



# DIVERSITY POLICY

BELL RESOURCES LIMITED



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Authorised by: Bell Resources Limited Board on 3/01/2019

Maintained by: Company Secretary

Version Number: 3.3

Last Revised Date: 23/06/2023



## 1. INTRODUCTION

Our vision is to ‘Set the standard as a world-class Company that attracts the best’.

We believe that to fulfil our purpose and vision we need to reflect the communities we support and the customers we serve. To attract the best, we need to foster a climate that is inclusive and allows people to contribute - irrespective of differences relating to work styles, gender, family status, age, culture, sexual preference, abilities and beliefs.

For Bell Resources diversity represents acceptance and respect of the visible and invisible characteristics that make one individual different to another resulting in an inclusive approach. All employees can fulfil their potential without artificial barriers, and in which the team is made stronger by the diverse backgrounds, experiences and perspectives of each individual.

## 2. LEADING DIVERSITY AT BELL RESOURCES

Bell Resources plans to create a Diversity Council. The Council is comprised of employees from across the organisation reflecting different levels, backgrounds, businesses and regions.

The purpose of the Council is to shape and champion the Diversity Strategy, support the implementation of key initiatives from the strategy, oversee Bell Resources Diversity Policy, and report on progress against the Strategy.

The sponsor for the program is Bell Resources Chairperson and the Chief Executive Officer/Managing Director serves as Chair of the Diversity Council.

## 3. DIVERSITY VISION AND STRATEGY

Bell Resources Diversity Strategy articulates a vision and key focus areas with supporting initiatives and measures to help track progress over time.

Our Diversity Vision is to ‘Build a diverse team and inclusive culture that values the diversity of perspectives and enables our people to: safely contribute; realise their potential; respond to our stakeholder’s needs and provide Bell Resources with a competitive advantage’.

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To achieve this vision, Bell Resources has four strategic focus areas:

- **Diversity of thought**

A culture that honours the individual and supports diversity of thought will underpin innovation and our capacity to identify and adapt to change.

- **Inclusive culture**

Foster a safe and respectful environment that seeks, cultivates and leverages the views of a demographically diverse workforce, by reflecting in our values and building inclusive leadership.

- **Flexibility**

Develop innovative approaches to work arrangements that enable our employees to achieve better work/life quality and differentiate Bell Resources in the battle for talent.

- **Gender Balance**

Continue our initiatives to reduce bias and provide equal opportunity for females to contribute and progress their careers at Bell Resources. Drive participation in industry advocacy to improve gender representation within the broader property sector.

In addition to our strategic focus areas, several existing people practices incorporate actions to improve diversity outcomes:

- **Remuneration**

Bell Resources conducts an annual Gender Pay Parity Review to assess gaps at three levels: organisation-wide; by level; and like-for-like. Outcomes from the review inform specific actions required to address gaps.

- **Performance Management**

Bell Resources performance management system incorporates an assessment of results and behaviours. The rating system explicitly assesses both 'what' is achieved and 'how' outcomes are delivered. The assessment of 'how' incorporates Bell Resources Values and Collaboration. In addition, each business area conducts 'Calibration' meetings as part of the finalising end of year performance ratings and this process aims to deliver consistency and fairness in the determination of final individual ratings.

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- **Talent and Succession Planning**

The assessment of talent across the organisation specifically reports on gender composition and succession plans.

- **Recruitment and Selection**

Bell Resources selection decisions are based on the principle of merit. It encourages equality of opportunity by requiring all vacant roles within Bell Resources to be advertised internally.

- **Culture**

Bell Resources is committed to protecting the health, safety and wellbeing of its employees and preventing discrimination and harassment. New employees are provided with information and fact sheets on Bullying & Harassment Prevention and are required to complete an on-line module on Bullying and Harassment Prevention as part of their mandatory compliance activities.

- **Selecting working Bell Resources/committees**

When putting together working Bell Resources/committees organisers are required to take measures to ensure that the Bell Resources is as gender balanced as possible.

## 4. REPORTING ON PROGRESS

Bell Resources Diversity Strategy includes several key targets and measures to track our progress. Bell Resources performance against these metrics are reported in our Corporate Governance Statement.

## 5. APPLICATION OF POLICY

This Policy applies to all employees of Bell Resources.

This Policy does not form part of any employee's contract of employment.

## 6. RESPONSIBILITY FOR POLICY

Bell Resources Human Resources Manager has responsibility for the administration of this Policy (including reporting to the Board's Remuneration Committee).

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## 7. ACCOUNTABILITY

Reporting and accountability in the terms of this Policy and Strategy will be a periodic item on the Board's Remuneration Committee Agenda.

## 8. OVERRIDING CAVEAT

Nothing in this Policy shall be taken, interpreted or construed so as to endorse:

- the principal criteria for selection and promotion of people to work within Bell Resources being other than their overall relative prospect of adding value to the Bell Resources and enhancing the probability of achievement of Bell Resources objectives;
- any discriminatory behaviour by or within Bell Resources contrary to the law, or any applicable codes of conduct or behaviour for Bell Resources and its personnel;
- any existing person within the Bell Resources in any way feeling threatened or prejudiced by this Policy in their career development or otherwise, merely because their Diversity attributes at any time may be more, rather than less,

## 9. VARIATIONS

Bell Resources reserves the right to vary, replace or terminate this Policy from time to time.

## 10. APPROVAL

Approved and adopted by the Board on 3 January 2019.

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