

What you need to know

- AMP is committed to inclusion, diversity and belonging. We all play a role in creating an environment which empowers people to be their authentic selves and is reflective of our customers and community, fulfilling our purpose of helping people create their tomorrow
- Inclusion and diversity is about people and performance. By actively seeking and including a diverse range of ideas, perspectives and approaches, we create a more engaging work environment; reflect, understand and connect with customers and shareholders; foster creativity and innovation; solve complex problems; and improve the quality of business decisions.

Overview	Our Inclusion and Diversity Policy sets out our commitment and approach to creating an inclusive and diverse work environment with a shared sense of belonging, anchored to our Purpose and Values
Objective	To provide information on what inclusion and diversity means for us; how inclusion and diversity influences both people and business performance; and the role that we all play in creating an inclusive and diverse work environment.
Scope	This policy applies to all our employees. This policy also applies to anyone employed by, or who works for, AMP including permanent and temporary employees, contractors, consultants, boards, , anyone seeking employment with AMP, and anyone interacting in our work environment.
Policy owner	Director, Strategy, Organisational Development & Analytics
Policy approver	AMP Limited Board
Effective date	April 2023
Review date	April 2025

1. Background

Inclusion, diversity and belonging is critical to our success: we need all kinds of ideas, perspectives and approaches working together to achieve our purpose of helping people create their tomorrow, ensuring the right outcomes for our employees, customers, shareholders, and the communities we serve.

Focusing on inclusion and diversity and creating an environment where people feel accepted and valued helps us drive individual and team performance through the ability to:

- better reflect, understand, and connect with customers
- improve engagement, morale, and overall wellbeing of our people
- source talent from traditionally under-represented groups/areas
- solve complex problems
- foster creativity and innovation
- improve the quality of business decisions
- respect and consider different knowledge systems and approaches; and
- positively contribute to our communities

When we say ‘**diversity**’, we mean the collective mix of differences and similarities in perception, background and experience that enables diverse thinking (or diversity of thought) to take place.

These differences and similarities can be individual - including things like life experiences, personality types, working and learning styles; or particular to a broader group - such as gender, ethnicity, indigenous identity, LGBTQ+ identity, ability and generation (see [Definitions](#)). By embracing diversity, we foster respect for people who are different to ourselves and acknowledge the value these differences bring to our workplace.

When we talk about ‘**inclusion**’, we mean actively inviting and valuing the unique characteristics and contributions of each person.

We want everyone to feel safe to speak up, heard, and supported, with a shared sense of **belonging** (see [Definitions](#)).

Underpinned by our Purpose and Values, it is the combination of inclusion, diversity and belonging that drives innovation, connection, engagement, and superior performance.

2. Inclusion, Diversity & Belonging principles & commitment

Principles

We all play a role in creating an environment where we can bring our whole selves to work and feel we can give and be our best every day. This means everyone demonstrates the following principles that underpin our approach to inclusion, diversity and belonging:

1. inclusion and diversity is good for people; our customers, our business, our shareholders, and communities
2. we treat each other fairly and with respect
3. we help others to give - and be - their best
4. we are all responsible for creating an inclusive and diverse working environment where everyone feels they are accepted and valued
5. we value, are open to, and encourage, the thoughts, ideas, and opinions of others
6. we are accountable for our actions, behaviours, and responsibilities and monitor our performance; and
7. we demonstrate inclusive behaviours that we value and expect.

Commitment

Our commitment to inclusion, diversity and belonging, and the application of these principles, extends to all areas of our business and decisions, including:

- our customer focus
- the way we work and organise our teams
- how we attract, recruit, retain, develop, manage, and promote our employees
- the steps we take to identify, develop, and manage our talent; and
- the way we evaluate and reward performance.

A range of policies, procedures, programs, and benefits support our commitment to inclusion and diversity. These include, but are not limited to, our Purpose and Values, Code of Conduct, approach to flexible work under the We-Flex Policy, enhanced

Parental Leave policy, and the range of leave options available to support the various personal preferences and needs of our people.

Our AMP Inclusion and Diversity Council is a representative group of employees and leaders from a diverse range of backgrounds and experience that work together to drive and advocate our commitment to inclusion and diversity and to foster a culture where everyone feels they belong. The Council is empowered to align inclusion and diversity efforts across the business through recommendation of focus areas, delivery and support of defined actions and initiatives, and identification of opportunities that enhance our inclusion and diversity approach

Our employee action groups exist to support the implementation of interventions that assist in creating a more inclusive, diverse, and culturally safe workplace, as well as raise awareness for inclusion and diversity more broadly. These include AMProud, Reconciliation Action Plan (RAP) Committee and New Zealand Cultural Working groups.

Our commitment to inclusion and diversity also specifically includes reconciliation with Australia’s First Nations Peoples. We acknowledge the Traditional Custodians of the land of which AMP’s influence extends to and seek to promote inclusion and respect both internally and externally. We seek to observe and respect cultural protocols where appropriate to build an inclusive, culturally safe and sustainable workplace. In support of this, we have developed an Indigenous Australian cultural learning framework to increase the cultural capability of our workforce by delivering on our commitment to increasing knowledge and respect for First Nations Peoples.

Governance

The AMP Limited Board see inclusion, diversity and belonging as a core priority for the business and they play a key role in setting and monitoring key objectives. These objectives, and progress towards them, are monitored on a regular basis. They are assessed annually, and communicated in the AMP Annual Report, as well as the annual Sustainability Report, both accessible via the AMP website.

3. Roles and responsibilities

We are all accountable for inclusion and diversity at AMP. Specific roles and responsibilities are set out in the table below.

<p>Everyone</p>	<ul style="list-style-type: none"> • Understand what inclusion, diversity and belonging means for us • Be inclusive and respect the diversity of your colleagues: <ul style="list-style-type: none"> ○ play as one team ○ get to know one another ○ be fair and respectful ○ invite and value each person’s unique contribution; and ○ make the most of differences, similarities, and shared goals. • Proactively seek out different perspectives when making decisions • Be brave and do the right thing; speak up and challenge bias and inappropriate behaviour • Create an environment of belonging where people feel accepted, valued, and connected, empowering people to give - and be - their best • Role model inclusive behaviour
<p>People Leaders</p>	<p>In addition to the responsibilities for everyone above;</p> <p>AMP’s Leadership Expectations outline the role of leaders to lead inclusively by:</p> <ul style="list-style-type: none"> • Being self-aware of own biases • Encouraging curiosity and a learning mindset • Seeking out and valuing different perspectives • Creating a safe environment for people to be themselves and speak up • Encouraging people to share and learn from mistakes • Understanding the benefits of, and assembling, diverse teams • Proactively supporting diversity and inclusion initiatives

People & Culture (AU) Employee Experience (NZ)	<ul style="list-style-type: none"> • Provide leaders with inclusion and diversity advice, support and guidance • Embed diversity and inclusion principles in all people processes and systems • Maintain the inclusion and diversity strategy that defines strategic priorities, objectives and action plan • Monitor and report progress of key diversity metrics
Inclusion & Diversity Council	<p>In addition to the responsibilities of everyone above;</p> <ul style="list-style-type: none"> • Contribute to the design, development and activation of our inclusion and diversity strategy, action plan and priorities • Support inclusion and diversity initiatives across the business, providing advocacy and building awareness • Discussing, addressing and aligning on inclusion & diversity efforts and areas of opportunity
AMP Board	<ul style="list-style-type: none"> • Approve the Inclusion and Diversity policy on a bi-annual basis • Approve and monitor associated inclusion and diversity metrics on an annual basis

4. Interactions with related documents

The Inclusion and Diversity Policy acts alongside the policies outlined below to support AMP’s commitment to create an inclusive and diverse work environment.

Policy	Purpose
Inclusion and Diversity at AMP Hub page (Australia)	Information on inclusion & diversity at AMP
Code of Conduct	Outlines the minimum standards of behaviour, decision making, and how we treat each other, our customers, shareholders, business partners, and stakeholders.
Complaints Handling Policy for Workers	Sets out our approach to the management of complaints and grievances raised by our workers.
Recruitment Policy	Sets out guidelines and guardrails for hiring managers. To support our ambition to have a diverse workforce that represents our customers and community, we work within seven recruitment principles.
We-Flex Guide – Frequently Asked Questions (Australia)	A comprehensive guide that provides supplementary information to support people and leaders consistently apply the We-Flex Policy.
We-Flex Policy (Australia)	Outlines our commitment to flexible working and information on the flexible work options available to our people.
We Flex Principles (New Zealand)	Sets out the ways in which we will support each other to flex and how we will be accountable for our actions and delivering business outcomes
Whistleblowing Policy	Sets out how to raise a concern about disclosable matters, what protections apply in those circumstances, and the

	processes for responding to reports about disclosable matters.
Workplace Health, Safety and Wellbeing – Global Policy	Outlines our commitment to providing a physical and psychologically safe working environment.
Workplace Respect Policy	Sets out the responsibility of behaving appropriately at work, where everyone is treated with dignity and respect. This policy prohibits discrimination, harassment, vilification, and victimisation based on protected characteristics or attributes.

4. Compliance with this Policy

This Policy applies to all our entities in all countries where we operate. This Policy sets out the minimum standards required and expected. Additional requirements may apply in some circumstances, for example people working in overseas or in other legal jurisdictions where in addition to meeting the minimum requirements of this Policy these requirements or obligations will also apply.

Where there are specific jurisdictional requirements, and these differ to the Policy requirements, you are required to adopt the following approach:

- Where specific jurisdictional requirements exceed the Policy, the jurisdictional requirements are to be adhered to in addition to the Inclusion and Diversity Policy requirements;
- Where specific jurisdictional requirements are less onerous than outlined in the Inclusion and Diversity Policy, the requirements of the Policy must be adhered to;
- Where specific jurisdictional requirements are inconsistent with the Inclusion and Diversity Policy, this is to be escalated and reported to the Policy Owner; and
- Generally, the more conservative of the two – Policy or requirement – is adopted.

Failure to comply with the Policy poses regulatory risk to us in both Australia and abroad and can result in both civil and criminal penalties as well as reputational and other damage.

Any instances of non-compliance with this Policy should be treated in accordance with the [Incident, Issue and Breach Management Policy](#), [Consequence Management Policy](#) and [Code of Conduct](#)

Where you have a concern that a serious breach of this Policy has occurred or will occur, and that pursuing your concern through the normal channels will be personally damaging, you should report your concern in accordance with the [Whistleblowing Policy](#). We care about our people - you can also access wellbeing support through our Employee Assistance Program [CHAMP Hub page](#), or by speaking with your leader or a Mental Health First Aid Officer (Australia only)

Any breach of this Policy may be considered as misconduct and may result in re-assessment or revocation of bonus or incentive allocation and/or disciplinary action up to and including termination of employment or services.

This policy does not form part of any contract of employment or contract of engagement and may be amended, replaced, or revoked at any time by AMP at its discretion.

5. Definitions

In this Policy, words and phrases have the meaning provided below.

Inclusion	<p>Inclusion is the active process of inviting and valuing the unique characteristics and contributions of each employee.</p> <p>Inclusion requires fairness and respect. It creates a workplace where people feel safe to bring their whole selves and speak up, be valued for who they are, empowered to do their best work and have a shared sense of belonging.</p>
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Diversity

Diversity is the collective mix of differences and similarities in perception, background and experience that enables diverse thinking (or diversity of thought) to take place.

Differences and similarities can be individual or particular to a broader group.

They can include, but are not limited to:

- ability / disability
- age / generation
- caring responsibilities
- education
- ethnicity / Cultural Background
- gender
- gender expression
- gender identity including transgender
- gender transitioning status
- indigeneity including Aboriginal, Torres Strait Islander and Māori
- industry / work experience
- intersex status
- location
- life experiences
- nationality
- political beliefs
- race
- sexual expression
- sexual orientation
- social class and caste
- personality types
- relationship status including opposite or same sex martial / relationship status
- religious beliefs and / or practices
- work and learning styles
- work practices including flexible work

Belonging

Belonging is when people feel seen, connected, supported, and valued.