

# People and culture management approach



We are embedding a purpose led and values driven business where all our people are motivated to be their best every day.

We promote safety, health and wellbeing; foster diversity and an inclusive culture; and work to ensure that we all act lawfully, honestly, ethically and with integrity.

We value the contributions of our employees. We understand that an engaged and high-performing workforce is essential for the success and growth of our business, and we review the engagement of our employees on an ongoing basis.

## How we work

At Origin, we are driven by our purpose: Getting energy right for our customers, communities and planet. Our values and behaviours help guide what is important to us, how we make decisions, balance priorities and work together.

Origin's purpose and values are endorsed by the Board and incorporated in our remuneration framework.

Our workforce is highly distributed, with employees working from home, offices, site locations, gas fields, terminals and facilities. At least 40 per cent of their time is spent working with others in an Origin location. We describe this as 'hybrid' working, and the principles are:

- **We choose:** Together, we choose the location of work.
- **We support:** Together, we support each other regardless of our location of work.
- **We trust:** Together, we trust each other and continue to be purpose-led and values-driven.

We recognise our people for the great work they do each day to deliver results for our business and customers, and to support each other – it is part of how we continue to deliver a purpose-led and values-driven culture. Our recognition program, 'Good Energy Moments', enables our people to acknowledge and appreciate each other, anywhere and at any time.

We aspire to the highest standards of integrity, personal and process safety, community and social responsibility, and environmental performance. Our key policies and set of internal directives govern our behaviour and how our employees, executives, directors, consultants and contractors must conduct themselves in the pursuit of company objectives. These form the basis of Origin's Code of Conduct.

Our Code of Conduct aligns with Origin's purpose and builds on our values to set standards. It applies to all directors of Origin, all employees – whether full time, part time or casual – and all persons working for Origin under a contract or a consultancy agreement. It outlines five key principles:

- We respect others and protect their health, safety and mental wellbeing.
- We act lawfully, honestly, ethically and with integrity.
- We recognise our responsibilities to our customers, communities and planet.
- We protect Origin's business and assets.
- We are all accountable for complying with our Code of Conduct and speak up if we have concerns.

## Our values



Work as one team,  
one Origin



Be the customer  
champion



Care about  
our impact



Being accountable



Find a better way

Within this framework, the Code of Conduct guides employees on areas such as anti-bribery and corruption (ABC); conflict of interest; privacy; competition and consumer protection; human rights; and discrimination, harassment, bullying and violence; as well as how to escalate a concern.

Consistent with our standard employment terms and conditions, we require employees to comply with all company policies and directives, including the Code of Conduct. Code of Conduct training is mandatory for all employees and contractors, and must be completed within 90 days of joining Origin. Employees undergo a knowledge check every two years and complete additional modules where there are gaps in their knowledge.

We treat any breach of the code seriously. Compliance with the code is monitored, and any known or suspected instances of non-compliance are reported to the relevant Executive Leadership Team member for a full investigation and appropriate disciplinary action. Disciplinary action may include counselling, a warning, loss of an incentive or dismissal. Serious breaches could also result in civil or criminal action.

## Acting ethically

We recognise that complying with laws and regulations is the minimum standard of conduct, and that we must also act ethically to avoid engaging in inappropriate conduct. Failing to do so or otherwise falling short of community expectations could cause significant adverse reputational and financial impacts.

At Origin, acting ethically means we must act honestly, fairly and with decency, and that we are committed to addressing major business ethics risks, including conduct risk.

Conduct related risks and compliance are identified as key risks within Origin's risk management framework and are regularly reported to the Board Risk and Audit Committees. Business units are accountable for controls specific to the different parts of our business and they are subject to assurance activities, including internal audit.

## Anti-bribery and corruption and fraud

Origin has a zero-tolerance policy for bribery and corruption. This expectation is set out in our [Anti-bribery and corruption policy](#)

which prohibits Origin's directors, employees and contractors from being involved in bribery and corruption anywhere in the world. It also regulates activities that could be perceived as an attempt to influence a decision or outcome, such as sponsorships.

The policy covers gifts and hospitality, travel and accommodation, political donations and payments, and charitable donations and sponsorships. It also sets out the responsibilities of people working for, or with, Origin to uphold our prohibition on bribery and corruption. When assessing ABC risk for third-party business transactions, we use a due diligence toolkit based on the World Economic Forum's Good Practice Guidelines on Conducting Third-Party Due Diligence.

Our Code of Conduct training incorporates ABC training for all our employees and contractors. Employees and contractors in high-risk roles periodically receive additional training. High-risk roles are considered to be (but are not limited to) roles with responsibility for procuring goods or services, making financial transactions, and building or maintaining external relationships, and roles located internationally.

We have zero tolerance for any kind of fraud. Our employees are required to be aware of the potential for fraud and our processes to deter, prevent and detect fraud, and to speak up if they suspect any instances of fraud. Our fraud management requirements apply to all employees, contractors, and consultants, and breaches may result in dismissal and/or criminal prosecution.

The General Counsel & Executive General Manager, Company Secretariat, Risk & Governance has Executive responsibility for the ABC and Fraud frameworks. Our internal audit program considers the risk of fraud, and regular compliance reporting is provided to Origin's Executive Leadership Team and the relevant Board committees. We maintain and monitor a record of gifts and hospitality.

The Audit Committee is responsible for monitoring the effectiveness of the Company's ABC and fraud frameworks, including receiving reports of any disclosures reported under these frameworks.

## Public policy advocacy and political donations

As one of Australia's largest energy companies, we have long advocated for clear government policies to support Australia's transition to a low-carbon economy.

Origin regularly engages with policymakers across all levels of government to put forward well-informed policy positions. We have also adopted a broader approach to our advocacy activities and support of policy debate by participating in public forums, think tanks and research.

We provide advice to and support industry associations and use a variety of channels to inform the public of the importance of sound policy. For more information on our approach to industry associations, including our approach to climate change, see our annual [Industry Association Review](#).

Our ABC policy prohibits the provision of gifts or excessive hospitality, directly and indirectly, to public officials or their relatives or associates.

Origin does not make direct donations to political parties. Employees may only attend a political event or function on behalf of Origin with pre-approval from the Executive General Manager, Corporate Affairs or the General Manager, Government Engagement. Attending meetings and functions is an important part of our engagement with policymakers, as it helps us to progress policy discussions that are of commercial interest to the company.

In Australia, Origin is required to report to the Australian Electoral Commission (AEC) on payments to political parties, politicians and related institutions. When reporting to the AEC, Origin includes payments to attend meetings and functions. We report payments to political parties in our [annual sustainability reporting](#).

## Harassment and bullying

We are committed to providing a work environment that is free from unlawful discrimination, harassment (including sexual harassment) and bullying. Violence, abuse or intimidation of any kind are also unacceptable and will not be tolerated.

This applies to all work-related activities, whether undertaken during or outside business hours, or on or away from Origin premises (including when working from home or remotely). This also applies to the use of communication devices and social media outside business hours (to the extent that this impacts the workplace or working relationships).

Our Health, Safety and Environment management system reflects the *Work Health and Safety Regulations and the Sex Discrimination Act (Cth)*, which requires proactive management to ensure a safe and respectful workplace.

Origin is a signatory to the Diversity Council of Australia's #IStandForRespect pledge and we have zero tolerance for sexual harassment in the workplace.

At Origin we believe that harassment and sexual harassment can be eliminated in the workplace. It is a basic human right to come to work and be free from harm. We have a response and prevention approach to sexual harassment that is focused on zero tolerance.

### Escalating a concern

Our people are encouraged to speak up if they are aware of, or suspect, behaviour at Origin that breaches our Code of Conduct, or is in any way inappropriate.

We have clear procedures for raising a concern within Origin or via an external party using the Origin ConcernLine. This external avenue allows concerns to be reported at any time, in confidence or anonymously. In line with the *Corporations Act 2001 (Cth)* whistleblower protections, it can be used by Origin employees or former employees, contractors, suppliers (and the relatives or dependents of any of these groups).

We believe it is important that everyone feels safe to raise a concern or disclose any misconduct. Our [Whistleblower policy](#) outlines when and how to report a concern, what to expect throughout that process, and the legal protections available.

Where employees report concerns, measures are taken to maintain confidentiality. In instances where confidentiality is not possible, protocols are in place to prevent reprisal or victimisation. It is Origin's policy that employees will not be victimised for raising a concern. If employees believe there has been any reprisal or victimisation, they have the right to request an investigation. This is undertaken independently, using suitably qualified internal and/or external resources as required.

The Remuneration, People and Culture Committee is responsible for monitoring the effectiveness of our whistleblower framework and receives reports of any disclosures reported under the Whistleblower Policy.

### Tax

We are open and transparent about our tax arrangements and comply with all tax laws and regulations applicable in the countries in which we operate. Tax risks associated with our activities are identified and managed as part of Origin's risk management framework, and we seek to mitigate tax risks in line with the Australian Taxation Office's (ATO's) Tax Risk Management and Governance Review Guide.

We are committed to providing a high level of transparency in relation to our approach to tax and publish an annual Tax Contribution Report. Our disclosure in this report aligns with the recommendations of the Board of Taxation's voluntary Tax Transparency Code, which aims to increase transparency around how much tax businesses pay and why.

As a member of the Top 100 public and multinational taxpayers, Origin plays a prominent role in the Australian tax system. We proactively and regularly engage with the ATO, and state and territory revenue offices to confirm compliance with tax laws.

See our [Tax Contribution Report 2022](#) for more information.

### Human rights

Origin is committed to respecting and promoting human rights. Our approach to human rights is underpinned by our purpose, values and behaviours, and the commitments we make to our stakeholders.

Our human rights framework is governed by our [Code of Conduct](#) and [Human Rights Policy](#).

Management of our human rights risks, including modern slavery, is underpinned by our Human Rights Policy and Risk Management Framework, with oversight from the Origin Board's Risk and Safety and Sustainability Committees.

We respect fundamental human rights by conducting ourselves and our business with due care and in accordance with relevant laws and regulations. Additionally, our Supplier Code sets out our expectation that suppliers comply with all applicable laws and demonstrate their respect for, and protection of, the fundamental human and labour rights of workers.

We understand that our operations and supply chain could cause, contribute to or be directly linked to adverse impacts to people, such as modern slavery practices.<sup>1</sup> We apply a four-step methodology to assess and address modern slavery risks and are working to progressively understand the multiple tiers of suppliers that form our extended supply chain.

See our [2023 Modern Slavery Statement](#) and [Procurement management approach](#) for more information.

### Inclusion

We encourage a diverse workplace and diversity of thought because when we embrace our differences, we are better at learning, listening, collaborating and making unbiased decisions. When we are inclusive, we innovate, solve problems and better serve the needs of our diverse customers.

Our [Diversity and Inclusion Policy](#) outlines our commitments and applies to all aspects of employment, including recruitment, training and development, remuneration and performance management.

The Board's Remuneration, People and Culture Committee and the Inclusion Council (comprised of the Executive Leadership Team) oversee our approach to inclusion. We report progress quarterly to the Inclusion Council, half-yearly to the Board, and annually in our Sustainability Report, Annual Report and Corporate Governance Statement.

We promote a flexible work culture and support our people to find flexibility in any role. We also offer career breaks, flexible parental leave, unlimited volunteer leave and the option to purchase additional leave.

Our parental leave benefits include 20 weeks of paid leave for primary carers, with no qualifying time period; four weeks of secondary carers leave; part-time return-to-work options; and options to split leave between primary and secondary caregivers (these benefits extend to surrogacy and permanent fostering arrangements and are gender neutral). We also provide five days of miscarriage leave and fertility treatment leave.

We are accredited by the Australian Breastfeeding Association as a Breastfeeding Friendly workplace.

To drive change – both within Origin and the community – we are focusing on key areas, including gender equity, reconciliation, and supporting our LGBTQ communities. Our commitments in these areas are backed by plans to track our progress.

<sup>1</sup> Cause, contribute or directly linked in this statement are as defined in the UN Guiding Principles for Business and Human Rights

We have extended the focus of Origin's Inclusion strategy, to include three new pillars:

- Life Stages – Bringing together the different perspectives of younger and older employees for greater cognitive diversity and problem solving
- Cultural Diversity – Recognising and celebrating that many of our people are from different countries, speak different languages and have different cultures
- Accessibility – Committing to the wellbeing and accessibility of our people living with visible and invisible disability or medical conditions.

## Gender equity

We strive for gender equity at all levels across the organisation and focus on delivering equal pay for equal work.

We set annual and long-term targets to increase gender diversity across our business and reduce our gender pay gap. The Board's Remuneration, People and Culture Committee monitors our progress towards these targets.

We are a signatory to 40:40 Vision, an investor-led initiative targeting gender balance in executive leadership by 2030. The initiative identifies gender balance as having 40 per cent male, 40 per cent female and 20 per cent representation of any gender at the senior level across the organisation.

As part of the 40:40 Vision initiative, we are committed to achieving and maintaining a minimum 40:40:20 gender balance across the Board and CEO-1 level (CEO plus executive leadership that reports to CEO). We have extended that to apply also to CEO-2 level (roles directly reporting to CEO Level-1) and Senior leaders (includes the three reporting levels below CEO and includes roles with base salaries exceeding approximately \$200,000 per annum) by 2030.

We have achieved gender balance, which is a minimum of 40 per cent female representation across three of the four cohorts by the end of FY2023. We have also brought forward our ambition to achieve gender balance in all four categories by the end of FY2030 to the end of FY2027. We report our progress annually in our Sustainability Report.

## Reconciliation

Origin acknowledges that Aboriginal and Torres Strait Islander cultures are the oldest surviving continuous cultures in the world, and we are committed to creating a culture of respect and inclusion in our organisation. In 2023, we launched our second [Stretch Reconciliation Action Plan](#), to continue creating educational and employment opportunities for Aboriginal and Torres Strait Islander peoples, and to use our strengths as an integrated energy provider with the introduction of energy-focussed actions.

We have a range of Aboriginal and Torres Strait Islander employment pathways across professional careers, cadetships, internships via CareerTrackers and traineeships and apprenticeships to attract and retain First Nations talent.

We are committed to providing a culturally safe and supportive workplace for all employees, and we connect and support Aboriginal and Torres Strait Islander employees through our Indigenous Employee Network (IEN). The IEN is a culturally safe space to find peer-to-peer support, connect, engage, and share stories and knowledge. The network supports the Origin Deadly Buddy Initiative, where all new First Nations employees are offered the opportunity to buddy with an IEN member. The IEN is sponsored by and closely connected to the Executive Leadership Team and provides input into business decisions relating to reconciliation.

Origin offers paid cultural leave to Aboriginal and Torres Strait Islander employees to support their family and community obligations and to participate in ceremonial, cultural or religious activities.

We provide opportunities for our people to increase their cultural understanding of Aboriginal and Torres Strait Islander peoples and all employees complete our cultural awareness training. Each year we celebrate the rich cultures and achievements of First Nations Australians during NAIDOC Week, National Reconciliation Week and other annual events.

See our [Procurement management approach](#) for more information on how we are increasing the participation of Aboriginal and Torres Strait Islander businesses in our supply chain.

## Pride

We are committed to creating an inclusive culture in which people of all genders, sexes and sexualities feel respected, included and understood.

The Pride@Origin Committee, which is sponsored by senior management, works to create a supportive, safe and inclusive workplace for our LGBTQ communities. It focuses on aligning to the Australian Workplace Equality Index (AWEI), our external benchmark.

We have a range of initiatives including:

- Gender Affirming Support@Origin, which provides detail on gender affirmation in the workplace and six weeks of paid and six weeks of unpaid gender affirming leave;
- learning opportunities for employees to raise their awareness and build their understanding, and engage with the Pride@Origin network; and
- recognising important occasions to build awareness and promote inclusion, such as International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT), International Pronouns Day, Wear It Purple Day, and World AIDS Day.

## Capability

We are committed to supporting our employees' learning, development and career – helping them to grow, develop and achieve their potential at work.

We offer mentorship and sponsorship programs to support the development of our people. We also support secondments throughout Origin to help our people develop new skills on-the-job.

We provide employees with opportunities for continuous learning and skill building via our Learning and Development Hub, e-learn platforms and workshops. The hub offers learning resources in topics such as career development, future skills, coaching, mentoring, team effectiveness and inclusion. Our partnership with LinkedIn Learning gives employees access to more than 16,000 online courses.

We have developed programs, resources, tools and guides to support a common approach to leadership. This is underpinned by our People Leadership Code – what good people leadership looks like in action.

At its heart are five habits that are key to bringing our purpose and values to life and which provide a set of common expectations of our people leaders; the way we walk the talk, coach others, give honest feedback, embrace change and communicate through stories. The expectations of leaders aligned to the leadership habits are also outlined in our Code of Conduct.

All Origin employees participate in an annual performance and development cycle. This provides ongoing feedback and coaching conversations, clarity in terms of day-to-day expectations, and improves employees' understanding of how they contribute to Origin's objectives. Through this process, we also celebrate and reward individual successes.

Our graduate and summer vacation programs support capability by investing in technical and professional training, mentoring and ongoing development of our future pipeline of talent. We are focused on supporting opportunities within STEM (science, technology, engineering and mathematics); in business pathways; and in re-skilling women returning to the workforce following a career-break.

## Employee relations

Origin's approach to employee relations focuses on direct engagement with employees, establishing and maintaining strong working relationship with employees and unions, being proactive in consulting on any change and providing open forums for employees to raise concerns.

We ensure compliance with our employment law obligations and pay in accordance with enterprise agreements, minimum wages and other employment terms.

We recognise the rights of team members to negotiate individually or collectively, with or without the involvement of third parties.

We actively manage recruitment and seek redeployment or retraining for employees affected by workplace changes. Where we are unable to redeploy employees, our redundancy and outplacement programs support employees with the transition.

## Supporting our people through the energy transition

We recognise that we have a responsibility to manage how our strategic path through the energy transition affects our people. We have developed a set of principles for a just energy transition, we are providing career planning and upskilling, and seeking redeployment opportunities for those whose roles are directly affected.

In February 2022, we announced plans to accelerate our exit from coal-fired power generation, submitting notice to the Australian Electricity Market Operator to retire Eraring Power Station, potentially as early as August 2025.

We have a dedicated team to support our people through Eraring's transition and to contribute to its safe and reliable operations. We have three key areas of focus:

- health, wellbeing and employee relations: keeping health and wellbeing at the forefront and ensuring our workforce transition plans are phased and transparent
- future capabilities: supporting individuals to achieve their future career and life goals
- communications and consultation: ensuring our people feel listened to, respected, supported and valued.

For more information, see our [Climate Transition Action Plan](#) and our [2023 Sustainability Report](#).

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Further information about Origin's performance can be found on our website [originenergy.com.au](https://originenergy.com.au)