

People and Culture

We have talented people who are committed to helping our customers, consumers and shareholders thrive and prosper, and our Company to be successful.

It's vital – for us to achieve our goals in 2019 – that we unlock the full potential of our people, stay focused on our objectives and build on our culture of ownership and accountability.



Strengthening leadership and capability

Our leaders are integral to ensuring our people are equipped to perform at their best. In 2018, we invested heavily in our leaders to acquire new talent, promote our high performers into senior leadership positions and provide development and coaching support.

We further invested in programs to develop core capabilities such as our Marketing Excellence programs to ensure the guardians of our brands continue to generate new ideas and solutions that break new ground for our consumers today and tomorrow.

We are also committed to professional growth and excellence in sales and category development with programs that strengthen customer relationships and lead management for the markets in which operate.

Our graduate and rotational programs encourage our people to explore their strengths and develop their skills. Working with experienced professionals from different disciplines, they gain real-world knowledge to develop insights, innovate and create change. Our graduates have an opportunity to work on tangible projects that create a meaningful impact.

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Diversity and Inclusion

Our Company, with around 1,000 employees, operates in Australia, New Zealand and the Pacific Islands. Across every part of our business, we strive to create a diverse and inclusive environment. It means having a diversity of thinking and competencies, genders, ages, personal qualities, business and cultural background, experience and knowledge and geographical representation. We know how valuable it is to have different perspectives in order for our Company to innovate, grow and prosper.

Consistent with our approach to diversity and inclusion, we increased female representation to achieve equal gender recruitment for our graduate program.

From a gender perspective, in 2018 we are pleased to have achieved the targets we set out two years earlier which were to :

- › appoint at least two female members to the Executive Lead team by 2018
- › increase female representation on the Senior Leadership team from 28 to 44 per cent by 2018

Better communications and people technology

Knowledge and information sharing online is critical to our success. This year, we enhanced our primary internal communication tool, the Intranet, to create a more engaging content and easier delivery and access to information about our brands, our people and ways of doing business.

Our *Paperless 2020* goal for our people systems progressed significantly with the introduction of online talent acquisition and on-boarding technology. Further steps will be taken in 2019 with performance management and people development to adopt a digital platform with mobile capability.

We believe our culture of accountability, focused on our customers and consumers, is a major source of competitive advantage for us.

Embracing a culture of ownership and accountability

The marketplace in Australia, and globally, is constantly changing. Where consumers shop, what they buy and how, and the way our customers operate their businesses are all very different today and will be different again tomorrow.

The pace of change is continuous and increasingly driven by further technological advancement and new market entrants. For us, it is essential that we are positioned to respond and adapt to changes in our marketplace faster than our competitors.

We believe our culture of accountability, focused on our customers and consumers, is a major source of competitive advantage for us. We are continuously working to strengthen our culture where the best results are achieved through ownership and collaboration.

In 2018, we launched LIFT, the Company's business transformation program. LIFT will help unlock the untapped potential in our people, enabling us to respond to and anticipate our customers and consumers needs faster than our competitors. LIFT includes extensive development support for our leaders and new technology for our people.

Together, we are creating a new culture, one that is more energised, productive and resilient, better positioned to navigate through inevitable and rapid change and seize opportunity in today's highly competitive retail and B2B industries.