

Just Life Group Limited

Diversity and Inclusion Policy

1. Policy Statement

Just Life Group promotes 'equality of opportunity' not just within our businesses but the New Zealand workforce.

2. Our Commitment

Just Life Group is committed to creating and maintaining a culture of 'equality of opportunity' to drive business engagement and success.

- We see the diversity of our work force as a key asset and contributor to what makes Just Life Group successful.
- We do not discriminate based on age, race, gender, sexual orientation, ethnicity or any other non-performance related differentiating factor.
- We treat our people fairly and respectfully.
- We promote diversity of thought and action, and unbiasedly reward capability and achievement.

3. Application

3.1. This policy applies to all people in Just Life Group companies.

This policy applies to any environment involving Just Life Group, internally and externally, including but not exclusive to: business trips, work-related events and social functions.

3.2. Meanings

We define diversity as characteristics that make individuals unique. Diversity encompasses age, race, gender, sexual orientation, ethnicity, and more (including any other non - performance related differentiating factor).

We define inclusion as encouraging practices and behaviours (particularly treating people fairly and respectfully) that make individuals feel included.

3.3. Practical Application

Diversity and inclusion is for the large part endemic to who we are. In order to maintain and promote diversity and inclusion further we will:

- Share and promote this policy with our people.
- Recruit, based on capability, from a diverse as possible range of candidates.
- Facilitate opportunities for diversity of thought and action from all levels of the business.
- Promote inclusion and diversity through company culture programmes and activities that bring us together as one company.

3.4. Measurement and Reporting

As required by the NZX listing rules a quantitative breakdown of the gender composition of Just Life Group's Board and senior leadership team will be reported in the Annual Report.

In addition, the company commits to the following to support the practical application (see above) and success of this policy and its 'equality of opportunity' intent:

- Objective: Share and promote this policy with our people.
 - Measure/Report – Staff awareness of policy and recall of 'equality of opportunity'.
- Objective: Recruit, based on capability, from a diverse as possible range of candidates.
 - Measure/Report: – All people leaders briefed on policy. All recruitment partners aligned with policy.

- Objective: Facilitate opportunities for diversity of thought and action from all levels of the business.
 - Measure/Report: – Tangible examples reported annually to the Board using Hot Spot Programme as the vehicle.
- Objective: Promote inclusion and diversity through company culture programmes and celebrations.
 - Measure/Report: – Sentiment and engagement tracked via company surveys and anecdotal evidence.
- Additional reporting to the Board: Establishment of a diversity scorecard for annual reporting to the Board which factors in the metrics around age, ethnicity, gender and pay equity as well as the above objectives.

4. Roles and Responsibilities

The roles and responsibilities in relation to this policy are as follows:

- All Just Life Group employees: Awareness and adoption of this policy
- Just Life Group Leaders (Including CEO and senior leadership team): Familiarity with and implementation of this policy. Promotion and leverage of diversity and inclusion in teams. Modelling of behaviours that align with this policy
- People and Culture Committee: Management of annual review of policy, compliance with it and reporting for Board and Annual Report
- Board: Annual review of policy and outcomes

5. Policy Approval Date

This policy was approved at the Just Life Group Limited Board Meeting held on the 19th June 2019.



Steve Bootten
Chair
Just Life Group Limited

Policy Owner: People & Culture Committee	Approved Date: 19 June 2019	Next Review Date: June 2020
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