



Xeros Commitment to Diversity, Inclusion, and Belonging

At Xero, we value diversity and inclusion and the value it brings to our Xeros and the communities in which we operate.

Diversity and inclusion embraces and celebrates the unique experiences, backgrounds, ideas, skills and perspectives of all people at Xero. It helps us to attract and retain top talent, to bring out the best in everyone and in turn, accelerates innovation. Having a diverse and inclusive workplace and culture also enables us to better reflect and serve our customers, partners and the diverse communities which we interact with every day. By driving better outcomes through diversity and inclusion, we can amplify our positive impact on the communities within which Xero operates.

When we are talking about diversity we are acknowledging differences, both visible and invisible, that relate to age, culture, ethnicity, race, disability, family status, language, religion, sexual orientation, sex and gender identity as well as differences in background, skills, work styles, perspectives and experience.

We know diversity is important but it is through inclusion that we really tap into the potential and power of our differences. Inclusion includes representing the different communities we are a part of and ensuring that all Xeros have the ability to be successful and feel a sense of belonging within the organization. It also reflects our legal and moral obligations to provide equal opportunities to all our people and to ensure our people are not discriminated against due to certain protected attributes, including their age, gender or ethnicity. Inclusion leads to all Xeros having a sense of belonging, recognition, fairness, feeling valued and respected and can, in turn, ensure Xeros feel they are playing their part in creating business success. This is what Xero's #human and #team values are all about.

Our approach to ensure diversity and inclusion is thriving at Xero is operationalized through several key practices, including:

1. We are all accountable to create an inclusive culture;
2. We are committed to attracting diverse talent and fair hiring practices;
3. We support flexible ways of working;
4. We are committed to equal pay for equal work;
5. We have an obligation to champion diversity and inclusion in the community.

Further to the first objective, Xero has outlined Workplace Inclusion Principles for all Xeros to utilize when navigating interpersonal conversations and engagements. We take these expectations seriously and anyone found to have breached them will be subject to appropriate disciplinary action, which may include dismissal.



Workplace Diversity, Inclusion, and Belonging Principles

As a part of Xero's #human value, we are committed to ensuring that all our people feel safe at Xero. In order to have a shared expectation and clear understanding regarding Xero's stance, we have defined three core principles for inclusion. These are the guiding light to be used by all Xeros in navigating interpersonal situations and making decisions that align with our organizational beliefs.

Xero believes in respecting people's personal identities

Xero strives to be an inclusive workplace where people - regardless of their background, race, sex, gender identity, sexual orientation, religion or belief, disability, age and any other protected characteristic (as defined by regional legislation) can feel safe and free from discrimination or harassment in any form.

Xero invites all to share their perspectives up until they begin to devalue or dehumanize a person or community

At Xero we believe in sharing and discussing ideas. Even when Xeros don't agree, we expect them to speak with courtesy and respect. However, expressing beliefs and values that dehumanise or devalue a person or group based on these characteristics is not tolerated at Xero, as this can reasonably be considered to cause harm to fellow employees.

Dehumanizing is when one deprives a person or group of positive human qualities. This can include, saying a person or community should not exist, saying a person or community should not have rights, using coarse language to express opinions about a person or group, saying a person or community is inferior, bad, or other language that would imply that they are worse than another because of an aspect of their identity that is a protected attribute.

Xero believes that inclusion is a daily practice

Inclusion is a shared responsibility - one that every Xero plays a role in bringing to life. The intent of practicing inclusion is to amplify and support communities who have historically been marginalized or underrepresented in tech and small business ownership; driving equitable systems and a sense of belonging at Xero and within the communities in which we operate.

This includes setting expectations through feedback, policies, training, and engagements. These opportunities aim to mitigate the occurrence of actions, words, and behaviours that do not recognise the legitimacy of a person or group based on their background, race, sex, gender identity, sexual orientation, religion or belief, ability, age and any other protected characteristic (as defined by regional legislation). Practicing inclusion is a part of ensuring the best service and product for our customers - we reflect the communities we are a part of, how we are deliberate in our actions, and sustain Xero in a progressive marketplace.



Version History

Approved

Version 1.1

Principles Introduced

Nicole Reid & RemCo - August 2023