion in manufacturing.
- Increased the focus on gender balance during our Succession Planning conversations and reporting.
- Increased senior leader sponsorship of female talent.
- Our CEO, Stuart Irvine, is currently participating in focus groups to consult with various team members in the business on issues such as gender equality, support for parents, sexual harassment / discrimination within the workplace. Results from the focus groups will be help us in understanding what more we need to do to support our business in moving forward and not shying away from the hard topics.
- We also send our People Pulse surveys to our business, asking questions around team members engagement, accountability perspectives, leadership and decision making with the business, innovation, and inclusion & diversity.
- We survey our team members when they are leaving Lion to better understand the different experiences of our diversity groups



# #Employee work/life balance

## Flexible working

1: Do you have a formal policy and/or formal strategy on flexible working arrangements?

Yes(*Select all that apply*)

...Yes	Policy Strategy
...A business case for flexibility has been established and endorsed at the leadership level	Yes
...Leaders are visible role models of flexible working	Yes
...Flexible working is promoted throughout the organisation	Yes
...Targets have been set for engagement in flexible work	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	Flex at Lion is accessible to all team members at Lion. We have a CoFlex policy with various toolkits to support leaders in having flexible working arrangement conversations with their team members. Flexible working targets are not required, as the majority of team members are accessing the CoFlex ways of working and are often encouraged to do so. The flexible working arrangements for team members is worked out providing the three-way win is met (the flexible working request must meet the needs of our customers/consumers, the team and the individual).
...Targets have been set for men's engagement in flexible work	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	Flex at Lion is accessible to all team members and all genders and through our People Pulse Survey we are able to measure that all genders are accessing the arrangements. We have a CoFlex policy with supporting toolkits to support leaders in having flexible working arrangement conversations with their team members. Flexible working targets are not required, as the majority of team members are accessing the CoFlex ways of working and are often encouraged to do

	so. The flexible working arrangements for team members is worked out providing the three-way win is met (the flexible working request must meet the needs of our customers/consumers, the team and the individual).
...Leaders are held accountable for improving workplace flexibility	Yes
...Manager training on flexible working is provided throughout the organisation	Yes
...Employee training is provided throughout the organisation	Yes
...Team-based training is provided throughout the organisation	Yes
...Employees are surveyed on whether they have sufficient flexibility	Yes
...The organisation's approach to flexibility is integrated into client conversations	Yes
...The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)	Yes
...Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	We don't track flex to enable reporting on usage.
...Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	We don't track flex to enable reporting on usage.

2: Do you offer any of the following flexible working options to MANAGERS in your workplace?

...Flexible hours of work	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Compressed working weeks	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Time-in-lieu	Yes( <i>Select one option only</i> )

...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Telecommuting (e.g. working from home)	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Part-time work	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Job sharing	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Carer's leave	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Purchased leave	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Unpaid leave	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available

3: Are your flexible working arrangement options for NON-MANAGERS the same as the options for managers above?

Yes

4: Were managers in your organisation allowed to make INFORMAL flexible working arrangements with their team members in response to the COVID-19 pandemic?

Yes, ALL managers

5: Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce compared to pre-COVID-19?

Yes, for both women and men

6: If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, please do so below.

The working world has changed forever post-pandemic. Lion has always been proud of our Flex policies & practices, and in late 2020 we explored what needed to evolve to meet the needs of our people and business through our 'Future Work' survey. We have built on our Flex foundations to create Collective Flexibility ('CoFlex'), defining the *why*, and *how* we work. Our General Leadership (GLT) team have aligned on our practices in this space. This policy applies across all Australia & New Zealand entities in the Lion Group. Our 'CoFlex' policy is established through three key principles/guidelines:

### **1. CoFlex Purpose**

This guideline is focused on our key purpose at Lion. We champion sociability by encouraging people to come together at work, and have fun doing it. We fulfill our purpose of living well by staying connected at work and externally with our customers and consumers. Lastly, we believe connectivity is the key for new & existing team members to enable our purpose.

### **2. CoFlex Workplace**

The safety of our people & our data must underpin all flexible working options available to our people. Our policy outlines 2 days per week minimum (ideally 3) in your primary Lion location and the ability to work flex the remaining days (this could be from home, a customer venue, at another Lion site etc). For our fixed location roles, such as brewers, receptionists etc, we acknowledge that the requirements of the role will determine the location of work.

### **3. CoFlex People**

As per our previous 'Lion Flex' policy, the three-way win is at the core of our 'CoFlex' policy. This means our team members must consider the three-way win (1. Lion & customer/consumer, 2. The team & 3. The Individual) when forming their flexible working schedule. All team members are encouraged to speak with their leader regarding how 'CoFlex' can best work for them, this is something the leader will review in alignment to the policy and will review this frequently.

To bring 'CoFlex' to life within our business, our team members must firstly start with the requirements of their role, as well as our customers/consumer needs and individual needs. Once this has been identified, there are various resources (team charters, toolkits etc) for team members to use, including a team charter that can be used with teams to further understand the flexible working practise steam members can take – ensuring the three principles/guidelines have been considered. Teams will then test their team charter in action and review individual arrangements, regularly seek feedback from key stakeholders and adjust as required.

Our 'CoFlex' policy is available to all team members, men and women, to access. We believe 'CoFlex' should always enable Lion, our teams and our team members to achieve our goals.



# #Employee support

## Paid parental leave

1: Do you provide employer funded paid parental leave regardless of carer's status (i.e. primary/secondary) in addition to any government funded parental leave scheme?

Yes, we offer employer funded parental leave (using the primary/secondary carer definition)

1.1: Do you provide employer funded paid parental leave for primary carers in addition to any government funded parental leave scheme?	Yes( <i>Please indicate how employer funded paid parental leave is provided to the primary carers.</i> )
1.1.a: Please indicate whether your employer-funded paid parental leave for primary carers is available to:	All, regardless of gender
1.1.b: Please indicate whether your employer-funded paid parental leave for primary carers covers:	Birth Adoption Surrogacy Stillbirth
1.1.c: How do you pay employer funded paid parental leave to primary carers?	Paying the employee's full salary
1.1.d: Do you pay superannuation contribution to your primary carers while they are on parental leave?	Yes, on employer funded parental leave
1.1.e: How many weeks (minimum) of employer funded paid parental leave for primary carers is provided?	12
1.1.f: What proportion of your total workforce has access to employer funded paid parental leave for primary carers, including casuals?	91-100%
1.2: Do you provide employer funded paid parental leave for secondary carers in addition to any government funded parental leave scheme?	Yes( <i>Please indicate how employer funded paid parental leave is provided to the secondary carers.</i> )
1.2.a: Please indicate whether your employer-funded paid parental leave for secondary carers is available to:	All, regardless of gender
1.2.b: Please indicate whether your employer-funded paid parental leave for secondary carers covers:	Birth Adoption Surrogacy Stillbirth
1.2.c: How do you pay employer funded paid parental leave to secondary carers?	Paying the employee's full salary

1.2.d: Do you pay superannuation contribution to your secondary carers while they are on parental leave?	Yes, on employer funded parental leave
1.2.e: How many weeks (minimum) of employer funded paid parental leave for secondary carers is provided?	3
1.2.f: What proportion of your total workforce has access to employer funded paid parental leave for secondary carers, including casuals?	90-100%

2: If your organisation would like to provide additional information relating to paid parental leave and gender equality in your workplace, please do so below.

Lion has various programs and initiatives committed to supporting our parents and women within a traditionally 'male dominated' industry. We are committed to caring for all our people and encourage a more gender-diverse organisation. Some of our programs and initiatives to support this include:

### **Lion Cubs**

The Lion Cubs initiative is accessible to all team members who are currently on parental leave, or have been on parental leave in the last 12 months. Our Lion Cubs initiative has team members meeting every quarter, both digitally and virtually, to keep in touch with the business by an update from one of our GLT/senior leaders in the business, sociability (with their new bubs!) and some coaching support.

### **Parents at Work Partnership**

To help in assisting team members to the transition back to work when they are ready, we have partnered with Parents at Work, who provide an online hub for all Lion team members to access. The hub gives team members access to various tools, resources, podcasts, webinars etc. to support their transition back to work.

### **Yammer Communities / Onboarding**

Our team members on parental leave have access to various online communities to connect with others in the business going through a shared experience. When onboarding our team members back into the business, we have a robust process to ensure their transition is as seamless as possible – During their onboarding, all team members can speak with their Leader on what flexible working arrangements will work best for the 3 way win (customers/consumers, the team and the individual), supported by our CoFlex policy. We also have online modules to support with psychological safety and unconscious bias for both team members and our leaders.

### **Women at Lion**

Our Women at Lion program is a 9-month self-discovery development opportunity provided to women who are nominated as a result of their performance and attitude within the business. We partner with Parents at Work

to deliver this program across the 9 months – the program focuses on the self-development of our female workforce; navigating through topics such as understanding key skills/strengths, how to utilise them and gaining further clarity about what they want in both a professional and personal setting.

### Supply Chain Women Ambassador Program

As we work towards achieving gender balanced teams across Lion, a key priority for Supply Chain is increasing the number of females we hire, which is why we have created an ambassador program, with all our ambassadors being women. This is an opportunity for our female talent in Supply Chain to provide an authentic insight into what life is like here at Lion, bust common myths about the beer industry, and become influential role models for future talent in this space.

## Support for carers

1: Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?

Yes(Select all that apply)

...Yes

Policy  
Strategy

2: Do you offer any of the following support mechanisms for employees with family or caring responsibilities?

...Employer subsidised childcare

No(You may specify why the above support mechanism is not available to your employees.)

...No

Not a priority

...On-site childcare

No(You may specify why the above support mechanism is not available to your employees.)

...No

Not a priority

...Breastfeeding facilities

Yes(Please indicate the availability of this support mechanism.)

...Yes

Available at SOME worksites

...Childcare referral services

No(You may specify why the above support mechanism is not available to your employees.)

...No

Not a priority

...Internal support networks for parents

Yes(Please indicate the availability of this support mechanism.)

...Yes

Available at ALL worksites

...Return to work bonus (only select if this bonus is not the balance of paid parental leave)

No(You may specify why the above support mechanism is not available to your employees.)

...No

Not a priority

...Information packs for new parents and/or those with elder care responsibilities

Yes(Please indicate the availability of this support mechanism.)

...Yes

Available at ALL worksites



...Referral services to support employees with family and/or caring responsibilities	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Targeted communication mechanisms (e.g. intranet/forums)	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Support in securing school holiday care	No( <i>You may specify why the above support mechanism is not available to your employees.</i> )
...No	Not a priority
...Coaching for employees on returning to work from parental leave	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Parenting workshops targeting mothers	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Parenting workshops targeting fathers	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Other (provide details)	No

3: If your organisation would like to provide additional information relating to support for carers in your workplace, please do so below.

Lion is committed to supporting our carers in the workplace. Some initiatives include:

#### **Lion Cubs**

The Lion Cubs initiative is accessible to all team members who are currently on parental leave or have been on parental leave in the last 12 months. Our Lion Cubs initiative has team members meeting every quarter, both digitally and virtually, to keep in touch with the business by an update from one of our GLT/senior leaders in the business, sociability (with their new bubs!) and some coaching support.

#### **Parents at Work Partnership**

To help in assisting team members to the transition back to work when they are ready, we have partnered with Parents at Work, who provide an online hub for all Lion team members to access. The hub gives team members access to various tools, resources, podcasts, webinars etc. to support their transition back to work.

During our onboarding process for team members returning back to work from parental leave, they will gain access to various online communities to connect with others, as well as establish a flexible working approach best suited to the three way win (customer/consumer, team, individual) through our CoFlex policy. We also actively sought to embed flexible working through our leadership capability with psychological safety and

unconscious bias online module training. There are also numerous Yammer & MS Teams groups (e.g. parents, carers, women at Lion, Inclusion & Diversity) to join for our people to share their experiences and challenges, to collaborate and support one another in various areas.

## Sex-based harassment and discrimination

1: Do you have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?

Yes (Select all that apply)

...Yes	Policy
1.1: Do you provide a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?	Yes

2: Do you provide training on sex-based harassment and discrimination prevention to the following groups?

...All managers	Yes (Please indicate how often is this training provided (select all that apply):)
...Yes	At induction Every one-to-two years
...All employees	Yes (Please indicate how often is this training provided (select all that apply):)
...Yes	At induction Every one-to-two years

3: If your organisation would like to provide additional information relating to sex-based harassment and discrimination, please do so below.

Lion takes a zero-tolerance approach to sex-based harassment and discrimination within our workplace. There are various initiatives Lion has in place to ensure the safety of all team members within our business, which includes:

### Policies

We have multiple policies in-place to support the fair and equal treatment of all employees within the workplace. Policies include:

*Fair Treatment Policy* - The Fair Treatment Policy outlines the steps all team members should follow for resolving grievances such as discrimination, harassment, workplace bullying or any other offensive behaviour or workplace issue.

*Inclusion & Diversity Policy* - At Lion, our core purpose is to enrich our world every day by championing sociability and helping people to live well. At the heart of that is building a workplace that celebrates diversity,

inclusivity and equality. We believe that recognising the rights of all our people to live and work free of prejudice and discrimination helps everyone be the best they can be and benefits our people, our business and the community. Lion's Inclusion & Diversity Policy sets out Lion's approach and commitment to creating an Inclusive and Diverse workplace.

*Respect & Conduct Policy* - This policy outlines standards of conduct for working with and for Lion. The fundamental expectation is that everybody demonstrates respect for each other and for Lion - in and around the workplace and when dealing with members of the public on Lion's behalf. Lion embraces diversity and wants to ensure that people work in a safe and healthy manner, free from discrimination, harassment, victimisation and bullying.

**Whistle-blower Hotline**

Lion is committed to a culture of integrity and ethical behaviour. We aim to provide a safe and inclusive workplace for everyone, every day. If any employee feels they have experienced or witnessed discrimination, bullying, harassment or any other unethical behaviour, our business has partnered with Deloitte to offer a whistle-blower confidential service available to raise concerns. Our CEO has also sent out comms earlier this year encouraging team members to speak with a member of the GLT, or a P&C partner if they are experiencing or witnessing any unethical behaviours in the workplace. We also have a formalised whistle-blower policy.

**CEO Focus groups**

Our CEO, Stuart Irvine, is currently participating in focus groups to consult with various team members in the business on issues such as gender equality, support for parents, sexual harassment / discrimination within the workplace. Results from the focus groups will help us in understanding what more we need to do to support our business in moving forward and not shying away from the hard topics to ensure everyone is safe, every day.

**Family or domestic violence**

1: Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?

Yes (Select all that apply)

...Yes	Policy
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2: Other than a formal policy and/or formal strategy, do you have the following support mechanisms in place to support employees who are experiencing family or domestic violence?

...Employee assistance program (including access to psychologist, chaplain or counsellor)	Yes
...Training of key personnel	Yes

...A domestic violence clause is in an enterprise agreement or workplace agreement	Yes
...Workplace safety planning	Yes
...Access to paid domestic violence leave (contained in an enterprise/workplace agreement)	Yes
...Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)	Yes
...Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)	Yes
...Access to unpaid leave	Yes
...Confidentiality of matters disclosed	Yes
...Referral of employees to appropriate domestic violence support services for expert advice	Yes
...Protection from any adverse action or discrimination based on the disclosure of domestic violence	Yes
...Flexible working arrangements	Yes
...Provision of financial support (e.g. advance bonus payment or advanced pay)	Yes
...Offer change of office location	Yes
...Emergency accommodation assistance	No( <i>Select all that apply</i> )
...No	Not a priority
...Access to medical services (e.g. doctor or nurse)	No( <i>Select all that apply</i> )
...No	Not a priority
...Other (provide details)	No( <i>Select all that apply</i> )

3: If your organisation would like to provide additional information relating to family and domestic violence affecting your workplace, please do so below.

Lion recognises that team members may face domestic and family violence that affects their attendance or performance at work. Lion is committed to providing leave and support to team members who experience domestic and family violence and will work with individuals experiencing family or domestic violence to create and implement a safety and wellbeing plan. There are various supportive initiatives in place at Lion for team members experiencing family and domestic violence to access, including:

#### **Confidential Personal Support Services**

A free and confidential counselling service is available to all team members at Lion in Australia and New Zealand. All use of the PSP program is strictly confidential, and Lion is not informed of who has accessed it. In

NZ, PSP is provided by an external company called EAP. In Australia, PSP is provided by an external company called Converge Australia. You and your immediate family members are entitled to up to 3 counselling sessions per issue per year, to a maximum of 8 sessions in a year. Sessions can be over the phone or face to face across a range of metropolitan and regional areas. We also have EAP services in our international countries we operate in.

### **Family and Domestic Violence Policy**

Our family and domestic violence policy demonstrates Lion's commitment to providing a workplace that supports our team members who are being subjected to family and domestic violence. Some key support outlined in our policy includes – access to personal and carers leave for people experiencing domestic violence, access to flexible working arrangements (team members can also leverage our CoFlex policy), emergency financial support, safety plans as discussed with the team members leader P&C partner or safety partner. Our policy also highlights the courage for people to speak up and circumstances will remain confidential, only shares on a need to know basis.

### **P&C Training for Family & Domestic Violence**

In late 2020, our organisation ran some family and domestic violence workshops for our P&C team members to better equip them to deal with the circumstances of individual team members who might be experiencing family or domestic violence. These workshops were delivered by White Ribbon NZ, with various Aus team members also sitting on the call. The content covered in the workshop included learners having an understanding of what domestic abuse is and the different types of domestic abuse, identifying possible signs and behaviours of victims and users of violence, and how our P&C team can better support victims or users of violence, leveraging resources available.