



DIVERSITY POLICY

Kingfisher Garden Centre values diversity and seeks to create an inclusive environment, one where all employees have the ability to achieve their full potential.

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Diversity background

Kingfisher Garden Centre appreciates the value inherent in a diverse workforce. Diversity may result from a range of factors: origin, age, gender, race, cultural heritage, lifestyle, education, physical ability, appearance, language or other factors. Our business success is a reflection of the quality and skill of our people.

A talented and diverse workforce can be a key competitive advantage. We recognise the importance of reflecting the diversity of our customers and markets in the workforce. A diverse workforce is more able to anticipate and fulfil the needs of our diverse customer base by providing high-quality web solutions and services.

Diversity vision

Kingfisher Garden Centre values diversity and seeks to create an inclusive environment: one where all employees have the ability to achieve their full potential.

We will actively manage diversity, finding ways of utilising the differences that exist, in order to improve our business. This requires that we actively and flexibly seek to accommodate the unique needs of many different employees. Above all, we are committed to ensuring that all employees are treated with respect and dignity.

Policy aim

This policy aims to remove bias and prejudice and reduce barriers to workforce entry and promotion that certain people or groups may experience. Kingfisher Garden Centre wants to develop an inclusive workplace culture where people are treated fairly and with respect.

Policy scope

This policy applies to all staff and prospective employees of Kingfisher Garden Centre, whether directly employed on a full-time, part-time or casual basis, and includes employees on a contract basis.

Responsibility for policy

The General Manager, Operations Manager and Human Resources Department (HR) have the responsibility for updating, disseminating and reviewing the policy. All managers have a duty of care to ensure the policy aims and strategies are implemented. All employees have a responsibility to abide by legislation and policy initiatives.

Diversity strategies

Kingfisher Garden Centre has a number of strategies in place to accommodate a diverse workforce.

Recruitment and selection

We aim to recruit people from a broad social and cultural background.

Kingfisher Garden Centre has two scholarship programs: one for young women entering the workforce to access trainee leadership positions and one for Aboriginal and Torres Strait Islanders.

Career development and promotion

We encourage internal promotions and have established clear career paths. Staff can discuss and plan their career options with their department manager.

At Kingfisher Garden Centre, we reward excellence and all employees are promoted based on merit. All internal vacancies, both temporary and ongoing, are advertised on the company intranet.

Diversity bodies

Kingfisher Garden Centre is a member of AHRI (Australian Human Resource Institute).

We are committed to improving our diversity performance and believe this can be led by diversity champions: people in key leadership positions. All managers must undertake a course or unit of study on the topic 'managing diversity' delivered by AHRI (Australian Human Resource Institute), or another approved training provider. This needs to be completed within one year of being in a leadership position.

Diversity practices

Kingfisher Garden Centre abides by all relevant legislation and seeks to regularly update and review policies and practices to improve diversity outcomes.

All new employees are given a copy of the diversity policy during the induction program.

Kingfisher Garden Centre provides a safe and pleasant environment for our employees. We offer the following benefits and programs.

- Flexible work arrangements, according to the NES (National Employment Standards). Refer to Appendix 1 for details of Kingfisher Garden Centre's Flexible Work Policy.
- Employee education assistance. Refer to Appendix 2 for details.
- Open communications through regular staff meetings and use of the company intranet.
- Mentoring programs. Refer to Appendix 3 for details.

Resolving problems

Kingfisher Garden Centre is committed to resolving problems and complaints that may arise from staff. If any employee believes the behaviour or actions of another staff member has, or is likely to have, an unreasonable negative impact on them or their ability to perform their job, then they can lodge a grievance. The grievance process is clear and fair to staff. Refer to *Appendix 4* for more information.

Appendix 1: Flexible work policy

This policy and procedure sets out the circumstances in which requests for flexible working arrangements can be made by employees and the procedure for determining whether those requests may or may not be granted by Kingfisher Garden Centre.

Purpose

Kingfisher Garden Centre supports a diverse and inclusive workforce and recognises that many of its employees require working arrangements that are outside of the traditional full-time work structure.

The purpose of this policy and procedure is to allow greater flexibility for Kingfisher Garden Centre employees who require flexible work arrangements to suit their circumstances.

Scope

This policy abides with legislation in the Fair Work Act and the principles of the NES. As such, this policy applies to all employees of Kingfisher Garden Centre who have completed at least 12 months service, and includes casual employees who have had regular employment for at least that period and have a reasonable expectation of continued work.

- the employee is the parent of, or has responsibility for the care of a child who is of school age or younger
- the employee has a disability
- the employee is 55 or older.

Parents/employees responsible for the care of a child

Parents and employees who have responsibility for the care of a child who are returning to work after a period of birth- or adoption-related leave, may specifically request part-time working arrangements. This is in addition to the general right to request flexible working requirements described above.

Short-term or future flexible work requests

Where an employee foresees the possibility of assuming caring responsibilities in the short to medium term, employees should consult with their immediate manager as soon as practicable, in order to allow sufficient time for planning and discussions regarding appropriate flexible work measures. During such discussions, employers may request evidence of the need to request flexible working arrangements.

Making a request

Any request for flexible working arrangements must be made to the employee's manager and be approved by HR. The request must be in writing, set out details of the change sought and provide details of the reasons for the change.

Approving a request

Once submitted in writing, a response will be given within two business weeks.

The manager or HR has the right to deny a request on reasonable business grounds, which may include:

- It is too costly for the business to implement.
- The new working arrangements would be likely to result in a significant loss in efficiency or productivity to the business.

A flexible working arrangement may result in a reduction in pay (e.g., if less hours are worked overall and/or at the times attracting extra penalties), paid leave (e.g., a reduction in weekly hours may affect leave payments) and termination pay (e.g., redundancy and notice payments will be calculated on pay rates as at termination date).

Appendix 2: Employee education assistance policy

Kingfisher Garden Centre values the ongoing professional development of employees. Skills development and keeping up to date with current industry practices and developments in technology is critical to our success. As such, we offer the following programs to our employees.

Study support

Any ongoing employee undertaking an approved diploma or degree will receive up to four days paid study leave per year, pro rata for part-time employees. Qualifications must align with the employee's current position and career aspirations within the company and be approved by HR.

Scholarship program

Kingfisher Garden Centre has two scholarship programs which aim to address two groups who have been traditionally underrepresented in the workplace, particularly in IT professions.

- Young women in leadership scholarship
- Career start: Aboriginal and Torres Strait Islander Peoples scholarship

HR is responsible for managing the advertising, recruitment and selection of employees for these scholarships.

Professional development

Kingfisher Garden Centre employees are encouraged to undertake professional development relevant to their field of employment. We will fund and/or subsidise approved courses and conferences. Employees must complete a 'request for professional development form', along with course costs and details and submit to their manager for approval at least two weeks prior to the event.

Appendix 3: Mentoring programs

The purpose of Kingfisher Garden Centre's mentoring program is to facilitate a mentoring relationship between experienced mentors and aspiring employees (mentees). Mentorship allows professionals to share their advice, knowledge and experience in a mutually beneficial professional development relationship.

We see mentoring as critical to the career development of employees. It helps employees to expand their networks and has been shown to improve the career prospects of underrepresented groups. It improves communication skills of inexperienced staff and helps them to set and strive towards work goals.

Definitions

Mentor

An experienced professional who has several years of experience in their field and who feels they could assist the growth of a less experienced employee. A mentor shares knowledge and skills, offers advice and provides support to assist the career and professional development of the mentee.

Mentee

An employee who is interested in furthering their career and is willing to listen, learn and challenge the ideas of their mentor in order to get the best out of the relationship.

How does the program work?

Employees interested in becoming a mentor or mentee need to apply to the HR Department and will undertake a selection process. This will involve a panel interview and reference checks with relevant management. HR then matches mentors and mentees according to their career interests and submits the selection to the mentor for approval.

The program runs for 12 months and starts with both the mentor and mentee completing the Kingfisher Garden Centre mentoring webinar. From there, the participants decide on the structure of their relationship, including the method and frequency of their meetings, such as email, phone, face-to-face, etc. Once each quarter, a staff member from HR will check in with participants, gather feedback and offer assistance.

How do you apply?

Interested employees need to fill out an application form which, along with more information on the program, can be found on the intranet under the 'Professional Development' tab.

Appendix 4: Grievance policy and procedure

Kingfisher Garden Centre aims to create an inclusive, honest and open culture. However, in the event that an employee believes the behaviour or actions of another staff member has, or is likely to have, an unreasonable negative impact on them or their ability to perform their job, then there are mechanisms in place for resolving these issues.

Please refer to the steps below and ask your manager or the Human Resource Department should you need further clarification.

Step 1: Define your grievance

You should consider the nature of your grievance or complaint as it can affect the steps you will take to resolve it. Is the problem one that is discrimination, bullying or harassment? It could be one or a combination of all of these.

Step 2: Consider resolving the complaint yourself

Have you informed the person/s of the problem? Are they aware of the problem? Where possible, try to tackle the problem yourself first. Sometimes people behave inappropriately without realising what they are doing. Advising them that their behaviour is inappropriate and/or hurtful may be enough to stop the behaviour from occurring again.

Step 3: Report your complaint

If you were unable to or it was inappropriate to resolve the complaint yourself, you can report the complaint to HR. HR employees are trained in resolving problems and grievances with skill.

You will be advised on your options from here. This can include making a written report, contacting all parties involved and mediating a discussion. HR will consider all evidence and make a decision on the outcome, of which you will be informed in writing.

Remedies or actions taken to resolve the complaint can include: a written warning, further training, demotion and termination of employment.

Confidentiality

All complaints will be kept private and confidential.