

Perpetual Diversity and Inclusion policy

April 2023

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1. Objective

Perpetual has a strong commitment to diversity and inclusion and is committed to creating an inclusive workplace where diversity is celebrated.

Diversity and inclusion positively contributes to our business success and benefits our people, clients and shareholders.

Our business policies, practices and behaviours promote diversity and equal opportunity and create a safe and inclusive environment where individual differences are valued, and all employees can realise their potential and contribute to Perpetual's success.

2. Scope

This policy applies to all employees of Perpetual and its associated entities, including contractors and temporary employees.

3. What is diversity and inclusion?

Diversity recognises and values the contribution of people with differences in background, experience and perspectives. Diversity encompasses but is not limited to gender, age, ethnicity, cultural background, disability status, marital or family status, gender identity and sexual orientation.

Inclusion is reflected in an environment where individuals feel comfortable to be themselves and bring their unique self to work. An inclusive culture is where all employees feel that they belong and that individual differences are valued and celebrated.

At Perpetual, diversity and inclusion means:

- an inclusive and psychologically safe workplace that embraces individual differences
- a workplace which is free from discriminatory behaviours and business practices
- equitable frameworks and policies, processes and practices that limit potential unconscious bias
- equal employment opportunities based on capability and performance
- awareness of the different needs of employees
- the provision of flexible work practices and policies to support employees
- attraction and retention of a diverse range of talented people.

4. Perpetual's diversity and inclusion strategy

The vision of our diversity and inclusion strategy is 'to create real change by making a positive and sustainable impact'. We strive to empower our people to work with the best, be their best, and work where and how they work best.

Three strategic goals help to achieve this:

1. **Inclusion:** fostering a high-performance culture where we empower our people to grow
2. **Equity:** ensuring a level playing field for all
3. **Identity:** providing an environment where our people feel valued and confident to bring their unique self to work

These strategic goals align to the current and emerging needs of the Perpetual workforce, focussed on seven core pillars: gender equality, LGBTQ+ inclusion, cultural diversity, disability, life stages and events, parents and carers, and cognitive diversity.

The diversity and inclusion strategy includes measurable objectives for achieving each pillar at different levels throughout Perpetual.

5. Diversity and inclusion at Perpetual

To achieve a diverse and inclusive environment, we support the following programs and practices:

Recruitment, selection and promotion

Equal opportunity forms an integral part of Perpetual's recruitment practices. We recognise the value of recruiting, selecting and promoting employees with diverse backgrounds, knowledge and experience. Our recruitment and selection processes identify candidates with the most suitable knowledge, skills, experience and personal values and as an equal opportunity employer, the recruitment processes are designed to promote equality. Testing, independent evaluations and behavioural interviewing are used to promote equitable and unbiased selection and promotion decisions.

To promote gender equality in recruitment, at least one female candidate is considered for Senior Manager, General Manager, Group Executive, CEO and Board appointments and at least one woman forms part of the interview and selection panel for these appointments. In addition, we aim for 50% male / 50% female candidate shortlists when recruiting for Senior Manager positions and above. External talent partners must seek to adhere to this provision. Perpetual is committed to achieving the above in our recruitment and selection process on an ongoing basis to support our Women in Leadership gender targets.

Career development, retention and performance

Employees are encouraged to develop and progress their careers through opportunities that build capabilities, and all employees are supported to participate in career development conversations. Opportunities for promotion and transfer are advertised to all employees to enable individuals to apply for roles to develop their career path. We actively target female talent for more senior roles.

To encourage and fairly reward excellence, performance is measured based on agreed goals to remove bias and promote equity. An annual review of performance outcomes is conducted to ensure no gender disparity.

Talent and succession planning

Talent and succession planning are core practices within the organisation and an annual process identifies high performing and high potential individuals across Perpetual.

Individuals are identified based on their performance and potential through divisional reviews that ensure talent and succession decisions are equitable, consistent and aligned to diversity and equal opportunity principles across Perpetual. As part of this process, a female talent cohort is actively targeted for development.

The talent and succession process is used to identify candidates for ad hoc and annual leadership development opportunities and gender diversity is a key consideration during candidate selection.

Restructures

Organisational change is an everyday reality for businesses and Perpetual is no different.

We are committed to ensuring that all restructures are managed fairly, free from bias, and considers our gender equality strategy.

Diversity and equal opportunity training

To embed our equal opportunity and anti-discrimination policy, all employees are required to complete a Diversity & Inclusion E-Learn and an Equal Employment Opportunity and Anti-Bullying and Harassment E-Learn upon commencing their employment with Perpetual and then every two years. These trainings raise awareness and encourage behaviour that supports an inclusive work environment free from discrimination and harassment.

Flexibility

At Perpetual, we empower our people with a measure of control over where, when and how they work to balance individual, team and business needs. We believe all roles can be performed flexibly. We have a Flexibility policy and support tools which empower employees and people leaders to utilise, manage and embed flexibility.

To ensure flexibility is implemented equitably, all managers have access to coaching and tools to enable them to manage flexible work arrangements and are encouraged to support team members with flexibility.

Cultural and religious diversity

Employees from different cultures and religions are welcomed and valued. Employees who have cultural or religious commitments are supported to participate in these activities through flexible work arrangements. Questions have been included in the employee engagement survey to further understand the cultural profile of Perpetual and to inform further action.

Gender equality

Gender equality at all levels of the organisation is a key component of our diversity and inclusion strategy. Increasing the representation of women at senior levels of management will remain one of our strategic priorities on an ongoing basis. Leaders are held accountable to achieving gender equality through formalised gender targets.

Parents and carers

Perpetual's diversity and inclusion strategy recognises the importance of flexibility and support for employees with caring and parenting responsibilities. We support parents through a generous paid and unpaid parental leave policy. Perpetual also supports a smooth transition for parents returning from parental leave through; return to-work-programs, flexible-working, retaining our status as an accredited breastfeeding friendly workplace and access to parenting courses and webinars.

Carers are supported through our Personal Carers Policy and access to flexible working arrangements.

LGBTQ+ inclusion

Perpetual is an LGBTQ+ inclusive workplace that celebrates individuals of all sexual orientations. We raise awareness of the LGBTQ+ community through celebrating Perpetual's annual Pride Day. Employees are able to (optionally) enter sexual orientation and gender identity information in Workday.

Cognitive diversity

Cognitive diversity contributes to building psychologically safe teams and an inclusive culture. We build awareness of cognitive diversity through learning and development and talent and succession activities that seek to build a greater awareness of cognitive differences and an understanding of how these differences can be leveraged to maximise performance at an individual, team, and organisational level.

Life stages and events

Perpetual strives to be inclusive of all our employees by supporting them through the many life stages and events that they may encounter. We seek to understand the make-up of our employee base and the events that they face through developing employee personas, which help us to develop our existing policies, processes and procedures to ensure that we are fostering an inclusive and supportive environment for all our people.

Employee consultation

Employees are consulted annually through surveys, focus groups and forums to gain insight into potential barriers to diversity and challenges and opportunities for further action. Insights are used to shape and inform our diversity strategy. Perpetual also has an established diversity and inclusion council, chaired by the CEO and made up of employees from each division. The members of the diversity and inclusion council determine the strategic direction and imperatives of the diversity and inclusion strategy and help to embed this strategy across the business.

6. Reporting and measuring diversity and inclusion

Perpetual's Board has established a measurable gender diversity objective to achieve 40% representation of women in senior leadership roles (WiL) by 2024. This goal has been extended to include appointments for any governing bodies over which Perpetual has control.

The 40% objective will be reviewed periodically to ensure it continues to remain relevant to our business.

The Executive Committee (ExCo) and People and Remuneration Committee (PARC) regularly review the progress of the broader diversity and inclusion strategy, as well as diversity metrics at the organisation and business unit level. For example:

- WiL reporting for the organisation and each Division
- Flexibility utilisation rates
- Cultural and demographic make-up of our employee base
- Gender profiling of each level of our organisation including board and senior leadership
- Gender pay gap analysis – for the organisation, by level and for like-for-like roles
- Appointments, promotions and terminations by gender
- Parental leave return rates by gender
- Performance ratings by gender
- Gender representation in the talent and succession planning process
- Gender representation on talent and leadership programs
- Voluntary turnover by age and gender
- Engagement survey results by gender.

Perpetual is recognised as an Employer of Choice for Gender Equality and submits data and metrics related to gender equality on an annual basis in order to meet the rigorous requirements of this citation.

7. The role of the Board and PARC

While PARC has responsibility for oversight of this policy, the Perpetual Board has responsibility for its initial approval and any subsequent amendments.

The Board will also review the diversity and inclusion strategy at least annually including the objectives set for achieving gender diversity and progress in achieving them.

8. Procedures

To ensure diversity and inclusion is embedded in business practices and behaviours, our day-to-day procedures support diversity, inclusion and equity.

9. Perpetual policies

The Diversity and Inclusion policy is supported by our Equal Opportunity and Anti-Discrimination policy and any employees who wish to report a breach in these policies can be referred to our complaint and grievance resolution policy.

Date	Revision description	Authorised by:
April 2022	No change	GM, Business Partnering & Talent
April 2023	No change	Global Head of Organisational Development

About Perpetual

Perpetual Limited (“Perpetual”) is an ASX listed (ASX:PPT) global financial services firm operating a multi-boutique asset management business, as well as wealth management and trustee services businesses.

Perpetual owns leading asset management brands including Perpetual, Pental, Barrow Hanley, J O Hambro, Regnan, Trillium and TSW.

Perpetual’s wealth management business services high-net worth clients, not for profits, and small businesses through brands such as Perpetual Private, Jacaranda Financial Planning and Fordham.

Perpetual’s corporate trust division provides services to managed funds, the debt market and includes a growing digital business, encompassing Laminar Capital.

Headquartered in Sydney, Perpetual services its global client base from offices across Australia as well as internationally from Asia, Europe, the United Kingdom and United States.

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