



Workplace Behaviour: Diversity Guidelines

Reviewed:	May 2012
Approver:	Greg Hywood, Chief Executive Officer

1.0 Purpose

The purpose of this document is to detail the Fairfax Group (the “Company”) approach to managing workplace diversity. For the purposes of this guideline, the Company means Fairfax Media Limited and each of its related bodies corporate.

Some of the rights and obligations contained in this document may be regulated by legislation. Where this is the case, there is no intention to supplement those legislative rights. The information outlined in this document does not form part of an employee's contract of employment.

This is the 2012 version of the guideline and replaces all earlier versions.

2.0 Scope

This guideline applies to all Company employees.

3.0 Responsibilities

3.1 The Company

The Company values, respects and encourages diversity of Board members, employees, customers and suppliers. Diversity includes but is not limited to gender, age, ethnicity and cultural background.

The Company recognises the importance of our employees and aims to attract, motivate, retain and engage high performing employees.

The Company is committed to creating a workplace that is fair and inclusive, and reflects the diversity of the communities in which we operate.

Diversity management benefits individuals, teams, our company as a whole, and our customers. We recognise that each employee brings their own unique capabilities, experiences and characteristics to their work. We value such diversity at all levels of the company in all that we do.

Encouraging diversity broadens the pool for the recruitment of talented employees, enhances retention and supports innovation. Increasing the focus on high quality employees supports the Company to improve its financial performance and achieve its strategic objectives.

3.2 Employees

All employees have an obligation to support and respect workplace diversity as outlined in this guideline and the Equal Employment Opportunity Procedure and Guidelines.

4.0 Areas of Focus

The Company aims for its employment policies and practices to support its commitment to diversity. The Company aims to create an environment that supports, reflects and promotes equitable and inclusive behaviours and practices, and respects individuals and groups of people. Key areas of focus include recruitment, training and career development and workplace flexibility. The Company endeavours to recruit high performing talent; develop employees across multiple divisions and platforms; retain the best staff and grow potential leaders.

4.1 Recruitment

Thorough recruitment processes are in place so that talented employees are appointed and promoted. Vacant roles are advertised internally to encourage internal promotion and provide a transparent recruitment process. Where no suitable internal candidate exists, roles are advertised externally to attract a broad base of qualified talent.

The recruitment process is managed by line managers, however support from human resources staff or professional intermediaries is provided if required. To ensure candidates are selected on their merit and to reduce bias in recruitment, the Company's leadership development program incorporates training on recruitment processes.

For Board appointments the Board Nominations Committee is responsible for identifying and recommending Board members who will bring the range of skills, experience and judgements needed to successfully position the company for the future.

4.2 Training and Career Development

The Company actively supports the professional development of its employees. Training programs represent a key part of this offering. These programs seek to meet the current and future business needs of the Company. Courses are available at most levels of staff and cover an extensive range of skills.

Fairfax Media supports leaders and future leaders with a suite of leadership programs. There are three core Leadership programs:

1. Stepping Up into leadership which is designed for employees preparing to become leaders
2. Manager As Coach program designed for managers currently leading a team and;
3. Foundational Leadership Program which is designed to support the more experienced leader

Each program offers participants the opportunity to engage with facilitators and each other around challenges and issues facing frontline managers, as well as the opportunity to develop appropriate skills and behaviours to meet these challenges.

A succession management process for senior roles is conducted across the group each year. The process is designed to create a plan for talented individuals to be ready to assume enhance roles when such a vacancy arises. Development plans are set and monitored to enable appropriate skills development. The completion of succession plans is a key performance indicator in senior executive performance plans.

Employees undertake Equal Employment Opportunity training so they are aware of their obligation to ensure that their actions and behaviours are non-discriminatory and free from harassment.

4.3 Workplace Flexibility

The Company recognises that employees have responsibilities outside of work and where possible provides workplace flexibility to support their needs. In addition sites seek to offer employment benefits suited to the demographic of its employees.

5.0 Specific Objectives

The Company recognises the importance of setting measurable objectives to achieve diversity. Objectives will be reviewed and updated every twelve months. The specific objectives and targets planned for each year are documented separately and are reviewed and endorsed by the Board People and Culture Committee.

6.0 Monitoring, Evaluation and Reporting

This guideline will be reviewed by the Board Personnel Policy and Remuneration Committee on an annual basis. This will include a review of the objectives and progress towards achieving them as outlined in Section 5.0 of this Guideline.

Management will regularly monitor the composition of the workforce to confirm that there is fairness in its employment policies and practices.

The Company will also continue to report on gender diversity through the Equal Opportunity for Women in the Workplace Agency (EOWA).