

WSA Policy Diversity and Inclusion

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Main Changes: Original Issue.			

Related Documents

This policy should be read in conjunction with the related documents listed in the table below.

Document Number:	Document Description:
WSA00-WSA-00000-HR-POL-000001	Code of Conduct
WSA00-WSA-00000-HR-POL-000002	Confidentiality Policy
WSA00-WSA-00000-HR-POL-000004	Complaints and Grievances Policy
WSA00-WSA-00000-HR-POL-000005	Disciplinary Policy
WSA00-WSA-00000-HR-POL-000006	Equal Opportunity Policy
WSA00-WSA-00000-HR-POL-000008	Professional Development Policy
WSA00-WSA-00000-CP-POL-000004	Statement of Business Ethics
WSA00-WSA-00000-CP-POL-000011	Privacy Policy
WSA00-WSA-00000-OS-POL-000021	Health, Safety and Wellbeing
WSA00-WSA-00000-EN-POL-000001	Sustainability Policy
WSA-PC-POL-000001	Flexible Work Arrangements Policy
WSA-PC-POL-000002	Leave Entitlements Policy
WSA-PC-POL-000003	Recruitment & Selection Policy
WSA-PC-POL-000004	Remuneration and Benefits Policy

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Table of Contents

1.	What is this Policy about?	3
2.	Introduction.....	3
2.1.	To whom does this Policy apply?	3
2.2.	Policy review	3
2.3.	Policy availability	3
3.	Purpose	3
4.	Policy Statement	5
4.1.	WSA's Diversity and Inclusion Strategy.....	5
5.	Commitment	5
6.	Diversity and Inclusion Committee Membership	6
7.	Roles and Responsibilities	7
8.	Further Information.....	8

1. What is this Policy about?

WSA strongly believes in diversity and inclusion in communities, in the workplace, and values the contribution of its people. The company recognises that diverse experiences and backgrounds will help it grow as an ethical and productive business. WSA aims to create an environment that broadly reflects the communities in which we operate and where people can reach their potential. Diversity within the workplace will enable the WSA to leverage the unique perspectives of all its people to best serve customers, the community, the business and each other.

We recognise that diversity and inclusion is a business imperative that leads to a healthier, more productive workplace and enables us to leverage the unique skills and perspectives of our people to best serve our communities and customers.

As part of WSA's commitment to our diversity and inclusion goals, we have set measurable objectives to achieve greater gender and cultural diversity balance, as well as embedded flexibility across the organisation.

Our commitment to diversity and inclusion is underpinned by our values of safety, inclusion, courage, integrity, pioneering and passion.

2. Introduction

2.1. To whom does this Policy apply?

The Policy applies to all WSA employees and in all WSA workplaces, however, is not incorporated into and does not form part of any employee's contract of employment or contractor agreement. Workplace diversity means that we acknowledge and value the differences among the people we lead, interact and work with on a daily basis. This includes WSA's delivery partner, principal contractors, community members, customers and stakeholders.

2.2. Policy review

This policy will be reviewed every 3 years unless circumstances require updates are necessary.

2.3. Policy availability

This policy is available to be accessed on the **WSA Published Documents SharePoint** site. Currency and accuracy cannot be guaranteed if sourced from other locations.

3. Purpose

This policy sets out WSA's commitment to the elevation of diversity and inclusion amongst our people, in our workplace and in the communities in which we operate. Diversity in an inclusive work environment will assist WSA to increase employee engagement, productivity, wellbeing, retention, and attraction of the highest calibre of employees from the widest talent pools. A diverse and inclusive workplace also allows for better decision making and problem solving.

The Diversity and Inclusion Policy aims to safeguard WSA's commitment to treating our people equally, fairly and respectfully, at all levels of the company regardless of:

- Gender
- Marital or family status
- Sexual orientation

- Gender identity
- Age
- Disabilities
- Ethnicity
- Religious beliefs
- Cultural background
- Socio-economic background
- Perspective and experience.

WSA aims to build an inclusive workplace environment where:

- People feel respected and can be themselves at work.
- People feel that they belong and are psychologically safe.
- Different perspectives and talents are embraced.
- Everyone has access to opportunities and resources to develop their careers.
- A wide range of customer and community needs are considered in the Airport's design, construction and operations.

WSA will aim to proactively address issues (including inappropriate workplace behaviour such as discrimination, harassment, vilification and victimisation) and confirms that this type of behaviour cannot and will not be tolerated.

WSA's approach is systemic and supported through the Diversity & Inclusion Strategy and Action Plan. WSA will set measurable objectives and report progress to the People Remuneration and Nominations Committee to support transparency and accountability for workforce diversity.

WSA is continuing to develop a vibrant, diverse and inclusive workforce that is committed to:

- providing employment opportunities to people who identify as being from Aboriginal or Torres Strait Islander background, as well as those who are culturally and linguistically diverse;
- supporting individuals from disadvantaged backgrounds;
- providing support and opportunities for people with both visible and invisible disability;
- offering a safe and respectful work environment for people from the Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI+) community and their allies, including that all policies are inclusive for them;
- fostering the recruitment and promotion of women in the workforce while facilitating the participation of women in non-traditional roles and women into leadership roles; and
- encouraging flexible work arrangements through a reason-neutral approach for people who require access to a range of flexible work and leave types.

4. Policy Statement

This policy consists of principles and values, which are to be used as a guide to managing diversity and inclusion action plans throughout the workplace.

4.1. WSA's Diversity and Inclusion Strategy

- WSA seeks to embrace and celebrate diversity within an environment in which everyone can feel supported to be their authentic self and reach their potential. WSA aim to achieve this through three diversity and inclusion focus areas:
 - Inclusive culture.
 - Inclusive leadership and decision making.
 - Inclusive construction, commerce and community.

5. Commitment

WSA's commitment to creating diversity and inclusion is reflected in the following actions:

- The Diversity and Inclusion Committee will review, endorse and measure WSA's performance against agreed objectives.
- Measurable objectives (aligned to Company values) are captured in WSA's Diversity and Inclusion Action Plan that provides transparent details of the programs and activities designed to achieve an inclusive and diverse working environment.
- Setting measurable objectives for achieving gender diversity in the composition of senior executives and the workforce within an agreed timeframe.
- Achieving a culture of inclusion supported by the cultural charter 'empowered to deliver'.
- Facilitating fair opportunities for a wide range of candidate pools based on diversity of experience and background, and underpinned by competence, performance and potential.
- Governance practices that are free from conscious or unconscious biases by:
 - Appropriately structuring recruitment and selection practices at all levels so that a diverse range of candidates are considered.
 - Basing employment decisions on the principles of fairness and equality for all candidates whilst engaging and retaining a workforce with broad experiences, backgrounds, gender and leadership styles.
 - Developing a diverse pipeline of talent that can be considered for future succession.
 - Increasing representation of women in the workforce, particularly in leadership positions and non-traditional roles.
 - Undertaking appropriate background screening checks before appointment of key positions; and
 - Increasing representation of people who identify as from Aboriginal or Torres Strait Islander backgrounds, as outlined in WSA's Reconciliation Action Plan (RAP).
 - Checking the principles of diversity and inclusion are utilised when conducting key people processes and practices including leadership and talent plans,

recruitment, performance management, learning and development, recognition and reward programs, remuneration levels and procurements.

- Designing and implementing programs that will assist in the development of a broader and more diverse pool of skilled and experienced employees and that, over time, will grow their careers.
- Embedding new ways of working and continuing to support flexible work practices across the organisation.
- Prioritising initiatives to support family friendly work practices for all genders ensuring employees can have and maintain connection during periods of leave to attend work functions and training programs (e.g., parental leave).
- Assisting leaders to enhance their capability in managing diverse teams and creating more inclusive work environments.
- Supporting leaders to embed flexible work practices.
- Providing training to all employees to better understand the principles of diversity and inclusion.
- Promoting gender and diversity balance by:
 - Actively look for ways for our employees to have a fair chance at reaching their career aspirations.
 - Aiming for representation of gender diversity on all shortlists for roles being hired.
 - Representation of gender diversity on interview panels.
 - Participation of gender diversity in leadership and other key development programs.
 - Conducting an annual gender pay analysis, ensuring that both starting salaries and return from parental leave salaries are within specified range, and applying a gender diversity lens during remuneration reviews to minimise any potential unconscious bias in the process.
 - Commitment to hiring and promoting people based on the diversity of thought, background and experience.

6. Diversity and Inclusion Committee Membership

The Diversity and Inclusion Committee has been formed to exercise responsibilities in the oversight and delivery of the Diversity and Inclusion Strategy and implementation of the action plan.

The Committee membership will consist of employees who are diverse in nature with robust representation of gender and cultural diversity. The Committee members will be ambassadors and are accountable to champion and drive continual improvement to WSA's diversity and inclusion commitments.

7. Roles and Responsibilities

Role	Accountability / Responsibility
Diversity and Inclusion Committee	<p>The Diversity and Inclusion Committee are responsible for:</p> <ul style="list-style-type: none"> • Being role-models for inclusive behaviours and proactively supporting the principles outlined in this Policy. • Monitoring WSA's implementation of the Diversity and Inclusion Action Plan and measuring and tracking performance against the plan. • Addressing any known challenges to WSA's diversity and inclusion culture, agenda and Action Plan. • Recommending to the ELT diversity and inclusion priorities in support of the principles outlined in this Policy. • Advocating diversity and inclusion through key internal and external communication messages and channels. • Identify priority actions and resource requirements to inform delivery of the strategy, and action plan.
Employees	<p>Employees are responsible for:</p> <ul style="list-style-type: none"> • Complying with the provisions of the Diversity and Inclusion Policy and supporting WSA's diversity workforce targets. • Treating all colleagues, customers and stakeholders with respect and professionalism, respecting different ways of thinking and working to maintain a workplace that is inclusive and free from discrimination and harassment. • Informing their Leader of any breach or potential breach of the Equal Employment Opportunity Policy and the Diversity and Inclusion Policy. • Role modelling inclusive behaviours to their colleagues, teams, customers and other stakeholders in line with the principles outlined in this Policy.
Leaders	<p>Leaders are responsible for:</p> <ul style="list-style-type: none"> • Being role-models for inclusive behaviours and proactively supporting the principles outlined in this Policy. • Ensuring all decisions relating to appointment, promotion and career development are made in accordance with the principles outlined in this Policy to provide all potential candidates and employees with a fair and equitable opportunity to meet their career aspirations.

	<ul style="list-style-type: none"> • Fostering an inclusive environment that celebrates and recognises the value of diverse teams. • Considering employee requests that will help promote diversity at WSA • Understanding the diverse needs of our delivery partner, principal contractors, customers and key community stakeholders. • Ensuring that team members are made aware of their obligations and responsibilities in relation to diversity and inclusion and the behaviours expected by WSA.
<p>People and Culture (P&C) team</p>	<p>The People and Culture (P&C) team are responsible for:</p> <ul style="list-style-type: none"> • Being role-models for inclusive behaviours and proactively supporting the principles outlined in this Policy. • Ensuring all employees are made aware of their obligations and responsibilities in relation to diversity and inclusion and the behaviours expected by WSA. • Providing ongoing support and guidance to all employees. • Organising training to advocate and embed the principles and actions outlined in the policy and Action Plan. • Execution of the program of work to support our Diversity and Inclusion Action Plan. • Periodically review the Policy to ensure it is operating effectively and identify required changes. • Report on WSA's diversity and inclusion results.

8. Further Information

Any employee who requires assistance in understanding this Policy should first consult the functional executive. Should further information be required, please contact P&C team.