
Xero's Commitment to Representation, Inclusion and Belonging

At Xero, we value representation, inclusion, and belonging and the value they bring to Xeros and the communities in which we operate.

Xero serves customers in 180 countries around the world; our customers represent many different cultures, walks of life, and personal circumstances. We consider building an open and inclusive workforce, which is representative of the customers and communities we serve, to be critical to delivering our purpose and strategy.

Cultivating an open and inclusive culture also allows Xero to attract and retain top talent, and to benefit from a diversity of perspectives as we seek to innovate and better serve all our stakeholders. We believe creating an organization where all can thrive is key to fostering a high-performance culture.

When we are talking about representation, we are acknowledging various aspects of identity, both visible and invisible, including but not limited 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.

While representation is important, it is through inclusion that we really tap into the potential and power of all people at Xero. Inclusion ensures 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 are playing their part in creating business success.

Our approach to ensuring representation, inclusion, and belonging at Xero is operationalized through several key practices, including:

1. We are all accountable to create an inclusive culture;
2. We are committed to facilitating accessible pathways for all talent and fair hiring practices based on merit;
3. We support flexible ways of working;
4. We are committed to equal pay for equal work;
5. We have an obligation to champion representation, inclusion, and belonging 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.

Xero's Workplace Inclusion Principles

As a part of Xero's 'We make it 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 a protected attribute 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; drive 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



Version 1.2

Policy renamed; content amended

Jeff Ryan & RemCo - May 2025
