

Strengthening our purpose-led culture

Overview

Creating world-leading customer experiences starts with our people. This year we increased our focus on our organisational culture to make us a more agile organisation that can continue to deliver ethical outcomes for our customers.

Our culture starts with our purpose, which provides a unifying mindset with which we can approach our work. To deliver on our purpose, we are focused on living the behaviours described in our spirit to serve our customers, partners, communities, shareholders and each other.

To create a workplace where our people are aligned to and support our purpose, we have our Leading@IAG system of work. This system is providing role clarity for our leaders and helping to create the conditions for our people to thrive.

We are also improving our ability to measure our culture outcomes so we can celebrate our achievements and gain a deeper understanding of our strengths and the improvements we need to make.

The considerable progress we have made on our cultural journey over recent years is reflected in improvements in metrics such as our employee net promoter score, our agility indicators and our safety metrics.

This year, our rolling six-monthly employee net promoter score improved to +28 at 30 June 2019, from -1 on 30 June last year. We use the internationally recognised measure of lost time injury frequency rate to measure how we are performing on workplace safety. Against our targets of 1.47 for Australia and 0.86 for New Zealand, we recorded results of 1.20 and 0.56 respectively.

Fostering a diverse and inclusive workforce

We want to create a work environment where our people feel a sense of belonging, ownership, value and meaning. This means having a truly diverse and inclusive workplace that represents the communities and customers we serve and ensures that all our people feel they are able to contribute. We are proud of the progress we have made, particularly in the areas of flexibility, equity and accessibility.

Flexibility

We strive to support our people, both in and outside work. We provide a range of flexible working options for our people and we estimate up to 70% of our workforce works flexibly. This year we launched our Switch app to enable our contact centre employees to change their working times and hours online, to suit how and when they wish to work. We also extended our hugely successful onsite school holiday program Kids@IAG in Australia as part of our effort to support working parents.

Equity

Equity recognises that we all have different aspirations and different barriers to achieving these aspirations, and some people need more support than others. This year, our senior leaders assumed more visible sponsorship for specific diversity initiatives, including gender equity and First Nations representation. This led to pilot programs including a focus on developing the business acumen of women in middle management and partnering with social enterprise Code Like a Girl to promote the development of women in occupations traditionally dominated by men.

We continue to focus on our overall gender pay parity across all roles in Australia and New Zealand and our results have improved year-on-year since 2016. We have, on average, achieved pay parity in like-for-like roles.

We have a target for women to hold 40% of senior leadership roles across our company by 2020. We define senior leadership roles as our group executive, executive general managers and the people who report to them. As at 30 June 2019, women held 37.1% of senior leadership roles across IAG and constituted 57.6% of our workforce. We are committed to making further progress to achieving our target and have several supporting initiatives underway.

We are proud that our Australian and New Zealand workplaces have been certified as supportive, productive and inclusive workplaces for LGBTQI people, receiving bronze status in the 2019 Australian Workplace Equality Index and the Rainbow Tick Accreditation in New Zealand for the second consecutive year. In New Zealand we also achieved DVFREE Tick Certification, which provides access to a safe and inclusive workplace for people who are affected by domestic violence.

As part of our Elevate Reconciliation Action Plan, we have made a commitment to increase Aboriginal and Torres Strait Islander employment to 2% of our Australian workforce by December 2021 and 3% by 2023. As at 30 June 2019, we employed 100 Aboriginal and Torres Strait Islander people in Australia, which equates to 1.24% of our Australian permanent workforce. Our Reconciliation Action Plan commitments provide a strong pathway to help us achieve our target.

Accessibility

We have established an Accessibility Working Group which leverages our partnership with the Australian Network on Disability to increase our leaders' awareness about creating a more accessible workplace for people with disability. Our accessibility activity is underpinned by our Workplace Adjustment Guidelines to enable our people with disability, or any accessibility requirements, to fully participate in all aspects of employment.

Preparing our workforce for the future

Our business must continually evolve so we can provide great customer experiences in the future. Our workforce strategy development and planning processes help us identify and build the right capability, skills, and experiences now and into the future. The insights we gain from this work are informing our Future ME program to help prepare our people to transition to the future. For example, while technology, automation and global partnering will affect some roles, they will also create new opportunities. Agile ways of working, adaptability, data, digital and design thinking are some of the critical capability areas we will need to focus on for the future workforce.

