

Our people & values



We take great pride in our people and culture – supporting and celebrating the talents, qualities and vital contributions of everyone in our global team. It's this approach, and the investment to support it, which underlies our position as a trusted partner for our customers worldwide.

Our core values



Knowledge

We develop, apply and share our expertise to turn business needs into positive outcomes. Through our in-depth experience and informed capability we seek to anticipate requirements and stay ahead of challenges. We are committed to creating innovative solutions to help our customers and colleagues improve their overall performance.



Integrity

We take integrity seriously and we consistently maintain our high professional standards in all of our business activity, remaining clear, fair and transparent at all times. Via our corporate and financial behaviour, we ensure that we are trusted to deliver on our promises and to respond to the needs of our customers, partners and colleagues.



Action

We are focused on delivering effective and timely results. We strive to do our best while constantly looking for new and improved ways of working, to help our colleagues and customers achieve their goals and fulfil their potential.

Our people



We are passionate about what we do, and we actively encourage and continually invest in employee development and engagement, together with initiatives to make Civica a great place to work. Through our Learning Academy, we aim to sustain and grow our distinctive workplace culture.

We are also committed to providing equal opportunities and building an inclusive and diverse culture, aiming to attract and retain those who share our purpose and our core values of knowledge, integrity and action.

The continued success of our people and their ability to succeed for our customers is a key focus for Civica. We celebrate diversity, support inclusion and actively develop leadership to encourage everyone to strive to be their best and to build a lasting and rewarding career with us.

A leading international employer

Our people, their qualities and their commitment to colleagues, customers and wider communities sets us apart. To keep ahead, we remain focused on building and retaining the best team with the values and expertise to make a difference.

As we grow we strive to ensure Civica remains a great place to work with a strong brand to attract new and

talented people as a leading international employer. During 2018 we progressed with new initiatives, and through our internal "YourVoice" survey saw our employee Net Promoter score increase to an excellent +36, including new acquisitions.

Civica was again ranked as one of the top places to work in the 2018 Glassdoor Employees' Choice awards, with our approach to inclusion and diversity contributing to recognition among the best companies for work/life balance. We were also named an Employer of Choice in the Australian Business Awards, which recognise organisations that maximise the full potential of their workforce through effective employee recruitment, engagement and retention.

We continuously review and update our policies and procedures to support our culture as a people-centric and diverse employer. As an Investors in People 'Gold' organisation, Civica is committed to supporting and rewarding high performance, which underpins our strong growth and development.

Delivering growth

Maintaining the Group's record of sustained growth, we added an impressive 900 people during the year, bringing the total to more than 4,500. Supported by our best practice approach, we welcomed new colleagues through recruitment, transfers and acquisitions.

Successes included the rapid take-on of more than 450 employees in two major programmes, namely our long-term contract with the Victorian state government



and those joining with the East Kent Services partnership. We also strengthened Civica's exceptional capability and culture with the acquisitions of OneStep, National Retail Systems, VisionWare, Carelink and iCasework.

In conjunction with new skills, we continued to appoint and promote employees and managers into new roles across the Group, to develop and retain key skills while promoting collaboration and supporting our strategy globally. We also remain committed to our goal to make up 5% of our workforce with apprentices and graduates by 2020, with more than 60 introduced in the year.

We also invested in further office improvements to support agile and collaborative working. These included opening our new London headquarters, expansion in Melbourne and Vadodara, and completion of a new hub office in the south of England.

Regular communication is a vital part of our business, from ensuring teams understand how their roles contribute to our strategy to sharing ideas and feedback. Our Group communications team runs a continuous programme of formal and informal activity across multiple channels, ranging from business updates and management briefings to innovation sessions and our new 'Boomerang' back-to-the-floor initiative run by our leadership team.

Diversity and inclusion

During the year we increased our focus and commitment to ensure that our diverse and inclusive culture develops as the company grows, including appointment of a Diversity and Inclusion lead. All training materials promote and reflect the importance of diversity throughout our business activities both in growing a successful business and ensuring a fair and inclusive organisation.

The Group also adapted recruitment processes to encourage a diverse range of applicants and to ensure selection is fair and unbiased, including new targets to challenge the status quo.

as at 31 Dec 2018	Female	Male
Employees	2,108 (47%)	2,399 (53%)
of which managers	351 (41%)	515 (59%)
of which senior managers	77 (33%)	157 (67%)
of which Group directors	1 (17%)	5 (83%)

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We're committed to providing equal opportunities and building an inclusive and diverse culture.

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Learning and development

Aligned with our Investors in People accreditation, we are committed to continuous learning and development. We encourage our colleagues to explore new skills and pursue their full potential, and through Civica's Learning Academy we provide a consistent programme of training, development and talent management to support our people throughout their careers.

Tailored to our people and business activities, internal and external training programmes are regularly reviewed and updated globally. During 2018, our people benefitted from 124,000 hours of learning and development to help build the skills needed to deliver for our customers.

Recognising the importance of succession planning for our longer term growth, we expanded our eXel and Potential programmes for senior and junior management respectively. The success of these initiatives has included an increase in roles filled through promotion within Civica to 1 in 4, ensuring we are able both to bring in new expertise whilst maintaining our unique culture.

New initiatives included a Senior Leaders Forum and the launch of our CodeIT programme, a series of technology innovation 'hackathons' for both internal colleagues and undergraduates at our partner universities.

Reward and recognition

The Group provides a highly competitive benefits package, including flexible elements which people can tailor to their specific needs such as life insurance, additional holiday and cycle-to-work schemes.

We continued to develop our health and wellness activities with a focus on providing support for our employees' mental health and physical wellbeing. In addition to an Employee Assistance Programme, we have launched

a new scheme to train and equip our leaders to recognise and support employees with mental health needs and put in place designated champions across the organisation to provide individual support on demand. Our trusted partners also continue to provide health assessment and advice.

Civica continues to recognise the exceptional efforts of our colleagues and their contribution to our performance. Initiatives include a 'Praise' scheme where employees share appreciation of colleagues and our CSTAR programme, rewarding employees who have gone the extra mile. Our annual Employee Awards are held in Australia, the UK and India, and in 2018 we received more than 1,000 nominations.

Civica Foundation

The Civica Foundation provides a focal point for corporate responsibility and charitable support, overseeing our commitment to creating social value through a range of charities and community projects.

In 2018 Civica launched a new partnership with Young Enterprise, reflecting our commitment to the future development of school-age children. Other nominated charities include Action for Children, Shelter, Water for Kids and the Whitelion group, which focuses on helping at-risk youths in major cities. Along with 'Donate-a-day', which gives employees a free day for volunteering, we organise many activities including the Tour De Civica, sleeping rough for Byte Night and the 'Tales of S' creative writing competition to showcase the talents of young Singaporeans.

Sustainability

We continuously review and seek to improve our environmental credentials, working with employees, customers and suppliers to recognise and reduce the impact of our operations including the use of modern digital and automation solutions.

Our Environmental Management Team provides a focus for Civica's environmental policy and to ensure consideration in our decision making. Through virtual meetings we aim to avoid unnecessary travel, with ongoing initiatives including a company-wide car sharing scheme. During 2018 we improved our paper reduction and increased our recycling provision.

Operational standards

Civica is committed to sound and fair business practices including zero tolerance on anti-corruption. Prevention, deterrence and detection of fraud or bribery is the responsibility of all and the company encourages employees to report any suspicions in confidence. We are also committed to identifying and assessing any potential risks and eliminating the possibility of modern slavery and human trafficking occurring in our business, including within our supply chains.

Hear from some of our people about life at Civica

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Hiren Tataria
Head of Tech
& Support Services

In my role I get to do what I love, translating business requirements into technical solutions. I find fulfilment in working out difficult puzzles, but most of all I get to make people's lives easier with each day.



Laura Soutar
Software Engineer

Investing in people is really what Civica is all about! Since joining as an Apprentice I'm still amazed at the camaraderie. From mentoring to hackathons, there's always someone who understands what I need to reach my full potential. While some projects I've worked on have been daunting, I get to 'play' with new technologies with my team's support.



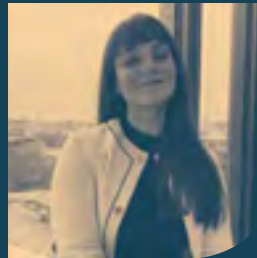
Emily Douglin
Director of
Regulatory Services

At Civica we're goal-oriented and there's always an opportunity to stretch our capabilities. If I want to progress I feel acknowledged, which tends to lead to great opportunities. This year I created one single development team spanning two continents who act as if we're in the same room! That 'One Company' feeling is really instilled in these kinds of results.



Lee Sullivan
System Support
Team Member

This year I was nominated for the Business Support Award. However, being rewarded and recognised doesn't just happen at the Awards, but throughout the year. You're noticed for a job well done, despite the challenges.



Sevgi Hassan
Head of Service Delivery
– Civica Digital

I feel privileged to work with a team so passionate about delivering the best possible service for our customers. Reaching the right outcome and receiving great feedback when supporting a customer gives our team a buzz, because we genuinely want to go the extra mile.

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Hafezur Rahman
Senior Systems
Analyst, Health

At Civica, I enjoy the camaraderie of working as part of a team to achieve common goals and the knowledge and experience of my colleagues that make it happen. Opportunities to learn and grow within Civica are excellent, and my recent move from Local Government to Civica Health division is a perfect example. I feel privileged to work with a wonderful group of people in a fast-paced working environment.