



**E M L**  
empowering your payments

## Diversity Policy

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### Introduction

EML Payments Limited (**EML**) recognises the importance of diversity and values the competitive advantage that is gained from a diverse workforce at all levels of its Group.

EML is committed to supporting and ensuring a diverse work environment in which everyone is treated fairly and with respect.

In line with its commitment, EML seeks to provide a workplace where:

- everyone is valued and respected for their distinctive skills, experiences and perspectives;
- structures, policies and procedures are in place to assist employees balance their work, family and other responsibilities effectively;
- decision making processes in recruitment take account of diversity;
- employees have access to opportunities based on merit;
- the culture is free from discrimination, harassment and bullying; and
- employment decisions are transparent, equitable and procedurally fair.

The corporate benefits which flow from facilitating and promoting a diverse workplace included enhanced employee retention and motivation, greater innovation and creativity and maximisation of employee engagement and satisfaction to achieve corporate goals and better financial performance.

This Policy applies to the Board of EML and all employees of the EML Group.

### What Diversity Means to Us

#### Diversity

Diversity refers to characteristics that make individuals different from each other. Diversity encompasses differences in backgrounds, qualifications and experiences, and also differences in approach and viewpoints. It includes factors such as gender, age, ethnicity, religious or cultural background, language, disability, marital or family status, sexual orientation, gender identity and other areas of potential difference.

## **Gender Diversity**

EML has a strong commitment to gender diversity and the fundamental principle that gender is not a barrier to participation in our workforce, senior management and on our Board. Our leaders are committed to providing opportunities that allow women to reach their full potential.

To achieve greater diversity, it is important to ensure that where possible that the pool of potential available talent is nurtured and developed effectively. Early identification and development of female talent is clearly of significant importance in having appropriately qualified and experienced women for consideration when positions become available.

## **Board and Senior Management Diversity**

At EML, diversity of gender and background are two important criteria that are taken into account in the development of succession plans and appointment processes for Board and senior management positions. However, other selection criteria, in particular business acumen and industry experience, are also fundamentally important. The Remuneration and Nomination Committee will regularly report to the Board regarding succession plans and appointment processes with the aim of achieving diversity objectives, particularly with respect to the number of women in senior management positions and on the Board.

## **Achieving Diversity**

### **Board**

The Board is responsible for establishing transparent, measurable objectives for achieving diversity and articulating the corporate benefits arising from employee and Board diversity.

The Board will:

- review and determine, as frequently as required, strategies, programs and initiatives that will foster diversity and meet the particular needs of the EML Group;
- through the Remuneration and Nomination Committee, seek to ensure that diversity is a factor that is taken into account in the selection and appointment of qualified employees, senior management and Board candidates and will consider options to expand the pool of qualified candidates to select from;
- consider and review the recommendations made by the Remuneration and Nomination Committee in relation to the objectives for achieving gender diversity and the initiatives and strategies proposed to support those objectives; and
- consider and review the reports it receives assessing the effectiveness of gender diversity objectives, and monitoring the achievement of diversity targets.

### **Remuneration and Nomination Committee**

The Committee is responsible for:

- assessing and reporting to the Board on the effectiveness of diversity objectives, and monitoring and reporting to the Board on the achievement of diversity targets on an annual basis;

- making recommendations to the Board in relation to the objectives for achieving gender diversity, and the initiatives and strategies to support those objectives; and
- including gender diversity objectives in Board recruitment, Board performance evaluation and succession planning processes.

## Disclosure

As part of its annual reporting obligations to shareholders, EML will disclose the measurable objectives set by the Board for achieving diversity and will report on its progress against those objectives.

A component of EML's disclosure on diversity in its annual report will include information about:

- the number or proportion of women employees in the EML Group;
- the number or proportion of women in senior management positions; and
- the number or proportion of women on the Board.

## Review of Policy

The Remuneration and Nomination Committee will review this Policy from time to time (at least every two years) to ensure that it remains relevant and appropriate to the EML Group. Any changes identified by the Committee will be recommended to the Board for approval.

**Adopted by the Board of EML Payments Limited on 22 February 2017**