

ASA Diversity and Inclusion Policy

Document control

Policy owner: CEO

Approved by: Board

Effective from: XX May 2026

Review due: XX May 2028

Applies to: Directors, committee members, employees, contractors, consultants and volunteers and, where relevant, members and other participants in ASA activities, events, forums and other engagement with ASA

Related documents: Code of Conduct; Work Health and Safety Policy; Psychosocial Hazards Policy; Bullying, Harassment, Discrimination and Victimisation Policy; Sexual Harassment, Sex Discrimination and Sex-Based Harassment Policy; Whistleblower Policy

Version: 2.0

1. Purpose

The Australian Shareholders' Association is committed to fostering a safe, respectful, inclusive and diverse organisation that reflects and supports its community and members.

ASA recognises that diversity and inclusion improve its ability to attract, retain, motivate and develop talented people, create an engaged and respectful culture, support fair and ethical practices, strengthen decision-making across the Board, committees, management and volunteers, and deliver high-quality, valued services.

This policy sets out ASA's commitment to promoting diversity, inclusion and equal opportunity across the organisation.

2. Scope

This policy applies to all ASA directors, committee members, employees, contractors, consultants and volunteers and, where relevant, to members and other participants in ASA activities, events, forums and other engagement with ASA.

3. Legislative basis

ASA will comply with all applicable anti-discrimination, equal opportunity, Fair Work and work health and safety laws in each Australian jurisdiction in which it operates, together with applicable regulations and other legal requirements.

Where a jurisdiction has specific requirements, those requirements apply in addition to this policy.

4. Policy statement

ASA is committed to providing a safe, supportive and respectful environment in which people feel valued and able to contribute.

ASA values diversity in all its forms. This includes, but is not limited to, diversity of:

- gender
- age
- disability
- cultural background
- ethnicity
- religion
- sexual orientation
- geography
- socio-economic background
- skills, experience and professional background
- perspectives and ways of thinking.

ASA also recognises the importance of inclusion. Inclusion means creating an environment in which people are treated fairly and respectfully, have equitable access to opportunities, and feel able to participate and contribute.

5. ASA's commitments

ASA will, having regard to its size, resources and structure:

- a. promote a culture of respect, inclusion and equal opportunity
- b. seek to ensure that decisions about people, including recruitment, appointment, succession, engagement, development and recognition, are based on fairness, equity, merit and performance
- c. consider diversity as a relevant factor in Board renewal, committee composition, volunteer engagement and workforce planning
- d. work to remove unreasonable barriers to participation in ASA roles, events, activities and opportunities, and support equitable access where appropriate
- e. support an environment in which bullying, harassment, sexual harassment, unlawful discrimination and victimisation are not tolerated
- f. encourage respectful participation across the ASA community, including in meetings, forums, events and volunteer activities
- g. where relevant and reasonably practicable, implement and review people practices, programs and policies that support diversity and inclusion, including flexible working arrangements, learning and development opportunities, accessibility measures and other practical initiatives

- h. support fair remuneration practices, having regard to ASA's size, structure and legal obligations
- i. make reasonable efforts, where appropriate, to understand factors contributing to resignations or disengagement, and identify practical measures to help ASA monitor diversity and inclusion over time
- j. review policies, practices and communications to support inclusion, accessibility and respectful engagement.

6. Responsibilities

Board and officers

The Board and officers of ASA are responsible for exercising appropriate oversight of this policy and considering diversity and inclusion as part of governance, succession planning and organisational oversight.

CEO

The CEO is responsible for implementing this policy, supporting inclusive leadership and people practices, and ensuring appropriate action is taken in response to concerns raised under this policy.

Managers, supervisors, committee chairs, company monitors, convenors and other leaders

Those with leadership responsibilities must model inclusive behaviour, support respectful participation, identify and escalate issues where appropriate, and respond appropriately to concerns.

Everyone covered by this policy

All persons covered by this policy are expected to contribute to an inclusive and respectful environment and to treat others with courtesy, fairness and respect.

7. Reporting concerns

ASA does not tolerate bullying, harassment, sexual harassment, unlawful discrimination, victimisation or other behaviour inconsistent with this policy.

Concerns about conduct under this policy should usually be raised with the CEO. Where a concern involves the CEO, it may be raised with the Chair of the People and Culture Committee. Whistleblower disclosures should be made in accordance with ASA's Whistleblower Policy.

ASA will not tolerate victimisation, retaliation or other detrimental treatment against a person who raises a genuine concern in good faith.

8. Practical application

ASA recognises that, as a not-for-profit organisation, its approach to diversity and inclusion should be practical and proportionate.

ASA may not always adopt formal diversity targets. However, it will seek to make thoughtful and fair decisions that broaden participation, strengthen representation and support inclusion over time.

DRAFT