



Diversity and Inclusion Policy

Policy Purpose

Pandanus Workforce is committed to providing a safe, respectful, and inclusive workplace that reflects the diversity of the communities in which we operate. This policy defines our framework for fostering diversity, equity, and inclusion (DEI) across all areas of our business operations, employment practices, and project delivery.

We believe that embracing diversity strengthens our culture, enhances innovation, and supports our mission of Empowering Humanity to Achieve Greatness.

Policy Scope

This policy applies to all Pandanus Workforce employees, contractors, consultants, and stakeholders, including those operating on client sites, remote locations, and regional project teams.

It must be read in conjunction with:

- The Employee Relations Management Plan (ERMP)
- The Equal Employment Opportunity (EEO) Policy
- The Anti-Discrimination and Fair Treatment Policy
- The Code of Conduct

Objectives

The objectives of this policy are to:

Foster a workplace culture that values and respects individual differences.

Promote equitable access to employment, training, and leadership opportunities.

Create culturally safe workplaces, particularly for Aboriginal and Torres Strait Islander peoples.

Integrate DEI principles into workforce planning, recruitment, performance management, and leadership practices.

Continuously review and improve workplace systems to eliminate barriers to inclusion.

Guiding Principles

Our approach to diversity and inclusion is guided by the following principles:

Respect: Every individual is treated with dignity and fairness.

Equity: We ensure fair treatment and equal opportunity for all employees.

Representation:

We strive for a workforce that reflects the diversity of our clients and communities.

Accountability:

Leaders and managers are responsible for fostering inclusive teams.

Cultural Safety:

We actively promote awareness, understanding, and respect for Indigenous cultures.

Continuous Improvement:

We measure progress and report on outcomes annually.

Implementation and Strategy

Integration

Diversity and inclusion principles will be embedded into:

- Recruitment and selection processes
- Onboarding and induction programs
- Performance management frameworks
- Learning and development programs
- Leadership and succession planning
- Client and community engagement

Recruitment and Employment

All recruitment practices will be transparent, merit-based, and compliant with equal opportunity legislation.

Indigenous employment, youth engagement, and gender diversity will be actively prioritised in line with project and client objectives.

Where feasible, local and community-based recruitment channels will be utilised to support regional participation.

Training and Awareness

All employees will complete Diversity and Inclusion Awareness Training during induction.

Managers and supervisors will receive additional training on cultural awareness, unconscious bias, and inclusive leadership.

Tailored training will be developed for projects with specific community or cultural requirements.

Indigenous Engagement

In alignment with Pandanus Workforce's Indigenous Engagement Plan (IEP): We will collaborate with Traditional Owners and local Indigenous organisations to support recruitment and retention.

Cultural heritage protocols will be respected across all worksites. Cross-cultural awareness sessions will be held regularly for all project staff. Indigenous mentors will be identified and supported across major projects.

Leadership and Accountability

The Managing Director and General Manager are responsible for the strategic oversight of DEI objectives.

Managers and Supervisors must implement inclusive practices and ensure equitable treatment of all employees.

All Employees are expected to uphold this policy and contribute to a respectful, inclusive workplace.

Reporting and Grievance Procedures

Pandanus Workforce encourages open communication and early resolution of any diversity or inclusion concerns.

Employees who experience or witness discrimination, exclusion, or harassment should report it to their supervisor or the Human Resources Manager.

All complaints will be handled confidentially and investigated promptly in accordance with the Fair Treatment and Grievance Procedure.

Disciplinary action may be taken against any employee found to have breached this policy.

Monitoring and Evaluation

The effectiveness of this policy will be measured through:

- Annual workforce diversity reporting and audits
- Employee engagement and satisfaction surveys
- Monitoring of recruitment and retention metrics
- Review of grievance and resolution outcomes
- Annual review of the Indigenous Engagement Plan

Compliance and Legislation

This policy aligns with:

- Fair Work Act 2009 (Cth)
- Work Health and Safety Act 2011
- Anti-Discrimination Act 1991 (QLD) and equivalent State legislation
- Equal Opportunity Act 2010 (VIC)
- Racial Discrimination Act 1975 (Cth)
- Sex Discrimination Act 1984 (Cth)
- Disability Discrimination Act 1992 (Cth)

Review

This policy will be reviewed annually or as required by changes in legislation, organisational priorities, or client expectations.

All updates will be approved by the Managing Director and communicated to all staff.