

Diversity, Equity, and Inclusion Policy

1.0 Policy

Our Brands share a passion for championing diversity, equity, and inclusion so that every team member can show up as themselves and do their best work every day. We are at our best when every member of our team feels they belong, are respected, included, and heard.

Diversity, equity, and inclusion are only possible by neutering a culture of belonging. Belonging happens when we can all recognise, celebrate and value our differences as a Group. We want to cultivate environments where our team feel just as much at home in the workplace as they do when they are surfing in the ocean, living their best lives outside or hiking on wilderness trails.

We are committed to shared cultural values of equality, inclusion, empowerment and respect for the different experiences, perspectives, and beliefs of every member of our team and their unique contribution to the creativity and innovation of our Brands.

We seek out the best talent from around the world to join our Brands, by attracting diversity of thought, opinion, and beliefs. It enhances our competitive advantage and value for our equally diverse customers, shareholders and global communities.

2.0 Our Diversity Principles

LEADERSHIP		
Our Leaders are committed to a shared culture of inclusion that supports every member of our team to do their best everyday through focused intention, through listening to experiences, through education on the principles of diversity and belonging, through programs to deliberately implement those principles, and through championing a collective accountability for building belonging.		
TEAM	PARTNERSHIPS	OUR CUSTOMERS
Our Brands attract and appoint the best diverse talent from around the world. We reward and promote our team based on assessment of individual performance, capability and potential.	We select Suppliers and Partners based on expertise, performance and who demonstrate a commitment to diversity, sustainability and ethical standards that align to our values as a B-Corp.	Our customer’s needs are central to our Brand’s business decisions. Our actions are committed to strive to serve a broad and diverse global community.

Cultural Diversity

- Our team base and its diverse cultural representation mirrors the diverse community of our customers, partners, suppliers and shareholders.
- We value and encourage the contributions made by each of the cultures represented by our teams to enrichen our collaborative thinking and idea generation.
- We seek out the best talent from around the world, our teams represent 55+ Nationalities.

Gender Diversity

- We are committed to maintaining our gender diversity at all levels across the Group.
- We seek to recruit and promote every member of our teams from a diverse pool of qualified candidates.
- Our senior leadership appointments (including Board, Executive Team and the Wider Leadership Team) and; all employment and advancement decisions, are based on merit, competence and qualifications.
- Employment opportunities and partnerships shall not be influenced, affected or limited by passive or explicit discrimination of any kind.

Cross-Generation Diversity

- We recognise the value and contribution of age diversity to the shared development of our teams and improved customer experience.
- We are proud of our cross-generation diversity which reflects our community, with team members spanning 16 years to 71 years of age.

- We are committed to the attraction and retention of talent of diverse ages and experiences.

Self Diversity

- We believe everyone has a right to their diversity of thought, perspective, gender identity, ability, mobility and beliefs being respected and considered.
- We want our teams to be comfortable to bring their entire selves to work every day.
- We believe that leaders who practice inclusion generate high performance teams and business outcomes.

3.0 Objectives, Measures and Accountabilities

We will set measurable objectives and implement initiatives, as required, to maintain our strong diversity profile. Diversity shall be reviewed and discussed as part of Remuneration Committee meetings, as required, or annually.

Objectives will be set, as required, on an annual basis by the Remuneration Committee.

Our Objectives in relation to all elements of diversity will be to:

- Continue to monitor, test and re-affirm, and as appropriate improve diversity.
- Review how all elements of diversity relate to the identification of key positions, the types of work where team member diversity may be affirmed, and any role types where team members may be at risk of disadvantage and as necessary create appropriate initiatives to address.
- Introduce targeted initiatives as required to improve diversity factors that contribute to an inclusive workforce.
- Develop Leadership awareness and understanding of diversity through diversity, inclusion and bias training and initiatives.
- Continue to implement policies and practices which eliminate or minimise obstacles to diversity such as continuing to actively support flexible working arrangements and parental leave return to work initiatives.
- Provide transparency of Board processes, review and appointments.

Effective Date: This policy is effective from 22 March 2021.