

## Diversity & Inclusion Policy

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**Approved by:** Board of Directors

**Effective Date:** 01/10/2019

**Owner:** Chief Executive Officer

**Next Review:** 01/10/2020

### Our Commitment

Cavalier is committed to creating 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 Cavalier so special.
- 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.

### Who

This Policy applies to all people in the Cavalier Corporation group of companies.

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

### 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.

## 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:

1. Share and promote this Policy with our people.
2. Recruit, based on capability, from a diverse as possible range of candidates.
3. Facilitate opportunities for diversity of thought and action from all levels of the business.
4. Promote inclusion and diversity through company culture programmes and celebrations eg Trans-Tasman and regional initiatives that bring us together as one complete company with differing perspectives.
5. Disclose in our Annual Report the evaluation from the Board on Cavaliers' performance with respect to this Policy as required by the NZX Listing Rules.

## Measurement and Reporting

As per the NZX listing rules a quantitative breakdown of the gender composition of Cavalier's Board and Management 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:

1. **Objective:** Share and promote this Policy with our people.  
**Measure/Report:** 2019/20 – Staff awareness of Policy and recall of 'equality of opportunity'. Metrics to be benchmarked in first year using employee survey tools.
2. **Objective:** Recruit, based on capability, from a diverse as possible range of candidates.  
**Measure/Report:** 2019/20 – All people leaders briefed on Policy. All recruitment partners aligned with Policy.
3. **Objective:** Facilitate opportunities for diversity of thought and action from all levels of the business.  
**Measure/Report:** 2019/20 – Tangible examples reported annually to the Board using Hot Spot Programme as the vehicle.
4. **Objective:** Promote inclusion and diversity through company culture programmes and celebrations.  
**Measure/Report:** 2019/20 – 3-4x cultural activities/celebrations per year. Sentiment and engagement tracked via company surveys and anecdotal evidence.
5. **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.

## Roles and Responsibilities

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

### **All Cavalier Staff**

- Awareness and adoption of this Policy

### **Cavalier Leaders (Including CEO and Executive 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

### **GM Communications, People & Engagement**

- Management of annual review of Policy, compliance with it and reporting for Board and Annual Report
- Promotion of this Policy within Cavalier
- Implementation of diversity and inclusion initiatives – as outlined in the Practical Application section

### **Board**

- Annual review of Policy and outcomes against Practical Applications.