



## DIVERSITY REPORT 2019 Financial Year

### A culture of inclusion and diversity of thought

Quickstep's Diversity Policy has been adopted by the Board of Quickstep Holdings, is upheld by management and is under continual review to ensure its relevance to the business, market and compliance with legislation. Quickstep's Diversity and Inclusion Strategy (the Strategy) details the company's commitment to a workplace culture that builds respect, fosters inclusiveness, promotes diversity and embraces the unique skills and qualities of all employees.

The Strategy focuses on three key areas, and measureable objectives aligned to these will be adopted by the Board:

- **Gender diversity**, aimed at increasing the female representation across all levels within the business. Through a range of initiatives, female representation reached 18 percent of the overall workforce at year end which was below our target for the year;
- **Mature aged workers** (defined as anyone over 55 years of age). The average age of those employed in the 12 months to 30 June 2019 was 36. Overall Quickstep's average age is 47 across the workforce. By 2021 approximately 22 percent of our workforce will be over 60 down from 25 percent the previous year due to the average age of new hires. This, however, continues to create a challenge for Quickstep to maintain a suitably skilled workforce, thereby requiring focus on supporting mature aged workers to remain as part of the workforce in varying capacities aligned with their personal and professional requirements; and
- **Younger workers** (defined as anyone up to 25 years of age). Quickstep has increased the percentage of employees in this category to eight percent of the workforce from six percent in the previous year. Support systems and processes are required to build a pipeline for sustainability and growth at Quickstep for those entering the workforce for the first time, are still early on in their career, and who may complete work experience with Quickstep.

The Strategy is supported by detailed initiatives that challenge us to consider inclusion in everything we do, positively impacting the delivery of business outcomes.

- Development and deployment of a Diversity Policy adopted by the Board;
- Alignment to the Equal Employment Opportunity Policy;
- Alignment to the Harassment and Bullying Prevention Policy;
- Development of key performance indicators to support the Strategy;

- Relevant diversity and inclusion training to management and staff to address unconscious bias;
- Adaptation and refinement of our employment engagements through transition to retirement programs, knowledge management transfers, and mentoring;
- Provision of apprenticeships and traineeship opportunities, and supporting career and development opportunities through on the job training and structured development programs;
- Identifying and partnering with relevant education institutions in the local area to promote career opportunities; and
- Clarity of accountability for achieving greater diversity for the Board, Management and all Employees requiring demonstration of this commitment through behaviours, inclusion actions within performance plans, progress on key target indicators and annual workplace diversity and inclusion reports including the Workplace Gender Equality Act report.

ATTRACT	RECRUIT	DEVELOP	RETAIN
Raise the profile of Quickstep as an 'employer of choice' across all diversity segments and partner with networks to attract a diverse workforce	Implement targeted programs to support recruitment that is linked to our vision, and that is an integral part of our values and the way we do business	Equal developmental and career opportunities to ensure we provide innovative solutions to customer requirements at the highest quality levels	Providing a supportive approach to workforce conditions, career management and career pathways. Creating a fairer, more respectful and inclusive work environment



**2019 Measureable Objectives**

In the reporting year 2018 the Board determined it was appropriate to introduce a more comprehensive suite of measurable objectives and the business has introduced supporting initiatives to drive the results for each measure. The specific measures and results for the last three financial years, including FY2019, are detailed in the table below.

	Measure	Actual FY17	Target FY18	Actual FY18	Target FY19	Actual FY19
	<b>HEADCOUNT - DEMOGRAPHICS</b>					
%	of female employees	16%	19%	18%	23%	18%
%	of female senior executives	13%	15%	14%	17%	14%
%	of female senior managers, manager and professionals	16%	18%	16%	25%	14%
%	of female other staff	19%	22%	18%	27%	20%
	<b>RECRUITMENT/TURNOVER (cumulative)</b>					
%	of female total recruitment shortlist	18%	20%	30%	30%	23%
%	of new recruits < 25 years of age	8%	9%	7%	10%	17%
%	of female attrition (co. t/o% applied to % of females)	27%	25%	28.6%	20%	13%
	<b>WORKING ARRANGEMENTS</b>					
%	of employees working part-time/job share	1%	3%	3%	6%	4%
%	of females returning to work in some form after having a child	n/a	80%	n/a	85%	100%
%	of staff on transition to retirement plans > 55 years of age		5%	9%	10%	8%

Quickstep have achieved considerable advancement with the initiatives to drive gender and age diversity within the workplace. The shortlisting of qualified female candidates has been detrimentally impacted by the number of females applying. We maintain an unbiased / non-discriminatory approach to our recruitment processes. For all roles the most suitable candidate is selected.

The pool of suitable <25 years of age applicants has increased and as such new recruits under 25 years of age has increase to 17%. Quickstep continues to focus on support STEM initiatives and supporting our diversity and inclusion strategy through the following activities:

- Quickstep is continuing to build relationships with local schools, TAFE, and universities to heighten the awareness of this demographic of Quickstep's status as an employer of choice in the advanced manufacturing industry in Western Sydney;
- Quickstep has hosted tours from local schools, UNSW and UTS as well as participated in various career fairs. Quickstep has also supported work experience students and provided an opportunity for a mechatronics engineer to complete an internship;
- Quickstep's partnership with TAFE NSW Padstow has strengthened with two new intakes of manufacturing operators having undertaken a 10 day induction program at TAFE and now completing Traineeships. This initiative supports Quickstep to skill new employees, provide upskilling for existing employees, and provide career development opportunities for the broader base.
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- Quickstep continues to proactively develop new training options to increase the pool of skilled labour and is establishing an in-house Skills Academy. The Academy will be supported by employees transitioning to retirement to ensure a formulated knowledge transfer process to new employees.

The results for transition to retirement changed due to the hiring of older workers and one employee who was on transition to retirement, retiring during the year. However, we benefited from this process by redeploying a current employee into the role who was able to receive a detailed handover and training.

Despite evident and sustained progress over the past three years, Quickstep has come to understand that there are a number of specific challenges to improving its diversity given our industry sector and geographical location. Quickstep therefore intends to seek specific external advice and guidance, relevant to our sector and location, on appropriate diversity metrics and develop revised diversity objectives for future years.

The Group will continue to measure and report on a (revised) range of diversity objectives each year, including those measurable objectives identified in the Corporate Governance Council Principles and Recommendations.

### ***Gender equality Indicators***

Quickstep satisfies the criteria of an “eligible employer” for reporting purposes under the Workplace Gender Equality Act. Quickstep has submitted their report for the 2018-2019 reporting period, and a copy of the public report can be accessed via [https://www.quickstep.com.au/corporate-governance/ Reports/QHL Workplace Gender Equality Public Report 2019](https://www.quickstep.com.au/corporate-governance/Reports/QHL%20Workplace%20Gender%20Equality%20Public%20Report%202019).