

We are extremely proud of our people and their commitment to serving and meeting the needs of our customers and consumers every day. We recognise the need to always be focused on building and strengthening the capabilities of our employees so they can learn, grow and be able to adapt to the ever-changing markets in which we operate. This is essential to our future success.



People and Culture



Setting our future course by investing in our capabilities

In 2019, we bolstered investment in our core capabilities to develop and introduce new talent in our retail, and B2B marketing, sales and category development, and supply operations.

Innovation is core to our future success in a world of constant change. It's vital we have the right people in the right roles to create more value for our customers. During the year, we elevated our technical and procurement capabilities to support our pipeline of new products and services. We further invested in the future of our sales, marketing and category teams to ensure they are equipped with the talent and resources to execute our go-to-market strategies.

Through our graduate programs, these new employees explore their strengths and develop their skills by working with experienced professionals from different disciplines to gain insight, innovate and create change. Our most recent graduates in engineering and sales and marketing progressed in the second year of their development by contributing to many performance improvement projects across the Company's manufacturing and sales and marketing operations.

Leadership and culture

Through LIFT, our business transformation program, we are creating a new culture – one that is more energised, productive and resilient – that will better position us to navigate through inevitable and rapid change and enable us to seize opportunities in today's highly competitive retail and B2B industries.

Our leaders champion our culture of ownership and accountability and are committed to building a more adaptive company. During the year, senior leaders participated in leadership development initiatives, worked to enhance our business processes and engaged with new technology designed to drive improved performance and support career development.

Our success comes from our employees who bring our Vision, Values and Purpose to life to help our customers and their businesses prosper and our communities thrive. Strong engagement with our employees builds a greater understanding of what the Company stands for and its vision, and translates into employees going above and beyond for our customers and consumers.

In 2019, employees regularly received executive communication, news and product updates and video interviews with specialists that connected our people to our purpose and values. This was further reinforced through the renewal of our employee recognition and rewards program, Applause.

Our culture of taking ownership and accountability for our work and our development is founded on the basis that the best results are achieved through collaboration. By collaborating, we leverage the expertise, experience and diversity of thought of our people. With the sale of the Australian Consumer Tissue business, we consolidated our office footprint in Victoria and designed a new Melbourne-based workspace that supports our culture of collaboration and reinforces the connection with our brands and our focus on sustainability.

Diversity and inclusion

Diversity and inclusion are at the forefront of our goal to create a company more reflective of our consumers and customers. We want a diverse range of experience and capability across the Company to best position us to innovate and grow in the future.

Our people come from different cultures and backgrounds, different genders and work experiences, and bring their own unique thinking and perspectives to work every day. And we are better for it.

Half of our Board are women, and since 2016 we have made significant steps forward in increasing our representation of women on our senior leadership team from 28 per cent to 44 per cent.

We are very proud of this achievement. We know there is more to do to be a truly diverse and inclusive organisation. We will continue to invest in our talented women and look to advance their representation in key positions as we progress. Our work is not only about gender. In 2020, we will extend our efforts by advancing our commitments to Aboriginal and Torres Strait Islander peoples through our Reconciliation Action Plan.