

# Diversity, Equity and Belonging Strategy

2024–2027



# Acknowledgement of Country

*Insignia Financial acknowledges  
Aboriginal and Torres Strait  
Islander people as the First  
Australians and Traditional  
Custodians of the lands where  
we live and work.*



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**Scott Hartley**  
Chief Executive Officer  
He/Him

# Message from our CEO, Scott Hartley

At Insignia Financial, we believe diversity, equity and belonging are essential for our success. Our strength comes from the unique perspectives, backgrounds and experiences of our people.

We are dedicated to creating an inclusive environment where everyone feels valued and respected. This means providing equitable opportunities for growth, addressing inequality, fair treatment, and taking time to understand each other. Embracing diversity enriches our workplace and enhances our ability to innovate and serve our customers and communities better.

Diversity and inclusion are not just strategic imperatives; they are core to how we work at Insignia Financial. Achieving true diversity and equity requires ongoing focus and learning over time.

Our Diversity Equity, and Belonging Strategy outlines the specific initiatives and targets we will pursue during this period, with the goal of creating genuine inclusion for our people and building an organisation where every employee can thrive. By achieving this, we not only make an impact within our organisation, but we contribute to making a positive difference to society.

While my executive team and I, as CEO lead this strategy we all play a crucial role in advancing inclusion at Insignia Financial. It is a shared commitment that requires active participation from all of us. This commitment to diversity, equity and belonging extends to all our stakeholders.

**Scott Hartley**  
*Chief Executive Officer*



# Insignia Financial ... Where I belong

*At Insignia Financial we are an 'every person' organisation that encourages and welcomes everyone for who they are. Our culture doesn't demand people fit a certain style, rather, encourages people, through our behaviour and ways of working, to be themselves and united through our shared principles.*

We believe by creating an environment that allows people to be themselves, they will feel connected to the organisation and encouraged and supported to be their best. This is a key enabler for sustainable business success, ensuring we attract and retain the best people and provide the best products and services to our customers.

We harness the power of difference and aim to build teams that reflect the communities we serve. We celebrate and embrace our people as their true and whole self and work to foster a safe and nurturing environment.

All our people are equal at Insignia Financial, and we take steps to amplify marginalised voices and create equity for all employees.



# Diversity, Equity and Belonging (DEB) Strategy 2024–2027



*The DEB Strategy 2024–2027 builds on the achievements of our previous strategy and continues to deepen our approach to address inequity where it exists.*

*It formalises our organisational commitment to creating a workplace that promotes diversity, fosters inclusiveness and drives positive change.*

The strategy was developed in consultation with the Insignia Financial Executive Team, Directors and employees.

The Insignia Financial DEB Committee is made up of the CEO, executive sponsors, senior leaders and our employee resource groups (ERGs) which are voluntary, employee led committees that serve to help promote and celebrate diversity and provide a voice for employees from underrepresented groups and their allies.

# Diversity, Equity and Belonging at Insignia Financial

**Diversity** is about our differences, what makes each of us unique and includes factors like our ethnicity, cultural background, gender, age, neurodiversity, religion, disability status, family status and sexual orientation. It also considers things like our personality, life experiences and beliefs – all the things that make us who we are. It is this combination of our differences that shape our view of the world, our perspective, and our approach to work.

**Equity** is about recognising that based on our backgrounds and identities, everyone faces different levels of structural and systemic advantages and disadvantages that impact access to resources and opportunities, and our sense of belonging in and out of the workplace. Insignia Financial is committed to creating an inclusive experience by providing the tools, resources and the environment that all employees need to be successful and build meaningful careers.

**Belonging** is the feeling of security and support when there is a sense of acceptance, inclusion, and identity for employees. Employees who feel as they belong, feel safe to speak up, supported, inspired, confident and empowered to do their best work. Creating belonging is an outcome of the diversity and equity deliverables contained in our DEB strategy.

# Our approach to Diversity, Equity and Belonging (DEB)



## Pride

The LGBTQIA+ community and allies



## Accessibility

Removing barriers for those with disabilities and those caring for people with disabilities



## Reconciliation

The Aboriginal and Torres Strait Islander community



## Life and family

Supporting parents, guardians, those looking to start a family, those with caring responsibilities and different age demographics



## Women

Championing gender equity by ensuring Insignia Financial is a place where women thrive professionally and personally



## Multicultural

Celebrating the cultural, heritage, linguistic and religious diversity of our people

*Our approach to DEB targets six streams, each representing parts of our community and workforce who are more likely to experience inequity. Each stream includes targets and focus areas specific to the issue most impactful to that community.*



# Key focus areas and targets by stream

**Our strategy will focus our collective efforts across four key areas:**

- Governance
- Culture and environment
- Leadership
- Recruitment and onboarding.

The focus areas reflect the intersectionality of the work we are doing to support our identified community groups and create greater efficiency and impact.

These initiatives will largely be delivered by members of the People and Culture team with insight, advice and advocacy provided by our DEB employee committee.

Complementing the key focus areas are several targets and initiatives aligned to the six diversity streams.



*The detailed DEB 2024-2027 strategy is outlined below.*



### Pride

Maintain Australian Workplace Equality index – bronze status.

Improve visibility of The Pinnacle Foundation partnership.

Continue commitments towards and improve the visibility of The Pinnacle Foundation.



**THE P/NNACLE FOUNDATION**



### Accessibility

Create a safe environment for our people with accessibility needs.

Deepen partnership with Australian Disability Network.



### Women

Take steps to achieve 40:40:20 representation at all layers (including the Insignia Financial Board).

Improve representation in succession plans for senior leadership roles.

Maintain below industry average median gender pay gap in total remuneration and maintain 3% or less gender pay gap in total remuneration for like-for-like roles.



### Reconciliation

Deliver on the actions committed to in our Innovate Reconciliation Action Plan (RAP).



### Life and family

Deliver on the 'Family Friendly Workplace' accreditation action plan.

Support leaders to 'understand' and 'look after' the individuals on their teams.

Increase uptake of men taking parental leave – number of men and duration of leave.



### Multicultural

Move towards improved culturally and linguistically diverse (CALD) representation in leadership layers.

Increase understanding of the lived experience of CALD people.

Celebrate differences and multiculturalism.

# 2024-2027 Deliverables

The initiatives outlined in the focus areas will be largely driven by the People & Culture team with the DEB Committees involved to provide thought leadership, advocacy and support. This consolidated approach will ensure we consider diversity, equity and belonging in totality when proposing a process or system change or employee entitlement and reduce duplicated effort and multiple requests to enabling functions.

Focus Area	Deliverables
<b>Governance</b> future-fit our DEB foundations	<ul style="list-style-type: none"> <li>Assess employee sentiment and lived experience of diversity and inclusion and collect and share key employee data (demographic and identity, sentiment and lived experience insights) annually via the Our Voice Culture and Engagement Survey.</li> <li>Completion of the Workplace Gender Equality Agency (WGEA) annual reporting submission and compliance with the WGEA 6 gender equality indicators (GEI's).</li> <li>Completion of the annual ESG and Corporate Governance Statement submissions.</li> <li>Quarterly reporting of DEB scorecard to the Executive team and Board.</li> <li>Conduct an annual review of the Insignia Financial Diversity, Equity and Belonging Policy.</li> <li>Effective management of the external partnerships.</li> </ul>
<b>Culture and environment</b> build on belonging for our team and customers and move towards equity	<ul style="list-style-type: none"> <li>Review, identify possible enhancements and deploy the Insignia Financial DEB eLearning course annually to all employees.</li> <li>Enhance inclusion and improve workplace culture through the power of language by rolling out the WordsAtWork campaign.</li> <li>Ensure new office spaces are inclusive and accessible to all by providing advice and advocacy to Facilities.</li> </ul>
<b>Leadership</b> support leaders to 'understand' our people and 'look after' our team	<ul style="list-style-type: none"> <li>Design and deploy the Inclusive Teams workshop to support leaders to understand the benefits of diversity and inclusion to our business and develop capability in the leadership mindsets needed to build a diverse workforce. The workshop will be attended by all divisional leadership teams by end of FY2026, and deeper into the organisation by 2027.</li> <li>Senior Leaders are provided with access to key metrics like female representation and gender pay gap to enable them to make data driven decisions.</li> </ul>
<b>Recruitment and onboarding</b> enhance hiring process and experience to drive DEB outcomes	<ul style="list-style-type: none"> <li>Conduct an audit and review of job ads, application process, phone screening templates and job brief templates to ensure the overall process and candidate experience reflects our position on diversity and inclusion, and flexibility.</li> <li>Create hiring manager training to ensure leaders are aware of how to respond to requests for accommodations and are cognisant of any unconscious bias.</li> <li>Identify possible partners and then pilot the use of specialised recruitment agencies.</li> <li>New employees are educated on our diversity, equity and belonging position and the important role every employee plays, regardless of their position, in embracing and valuing diversity at Insignia Financial.</li> </ul>

## Stream Deliverables

Each of the six DEB streams will deliver initiatives that are focused on raising awareness, advocacy and building community and connection for employees. Employees from across the organisation volunteer their time and passion and are part of the DEB Committee that are accountable for delivering these initiatives.

Stream	Targets/Objectives	Partnerships
<b>Pride</b> The LGBTQIA+ community and allies	<ul style="list-style-type: none"> <li>• Maintain bronze tier status Australian Workplace Equality Index (AWEI)</li> <li>• Assess viability of silver tier status AWEI certification</li> <li>• Communicate and promote relevant employee entitlements that support LGBTQIA+ employees</li> <li>• Support and promote the Pinnacle Foundation partnership.</li> <li>• Attendance at an external LGBTQIA+ event, for example Pride, Mardi Gras or Midsumma annually.</li> <li>• Support employees to attend LGBTQIA+ external professional development events or conferences annually.</li> <li>• Deliver one major activation annually.</li> <li>• Deliver up to two minor activations annually.</li> </ul>	<ul style="list-style-type: none"> <li>• Pride In Diversity</li> <li>• Pinnacle Foundation</li> </ul>
<b>Accessibility</b> Removing barriers for those with disabilities or those caring for people with disabilities	<ul style="list-style-type: none"> <li>• The creation of the Accessibility Resource Hub on Insignia Financial intranet (HQ) to educate people leaders on how they can better support employees with a disability.</li> <li>• Analyse the feasibility of creating an Accessibility and Inclusion Action Plan.</li> <li>• Provide advice and advocacy on accessibility issues for both physical and digital workspaces to ensure compliance with accessibility guidelines and standards.</li> <li>• Deepen the partnership with Australian Disability Network</li> <li>• Take steps to create an inclusive and psychologically safe environment to encourage employees to self-report their disability status on My Insignia (SAP) and the Our Voice employee engagement survey.</li> <li>• Deliver one major activation annually.</li> <li>• Deliver up to two minor activations annually.</li> </ul>	<ul style="list-style-type: none"> <li>• Australian Disability Network (ADN)</li> </ul>
<b>Multicultural</b> Celebrating the cultural, heritage, linguistic and religious diversity of our people	<ul style="list-style-type: none"> <li>• Explore the viability of completing a cultural accreditation.</li> <li>• Conduct a deep dive into the cultural and linguistic diversity of the senior leader cohort (direct reports of the executive team) to enable a baseline representation measure that allows for the introduction of a representation target in the future.</li> <li>• Deliver one major activation annually.</li> <li>• Deliver up to two minor activations annually.</li> </ul>	<ul style="list-style-type: none"> <li>• Diversity Council of Australia (DCA)</li> </ul>

Stream	Targets/Objectives	Partnerships
<b>Life and Family</b> Supporting parents, guardians, those looking to start a family, those with caring responsibilities and different age demographics.	<ul style="list-style-type: none"> <li>• Deliver on the actions set out in our Family Friendly Workplaces Action Plan by June 2025.</li> <li>• Monitor and report on the number (employee count) and percentage and length of leave (days) of male employees taking parental leave annually with the goal of increasing men's engagement with parental leave.</li> <li>• Deliver one major activation annually.</li> <li>• Deliver up to two minor activations annually.</li> </ul>	<ul style="list-style-type: none"> <li>• Family Friendly Workplaces / Parents At Work</li> </ul>
<b>Reconciliation</b> The Aboriginal and Torres Strait Islander community	<p>The specific deliverables are outlined in the Insignia Financial Innovate Reconciliation Action Plan (RAP).  These actions are focused across three key areas and due for delivery by March 2025.</p> <ul style="list-style-type: none"> <li>• <b>Relationships</b> – we believe the key to building successful and mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples is to have ongoing engagement in the communities in which we work. We recognise the importance of Aboriginal and Torres Strait Islander customs and cultures and are committed to being involved in events important to Aboriginal and Torres Strait Islander peoples.</li> <li>• <b>Respect</b> – we will engage with our employees, encouraging and supporting them to build an understanding of Aboriginal and Torres Strait Islander peoples' cultures, history, achievements and challenges. Our program will advance reconciliation by building knowledge, understanding, and advocacy skills. By working together we can achieve positive change.</li> <li>• <b>Opportunities</b> – fairness and equality results from giving people equal and equitable opportunities. We will investigate and support employment opportunities within our organisation and wider networks to increase the participation of Aboriginal and Torres Strait Islander peoples within the financial service sector.</li> </ul>	<ul style="list-style-type: none"> <li>• Red Dust</li> <li>• Jawun</li> <li>• IPS Management Consultants</li> <li>• Reconciliation Australia</li> <li>• First Nations Foundation</li> </ul>



Stream	Targets/Objectives	Partnerships
<b>Women</b> Championing gender equity by ensuring Insignia Financial is a place where women thrive professionally and personally.	<ul style="list-style-type: none"> <li>• <b>Networking and Professional Development Events:</b> Deliver a calendar of quarterly professional development networking events for women and allies that are aligned to key career development topics.</li> <li>• <b>Women At Insignia Dashboard:</b> Create and disseminate a quarterly dashboard tracking representation of women by job level across each division, highlighting the proportion of women hired into senior roles and gender pay equity by division. Communicate and educate employees about the difference in measurement methodology for WGEA pay gap data.</li> <li>• <b>Women In Tech:</b> The Women In Tech group exists to create connections and community for women working in the tech field at Insignia Financial. The group meets monthly to discuss key professional and personal development topics.</li> <li>• Explore the viability of other targeted employee reference groups for women, eg Women In Finance.</li> <li>• Deliver one major activation annually.</li> <li>• Deliver up to two minor activations annually.</li> </ul> <p><b>Enterprise Gender Targets and Deliverables</b></p> <p>Further to the deliverables of the Women at Insignia Financial stream, the following enterprise-wide and gender targets are:</p> <ul style="list-style-type: none"> <li>• Take demonstratable steps to achieve 40:40:20 gender representation across leadership roles at all job levels.</li> <li>• Take demonstratable steps to achieve 40:40:20 gender representation in Technology overall.</li> <li>• Take demonstratable steps to achieve 40:40:20 gender representation in Asset Management overall.</li> <li>• Maintain 40% female representation for Non-Executive Directors on the Insignia Financial board.</li> <li>• Deliver Our Leading Women, an internal talent development program which provides sponsorship and mentorship and focuses on improving the visibility, connectedness, and growth of high potential women across the organisation.</li> <li>• Talent review and succession planning across the enterprise considers gender composition and there is a woman in consideration as successor in all executive level role succession plans.</li> <li>• Gender impact analysis incorporated into organisational change business case process and templates.</li> <li>• Maintain below industry average median gender pay gap in total remuneration.</li> <li>• Maintain 3% or less gender pay gap in total remuneration for like-for-like roles.</li> </ul> <p>These initiatives require the support and leadership of the Executive team and employees from the People and Culture function.</p>	

# Strategy performance and tracking

*Insignia Financial has a governance structure that supports the successful delivery of the actions and targets outlined in the DEB strategy.*

Our performance against the strategy will be tracked, measured and reported to our people, DEB committee, Executive team, Directors and our partners.

There are several key groups responsible for mobilising the DEB strategy across Insignia Financial.

Our **Directors** have influence through their approval and endorsement, and ongoing oversight of our DEB strategy. An annual update to the Board regarding progress is part of the strategy performance rhythm.

The **Executive team** play a key role in setting the 'tone from the top' by actively and visibly role modelling behaviours that foster diversity and inclusion. Each of the six streams are sponsored by an executive leader who is able to provide guidance and support to the committee leads, escalating any concerns or opportunities back to the broader Executive team.

Our **DEB Committee** is our voluntary employee resource group which is made up of employees who are passionate about building an inclusive and equitable employee experience by creating connections, community and advocacy. The committee is made up of six sub committees, aligned to each of the six streams identified in the DEB strategy. These committees are made up of employees who identify as members of the six communities or supportive allies. Each committee is led by a senior leader who uses their leadership skills and influence to lead their respective stream to deliver on the actions outlined in the DEB strategy. They act as DEB champions, playing both a symbolic and active strategic role.

The **Reconciliation Action Plan (RAP) working group** is the primary internal advisory and representative body for matters relating to Aboriginal and Torres Strait Islander commitments.

Members of our **People and Culture team** are responsible for designing people processes and policies that are equitable, and promote and foster diversity and inclusion across our workforce.

**People leaders** at all levels are responsible for championing diversity and inclusion by creating inclusive teams and calling out behaviour that does not align to our Code of Conduct. Their leadership will support the creation of a culture that embraces differences to foster innovation, serve our customers and drive our business forward.

**All of our people** are expected to display respect and care for each other and through their own behaviour, contribute to an inclusive culture where everyone belongs.



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