



**DIVERSITY AND INCLUSION POLICY**  
**Link Administration Holdings Limited ("Company")**  
**ABN 27 120 964 098**

**Scope**

This diversity and inclusion policy applies to the Company's board of directors (**Board**), officers, employees and consultants (**Personnel**).

**Purpose**

The Company recognises workplace diversity and inclusion as an integral part of how we operate and is imperative to our success. Workplace diversity and inclusion recognises our individual differences, including differences in gender, race, ethnicity, sexual orientation, age, physical abilities, family status, language, religious belief, perspective and experience.

Our business policies, practices and behaviours promote workplace diversity and equal opportunity and create an inclusive and collaborative environment where individual differences are valued and all Personnel have the opportunity to realise their potential and contribute to the Company's success.

At every level, Personnel have accountability for ensuring the successful promotion of all aspects of diversity and inclusion and appropriate behaviour in the workplace. Diversity and inclusion applies to all human resources practices, including but not limited to, recruitment, retention, performance management, promotions, talent identification and succession planning, learning and development and goal setting. Managers have a responsibility as leaders to make decisions based on merit, to encourage diversity and inclusion in their teams and to model appropriate behaviour to ensure a strong and diverse culture, which will significantly contribute to our commercial success.

Successful recruitment and selection is a fundamental part of the business and candidate diversity allows for different strengths and contributions to be brought to the Company. It is critical that discriminatory practices and unconscious bias are avoided. These same principles are applied when considering new Directors for appointment to the Board to ensure a balance of skills and background in candidate selection.

**What is Workplace Diversity and Inclusion?**

Workplace diversity and inclusion recognises and values the contribution of all Personnel and recognises and values individual differences and the contribution these differences make to the Company.

At the Company, workplace diversity and inclusion means:

- an inclusive workplace that embraces individual differences;
- a workplace that is free from discriminatory behaviours and business practices including discrimination, harassment, bullying, victimisation and vilification;
- equitable remuneration frameworks and policies, processes and practices that limit potential bias;
- fair and effective processes for the appointment of Personnel that limit potential bias;
- awareness of different needs of employees;
- the provision of flexible work practices and policies to support employees; and
- attraction and retention of a diverse range of talented people.

The Company aspires to have a diverse and inclusive workplace, and aims to develop a workplace diversity and inclusion framework and embed workplace diversity and inclusion within its systems and culture.

### **Grievances**

Discrimination, harassment, vilification and victimisation will not be tolerated. Any substantiated breach of the Company Diversity and Inclusion Policy will be dealt with seriously and may result in disciplinary action. The Company is committed to taking appropriate action where a complaint is raised and an investigation may follow in line with the Company complaint handling procedures. For more information regarding complaint handling, refer to the Link Group Grievance Policy.

### **Board's Responsibilities**

The Board is responsible for oversight of the implementation of this policy and monitoring its effectiveness. The Board recognises that it must provide guidance to management on the promotion of diversity and inclusion within the Company.

### **Human Resources and Remuneration Committee's Responsibilities**

The Human Resources and Remuneration Committee is responsible for reviewing this diversity and inclusion policy and will provide the Board with an annual report on the status of workplace diversity and inclusion within the Company and the effectiveness of the measurable objectives including for achieving gender diversity.

### **Measureable objectives**

The Board will adopt measureable objectives to assist the Company to achieve diversity and inclusion, including but not limited to gender diversity, and review the Company's progress in meeting these objectives and the effectiveness of these objectives each year through regular reporting and analysis.

The Human Resources and Remuneration Committee is responsible for recommending such measureable objectives to the Board in light of the Company's general selection policy for Personnel.

The Human Resources and Remuneration Committee will report to the Board on the Company's progress towards achieving its measurable objectives each year. This report will include a review of the relative proportions of men and women at all levels in the organisation.

Adopted September 2015; Amended June 2017