

CODE OF CONDUCT

*For RSL Queensland
employees, Directors and
Committee members*

*Last updated
January 2026*



RSL
Queensland



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About our Code of Conduct

This Code of Conduct guides RSL Queensland's people¹ in making responsible decisions about both behaviour and business activities.

It is impossible to cater for every situation we face, so this Code must be considered along with relevant legislation, policies, standards, and procedures.

This document is a reflection of our culture and outlines the behaviour we at RSL Queensland expect from each other, which aligns to our organisational values and supports us in delivering our purpose and objectives.

You should read this code carefully and consider how it will apply to you on a day-to-day basis.

Should you have questions or need clarification on any aspect of the Code, please do not hesitate to discuss these with your leader, the People & Culture team, or the Chief HR Officer.

¹ RSL Queensland people refers to employees, Board Directors and Committee members

A message from our State President and CEO

RSL Queensland is a proud and purposeful organisation that is steeped in legacy. For more than 100 years, we've been standing shoulder to shoulder with veterans and their families, offering care, commemoration and camaraderie.

As we work alongside the Defence family today and into the future, we proudly build upon the foundations laid by ANZACs in 1916. We evolve and adapt—providing support that addresses the modern challenges of today—but we must never waiver from the enduring mission and values that have made RSL Queensland part of the fabric of Queensland.

The environment we work in is complex. The work we do and decisions we make can be challenging. Our RSL Queensland Code of Conduct (the Code) reflects our noble purpose and the culture we aspire to, and is intended to make sure our work environment is consistent

with our purpose. The Code guides us in our decision-making and defines the behaviours and actions that we expect from each other.

This Code outlines our commitment to always:

- *Act in the best interests of our colleagues, the Defence family, and Queenslanders everywhere;*
- *Comply with the law, adhere to organisational policies, and uphold ethical standards;*
- *Protect organisational assets, information and the long-standing reputation of our organisation; and*
- *Embody the RSL Queensland values.*



CEO, Robert Skoda (left) and
State President, Stephen Day DSC AM



— — There are three things we ask of you

1. READ IT

Please read our Code of Conduct and make sure you understand it. This Code guides, shapes and informs our everyday activities. This is evident in how we care for veterans and their families; how we treat our colleagues; and how we conduct ourselves when we are dealing with people outside the organisation.

If you have questions about any aspect of our Code, please don't hesitate to talk to your leader, the People & Culture team, or the Chief HR Officer.

2. AGREE TO IT

Acknowledge that you clearly understand and agree to abide by the rules and responsibilities set out in our Code of Conduct, and to seek guidance if you are unclear.

3. FOLLOW IT

It is your responsibility to always work within the rules, as described by our Code of Conduct. RSL Queensland will be supportive of any employee, Director or Committee member who, acting in good faith, reports a breach of this Code or any wrongdoing of any kind that has the potential to damage individuals, the quality of our services, RSL Queensland, or its reputation.

Thank you for embracing our values and for holding yourself and your peers to the highest of standards; standards that the community we serve both expects and deserves.

- RSL Queensland State President Stephen Day DSC AM and Chief Executive Officer Robert Skoda

*We all carry
the responsibility
of cultivating in
ourselves and
each other
the behaviours
and practices
that enable us
to perform well
in our workplace.*

Living our values

Our organisational values represent who we are—they capture the personality of RSL Queensland as a proud and service-focused organisation. Our values live in the hearts and minds of our people to define our culture. When we use our values to guide our decision-making, we make a deliberate choice to focus on what is important.

Core to our values is our commitment to creating a workplace that celebrates diversity, is truly inclusive, and that supports a genuine sense of care and belonging. In moments that matter, our values create the right environment for you to bring your best self to work. When we live our values within our organisation, we see the benefits reflected in the services and support we provide to veterans.

And in everyday moments—as we deliver our work each day—we see our values come to life in how we welcome new colleagues, how we provide kind and clear feedback, how we value all voices and respect perspectives that may differ from our own. We are curious when asking questions, ensuring we lead with compassion and demonstrate a growth mindset.

At RSL Queensland, our values are reflected in our people. We all play a role in modelling our organisational values and inspiring a culture that is connected to our purpose: to build brighter futures for veterans and their families.

- Leigh Goldsmith,
Executive General Manager
People & Organisational Performance



● **We stand shoulder to shoulder**

- We make sure no one's left behind and nothing is missed
- We help you with any challenge, big or small
- We look out for one another
- We create a safe space for those around us
- We celebrate diversity and create an inclusive environment for all

● **We know how to help**

- We strive to know the most about the people we serve, and those we serve with
- We tailor our approach for the individual
- We find the answers if we don't already have them
- We bring our expertise into everything we do
- We seek opinions and insight from experts

● **We do it with heart**

- We show we care, not just say we do
- We act with empathy
- We show pride and passion for our brand and heritage
- We take the time to listen
- We display openness, honesty and transparency

● **We make it easy**

- We simplify the complex
- We adapt around the veteran
- We are curious and ask if there is a better way
- We collaborate with one another to make solutions easier
- We create an environment where innovation and smarter ways of working are embraced

● **We do what we say**

- We solve problems and go the extra mile
- We lead the change that veterans need
- We have one vision, and are one organisation
- We build trust through action, and focus on outcomes
- We lead by example and set standards for professional behaviour



Applying the code of conduct

This Code of Conduct is designed to help RSL Queensland's people make sound and responsible decisions when working with colleagues, clients, suppliers, and other stakeholders. The Code doesn't define every situation that our people may encounter, or every law to which RSL Queensland will be subject, but instead offers a set of rules and responsibilities that should inform the behaviour of our people.

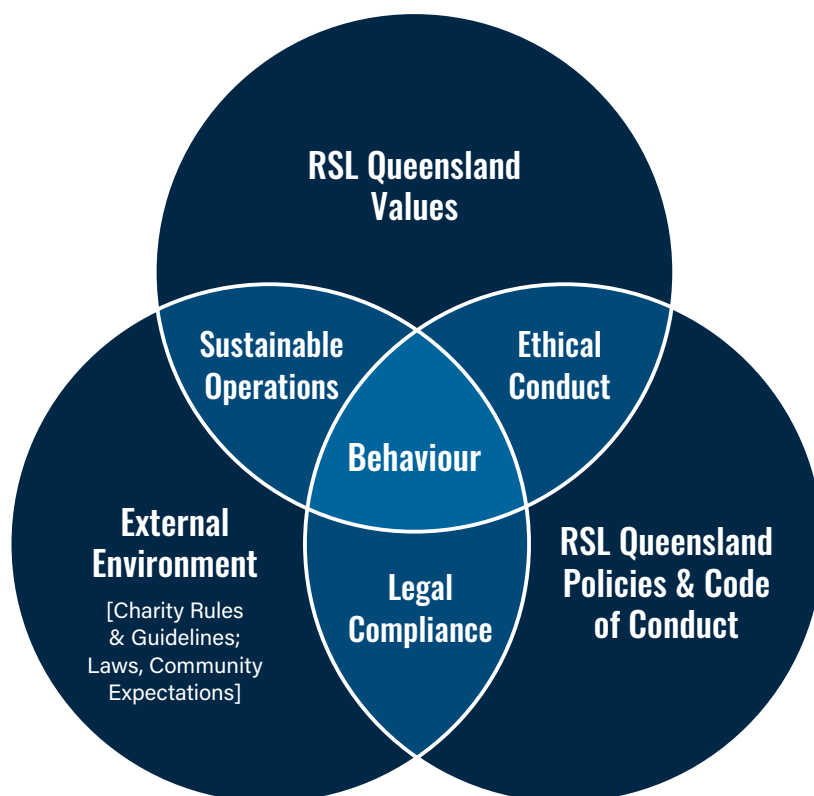
When facing situations that are not covered by this Code, if you can answer "yes" to all of the following questions, it's probably safe to move forward. But a "no" or "not sure" to any of them should cause you to stop and reconsider:

- Am I authorised to make the decision?
- Is the action legal? Does it contravene laws or regulations? Could I justify it in court?
- Is my decision in keeping with the spirit of RSL Queensland's values, expected conduct, policies and procedures?

- How would the decision look if published in a national newspaper?
- Would I feel comfortable explaining my decision to my family and friends?
- Does it feel right?

If you are ever in doubt about any of these questions, or about how to respond in a particular situation, you should always seek guidance from your leader, the People & Culture team, or the Chief HR Officer.

The below diagram demonstrates how internal and external influences guide our decision-making and behaviour. The behaviour that RSL Queensland's people demonstrate will influence the perceptions others have of us as individuals, and of our organisation collectively.





*As our organisation
continues to grow
and evolve, our
commitment will
remain the same:
to commemorate our
rich past and provide
our Defence family
with a bright future.*

Holding ourselves to the highest standards

We conduct business with uncompromising ethical standards and comply with all relevant legal and legislative requirements.

RSL Queensland is subject to a broad range of laws and regulations covering financial, organisational, disclosure, fair trading, gaming activities and other requirements. Compliance with these is essential for RSL Queensland to continue to provide the services we do to our community.

You must be aware of and comply with the duties and obligations that apply to you under the law and regulations relevant to your work. RSL Queensland will endeavour to keep you informed about relevant changes and obligations, and you will have access to policies, procedures and experts for guidance, however you must make every effort to ensure your knowledge and compliance is current.

We are professional at all times.

At RSL Queensland, our professionalism shines through in how we present ourselves and how we behave. Our professionalism is reflected in our values and we live it every day when we respect each other, deliver on our promises, show commitment, are courteous, considerate, punctual and always look to do better. Professionalism is not just restricted to the workplace. As RSL Queensland people we are mindful of our behaviour outside of work hours and in social settings and never behave in such a way as to damage our organisation's reputation.

We avoid potential conflicts of interest.

At RSL Queensland, our people must actively seek to avoid all conflicts of interest. If unavoidable, you must declare all potential conflicts of interest before they happen. A conflict of interest occurs when a person's interests, outside of those associated with their employment/role with RSL Queensland, are in conflict with their responsibility to act in the best interests of RSL Queensland. Conflicts may include personal or family relationships with suppliers and vendors or any situation in which you may, or it could be perceived that you may, benefit from business activities and relationships.

You should disclose any interests that may mean you:

- do business with or are employed by an organisation that is a competitor of RSL Queensland;
- do business with companies in which RSL Queensland people and / or their families have major interests;
- do business with a supplier because they have given us a gift or benefit;
- seek to run for or hold a public office that may impact our organisation;
- work for a competitor while being employed by RSL Queensland;
- have an immediate family member employed by a direct competitor in a senior role.

We assess and manage risk appropriately.

There is an element of risk in all aspects of our business. If not mitigated, some risks may impact our ability to operate as a business or endanger the lives of people, customers and / or the community. However great or small, we all have a responsibility to identify and manage risk in accordance with our Enterprise Risk Management Standard.

Our reputation is precious and we protect it.

RSL Queensland has a long and proud history, and our reputation is vital to our standing in the community and the Defence families we support.

When comments are made by our people to the media, they may be seen as representative of the entire organisation. For this reason, any public comment or solicitation from the media for comment must be approved by the Chief Executive Officer (CEO) or Board Chair if you are a Director or Board Committee Member.

Any invitation to speak at conferences, seminars or similar where you are representing RSL Queensland must, if you are an employee, be pre-approved by the CEO before being accepted. Similarly, if you are a Director or Board Committee member, pre-approval must be sought from the Board Chair.

We accept and give praise, but not gifts or incentives.

At times, suppliers and vendors may offer gifts or incentives with the expectation that they will retain or be awarded work, gain some advantage, or influence a decision. RSL Queensland people must therefore never accept or give gifts or incentives that may (or may be perceived to) provide an advantage to the gift giver or create a sense of obligation on the receiver's part, irrespective of the value of the gift.

In all other circumstances where a gift is accepted and is above the nominal value, as specified in the Gifts and Gratuities Guideline, it must be recorded in the Gift Registry.

What should I do if I get offered a gift?

Ensure the intention of the gift is in keeping with the RSL Queensland Gifts and Gratuities Guideline:

- if it is under \$100 in value, advise your leader and record it in the Gift Register;
 - if it exceeds \$100 in value, you need to seek prior approval from your Executive Leadership team member before you accept it.
-

We comply with the law.

You must comply with laws and regulations, including those relating to RSL Queensland. Ignorance of the law or good intention does not excuse your obligation to comply. If you are uncertain about the interpretation of any applicable law or regulation, or in the event of any actual or potential breach, you must report this to your leader.

We use our property and assets responsibly.

Whether it be office supplies, motor vehicles, computers, mobile phones or other corporate property, our people must take good care of all RSL Queensland property and assets and ensure they are used economically and efficiently.

We use our position with the organisation to support our community and not for personal gain.

RSL Queensland is a well-recognised and influential name in many parts of the community. This allows us to garner support for our services and benefits for our customers. People must not leverage their positions or the organisation for personal gain or political purposes.

We support our customers and provide the best service possible.

We each have customers, whether external or internal, and we all strive to provide them with excellent levels of service. Customers may not always be happy, however we treat each and every customer with courtesy and respect. RSL Queensland must act to safeguard and protect the welfare of children and young people, and minimise risk to children and young people when providing services.

We are what we wear.

We're proud to have a "dress for your day" policy at RSL Queensland, allowing our people to scale the formality of their attire to match their work day.

However, regardless of whether you're meeting with external customers or spending the day at your desk, all of our people should ensure they are clean, tidy, and maintain personal hygiene and grooming.

We don't buy lottery tickets.

As an RSL Queensland Board Director, Committee member and/or employee, you and your family are not eligible to enter into the Dream Home Art Union. This ineligibility applies to spouses, defacto spouses, parents, step parents, siblings, step siblings, adopted siblings, children and grandchildren.



*At RSL Queensland,
we value the safety
and wellbeing of every
employee, customer,
volunteer & contractor.*

*We look out for each
other and we promote
a culture of safety and
wellbeing, because
our people are our
greatest asset.*

Safety is everyone's responsibility at RSL Queensland. Every person is empowered to take immediate action for safety regardless of role, title or responsibility. If you see a situation that could put others at risk, report it immediately.

All RSL Queensland people must ensure that they comply with RSL Queensland Health and Safety policies and procedures at all times, to protect yourself and others from potential hazards. In all cases, we aim to meet or exceed applicable legal and other requirements, as we believe all accidents and occupational illnesses and injuries are preventable.

OUR GUIDING PRINCIPLES:

- Actively care for each other
- Strive to prevent injuries and illnesses
- No service or task is so urgent and important that we cannot do it safely
- We are responsible for our own decisions and actions; the standard you walk past is the standard you accept
- We will promote and celebrate our success

MY PERSONAL COMMITMENT TO HEALTH AND SAFETY:

- I will play an active role in ensuring my own safety and the safety of others.
- I will lead by example.
- I will speak up when I see risks or unsafe behaviours.
- I will identify, assess, manage and communicate risks and incidents.
- I will have a zero tolerance for threats of violence, bullying and harassment and take our reporting obligations very seriously.
- I will be prepared and ready for work, and ensure that I am not adversely affected by alcohol, prescription medication or other drugs.
- I will take care of the physical and mental health of myself and others.
- I will encourage and support my colleagues to seek help if I am concerned that their health may be affecting their ability to work safely.

We value and respect each other.

All of us should feel safe in the workplace, valued for our skills and diversity, and recognised for our efforts. Accordingly, our commitment and compliance with relevant legislation and policy is unwavering. People should be aware that aggression or disrespectful behavioural events—such as those listed below—will not be tolerated towards our people, leaders, volunteers, customers, or the Defence family.

- Profane or disrespectful language
- Inappropriate touching or sexual advances
- Comments undermining the trust in any of our people or in RSL Queensland
- Throwing any object
- Difficulty working collaboratively with others
- Resistance to recommended corrective action
- Demeaning or intimidating behaviour
- Racial or ethnic jokes
- Inappropriately criticising RSL Queensland people in front of customers, veterans and their family, or service providers
- Inappropriate documentation and record keeping
- Repeated failure to respond to calls or correspondence
- Inappropriate dress and standard of personal hygiene
- Sexual comments or innuendo
- Outbursts of rage or violent behaviour
- Inappropriate arguments with clients, veterans, family, our people, or service providers
- Unethical or dishonest behaviour
- Boundary violations with any of our people, customers, or others
- Failure to carry out reasonable management requests
- Possession, use, sales, or distribution of illicit drugs

All of us in supervisory and leadership positions must lead our teams with fairness, engage in fair debate, and allow alternative points of view to be expressed.

We take care of ourselves so we can give our best.

The use and misuse of alcohol and other drugs can significantly impair our ability to perform at work. RSL Queensland people must not perform any work-related activities or remain in the workplace if they are impaired by alcohol or other drugs.

Whilst we cannot dictate how people live their lives, we do encourage you to proactively look after your health and wellbeing. Doing so will have a positive impact on your productivity and satisfaction.

We work safe and look out for each other.

RSL Queensland takes the safety of its people seriously. We have put in place policies and procedures to ensure we meet our health and safety obligations and we expect all of our people to play their part.

As a Board Director, Committee member, and/or employee, you can contribute to workplace safety by ensuring you understand and comply with relevant legislation, policies, procedures and instructions. Where you identify a potential safety risk, you have a duty of care to report this to your leader.

*We understand
and respect
the importance of
confidentiality.*

Depending on your role in the organisation, you may be privy to information that must remain confidential and not be disclosed to external parties.

The only exception to this is where such information is publicly available, is required by law to be disclosed, or you have the explicit authority of your leader to do so. Confidential information includes RSL Queensland's intellectual property, client and employee information, and all commercially sensitive business information. Further details are provided in our Privacy and Information procedures and standards.



We follow best practices for managing information securely.

Anyone who requires access to RSL Queensland's Information Systems is required to sign a declaration accepting the terms and conditions of the Acceptable Use Policy, Information Management Policy, and the Information Security Policy. Anyone with access to the system should be aware that:

- users are provided with unique accounts (IDs) and passwords that must not be shared with others;
- legally, any information stored, received, communicated or sent on information systems is owned by the organisation;
- material stored, received, communicated or sent on the organisation's system, including email, internet and intranet, may be monitored.

Simple rules for internet and email:

- if in doubt, don't;
- do not download inappropriate material;
- do not send, forward or save inappropriate information;
- be aware our system is monitored;
- the system and information is owned by RSL Queensland.

We behave on social media as we do in person.

Just like our words and actions, messages and graphics in electronic form can be offensive to some people. Ensure that you:

- do not send racial, sexual, defamatory, threatening or obscene messages to any of our people or to anyone outside the organisation;
- do not download, retrieve, send or store inappropriate, sexually explicit or racist material on your computer or other organisation electronic device;
- do not instigate or distribute 'junk or chain' mail that can congest the network and inhibit the free flow of business information.

This includes your personal Facebook page and other social media accounts if you are using these to talk to work colleagues.



What to do if you have concerns

Like all codes and rules, some people will, knowingly or unknowingly, act in ways that go against the intent of this Code of Conduct. Speak up when you see or know. Intervene in a way that is comfortable for you and if you feel safe to do so, to redirect the conversation or stop the behaviour. This is a perfect example of you living our values of “We Stand Shoulder To Shoulder” and “We Do It With Heart”. It is important that we create a workplace environment that is safe, respectful and inclusive for all who work here.

With physical safety, we absolutely believe that near misses and small incidents are indicators of an unsafe culture that could lead to a fatality. In the same way, acceptance of everyday sexism creates an enabling culture for sexual harassment to occur. Behaviour can escalate unchecked (particularly in social situations involving alcohol) where thoughtful early intervention could have prevented a significant event.

When you observe or become aware of such behaviours, situations or decisions, and you don't feel safe challenging your colleague, and

the behaviour is serious, then you are required to promptly report your concerns to your leader, or another leader.

Ethical and consistent leadership is necessary in how we respond to all of types of behaviour, and especially those linked to how people relate to each other in and around our workplaces. Treating people who report issues with respect shows that we value their contribution to creating a better workplace and appreciate the opportunity to resolve the issue.

In situations where you feel you are unable to make a voluntary disclosure about reportable conduct through your usual reporting processes, please refer to the RSL Queensland Whistleblower Policy.

The RSL Queensland Whistleblower Policy will also provide guidance on reporting and escalating unethical and other inappropriate behaviours. Under this policy, reports may be made confidentially and without fear of retribution.

Possible responses to breaches of the code

Serious misconduct involves RSL Queensland people deliberately behaving in a way that is inconsistent with continuing their employment and / or engagement. Examples include: causing serious and imminent risk to the health and safety of another person or to the reputation or profits of their employer's business; theft; fraud; assault; or refusing to carry out a lawful and reasonable instruction that is part of their role. Serious misconduct may lead to termination of employment and / or engagement, as applicable.

Any convictions for criminal offences and / or breaches of regulations that may impact upon your ability to perform the inherent requirements of your position may lead to termination of your employment and / or engagement, as applicable.

RSL Queensland has a zero tolerance for individuals who possess, use, sell or distribute illicit drugs at RSL Queensland premises.

A deliberate breach of legislation, confidentiality or intellectual property requirements, disruptive behaviour or other breaches of the Code of Conduct from people will not be tolerated within RSL Queensland and may lead to disciplinary action. Breaches of conduct and/or disruptive behaviour create a hostile environment that interferes with the RSL Queensland and Defence family relationship and can result in errors of judgement or emotional outbursts, increased apprehension or anxiety, and decreased effectiveness of business operations and service delivery.

RSL Queensland is committed to operating in full accordance with our Code of Conduct, and with a no-blame culture. Deliberate breaches of the safe work systems outlined in this Code or disregard for the safety of others will be subject to disciplinary action.

Your Code of Conduct declaration

As an employee, Board Director, or Committee member of RSL Queensland, I acknowledge that I have read and understood my obligations to RSL Queensland as detailed in our Code of Conduct, in conjunction with the compliance training (available via our online learning platform “RSL Ready”) and other RSL Queensland policies.

In the day-to-day performance of my role, I will:

- always act with integrity to the highest standard;
- comply with this Code;
- adopt any new or changed Policy and seek clarification if I do not understand how it may affect me;
- abide by “My Personal Commitment to Health and Safety” (page 18).

I declare and agree that:

- I am not in a conflict of interest situation affecting RSL Queensland as described in our Code of Conduct;
- I will not knowingly become involved in a conflict of interest unless I have the prior written approval² of the CEO or their designate;
- if I become aware of a conflict of interest, I will:
 - advise my leader in writing that my circumstances have changed;
 - seek clarification as to the steps I must take arising from the conflict of interest
 - comply with those steps

I understand that failure to comply with the Code or to disclose a conflict of interest is a serious matter and may result in a disciplinary action including termination of employment.



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²For employees, CEO approval is required. For Directors, Board Committee matters will be dealt with on a case-by-case basis.



RSL Queensland Code of Conduct

Authorised By: Chief Executive Officer

Approved By: RSL Queensland Board

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