

# People and culture management approach



We are creating a great place to work where all of our employees are led by our purpose and guided by our values.

We value the contributions of our employees, protect their safety, health and wellbeing, and foster diversity and equality of opportunity. We require our employees to act lawfully, honestly, ethically and with integrity.

Origin is committed to our people's mental wellbeing and to supporting an inclusive workplace where 'it's safe to be me', it's safe to speak up, and harassment, bullying and violence are not tolerated.

We understand that an engaged and high-performing workforce is essential for the success and growth of our business and measure our employee engagement annually.

## 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's 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. As part of the annual performance review process, all employees are required to assess their behaviour against each value.

We recognise our people for the great work they do each day in delivering for our business and customers and supporting 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 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 conduct and how Origin's employees, executives, directors, consultants and contractors must conduct themselves in the pursuit of company objectives. These form the basis of our Code of Conduct

Our Code of Conduct aligns with Origin's purpose and builds on our values to set standards that guide our people in making the right choices in how they act, solve problems and make decisions. 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.

The Code of Conduct 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; and
- we are all accountable for complying with our Code of conduct and speak up if we have concerns.

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

## Our values



Work as one team, one Origin



Be the customer champion



Care about our impact



Being accountable



Find a better way

Consistent with Origin's 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. Training must be completed within 90 days of joining Origin. Every two years employees complete a knowledge check and complete 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 full investigation and appropriate disciplinary action, including counselling, warning, loss of incentive or dismissal. Serious breaches could also result in civil or criminal action.

### Acting ethically

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

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

Conduct risk and compliance are identified as material risks within Origin's risk management framework and are regularly reported to the Board Risk Committee. Controls specific to the different parts of Origin's business are the accountability of business units and are subject to assurance activities, including internal audit.

### Anti-bribery and corruption and fraud

Origin has a policy of zero tolerance for bribery and corruption. This expectation is set out in our [Anti-bribery and corruption policy](#) and 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 in upholding our prohibition on bribery and corruption. When assessing anti-bribery and corruption (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 employees and contractors who work on behalf of Origin. Employees and contractors in high-risk roles receive additional training periodically. High-risk roles are considered to be (but not limited to) roles with responsibility for procuring goods or services, making financial transactions, building or maintaining external relationships, and roles located internationally.

Origin also has 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.

Origin has an audit program that considers the risk of fraud.

Following a Board review of the roles and responsibilities of the Board's Committees, effective FY2022, the Audit Committee is responsible for monitoring the effectiveness of the Company's ABC framework, including receiving reports of any disclosures reported under the ABC Policy. This was previously the responsibility of the Risk Committee.

The General Counsel & Executive General Manager, Company Secretariat, Risk & Governance has Executive responsibility for the ABC framework. 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.

### 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.

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

The provision of gifts or excessive hospitality, both directly and indirectly, to public officials or their relatives or associates is prohibited and governed by our ABC policy.

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 Origin 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

Origin is 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 during or outside business hours, 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 this impacts the workplace or working relationships.

Origin is a signatory to the Diversity Council of Australia's [#StandForRespect](#) pledge. We have a zero tolerance to sexual harassment in the workplace and we have also committed to the following actions:

- a review of our processes and procedures against the Respect@Work report recommendations; and
- to specifically measure the number of sexual and sex-based incidents (separately to general bullying and harassment complaints), and assess our response, the outcomes and recommendations.

### Escalating a concern

Our people are encouraged to speak up if they are aware of, or suspect that, behaviour at Origin 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, by Origin employees or former employees, contractors, suppliers, and their relatives or dependents, as allowed under the whistleblower protections of the *Corporations Act 2001 (Cth)*.

We believe it is important that everyone feels safe to raise a concern or whistleblower disclosure. Our [Whistleblower policy](#) outlines when and how to report a concern, what to expect through 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.

Effective FY2022, the Remuneration & People Committee is responsible for monitoring the effectiveness of the company's whistleblower framework, including receiving reports of any disclosures reported under the Whistleblower Policy.

## Tax

Origin is open and transparent about our tax arrangements and complies 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 Tax Office's (ATO) 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.

The ATO has classified Origin as a key taxpayer pursuant to its risk differentiation framework and a top 100 public and multinational taxpayer based on the prominent role that we play in the tax system. As a prominent taxpayer, Origin proactively regularly engages with the ATO and state and territory revenue offices to confirm compliance with the tax law.

See our [Tax Contribution Report 2020](#) 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, behaviours, and the commitments we make to our stakeholders.

We protect and uphold fundamental human rights at all our operations and projects, by conducting ourselves and our business with due care and in accordance with relevant laws and regulations, and in line with Origin's [Human Rights Policy](#).

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 Risk Management framework.

Our Human Rights policy also reflects our commitment to respect human rights and address modern slavery by confirming that we:

- respect that all personnel have a right to fair pay and reasonable work conditions;
- respect the right of freedom of association with others;
- respect the right of freedom of movement; and
- reject any form of slavery in our operations and supply chain, including but not limited to forced, bonded, or child labour.

Our human rights commitments extend to our suppliers through Origin's [Supplier Code](#), which sets out our expectation that suppliers comply with all applicable laws and demonstrate their respect and protection of the fundamental human and labour rights of workers. See our [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.

To drive change both within Origin and the community, we are focusing on key areas, including gender equity, reconciliation, considering the different needs of our

employees in various life stages, and supporting our LGBTIQ+ communities, with measures and commitments backed by plans to track our progress.

We are also developing our plans in two additional areas – accessibility, and cultural and linguistic diversity. We are committed to supporting a workforce of all abilities through greater accessibility at Origin and are working to develop our first accessibility action plan for our people and customers. We also recognise that many of our employees and customers speak different languages and have culturally diverse backgrounds, and we are looking at ways we can celebrate this, establish cultural networks and encourage learning about other cultures.

Our approach is underpinned by key inclusion enablers of flexible working, inclusive leadership, and psychological safety, which support a culture where 'it's safe to be me, it's safe to speak up, and where harassment, bullying and violence are not tolerated.

## Gender equity

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

The Board, and the Diversity and Inclusion Council, which comprises of the Executive Leadership Team, oversee our strategies on gender diversity and on deepening Origin's focus on inclusion. We set annual targets to increase gender diversity across our business. The Board's Remuneration and People Committee monitors the progress towards achieving our gender diversity objectives, including pay, and oversees and assesses the effectiveness of our initiatives to promote broad diversity and inclusion.

We report progress quarterly to the Diversity and Inclusion Council and annually in our Sustainability Report, Annual Report and Corporate Governance Statement.

Origin has been recognised for 13 consecutive years as an employer of choice for gender equality by the National Workplace Gender Equality Agency (WGEA). In 2021 we became a signatory to *40:40 Vision*, an investor-led initiative targeting gender balance in executive leadership by 2030.

## Reconciliation

We recognise Aboriginal and Torres Strait Islander peoples as the traditional owners and custodians of country throughout Australia.

We value strong relationships with Traditional Owners and champion Indigenous employment and cultural awareness.

As part of our [Stretch Reconciliation Action Plan](#), we set targets that focus on creating educational and employment opportunities for Aboriginal and Torres Strait Islander peoples, and providing learning and engagement opportunities for our employees, and we monitor our progress each quarter.

We provide a variety of opportunities for Aboriginal and Torres Strait Islander jobseekers across professional careers, cadetships, internships via CareerTrackers and traineeships and apprenticeships.

We are committed to providing a culturally safe and supportive workplace for all employees, and we connect and support our 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 and engage, and share stories and knowledge. The network supports the Origin Deadly Buddy Initiative, where all new Indigenous 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 our 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 histories, cultures and achievements of indigenous Australians at NAIDOC week,

National Reconciliation Week and other annual events.

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

### Life Stages

Origin is committed to removing barriers for employees through all life stages, from building a family to retirement. We recognise that people at different life stages may benefit from different working arrangements, so we promote flexible work arrangements through our 'All Roles Flex' policy. This policy challenges our people to find flexibility in any role, including through job share and part-time work opportunities.

We also offer a range of leave options to help our people achieve a good work-life balance. These include 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; and four weeks of secondary carers leave; part-time return-to-work options; and options to split leave between primary and secondary caregivers. These benefits also extend to surrogacy and permanent fostering arrangements, and include support tools for working parents. All parental leave entitlements are gender neutral.

Our workforce is highly distributed, with employees working from home, offices, site locations, gas fields, terminals and facilities. We have developed a set of principles to

support our approach to hybrid working across our workforce:

- **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.

### 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 LGBTQIA+ communities and focuses on aligning us to the Australian Workplace Equality Index (AWEI), as our external benchmark.

We have a range of initiatives in place, including:

- Gender Affirming Support@Origin, which provides detail on gender affirmation in the workplace and six weeks paid and six weeks 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, including International Day Against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT), International Pronouns Day, Wear It Purple Day, and World AIDS Day.

## Accreditations

### Great Place to Work®

In September 2020, Origin achieved certification as a Great Place to Work® by a global authority on workplace culture, the Great Place to Work Institute. Great Place to Work® is a benchmark study of best places to work globally. At its core, a great workplace is about the level of trust that employees experience in their leaders, the level of pride they have in their jobs and the extent to which they enjoy working with their colleagues.

The certification is the top global standard in workplace culture and is regarded as the most definitive 'Employer of Choice' recognition. The 12-month award requires an annual assessment to retain certification. Origin was the only ASX-listed company to be certified a Great Place to Work in 2020.

### Employer of Choice for Gender Equality (EOCGE)

For the past 12 years, Origin has continued to be recognised as an Employer of Choice for Gender Equality (EOCGE) by the national Workplace Gender Equality Agency (WGEA). The EOCGE accreditation recognises our commitment to achieving

gender equality in our workplace. In May 2020, Origin reported its annual gender equality performance to WGEA. This report can be viewed at [originenergy.com.au/about/careers/diversity](http://originenergy.com.au/about/careers/diversity).

### Australian Workplace Equality Index

The Australian Workplace Equality Index (AWEI) is a national benchmark on LGBTQ workplace inclusion and comprises an employee survey designed to gauge the overall impact of inclusion initiatives on organisational culture and on identifying and non-identifying employees. The index drives best practice in Australia and sets a comparative benchmark for Australian employers across all sectors. AWEI awarded Origin silver status in FY2021 in recognition of the initiatives we've introduced to help champion our LGBTQIA+ communities and ensure we have the systems and processes in place to support diverse genders, sexes and sexualities.

### Breastfeeding friendly

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

## Capability

We are committed to supporting our employees' learning and development and 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, on-the-job skills.

Origin's Early Talent (graduate and summer vacation) programs support capability through investing in technical and professional training, mentoring and ongoing development of our future leaders.

We provide employees with the opportunity for continuous learning and skill building via our Learning and Development Hub. The hub offers learning resources covering topics such as career development, coaching, mentoring, team effectiveness and inclusion. Our partnership with LinkedIn Learning gives employees access to over 16,000 business, design and technology 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 provide a common set of expectations of our people leaders; the way we walk the talk, coach others, give honest feedback, embrace change, and communicate through stories. 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, understanding of how they contribute to Origin's objectives, and support for their development. Through this process we also celebrate and reward individual successes.

## 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 either 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.

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

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