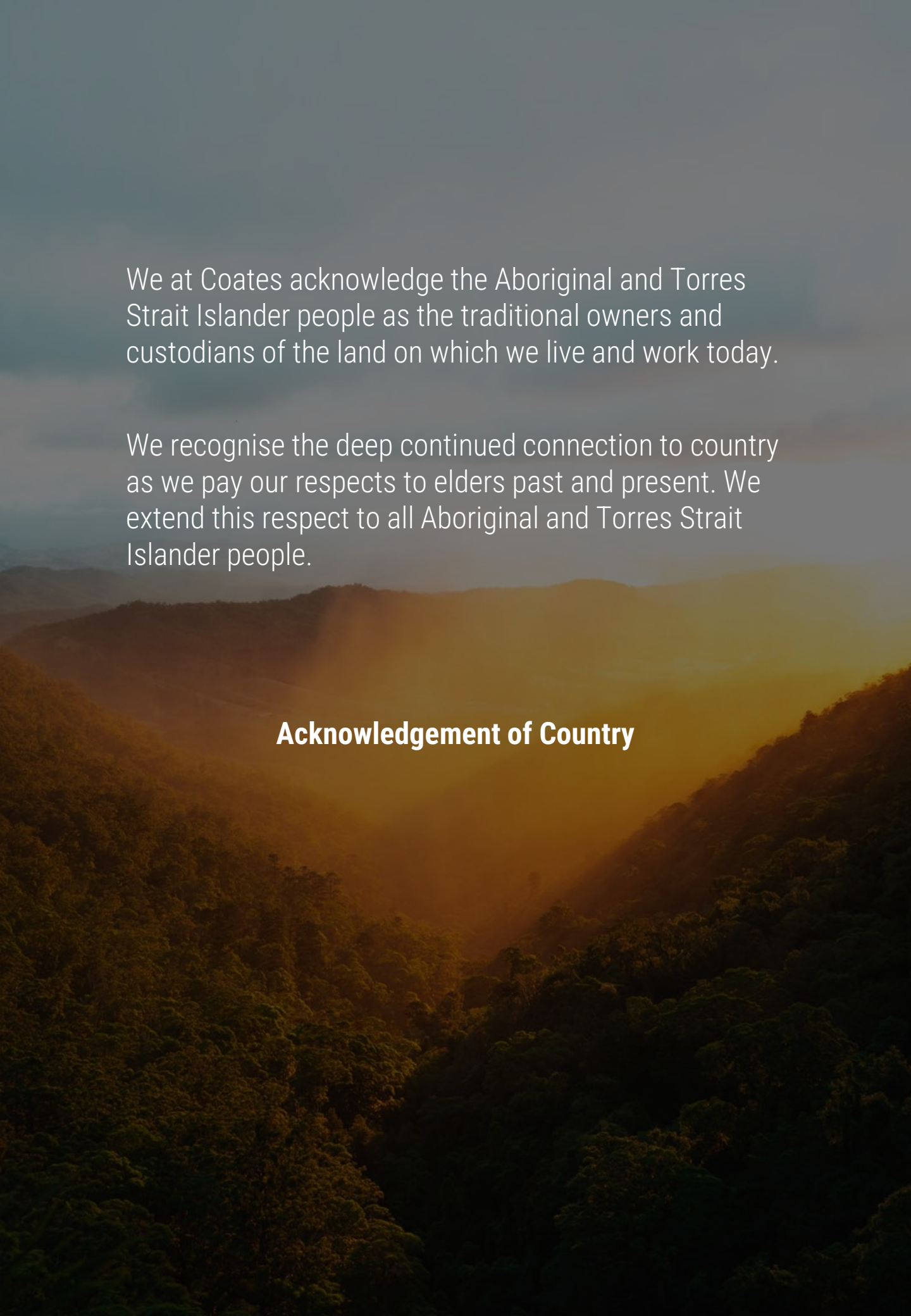




Diversity, Equity & Inclusion
Strategy Doc 2023



We at Coates acknowledge the Aboriginal and Torres Strait Islander people as the traditional owners and custodians of the land on which we live and work today.

We recognise the deep continued connection to country as we pay our respects to elders past and present. We extend this respect to all Aboriginal and Torres Strait Islander people.

Acknowledgement of Country

The Case for Diversity and Inclusion

Truly diverse and inclusive organizations tend to have better financial results, be more innovative and agile, attract a more diverse pool of candidates, have happier employees who are less likely to leave, and show better organizational performance and productivity.

According to 2019 case studies from McKinsey, companies in the top quartile for both racial and ethnic diversity outperform those in the fourth one by 36% in profitability and the same comparative performance for gender diversity on executive teams show a 25% greater likelihood to have above-average profitability.

Companies that welcome, hire, and promote employees from different backgrounds have a more collaborative, inclusive, and diverse workplace. This positively impacts how the company is perceived by employees, leaders, investors, and the general public.

Organizations with inclusive cultures see more angles on potential problems, imagine smarter and multi-faceted solutions and spot the biases in what they're creating. Also, in an inclusive workplace, all employees can find senior people in the organization who will endorse their ideas and convince those in charge of budgets to use resources in order to develop those ideas.

When people feel safe and welcome at work, they are far more open and engaged. They're better able to take risks and ask for help, which has a positive impact on collaboration, productivity, and problem solving.

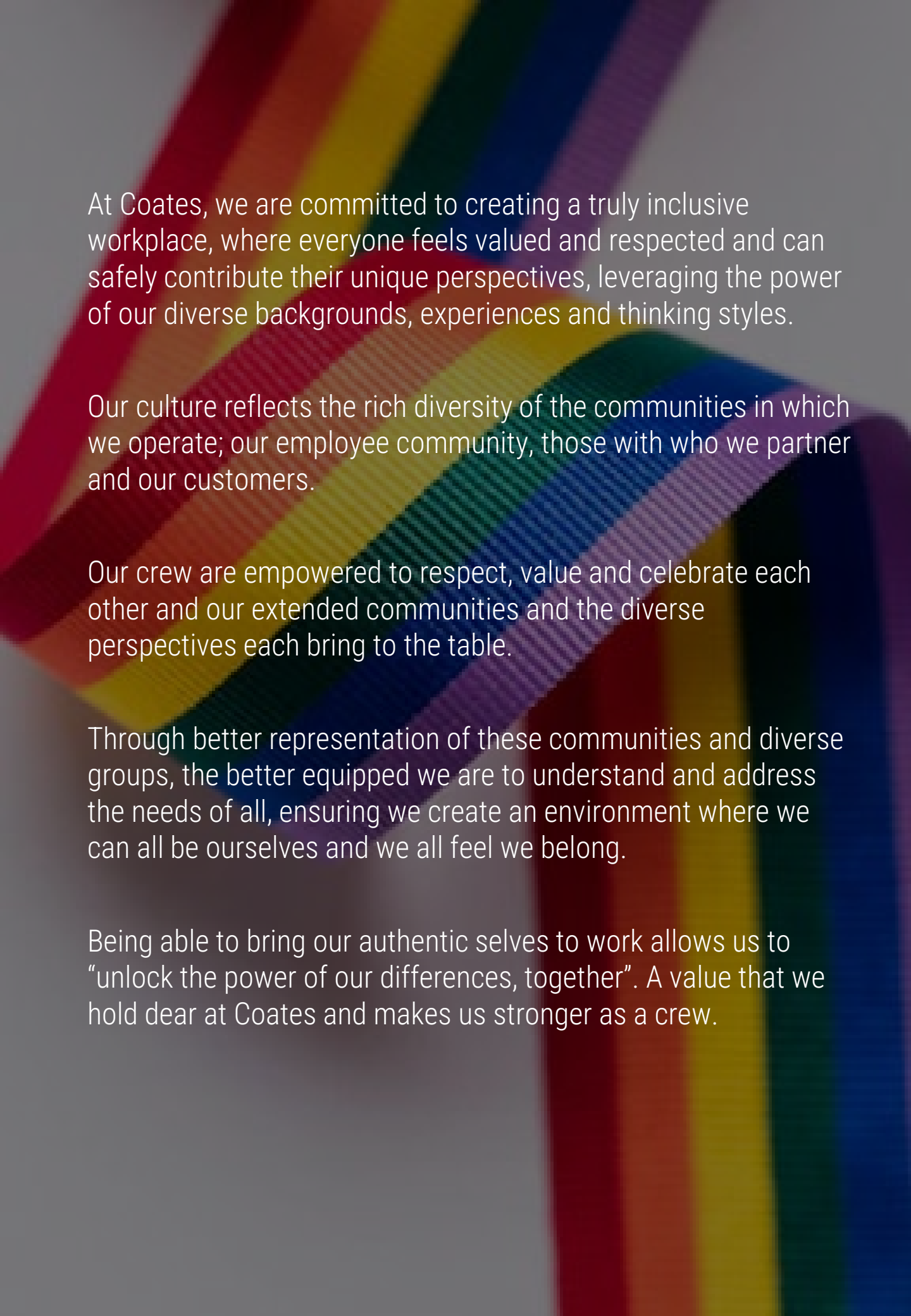
One of the key benefits of workforce diversity is diversity of thought. People learn more, become better, more agile thinkers, and relate to one another differently on diverse teams. BetterUp found that teams with a diverse group of leaders had 90% higher team innovation, 50% higher team performance, and 140% higher team engagement.

In its 2018 report, *The Diversity and Inclusion Revolution*, Deloitte found that organizations with inclusive cultures were, among other things, six times more likely to be innovative and agile: they see more angles on potential problems, imagine smarter and multi-faceted solutions and spot the biases in what they're creating.

People enjoy working in environments where they are encouraged to bring their whole selves to work. That vulnerability and authenticity makes us more resilient, adaptable, and driven.

Workplaces with a strong culture of belonging and inclusion are attractive to jobseekers, who increasingly prioritize work culture as a deciding factor in choosing a new job. When people feel welcome at work, they perform better and stay put longer. BetterUp found that Members with the highest levels of belonging are 34% more likely to stay at their jobs than those with low levels of belonging.





At Coates, we are committed to creating a truly inclusive workplace, where everyone feels valued and respected and can safely contribute their unique perspectives, leveraging the power of our diverse backgrounds, experiences and thinking styles.

Our culture reflects the rich diversity of the communities in which we operate; our employee community, those with who we partner and our customers.

Our crew are empowered to respect, value and celebrate each other and our extended communities and the diverse perspectives each bring to the table.

Through better representation of these communities and diverse groups, the better equipped we are to understand and address the needs of all, ensuring we create an environment where we can all be ourselves and we all feel we belong.

Being able to bring our authentic selves to work allows us to “unlock the power of our differences, together”. A value that we hold dear at Coates and makes us stronger as a crew.

DE&I Commitments

Our Commitment to Diversity

At Coates, we are constantly striving to build a workforce comprised of people from different ages, cultural backgrounds, geographies, physical abilities and disabilities, religions, gender identities, and sexual orientation. More so than this, we value a deeper diversity that celebrates a broad range of socioeconomic backgrounds, upbringings, marital statuses, education, neurodiversities and life experiences.

Our SLT, leaders and crew members believe that diversity is a strength which should be respected, valued and celebrated by all those who choose to do business with Coates.

Through our recruitment, engagement, performance, development, reward and recognition actions, we aim to create a workplace culture that welcomes unique perspectives, preferences, styles and characteristics

Our Commitment to Equality

At Coates, we promote an environment of equal opportunity where people's unique and differing needs and capabilities do not limit their access to opportunities for employment, promotion, development, resources and meaningful work.

We are committed to ensuring equality of opportunity for all crew members irrespective of race, sex/gender, disability, religion/belief, sexual orientation, age or socio-economic background.

We challenge discrimination, harassment, victimisation, bullying and stereotypes by promoting equality and tackling all forms of bias and discrimination.

Our Commitment to Inclusion

At Coates, we are intrinsically bound to the creation of a work environment and culture that enables all employees to participate and thrive.

Through thoughtful and deliberate attention to our values, behaviours, practices, processes, policies and procedures, we commit to a workplace culture where everyone feels safe and valued and where differences not only coexist but become a commercial advantage.

Linkage to our Purpose, Vision, Values and Functional Operations

COATES PURPOSE					
Creating Connections. Empowering Partnerships. Always Evolving					
VISION					
Revolutionising the way the world’s leading brands leverage technology to drive the best customer experience.					
VALUES					
Be kind to you & the crew	Set the bar high then jump over it	Ask “what if?”	Unlock the power of our differences, together	Own it – Accountability starts with you	Act today for a better tomorrow
DE&I STRATEGIC VISION					
Providing a truly inclusive workplace, where everyone feels valued and respected and can safely contribute their unique perspectives.					
DE&I STRATEGIC PRIORITY AREAS					
WORKFORCE DIVERSITY		WORKPLACE INCLUSIVITY		LEADERSHIP ACCOUNTABILITY	
ALWAYS EVOLVING FOCUS GROUPS					
Those with an ongoing disability	LGBTIQA+	Aboriginal or Torres Strait Islander		People who speak a language other than English at home	
Senior workers	Female workers	People of colour		Single parents and carers	

Strategic Plan

Workforce Diversity Commitments

OBJECTIVE	ACTIONS & INITIATIVES	SUCCESS MEASURES
Build a diverse workforce at every level of the organisation	<ul style="list-style-type: none">• Formulation and regular cadence of Equality & Empowerment committee to help drive DE&I initiatives	<ul style="list-style-type: none">• Improved representation of target diversity groups in employee mix, retention and progression.• Improvement and maintenance of strong employee engagement scores aligned to Diversity and Inclusion
Apply recruitment and onboarding practices that encourage diversity of talent	<ul style="list-style-type: none">• All people managers to undertake Unconscious Bias training and periodic refresh.• Review of recruitment advertising practices to ensure inclusivity and cultural safety.	<ul style="list-style-type: none">• Improved diversity mix at key recruitment stages – application, progression to interview and offer.• Positive onboarding feedback, consistent across all groups
Build awareness and appreciation of cognitive diversity within the workplace	<ul style="list-style-type: none">• Introduction of Whole Brain Thinking model to improve communication, collaboration and problem solving across the organisation	<ul style="list-style-type: none">• Usage of cognitive diversity strategies in recruitment, planning, decision making and collaboration
Establish workforce data points that celebrate improvements in employee diversity	<ul style="list-style-type: none">• Monitor and track diversity demographics at Coates• Report on shifts in group representation on an annual basis	<ul style="list-style-type: none">• Reliable diversity data that can demonstrate shifts over time and impact of DE&I initiatives
Create psychological safety in the sharing of diversity data from employees	<ul style="list-style-type: none">• Ensure a safe and inviting mechanism for employees to share personal data as it relates to diversity	<ul style="list-style-type: none">• Maximum participation in sharing of diversity demographic data
Provide regular opportunities, throughout the employment lifecycle, for crew members to participate in learning and development relating to diversity	<ul style="list-style-type: none">• Diversity training embedded as part of core onboarding and leadership curriculum• Allocate funding to support external education across broad diversity topics	<ul style="list-style-type: none">• Participation and feedback on learning opportunities.
Provide regular opportunities to celebrate the diversity at Coates	<ul style="list-style-type: none">• Establish cultural calendar to acknowledge and celebrate significant dates and events across the globe	<ul style="list-style-type: none">• Increased awareness of significant cultural events

Strategic Plan

Workplace Inclusion Commitments

OBJECTIVE	ACTIONS & INITIATIVES	SUCCESS MEASURES
Regularly seek feedback from employees on inclusiveness of Coates and ways to improve	<ul style="list-style-type: none"> • Deliver quarterly 'Town Hall' events to enable feedback and experience sharing • Conduct engagement and pulse surveys to obtain data on employee sentiment towards diversity and inclusion practices 	<ul style="list-style-type: none"> • Improvement and maintenance of strong employee engagement scores aligned to Diversity and Inclusion
Ensure Coates is a safe and inclusive place to work	<ul style="list-style-type: none"> • Analyse gender pay equity data annually and address inequities • Implement governance to ensure remuneration decisions are always based on equal application of merit • Establish governance and decision-making process to ensure DEI related actions are balanced and in the best interest of both crew members and organisational goals 	<ul style="list-style-type: none"> • Improvement and maintenance of strong employee engagement scores aligned to Diversity and Inclusion • Maintenance of strong Glassdoor reviews
Establish employee networks that support inclusive practices and represent minority groups	<ul style="list-style-type: none"> • Equality & Empowerment • Women of Coates • Humans of Coates • Reconciliation working group • Support the formation of additional working groups of passionate crew members, to advocate for minority and focus groups. 	<ul style="list-style-type: none"> • Increased representation of minority and focus groups in leadership, applicants and overall workforce
Provide accessible and relevant learning and development relating to inclusive behaviours	<ul style="list-style-type: none"> • Leverage Coates LMS (Go1) and wellness provider (Lifeworks) to connect crew with DEI related learning • Connect with external providers and partners to support ongoing education on DEI practices and social shifts 	<ul style="list-style-type: none"> • Improvement and maintenance of strong employee engagement scores aligned to Diversity and Inclusion and access to learning and development content
Ensure all learning and development offerings are inclusive and accessible and culturally safe	<ul style="list-style-type: none"> • Apply DEI selection criteria to providers of learning and development content • Establish governance and feedback process to vet all externally and internally provided content for cultural sensitivity 	<ul style="list-style-type: none"> • Improvement and maintenance of strong employee engagement scores aligned to Diversity and Inclusion and access to learning and development content • Direct feedback scores and verbatim for delivered content
Provide a working environment that is inclusive of individual employee needs	<ul style="list-style-type: none"> • Review Coates policies to ensure support for focus groups and equitable working environment • Maintain and update a physical office space that provides accessibility for all crew needs 	<ul style="list-style-type: none"> • Improvement and maintenance of strong employee engagement scores aligned to Diversity and Inclusion

Strategic Plan

Leadership Accountability Commitments

OBJECTIVE	ACTIONS & INITIATIVES	SUCCESS MEASURES
Ensure leaders are actively engaged in driving inclusion	<ul style="list-style-type: none">• Introduction of Leadership Index to provide leaders a benchmark in fundamental leadership practices• Creation and implementation of Coates Leadership Framework to set expectation of inclusive leadership behaviours• Delivery of core leadership program (Fired Up Leadership) to encourage a community of leaders, connecting and leveraging diverse leadership experience and styles	<ul style="list-style-type: none">• Elevated leadership index scores and individual engagement scores for statements relating to inclusive workforce practices• Improved connection and collaboration between leaders (frequency of conversations and outputs)
Support leaders in building teams of cognitive diversity	<ul style="list-style-type: none">• Implementation of Whole Brain considerations in hiring process• Integration of Values based behavioural interview questions into hiring process	<ul style="list-style-type: none">• Improvement in cognitive diversity of teams where appropriate
Provide learning and development for leaders on inclusive practices and behaviours	<ul style="list-style-type: none">• Delivery of Whole Brain Thinking workshops• Mandatory unconscious bias training for all new managers and annual refresher training for existing people leaders• Incorporation of Inclusive Leadership module in FUL program, aligning leadership practices and inclusive behaviours with the impact of COVID, the shift to hybrid work models and the expansion of unique personal identities.	<ul style="list-style-type: none">• Improved inter and intra team collaboration and innovation• Establishment of general communication protocols that integrate inclusive behaviours and practices• Consistent workplace experiences across identity groups as measured by engagement surveys
Ensure leaders are exhibiting inclusive practices across customer and partner relationships	<ul style="list-style-type: none">• Analysis of supplier and customer groups to ensure alignment of core DEI principles	<ul style="list-style-type: none">• Preferred supplier identification inclusive of DEI principles

Governance and Employee Networks

How we get there via our internal employee bodies and leadership behaviours

Education, embedment, change, awareness initiatives generated from various employee focus groups, formed organically through crew members passionate about DEI

Equality & Empowerment committee act as mechanism for proposals from employee focus groups, as well as body to generate actions.

Proposals vetted against DE&I Strategy, ensuring alignment to business goals and commercial viability.

Actions also aligned to Company Strategy to validate link to priorities and contribution to enablers.

Proposals discussed at SLT if meeting certain criteria (e.g. change to policy, alteration to workspaces, significant investment, etc.).



DEI STRATEGY

FOCUS	PRIORITY	ENABLERS
1 Cultivating a People-Centric Culture	Refreshed Values That are Embedded into Our DNA	Efficient Global Supply Chain Network
	Development of Leadership Capability & Defined Leadership Pathways	
	Impactful Learning & Development Programs	
	Commitment to a Communication & Engagement Framework	
2 Maximising Our Opportunity	Successful Deployment & Growth with Inspire	Business Process Management
	McDonald's US CMS & DMB Transition	
	McDonald's International CMS & DMB Deployment	
	Existing Customer Growth	Funding & Profitability
	Growth of Signage Business	
3 Creating a Strong & Viable Future	Commercialization & Expansion of Services and Products	Brand & Marketing
	Growth of Customer & Product Base	
	Collective Product Vision & Roadmap	High Performance Organization
	Evolution of Connected Restaurant Experience	
	Incorporation of Sustainable Practices	

COMPANY STRATEGY

