



Hardie Grant

Diversity and Inclusion 2024 Report

survey conducted March 2024 | n = 113

Survey Insights

Self-reported data

The summary report provides self-reported insights into our workplace composition and views on ongoing initiatives and programs to create a diverse, safe and inclusive work environment.

Participation rate

The low participation rate or 57% means the data reported reflects the participants and is not necessarily a full representation of the business.

Compared to the Australian population, we are a younger, female skewed, highly educated workforce.

Greater sharing

Throughout the survey, respondents are being more open with sharing their information demonstrated through the '*prefer not to say*' rates reducing when compared to previous surveys. This is also reflected in our engagement survey results improving in these areas, showing as a group, we are all doing our part to foster a safe and inclusive culture where people feel they can share and talk about their experiences.

Health insights

In the 2024 survey we included additional 'health' categories that people can select, giving us more insight and understanding of physical and psychological needs of the people in our business, which is reinforcing the initiative focuses such as improving our understanding of neurodiversity in the workplace, supporting mental health initiatives and improving our physical spaces.

Research Overview

Background and objectives

1. Better understand the Hardie Grant workforce across key demographic attributes so we can:

- Provide a measure for where we sit against industry and population benchmarks
- Track trends and demographic shifts in our workforce over time, and compare to previous data

2. Capture and assess the opinions and perceptions of Hardie Grant staff in relation to diversity and inclusion in our workplace so we can:

- Influence and improve the employee experience
- Inform reviews, initiatives and actions to be implemented by the DaIC

Audience

We sampled 198 staff (full-time, part-time):

- 113 staff completed the anonymous survey via the Culture Amp platform
- 57% response rate which is low – ideally, we'd be at 70% or above

Action Summary

Over the next 12 months the DaIC will launch a series of initiatives and complete reviews of our processes to continue our work in fostering a more inclusive environment including:

Recruitment & Outreach

- updates to our recruitment processes including talent attraction and intern/work experience outreach,

Training & Education

- training and knowledge-sharing with a focus on neurodiversity, mental health and unconscious bias,

Collaboration

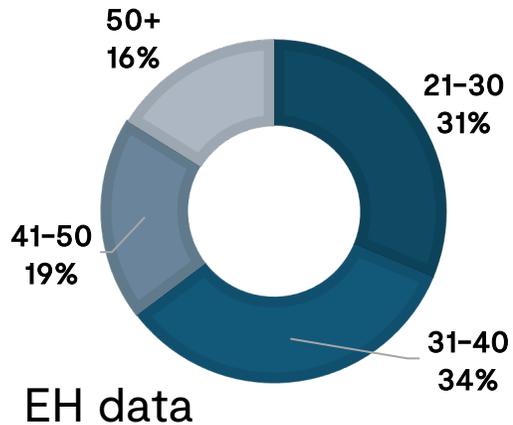
- greater collaboration between groups and communication of initiatives and outcomes across the business.

Demographics



Age

Majority of our workforce is aged between 25 and 44 years old – approx. 68%

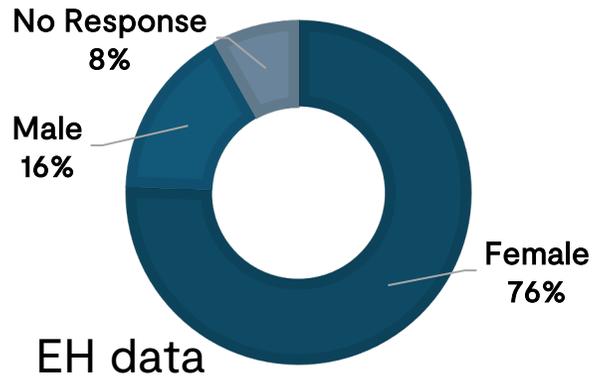


Age Group	2024	2021	2018
20-24	5.3%	5.9%	5.1%
25-34	36.3%	36.4%	41.4%
35-44	31.0%	24.6%	29.3%
45-54	9.7%	10.2%	10.1%
55-64	4.4%	7.6%	13.1%
65+	6.2%	5.1%	0%
Prefer not to say	5.3%	9.3%	-
All others	1.8%	0.9%	-

Younger workforce than Australian average which is 39% aged 45 or older

Gender

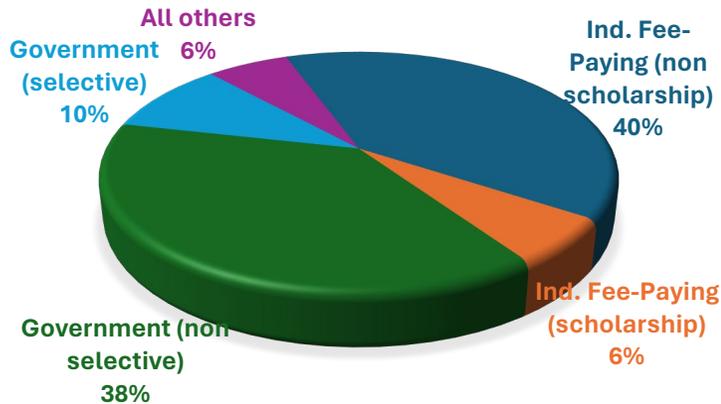
We remain a female dominated workforce with 80% staff identifying as women.



Gender Identity	2024	2021	2018
Female	80.5%	84.8%	81.0%
Male	16.8%	11.0%	19.0%
Prefer not to say	2.7%	4.2%	-

ABS data March 2024 workforce 52% Male / 48% Female

We are a highly educated workforce with university graduates accounting for 88% - with 30% having completed post graduate studies.



56% of our workforce attended an independent or selective government school

Education

Education	2024	2021
Bachelor's degree or equivalent	58.4%	52.5%
Post-graduate degree	29.2%	29.7%
Secondary/Technical School	5.3%	9.3%
All others	2.7%	4.2%
Prefer not to say	4.4%	4.2%

30% of the population have a bachelor's degree

10% of the population have a post-graduate degree

42% of the population attended catholic or non-government schools (2021 census)

Health

It doesn't appear staff who responded to the survey have physical disabilities.

A change in response options for this survey has revealed 1 in 5 staff have experienced a mental health problem, while close to 1 in 10 are neurodivergent.

Health and abilities	2024	2021	2018
None of these apply	67.0%	85.3%	94%
Experienced a mental health problem	20.3%	n/a	n/a
Neurodivergent	8.3%	n/a	n/a
Long-term illness	2.8%	n/a	n/a
Other	-	5.1%	3%
Prefer not to say	4.6%	9.5%	3%

ABS estimates neurodiverse people make up 12% of the population

1 in 5 Australians experience a mental health illness each year

Ethnicity

4 out of 5 staff responding to this survey identify as white/Caucasian

2021 ABS data - 81% Australians identify with English/Australian ancestry

Race/Ethnicity	2024	2021
White/Caucasian	82.3%	81.1%
South Asian	3.5%	3.8%
East Asian	2.7%	5.1%
Black or African	0.9%	-
All others	0.9%	2.6%
Prefer not to say	0.9%	7.6%

Religion

The number of staff identifying as non-religious is now 3 out of 4.

Christianity, Hinduism, Islam and Judaism are identified organised religious denominations within the respondent cohort.

Religious status	2024	2021	2018
No religion	75.2%	67.5%	65.5%
Christianity	18.6%	25.0%	24.3%
Hinduism	0.9%		
Islam	0.9%		
Judaism	1.8%		
Prefer not to say	-	5.0%	4.3%

ABS 2021 data: 39% no religion, 44% Christianity, 3.2% Islam, 2.7% Hinduism

Sexual Orientation

The sexual orientation of the respondent workforce remains constant between surveys.

Sexual Orientation	2024	2021	2018
Heterosexual (straight)	83.5%	87.1%	81.0%
Bisexual	7.4%	5.2%	6.0%
Gay and Lesbian	4.6%	3.5%	4.0%
Other	0.9%		
Prefer not to say	3.7%	4.3%	8.0%

ABS General Social Survey 2020 - 4% population identify as LGB+

Perceptions of diversity and belonging at Hardie Grant



Diversity and Belonging factor

Belonging

n = 111



Diversity

n = 109



Overall, we scored higher for belonging (inclusion) than diversity – given the spread of respondent demographics this is not unexpected.

Compared with the previous survey, the favorable measure has improved for both areas – Belonging up from 82% and Diversity up from 61% (diversity unfavorable has also decreased from 17% to 14%).

Diversity Statements (favourable %)

Statement	2024	2021	Comments
Hardie Grant is a diverse organisation.	51%	36%	6
Hardie Grant builds diverse teams of people to work on projects and across departments.	51%	42%	5
People from all backgrounds have equal opportunities to succeed at Hardie Grant.	72%	66%	3
Hardie Grant aspires to publish diverse and inclusive content.	89%	91%	3
I think Hardie Grant achieves diversity and inclusion in its publishing, content and service delivery.	72%	68%	1
I am aware of Hardie Grant's Diversity and Inclusion Committee.	81%		0
I know where to locate and view Hardie Grant's Diversity and Inclusion Charter and Framework.	48%		1

Favourable rating improvement can be seen on all statements, except for a small reduction in aspirations to publish diverse content.

Clear areas for review and work include in how project teams are built and communication around the work of the DaIC.

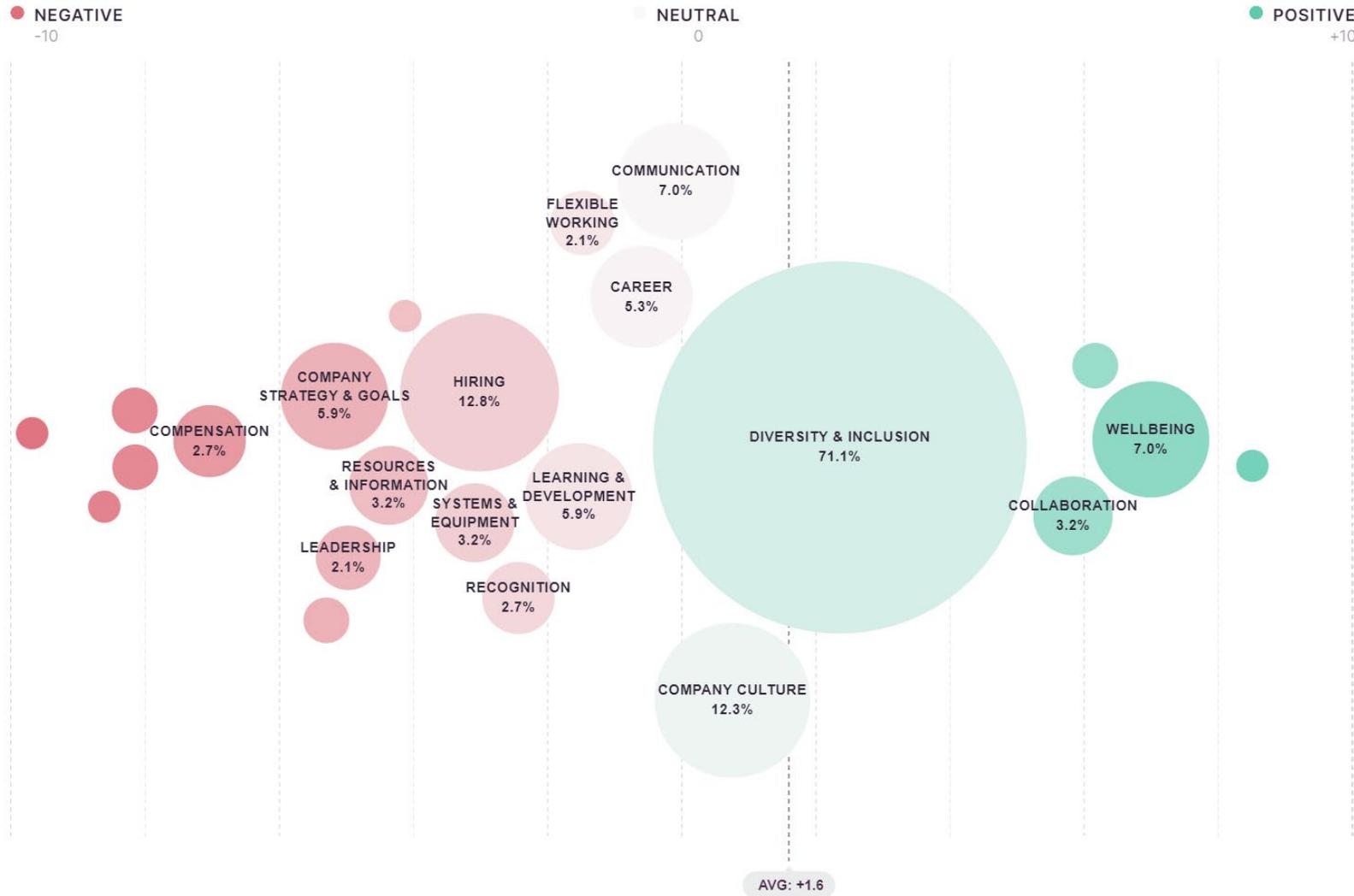
“We publish more diversity than we represent; I do wonder what points of view and publishing opportunities are lost when our staff don't necessarily reflect the diversity of the world around us”

Belonging Statements (favourable %)

Statement	2024	2021	Comments
Hardie Grant is an inclusive organisation.	86%	76%	2
I can be my authentic self at work.	90%	84%	0
I feel like I belong at Hardie Grant.	82%	85%	0
I feel included at Hardie Grant.	88%	85%	0
I feel respected at Hardie Grant.	88%	85%	0

Favourable rating improvement can be seen on all statements, except for a small reduction in *I feel like I belong at Hardie Grant*.

Themes of comments



We received 187 comments, averaging 3 comments per respondent.

This graph shows the topics and sentiment – helping to set direct action from the survey results.

Comments

“I think **HG is doing very well**, but would be good to have more gender equality”

“I think we are doing everything we can at the moment and very aware of being diverse and inclusive **as indicated by the diverse range of publishing we offer.**”

“I think Hardie Grant is on the right path – perhaps in **hiring it would be good to explore initiatives to avoid unconscious bias.** We could also be much better at hiring a mixture of experience roles.”

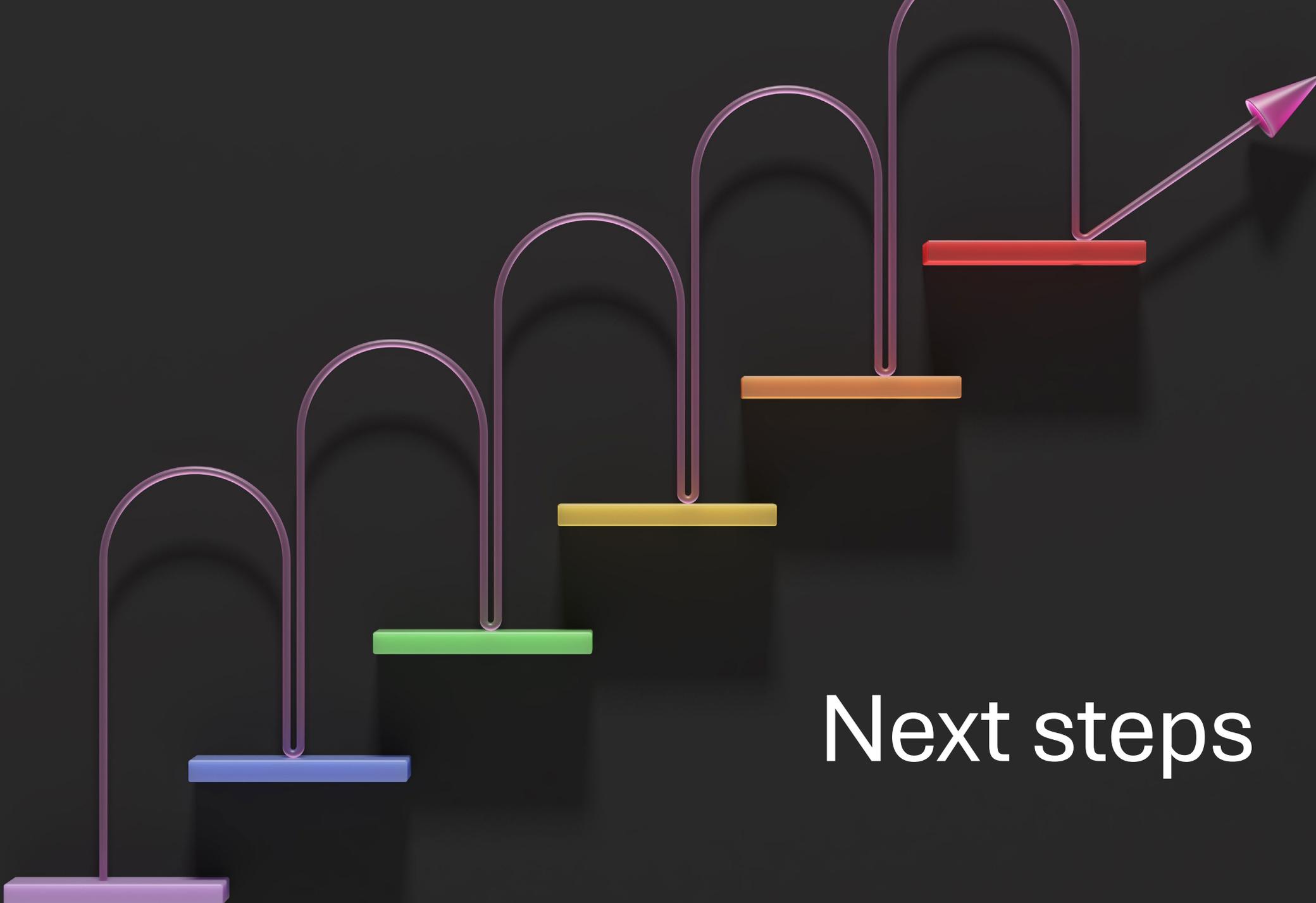
“**Improve our approach to neurodiversity inclusion** and how we accommodate this in the workplace – not at a surface level, but really in the depths of what 'work' looks like and how it can be structured”

“From places and industries I've worked in previously, Hardie Grant is ahead in this area already. I think they just need to continue doing this and **continue to find even small ways to be more inclusive** through the workplace and/or through the content created.”

“**Employment ... Ensure recruitment and promotion is free of unconscious bias ... Build relationships in the community where potential staff from diverse backgrounds hear about our company and job opportunities eg western suburbs unis, First Nations student support bodies ... Think outside the box, beyond our unconscious biases eg for staff, but also for contributors, authors, freelancers...**”

“No matter how diverse and inclusive an organisation is there will **always be ways to become more diverse and inclusive.** Opening up the committee so more people could be included could help make Hardie Grant more diverse as there will be more people involved”

“HG could review **accessibility policies and actively look to provide experience and employment opportunities to a wide range of backgrounds and abilities.** It starts with access to work experience/interns, through to where we advertise and recruit.”



Next steps

Continue and Build on Framework Commitments

Recruitment, Hiring and Onboarding

- review and update of process, blind CVs, advertising placement and language. Unconscious Bias training.

Training and education

- new workshops to be introduced including understanding neurodiversity, mental health conversations, mental health first aid, cultural awareness next phase. Encouraging use of volunteer days in areas of need and developing awareness

Better collaboration with RAP and Engagement committees

- celebration and education of cultural events and activities

Outreach and work experience

- renewed focus on broadening the background and intake of interns and work experience to ensure HG is more accessible to more cultural, ethnic, ability and socioeconomic groups

Risk assessment

- publish and report updates and area of focus generated through annual psychosocial risk assessment

Communication and involvement

- provide regular updates of committee activities and achievements, and invite greater participation from across the HG group