



Insignia™
Financial

Insignia Financial Diversity and Inclusion Plan

2022–2024



May 2022

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Renato Mota
Chief Executive Officer

Message from our CEO, Renato Mota

At Insignia Financial we have a culture of belonging. We're an 'every person' organisation that welcomes and appreciates everyone for who they are. This type of culture doesn't demand people fit a certain prototype or style. It rather encourages people, through our behaviour and ways of working, to be themselves. It recognises and celebrates the value of individual difference. This applies to employees and clients alike.

Diversity and Inclusion lies at the very heart of Insignia Financial's culture of belonging. We believe that by creating an environment that allows people to be themselves, they will feel connected to the organisation and allow them to perform at their best. This is a key enabler to sustainable business success, ensuring we attract and retain the best people.

This plan reaffirms our on-going commitment to Diversity and Inclusion at Insignia Financial.

I am passionate about continuing our commitment to Diversity and Inclusion at. It's not just the 'right' thing to, it will greatly improve our ability to deliver what matters to our clients and promote a more open and accepting world for the next generation.

We harness the power of difference and aim to build teams that reflect the communities we serve. We celebrate and embrace our people's individual backgrounds, traits and characteristics and work to foster a safe and nurturing environment. All our people are equal at Insignia Financial and this is reflected in our culture and operations.

The Executive Team and I acknowledge the critical leadership role we play in this strategy and plan and are actively working to make Diversity and Inclusion part of everything we do at Insignia Financial.

As CEO, I'm proud of the collective passion we have for diversity and inclusion.

Renato Mota
Chief Executive Officer

About our plan

The Insignia Financial Diversity and Inclusion plan covers the period from 2022 to 2024 and sets out our Diversity and Inclusion vision, strategy and the steps we will take to achieve this.

The plan was developed in consultation with the Insignia Financial Executive Team, Directors and the Insignia Financial Diversity and Inclusion Committee and focuses on six key pillars.

- 1. Pride**
- 2. Accessibility**
- 3. Reconciliation**
- 4. Life and family**
- 5. Gender**
- 6. Multicultural**

A detailed action plan is outlined in Appendix A and lays out our key objectives, actions, time frame and measures. This action plan will guide our teams and provide structure to measure our success.

Our performance against this plan will be tracked, measured and reported to our people and Directors.



Diversity and Inclusion at Insignia Financial



At Insignia Financial, diversity means understanding, valuing and embracing unique traits and characteristics that define people and their individual perspectives.

These can include gender identity, social identity, age, ethnicity, race, sexual orientation, physical abilities, neuro variations, religious beliefs, and other ideologies.

Diversity also extends to differences surrounding socio economic background, marital status, work schedule and family responsibilities as well as personality and social differences.

At Insignia Financial inclusion means ensuring all our people and clients belong and can live better lives.

We create a safe and nurturing environment where our people can bring their whole and best self to work; where they are welcomed and accepted as they are. Inclusion also means ensuring equal treatment, access and opportunity for all our people and clients and the removal of all discrimination and intolerance.

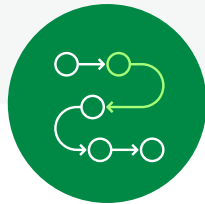
Simply put, Diversity is about the mix of employees at Insignia Financial and Inclusion is about pro-actively ensuring all our people belong and we are working fluently together, leveraging and celebrating all our traits and characteristics to achieve better client outcomes.

At Insignia Financial we are committed to Diversity and Inclusion. Through this plan and strategy we will have the following impact:



Diverse teams

Attract, engage and develop a diverse mix of people fostering an environment where everyone can contribute and is valued for their distinctive skills, traits, characteristics and perspectives.



Process

Implement processes which promote and foster Diversity and Inclusion across our workforce.



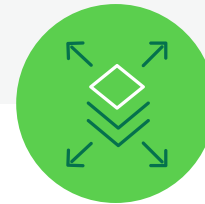
Leadership

Develop and invest in our leaders to ensure we have a culture of belonging where diversity is championed, celebrated and leveraged and decisions are objective and merit-based.



Environment

Ensure we have a safe work environment where our employees are free and supported to speak up - acting against inappropriate behaviours that do not value diversity or are not aligned to our principles including discrimination, harassment, bullying, victimisation and vilification.



Flexibility

Ensure all our employees have access to flexible work practices and can work in a way that works for their clients, team and themselves.



ClientFirst

Enhance client outcomes and market reputation through a workforce that respects and reflects the diversity of our clients and broader community we serve.



Track and measure

Actively track, measure and drive progress against key metrics related to Diversity and Inclusion.

Our Diversity and Inclusion Strategy

2022-2024

Our Diversity and Inclusion Strategy for 2022 to 2024 aims to drive initiatives to raise awareness, provide support, celebrate difference, create belonging and address systemic inequalities to level the playing field.

The strategy will focus on six key areas, each representing parts of our community needing specific support: pride, accessibility, reconciliation, life and family, gender and multicultural.



Pride

The LGBTQIA+ community



Accessibility

Those with disabilities or those caring for people with disabilities



Reconciliation

The Aboriginal and Torres Strait Islander community



Life and family

Parents, guardians, those looking to start a family, those with caring responsibilities and different age demographics



Gender

All genders



Multicultural

A variety of cultural, religion, heritage and background differences

Our ClientFirst culture principles



Be human

We treat those around us the way we'd like to be treated – openly, honestly and respectfully



Deliver what matters

We make sure we understand what matters to every client and we make it happen



Stronger together

Only by working together can we truly serve our clients



Keep it simple

We remove complexity



Do what's right, not what's easy

We back ourselves to make the right call. We speak up

Strategy Implementation

There are several key groups responsible for mobilising the Diversity and Inclusion strategy across Insignia Financial.

The Insignia Financial Executive Team and Directors play an important role in the overall mobilisation of diversity and inclusion. Insignia Financial has a governance structure to support diversity & inclusion, which includes top-down Executive team ownership and communication of the Diversity and Inclusion strategy.

Our **Executive team** play a key role in setting the 'tone from the top' and role modelling behaviours that foster diversity and inclusion. Our Directors also have influence through their input to and oversight of our Diversity and Inclusion strategy, plan and progress.

Our **leaders** are responsible for championing diversity and inclusion, understanding, valuing, embracing and respecting a diverse range of talent and building diverse teams. They are also expected to contribute to our inclusive culture of belonging.

The Insignia Financial Diversity and Inclusion Advisory Committee (IDEA) is made up of member of the Executive Team and leaders across the organisation and is supported by volunteer squads made up of our employees.



IDEA is responsible for:

- Shaping and leading the Diversity and Inclusion strategy, priorities and initiatives;
- Providing feedback on and solutions to diversity & inclusion barriers within the business; and
- Contributing to and implementing diversity & inclusion initiatives within their community at Insignia Financial.

The **People & Culture team** provide expert advice and support relating to matters of diversity & inclusion. The People & Culture team work closely with the Executive team and leaders to mobilise our Diversity and Inclusion Strategy consistently across Insignia Financial. People & Culture are also responsible for facilitating the Diversity & Inclusion Advisory Committee, as well as monitoring and reporting on Insignia Financial's diversity & inclusion strategy.

The **Reconciliation Action Plan (RAP) working group** is the primary internal advisory and representative body for matters relating to our Aboriginal and Torres Strait Islander employees. The RAP working group design and deliver the RAP for Insignia Financial.

All **our people** are expected to value and embrace others and contribute to an inclusive culture.

Strategy focus areas and targets

Stream	Stream description	Areas of focus	Targets/Objectives
Pride	LGBTQIA+ community	<ul style="list-style-type: none"> Road-map to achieving 'tier status' on the Australian workplace quality index (AWEI) by the end of 2024. On-going education and awareness, connect before point of hire and during on-boarding. Identify and build out opportunity to support a significant community event in the LGBTQIA+ calendar. Create more visibility of the work we do through The Pinnacle Foundation and Pride In Diversity partnerships. 	<ul style="list-style-type: none"> Satisfy 'tier status' AWEI Indicators by end of 2024 (30% satisfied in 2022, 35% in 2023, 35% in 2024). Agreed community event planned and approved by end of 2022.
Accessibility	Those with disabilities or those caring for people with disabilities	<ul style="list-style-type: none"> Understand – audit current state and conduct discovery. Stand up partnership to support the creation of an accessibility roadmap. Raise awareness, educate and heighten narrative. 	<ul style="list-style-type: none"> Stand up partnership by end of June 2022 Share audit and discovery findings by the end of 2022.
Reconciliation	The Aboriginal and Torres Strait Islander Community	<ul style="list-style-type: none"> Relationships – we believe the key to building successful and mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples is to have ongoing engagement in the communities in which we work. We recognise the importance of Aboriginal and Torres Strait Islander customs and cultures and are committed to being involved in events important to Aboriginal and Torres Strait Islander peoples. Respect – we will engage with our employees, encouraging and supporting them to build an understanding of Aboriginal and Torres Strait Islander peoples' cultures, history, achievements and challenges. Our program will advance reconciliation by building knowledge, understanding, build advocacy skills and together achieve positive change. Opportunities – fairness and equality results from giving people equal and equitable opportunities we will investigate and support employment opportunities within our organisation and wider networks to increase the participation of Aboriginal and Torres Strait Islander peoples within the financial service sector. 	<ul style="list-style-type: none"> Insignia Financial Innovate RAP approved for launch by the end of 2022. Deliverables prioritised under four streams for delivery during May 2022–2024. <p>Initial focus</p> <ul style="list-style-type: none"> Establish Steer Committee and RAP focus groups. Engage an independent Aboriginal and Torres Strait Islander advisory group. Launch RAP internally. Develop communication plan to support RAP. Expand cultural protocol program including Acknowledgement to Country signage in all offices. Implement cultural awareness training. Review our Aboriginal and Torres Strait Islander community program including partnership with Career Trackers (Cadetship). Review our Aboriginal and Torres Strait Islander employment & retention strategy. Review the supply nation membership options. Actively participate in the Aboriginal and Torres Strait Islander Indigenous superannuation working group. Develop the reporting framework.

Stream	Stream description	Areas of focus	Targets/Objectives
Life and family	Parents, guardians, those looking to start a family, those with caring responsibilities and different age demographics	<ul style="list-style-type: none"> • Understand and audit current state. • Raise awareness of the life and family stream, why it's important and how it will assist making Insignia Financial a better place to work, promote existing benefits. • Support and enable People Leaders to 'look after' their teams as it relates to life and family. 	<ul style="list-style-type: none"> • Stand up partnership by end of June 2022. • Share audit and discovery findings by end of June 2022. • Finalise life and family roadmap covering employee and client initiatives endorsed by Diversity and Inclusion Advisory Committee in 2022.
Gender	All genders	<ul style="list-style-type: none"> • Improve gender representation across different levels and cohorts. • Gender pay equity program. • Deliver on roadmap to delivering on Workplace Gender Equality Agency (WGEA) citation by the end of 2024. • Balance the narrative around parental and carers leave to ensure its inclusive and accessible for all genders. 	<ul style="list-style-type: none"> • Satisfy WEGA citation requirements by end of 2024 (30% in 2022, 35% in 2023, 35% in 2024)*. • Increase female representation across leadership roles to 45% by the end of 2024 (currently 42% Exec, 43% General Manager, 43% Head of, 42% all other leader)*. • Have a female ready now and ready in future (12 months or less) successor for all CEO and Exec team roles by the end of 2024 (currently 8% of ready now, 16% for ready in future). • Increase female representation in Technology to 30% by the end of 2024* (currently 27%). • Increase female representation in Asset Management to 35% by the end of 2024* (currently 32%) and implement on-going talent retention and growth strategy for females in Asset Management. <p>Gender pay*</p> <ul style="list-style-type: none"> • Address known or verified gender pay gaps and maintain equity where they have been closed. • Address underlying data/role architecture as a foundation of further gender pay analysis and process. • Following completion of project focused on the foundations of gender pay equity (underlying data and role architecture) increase transparency around and communicate gender pay gap by 2024. • Conduct discovery and audit around parental and carers leave and share findings and proposal to ensure they are inclusive and accessible for all genders by the end of 2022.

Stream	Stream description	Areas of focus	Targets/Objectives
Multicultural	A variety of cultural, religious, heritage and background differences	<ul style="list-style-type: none"> • Understand – discovery process to understand and audit current state process, ways of working and environment for employees and clients • Raise awareness – educate our people and broader community on issues and challenges faced • Activate and engage – host events that celebrate differences and heighten the awareness and narrative around multiculturalism • Introduce client-focused initiatives that allow our clients to feel understood and supported 	<ul style="list-style-type: none"> • Share research and discovery findings by June 2022 • Kick off awareness initiatives from quarter 1 2022 • Launch annual multicultural engagement program for our people by the end of 2022 • Finalise multicultural business plan covering employee and client initiatives endorsed by Diversity and Inclusion Advisory Committee in 2022
Other	On-going work around raising the profile of and awareness around diversity and inclusion	<ul style="list-style-type: none"> • Raise awareness • On-going narrative • Integrate messages and initiatives from the various streams • Foster new Diversity and Inclusion structure and continue to build our foundations 	<p>Increase engagement and culture survey metrics by the end of 2024*</p> <ul style="list-style-type: none"> • 80% agree ‘I belong at Insignia Financial’ (currently 78%) • 85% agree ‘I feel respected at work’ (currently 82%) • 87% agree ‘I can be my authentic self’ (currently 84%) • 70% agree ‘When I share my opinion it is valued’ (currently 67%) • 78% agree ‘Insignia Financial builds teams that are diverse’(currently 75%) • 78% agree ‘Our leaders champion the important of diversity and inclusion’(currently 76%) • Launch D&I scorecard for leaders by the end of 2022

* Target carried from FY21 strategy



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