

## **DIVERSITY POLICY**

Applyflow Ltd (“Company”) values diversity and recognizes the organisational strength, problem solving ability and innovative approach that it brings. This policy has been developed to align with, and is underpinned by the Company’s values, which are set out in the Company’s Code of Conduct. In order to attract and retain a diverse workforce and customer base the Company is committed to providing an environment in which all employees are treated with fairness, respect and have equal access to opportunities available at work.

The Company does not practice diversity for legal purposes but for good business sense. Diversity contributes to the achievement of the Company’s corporate objectives and enables the Company to attract people with the best skills and attributes to develop a workforce whose diversity reflects that of its stakeholders.

Diversity at the Company refers to all the characteristics that make individuals different from each other. It includes characteristics or factors such as religion, race, ethnicity, language, gender, sexual orientation, disability, age or any other area of potential difference. Diversity at the Company is about the commitment to equality and treating all individuals with respect.

### **STRATEGIES**

This policy provides a framework for new and existing diversity related initiatives and policies within our business. The strategies outlined below aim to achieve the objectives of this policy by:

- a. setting and reviewing measurable objectives relating to diversity and assessing the Company’s progress in achieving these objectives on an annual basis;
- b. ensuring that recruitment and selection practices at all levels are appropriately structure so that a diverse range of candidates are considered;
- c. designing and implementing programs and processes that will assist in the development of a broader and more diverse pool of skilled and experienced employees and that, over time, will prepare them for senior management and board positions;
- d. adopting flexible work practices that will assist team members to meeting changing domestic responsibilities throughout their careers;
- e. providing opportunities for employees on extended parental leave to maintain their connection with the Company, by offering them an option (without any obligation) to receive all-staff communications and to attend work functions and training programs; and
- f. embedding the extent to which the Board has achieved the objectives of this policy in the evaluation criteria for the annual Board performance review.

### **MEASURES AND ACCOUNTABILITIES**

#### **1. Measurable objectives**

Each year, the Board will endeavour to set measurable objectives for achieving positive diversity outcomes in the composition of its Board, senior management and workforce generally. The Board will set measurable objectives that include appropriate and meaningful benchmarks that are able to be monitored and measured, such as:

- a. setting specific numerical targets for diversity in the composition of the board, senior executive roles and the workforce generally within a specified timeframe;
- b. setting specific numerical targets for diversity in key operational roles within a specified timeframe; or
- c. if applicable, achieving specific targets for Gender Equality Indicators as defined in the *Workplace Gender Equality Act 2012* (Cth).

The measurable objective for achieving gender diversity in the composition of its board will be not less than 30% of its directors of each gender.

Diversity will incorporate a number of factors, including but not limited to age, gender, ethnicity, cultural background, religious beliefs, disability, gender identity, marital or family status, socio-economic background and sexual orientation.

## **2. Annual review**

Performance against these objectives will be reviewed annually by the Board (or its delegated Committee) as part of its annual review of the effectiveness of this policy.

The Board will consider the extent to which the achievement of these measurable objectives should be tied to key performance indicators for the Board, the CEO and other senior executives.

## **3. Disclosure in annual report**

The Company will disclose in the Company's annual report each year:

- a. the measurable objectives for achieving diversity set by the Board in accordance with this policy and its progress towards achieving them; and
- b. the respective proportions of men and women on the Board, in senior executive roles and across the Company (including how the Company has defined "senior executive" for these purposes) or, if applicable, the Company's most recent Gender Equality Indicators as defined in the *Workplace Gender Equality Act 2012* (Cth).

If the Company undertakes a gender pay equity audit (which must be approved by the Board), the Board will consider the results of any such audit and any disclosure related issues.

## **RECRUITMENT, SELECTION AND SUCCESSION PLANNING**

### **1. Recruitment, selection and promotion**

The Company will ensure that recruitment, selection and promotion processes at all the levels in the Company, including at the Board level, are designed so that a diverse range of candidates are considered. The Company will ensure that:

- a. recruitment and selection is based on merit;
- b. the Company complies at all times with equal opportunity and anti-discrimination requirements;
- c. the Company encourages management involved in recruitment to consider workplace diversity when making selection decisions;

- d. the Company make its recruitment process accessible to a diverse range of candidates by advertising positions broadly and by using professional recruitment agencies where required; and
- e. the Company considers programs and initiatives that assist in the development of a broader pool of skilled and experienced employees which, over time, will prepare them for senior executive and Board positions.

## **2. Succession planning**

The Board (or its delegated Committee) will be responsible for the development and succession planning process for the CEO and other senior executive roles. In discharging this responsibility, the Board (or its delegated Committee) will have regard to diversity criteria.

## **3. Board appointment process**

The Board (or its delegated Committee) will ensure selection and appointment of new directors is transparent and considers all facets of diversity to avoid “groupthink” or other cognitive biases in decision making. The Board (or its delegated Committee) will have regard to the following when appointing new directors:

- a. whether the skills, expertise and background of the candidate add to and complement the range of skills, expertise and background of the existing Directors;
- b. diversity; and
- c. the extent to which the candidate would fill a present need on the Board.

## **REVIEW OF POLICY**

The policy will be reviewed regularly periodically and updated as required to ensure it remains consistent with current law and practice. The latest version of this policy can be found on the Company’s website or obtained from the Company Secretary.