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# People and Culture

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## Our people are important to us and we recognise that having an engaged and accountable workforce is essential to our future success.

### Strengthening our culture of ownership and accountability

The COVID-19 pandemic has required us to think differently about the way we work. During the year, our people demonstrated incredible strength, resilience and commitment to meet the needs of our customers, consumers and the wider community during an unprecedented time.

Asaleo Care employees working at sites swiftly implemented health and safety initiatives to protect one another and their communities, while more than 34 per cent of our employees across Australia, New Zealand and Fiji transitioned to remote working.

LIFT, our business transformation program which commenced in 2019, has been vital in our response to the challenges posed by COVID-19. The program set out clear and decisive actions to reshape our culture

around accountable behaviours in order to strengthen the business, ensuring we are more capable of adapting quickly to change. LIFT provided a solid foundation upon which we have been able to mobilise resources to support the changing needs of our customers and business during this global pandemic.

Employee engagement is crucial to firmly embedding our culture, and to helping our people see how their efforts contribute to meeting the needs of our customers and consumers and the Company's strategic objectives. During the year, our employee survey sought feedback from our people on how we were progressing with our work on culture, leadership and a range of other areas. The results painted a healthy picture of our company, exceeding industry benchmarks locally and globally. Of course, there are always opportunities

for improvement and as we move forward, we will be working with our people seeking regular feedback on what we can do better.

Supporting the development of our people and fostering an environment where employees can learn and grow is critically important to our success, now and into the future. In 2020, we launched a new performance improvement tool, Kendo, designed to build individual and organisational capability and enhance performance. The platform helps people define their role and responsibilities, and gain clarity on where they create value, reinforcing our culture of ownership and accountability. In 2021, we will expand the resources available to employees to further invest in their personal learning and growth, encouraging people to enhance and build the skills that will support us in the future and build satisfying careers.



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### Investing in technology for our people

Keeping our people connected and engaged has been a priority for us during COVID-19. Knowledge and information sharing are critical to our success, and we have quickly implemented new technology to ensure our people can continue collaborating while working remotely.

**We have enhanced our approach to internal communications to adapt to new ways of working, adopting a multi-channel strategy with a focus on frequent, digital communications to ensure our people remain connected to our Purpose and Strategy.**

We also introduced regular virtual events to keep our people engaged and updated on the evolving situation with COVID-19 while allowing them an opportunity to connect with our leaders.

In addition, we have invested in more cloud-based technology solutions which provide us with greater real-time visibility and insights into our people and performance. Our new paperless payroll and employee self-service system brings our people processes in-house, with remote and secure access to a central database, creating a platform for more effective analysis of people-related data.

### Creating a diverse and inclusive workforce

We aim to build a more diverse and inclusive company that is reflective of the communities in which we operate and our customers and consumers. We know that bringing together diverse backgrounds and experiences helps us innovate for the future and provide an even better customer experience.

Half the members of our Board are women, and since 2016 we have made significant steps forward in increasing our representation of women in senior leadership positions. Two of our Executive Lead Team are women, both leading critical market-facing businesses, and females comprise 44 per cent of our Senior Leadership Team. We will continue to invest in our talented women and look to advance their representation in key positions.

We know that diversity and inclusion extends beyond gender, and in 2020, we were proud to launch our inaugural Reconciliation Action Plan (RAP), developed in partnership with Reconciliation Australia.

**We are the first manufacturer in the personal care industry in Australia to implement a RAP.**

Our RAP outlines how we plan to raise awareness and appreciation of the culture, history and achievements of Aboriginal and Torres Strait Islander Peoples, work on opportunities to improve health equality and hygiene in Indigenous communities and provide greater employment opportunities.

We also work in partnership with the local Tuwharetoa Iwi in Kawerau, New Zealand, to source and purchase geothermal steam. The Iwi then reinvest their profits directly back into the local Ngati Tuwharetoa ki Kawerau, the wider Kawerau community and the Bay of Plenty region.



The RAP is available on the Company's website at [asaleocare.com](http://asaleocare.com)



ASALEO CARE

# Shaping better community health

Feature story



RECONCILIATION  
ACTION PLAN

REFLECT

Our inaugural Reconciliation Action Plan, launched in July, shapes the way we engage with Indigenous peoples, businesses and communities for meaningful improvements to health equity.

Asaleo Care is the first manufacturer in the personal care industry to implement a Reconciliation Action Plan, joining more than 1,000 organisations in Australia committed to supporting Aboriginal and Torres Strait Islander Peoples, businesses and communities.

