Domain

ENVIRONMENTAL, SOCIAL & GOVERNANCE PLAN

MARCH 2020

PREAMBLE

> Addressing Environmental, Social and Governance (ESG) risks is a long-term strategic issue that Domain seeks to embed into our company's core business activities (strategy, operations, risk management and corporate culture). The ESG Plan will serve as a dynamic document, highlighting the actions that can be undertaken to reduce the ESG risks that have been identified as being most critical to Domain.

Domain continuously seeks to identify the most pertinent risks and improve the information we report on, including the review of material issues. As such, the ESG Plan is intrinsically linked to Domain's ESG Materiality Heat Map and ESG Policy. As the Materiality Heat Map is reviewed through a formal periodic assessment, this may then redefine which ESG risks are deemed 'critical', which will in turn impact what is reported on within the ESG Plan and Policy.

Creating a dynamic ESG Plan and Policy creates an inclusive process that:

- Ensures management of ESG issues is embedded in wider business processes

- Identifies and manages potential issues and trends on the horizon

- Enables different functions of the business to take advantage of opportunities to develop new products or services to stay ahead of competition

- Prioritises resources for the ESG issues that are determined to be critical

- Identifies where Domain is creating or reducing value to society.

Monitoring and Review

Domain believes it is important to take a proactive approach in understanding and addressing the ESG risks that are material to the company. Periodic and formal re-assessment of material issues is undertaken through an extensive process, facilitated by an independent specialist.

The ESG Plan will be updated and reviewed annually by Domain's People and Culture Committee of the Board to ensure it reflects:

- Current regulatory and legislative requirements applicable to Domain's operations; and

- Any material changes to Domain's business operations.

ESG Action Plan

The ESG Action Plan outlines the actions we intend to take to address our 'critical' ESG Risks. The actions are prioritised as either:

- SHORT TERM 12-months.
- MID TERM 1-3 years
- LONG TERM 3+ years
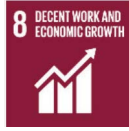- SHORT long term*
- MID long term**

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*   Actions identified with this timeframe can be undertaken almost immediately however may take significant time to complete.
**   Actions identified within this timeframe may take between 1-3 years to initiate as well as a significant time to complete

Table 1: ESG Action Plan

RISK	ACTIONS	DELIVERY TIMEFRAME	UN SDG	UN SDG SPECIFIC TARGET ADDRESSED
Data Security & Privacy	Ensure Domain publicly commits to compliance with all relevant laws, including those related to cyber and data protection	Short Term	GOAL 8 **8 DECENT WORK AND ECONOMIC GROWTH**	8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment
	Nominate a person at senior management or executive committee level with overall responsibility for information management and cyber security	Short Term		
	Communicate cyber risks to the board – including detailed information about the company's cyber information security strategy	Short Term		
	Conduct an audit of all information and/or cyber security policies and systems	Short Term		
	Develop and publicly disclose a data protection policy that covers the entire operation, including third parties	Mid Term		
	Establish an Incident Management Plan (including disaster recovery and business continuity	Long Term		
	Provide training on information and/or cyber security requirements to all employees	Long Term		
Diversity and Inclusion	Ensure Domain publicly commits to compliance with all relevant laws	Short term	GOAL 5 **5 GENDER EQUALITY**	5.C Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels
	Achieve the measurable objective "by 2020 Domain will have a representation of minimum 40% female and 40% male (with a 20% swing variance) across the Board, Executive Leadership Team and Senior Management level of the organisation"	Short term		
	Roll out the actions developed as part of its adopted Diversity and Inclusion Guidelines	Short - long term		
	The People and Culture Committee to continue to oversee Domain's Diversity and Inclusion Policy to ensure the goals listed in this Policy are achieved	Short - long term		
	Development of Employee Plans, including but not limited to: • Aboriginal and Torres Strait Islander Employee Plan • Culturally and Linguistically Diverse Employee Plan • Workplace Accessibility Plan • Mature Age Employee Plan • Gender Equality Plan • Lesbian, Gay, Bisexual, Transgender and Intersex (LBGTI) Inclusion Plan	Long Term		

SHORT TERM 12-months | **MID TERM** 1-3 years | **LONG TERM** 3+ year

RISK	ACTIONS	DELIVERY TIMEFRAME	UN SDG	UN SDG SPECIFIC TARGET ADDRESSED
Sustainable Supply Chain	Report annually on the risks of modern slavery in our supply chain as per the Modern Slavery Act (2018). This report will be approved by the Board of Directors or equivalent and signed by a Director.	Short term	GOAL 12	12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities
	Modern Slavery Statement	Short term		
	Map out supply chain and encourage tier one suppliers to engage with those further down the chain	Short term		
	Continue to administer Domain's Supplier Code of Conduct (Supplier Code) which sets out the minimum standards that Domain expects of its suppliers, covering Environmental, Social and Governance risks.	Short - Long term		
	Conduct audit of supply chain and develop a roadmap for ESG supply chain improvement	Mid term		
	Development of Sustainable Supply Chain Strategy, including but not limited to: • Streamlining key focus areas of procurement and sustainability within Domain to deliver better, more sustainable supply chain outcomes • Developing a confidential grievance mechanism that will allow suppliers to voice any suspected ESG breaches anonymously • Creating openness and transparency in relation to the supplier base • Developing feedback and input mechanisms from suppliers going beyond legal compliance • Reporting mechanisms for suppliers to provide to Domain their material ESG risks • Internal engagement and performance tracking for internal reporting	Mid - Long term		
Customer Satisfaction	Continue to administer the leading customer relationship management platforms to our customers and continually seek feedback to improve these services	Short - Long term	GOAL 8	8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalisation and growth of micro–, small- and medium-sized enterprises, including through access to financial services
	Develop a Customer Service Strategy, including but not limited to: • Biennial independent assessment of customer service performance and or benchmarking, and implement improvements based on the feedback • Implement a complaint management system including staff training Review and develop actions for measuring and monitoring the customer experience across Domain	Mid term		
	Develop a Complaint Policy and Complaint Management Framework	Mid term		

SHORT TERM 12-months | **MID TERM** 1-3 years | **LONG TERM** 3+ year

RISK	ACTIONS	DELIVERY TIMEFRAME	UN SDG	UN SDG SPECIFIC TARGET ADDRESSED
Employee Engagement	Finalise the Employee Engagement vision and framework for Domain that will identify the purpose and values to unify our people. This would include, but is not limited to: • Incorporating Domain's core values into all processes and practices • Implementing mechanisms to solicit employee feedback • Developing and growing future leaders and managers • Developing a values-based rewards and recognition system • Developing and implementing Domain's Communication Plan	Short - Mid term	GOAL 8 **8 DECENT WORK AND ECONOMIC GROWTH**	8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors
Systemic Risk	Adopt best practice policies (e.g. running regular threat and vulnerability assessments, configuration reviews) to significantly reduce the risk of systems failure.	Short term	This risk does not interconnect with the United Nations Sustainable Development Goals	
	Move to an automated penetration test on a monthly basis	Short term		
	Perform regular targeted real-life testing to reveal incompatibilities, glitches and capacity issues	Short term		
	Provide regular training to employees to assist in mitigating the damage and impact if a technological failure occurs. This training will also provide regular guidance to reduce the risk of human error	Short – Long term		
	Develop and maintain a dynamic IT Strategy that incorporates best-practice guidelines and pro-actively seeks new and improved methods of addressing technological risk	Mid term		
	Develop a Business Continuity Plan to mitigate the impact of any technological failure	Long term		

SHORT TERM 12-months | **MID TERM** 1-3 years | **LONG TERM** 3+ year

FURTHER INFORMATION

For further information regarding Domain and ESG, please contact:
Rosalind Tregurtha Group Director - Employee Experience at
Corporate.Relations@domain.com.au