

# Diversity & Inclusion Policy

## Purpose

This policy sets out Cochlear's commitment to providing an inclusive workplace that is diverse and representative of our customers and the communities in which we operate. We believe a diverse and inclusive workplace delivers better outcomes for our shareholders, customers, employees and local communities, helping us to fulfil our mission to help people hear and be heard. We recognise and value the unique contributions, perspectives, experiences and backgrounds of our employees and aim to build a culture that celebrates and leverages these differences, creating a sense of belonging which enables our people to realise their full potential.

## Scope

This policy applies to all Cochlear employees, contractors and directors globally.

## Definitions

**Diversity:** For us, diversity means all the ways we differ, and it includes everyone. It includes our visible differences and our non-visible differences. These differences can include gender, marital or family status, sexual orientation, gender identity, age, disabilities, ethnicity, religious beliefs, cultural background, socioeconomic backgrounds, perspectives, experiences, and other areas of potential difference.

**Inclusion:** Inclusion means celebrating differences and encouraging a workplace and culture where everyone can thrive. This means individuals are supported, safe, respected, have a voice and feel heard, and are able to develop skills and talents in line with our values.

## Our Commitment

Cochlear Limited is committed to providing an inclusive workplace enabling us to attract, retain and grow diverse talent to support the growth and sustainability of our business through:

- better understanding and serving the needs of our diverse customers around the globe;
- innovating and creating world leading solutions to help people hear and be heard; and
- providing a work environment in which all employees feel they belong, are valued and can realize their full potential.

We commit to providing a work environment where:

- We do not tolerate any form of discrimination, harassment, vilification or victimisation;
- We treat everyone with dignity and respect;
- It is emphasised that we are all responsible for creating and fostering a diverse and inclusive workplace;
- We recognise, value and respect the unique ideas, perspectives, backgrounds and differences of our employees;
- We foster a culture that reflects our values.

Our HEAR Behaviours and Values together with our Global Code of Conduct **bring to life our mission and reflect what we value as a company**. These values foster an inclusive culture and set the expectation for all employees to:

- Hear the Customer: Put the customer at the centre of all that we do
- Embrace Change and Innovate: Think differently to change and grow
- Aspire to Win: Inspire each other to achieve
- Remove Boundaries: Unite and act as one

## How we support diversity and inclusion

All employees are responsible for contributing to and maintaining a diverse and inclusive workplace and must comply with the principles set out in this policy. Cochlear is committed to:

- developing inclusive leaders at all levels;
- developing and maintaining an inclusive culture, where individual differences are understood, respected and valued;
- growing the diversity of our workforce through recruitment and selection practices which attract candidates from the widest possible pool of talent;
- identifying and addressing systemic barriers that may prevent women and other diverse groups from developing their careers and progressing to senior roles within the business;
- implementing processes and strategies to identify and eliminate any gender pay inequities;
- continuing to support flexible work practices to assist employees balance work and other personal and caregiver commitments; and
- measuring and monitoring diversity outcomes from our talent acquisition, management and development processes.

## Roles & Responsibilities

### People and Culture Committee:

- Establish diversity-related measurable objectives for the company and assess progress against them on an annual basis
- Hold the Executive Leadership Team to account for the delivery of the Diversity and Inclusion Strategy and achievement of measurable objectives

### Executive Leadership Team:

- Guide the development of Cochlear's Diversity and Inclusion Strategy and diversity targets
- Monitor progress against measurable objectives and program effectiveness
- Role-model inclusive behaviours
- Annually reassess measurable objectives
- Ensure diversity and inclusion initiatives are prioritised, supported and communicated

### All People Managers:

- Create and support a diverse and inclusive workplace where diversity of thought is leveraged and everyone feels valued and respected
- Ensure all talent decisions including recruitment, performance evaluation, remuneration and career development opportunities are made free from bias and based on employees' behaviours and performance
- Role model inclusive behaviours
- Ensure that discrimination and harassment are not tolerated in the workplace

### All Employees:

- Contribute to a diverse and inclusive workplace culture
- Role model inclusive behaviours
- Respect the diversity of others, act with integrity and demonstrate inclusion in accordance with our HEAR Behaviours and Values and Global Code of Conduct

## Governance

The People and Culture Committee (P&CC) sets measurable objectives for achieving diversity and inclusion. These objectives and progress towards them are assessed annually by the Committee and publicly disclosed. The P&CC is responsible for the review and oversight of this policy. In executing this role, the P&CC will, with the appropriate support and input from management, review this policy on a periodic basis. This policy may be amended by resolution of the People and Culture Committee. This policy will be made available to all directors, employees and the public via our website. It is the responsibility of each such person to comply with this policy. Compliance with this Policy will be monitored. If you don't comply with this Policy, you could face disciplinary action. This may include termination of your employment or engagement. If you break the law, you may also be personally liable.

The CEO & President and Executive Leadership Team will monitor the progress and report to the P&CC on the effectiveness of diversity and inclusion related initiatives, including progress against measurable objectives.

<b>Policy Approver</b>	The People and Culture Committee of the Board
<b>Policy Owner</b>	CEO & President
<b>Review Cycle</b>	Annual
<b>Last Reviewed</b>	December 2020
<b>Effective Date</b>	1 January 2021

## Relevant Internal Documents

### Relevant Internal Documents

Global Code of Conduct

Global Talent Acquisition Policy

Global Remuneration Governance Policy

Global Performance Policy

Internal Career Development Policy

Flex@Cochlear Policy

Local EEO & Workplace Behaviour Policies

Local Leave Policies

Other Cochlear People & Culture policies – global, regional and country-based