

# **Raiz Invest Limited**

Diversity, Equity, Inclusion Policy

Raiz Invest Limited ACN 615 510 177  
("Company")

Date 9 November 2021

# 1 Introduction

At Raiz, our goal is to integrate diversity, equity and inclusion (“**DEI**”) into every aspect of our work. DEI makes Raiz a better employer, a stronger partner to our clients and a responsible member of our community. We are committed to ensuring that our staff feel that they belong and know that *all* their perspectives are valued and heard.

1.1 This policy:

- (a) supports the commitment of Raiz Invest Limited (“**Company**”) to diversity, equity and inclusion within its workplace; and
- (b) provides a framework for new and existing initiatives, strategies and programs within the business of the Company and its controlled entities (“**Group**”) to promote and enhance diversity, equity and inclusion.

1.2 Raiz commits to:

- (a) a goal for 2025 that every level of leadership at Raiz reflects the gender and racial diversity of our staff;
- (b) annually monitoring, and seeking to improve the overall inclusion and engagement of our staff, and actively measuring this; and
- (c) actively engaging in learning and communications across Raiz to ensure the importance of DEI is understood across our company.

## 2 Meaning of DEI

### Diversity

- 2.1 Raiz ensures from a 360 degree view, that our company contains diverse candidates, employees, leaders and partners, so that we are fully representing the markets and clients that we serve.
- 2.2 Diversity includes, but is not limited to, differences that relate to gender, marital or family status, sexual orientation, gender identity, age, disabilities, ethnicity, religious beliefs, cultural background, socio-economic background, perspective, experience, personality, carer responsibilities or location.
- 2.3 We are committed to ensuring that each individual that holds a leadership position is ready and willing to hire, communicate with and uplift individuals from different backgrounds. As such, we are constantly reviewing and vetting our processes to ensure that every candidate, partner and employee receives equitable treatment in our hiring and promotion.

### Equity

- 2.4 We are committed to ensuring every candidate, employee, partner, contractor, vendor feels they have the ability to share their voice, their unique experiences and feel included in our team and that their individual importance and their contribution to our team and our company is recognised.
- 2.5 We are strategically putting in place measures to ensure that all individuals that are part of our company feel they have three, important opportunities:
  - (a) The opportunity to be heard;
  - (b) The opportunity to advance; and
  - (c) The opportunity to bring others with them on their journey.

- 2.6 We have programs in place for those from marginalized or under-served communities or third world countries, allowing them to step-up to become empowered employees and leaders in our company who make a difference.

#### **Inclusion**

- 2.7 We ensure all our people feel included and that there are enough facilities and enough time for everyone to feel heard and included.
- 2.8 As a community first, and a company second, we recognise our own privilege and mindfully look for individuals on our teams, and for customers that may not feel a part of our message of inclusion.
- 2.9 We regularly train our employees to address key findings on diversity, equity and inclusion and action plans of how we will address important opportunities and gaps.

## **3 Benefits of DEI**

- 3.1 Workplace DEI refers to the diversity, equity and inclusion of a variety of different people in an organisation. Diversity encompasses a multitude of factors that can differentiate individuals (see paragraph 2.2). Equity ensures each member of the team has a voice and an equal opportunity. Inclusion ensures we include everyone in our company and amongst our customers.
- 3.2 DEI is a mindset that is driven by our business leaders and embraced across Raiz. Our focus on diversity & inclusion includes an intentional focus on equity to ensure fair treatment and acknowledge unequal starting places.
- 3.3 The Company believes that embracing DEI in our workforce contributes to the achievement of our corporate objectives and enhances our reputation. It enables the Group to:
- (a) recruit and promote the right people from a diverse pool of talented candidates;
  - (b) make more informed and innovative decisions, drawing on the wide range of ideas, experiences, approaches and perspectives that employees from diverse backgrounds, and with differing skill sets, bring to their roles; and
  - (c) better represent the diversity of all our stakeholders, particularly our various customers.

## **4 Commitment to DEI**

- 4.1 The Group is committed to achieving the goals of:
- (a) providing access to equal opportunities at work based on merit; and
  - (b) fostering a corporate culture that embraces and values DEI.
- 4.2 The Company is an equal opportunity employer and welcomes people from a diverse set of backgrounds.

## **5 Objectives for Achieving Gender Diversity**

- 5.1 The Board intends to:
- (a) establish measurable objectives for achieving gender diversity, including in the composition of the Board, senior executives and workforce generally; and

- (b) after such measurable objectives have been established, then review and assess, at least annually, both the measurable objectives for achieving gender diversity and the Company's progress in achieving them.
- 5.2 Where any such measurable objectives have been established by the Board, then the Board will disclose in the Annual Report for each relevant financial year both its objectives for achieving gender diversity and its progress in achieving those objectives (as appropriate).
- 5.3 To assist the Board to fulfil its responsibilities, the Nomination and Remuneration Committee will:
  - (a) oversee a review of the relative proportions of men and women across the whole of the Group's organisation, in senior executive positions and on the Board, respectively;
  - (b) report to the Board on the findings of this review and its recommendations for the objectives to be set by the Board for achieving gender diversity, having regard to any gaps identified in the review; and
  - (c) report to the Board, at least annually, on the Company's progress in achieving the objectives set by the Board for achieving gender diversity.

## 6 Support for Gender Diversity

- 6.1 Currently, there are several different policies, programs and initiatives operating across the Group, which recognise and support gender diversity. These may be summarised as follows:
  - (a) **Policies:** the Company has formal policies regarding unlawful discrimination and raising and escalating grievances and these policies are available to employees via the employee handbook.
  - (b) **Flexible work practices:** the Company is a strong advocate of flexible work practices where this is possible given the operational requirements of the business. At any given time, the Group has a number of staff working on a part-time basis following return to work from parental leave and the Company continues to support this policy. In addition, the Company is flexible in its response to requests for flexibility in working hours and extended leave without pay to assist employees to manage work and family responsibilities.
  - (c) **Parental leave programs:** The Group provides paid parental leave for eligible employees. All paid parental leave is in addition to statutory requirements and is available also in the case of adoption. The Group also offers employees on extended parental leave the opportunity (without any obligation) to maintain their connection with the Group, by allowing such employees to receive all-staff communications, and to attend work functions and training programs.
  - (d) **Other policies and HR support channels:** The Group has policies to assist in performance-based progression and reward. There are also policies and support provided to assist employees to manage their work and family or community responsibilities.

## 7 Objectives for Achieving Diverse Representation

- 7.1 Raiz is committed to achieving greater minority representation across all levels of the company and modelling a culture of inclusion. Our goal is for every level of leadership to reflect the racial diversity of our global staff by 2025. While our strategy is inclusive of all diversity dimensions,

our data analysis underscores the need to an intentional focus on female leader representation across Raiz, and a racially diverse staff in all our global offices.

7.2 As a result, the Board intends to:

- (a) establish measurable objectives for achieving diverse representation across Raiz; and
- (b) where such measurable objectives have been established, then review and assess, at least annually, both the measurable objectives for achieving diverse representation and the Company's progress in achieving them.

7.3 Where any such measurable objectives have been established by the Board, then the Board will disclose in the Annual Report for each relevant financial year both its objectives for achieving diverse representation and its progress in achieving those objectives (as appropriate).

7.4 To assist the Board to fulfil its responsibilities, the Nomination and Remuneration Committee will:

- (a) oversee a review of the relative proportions of diverse groups across the whole of the Group's organisation, in senior executive positions and on the Board, respectively;
- (b) report to the Board on the findings of this review and its recommendations for the objectives to be set by the Board for achieving greater diversity, having regard to any gaps identified in the review; and
- (c) report to the Board, at least annually, on the Company's progress in achieving the objectives set by the Board for achieving diversity.

7.5 Our success will be determined by:

- (a) our focus on the attraction, advancement and retention of diverse talent;
- (b) ensuring accountability – investing in DEI analytics infrastructure and implement measures that create greater ownership of outcomes; and
- (c) education and communication – building a continuous learning experience that helps build cultural competence.

## 8 Support for Diverse Representation

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- (a) **Policies:** the Company has formal policies regarding unlawful discrimination and raising and escalating grievances and these policies are available to employees via the employee handbook.
- (b) **Flexible work practices:** the Company is a strong advocate of flexible work practices where this is possible given the operational requirements of the business. At any given time, the Group has a number of staff working on a part-time basis following return to work from parental leave and the Company continues to support this policy. In addition, the Company is flexible in its response to requests for flexibility in working hours and extended leave without pay to assist employees to manage work and family responsibilities.
- (c) **Other policies and HR support channels:** The Group has policies to assist in performance-based progression and reward. There are also policies and support

provided to assist employees to manage their work and family or community responsibilities.

- 8.2 The steps that Raiz will implement to improve diverse representation and ensure inclusion across the Group are:
- (a) Expanding strategic partnerships with organisations focused on identifying and developing high-achieving talent from diverse communities;
  - (b) Launching inclusive hiring and training practices;
  - (c) Using our social media presence to target diverse prospects;
  - (d) Using market research to assess our impact;
  - (e) Applying a diversification lens to development and promotion to ensure diverse representation;

## 9 Board Composition

- 9.1 The Company's Board Charter is framed to provide for the Board of Directors of the Company ("**Board**") to be of a size and composition that is conducive to making decisions expediently, with the benefit of a variety of perspectives and skills, and in the best interest of the Company as a whole rather than of individual shareholders or stakeholders.
- 9.2 The Board has established a Nomination and Remuneration Committee, which is responsible for making recommendations to the Board relating to the appointment and retirement of Directors. The Nominations and Remuneration Committee's full responsibilities are set out in its Charter (which is available in the governance section of the Company's website). They include, relevantly:
- (a) assessing the necessary and desirable competencies of Directors;
  - (b) ensuring the Directors have the appropriate mix of competencies to enable the Board to discharge its responsibilities effectively;
  - (c) developing Board succession plans to ensure an appropriate balance of skill, experience, expertise and diversity is maintained; and
  - (d) considering the term served by Non-Executive Directors to ensure that, where appropriate, over time, new Directors are appointed to challenge existing approaches and to incorporate new ideas and energy.

## 10 Recruitment and Training

- 10.1 The Company recruits based on merit, ensuring that the most appropriately qualified and experienced person is employed for each role.
- 10.2 The Company does not tolerate discriminatory behaviour in its recruitment or people management processes and ensures that all managers involved in recruitment and selection processes are appropriately trained.
- 10.3 The Company's recruitment and selection practices at all levels are structured so that a diverse range of candidates are considered and to guard against any conscious or unconscious biases that might discriminate against certain candidates.
- 10.4 The Company has a detailed training program aimed at enhancing the skills and knowledge of its employees and designed to foster the development of employees and prepare them for senior management and board positions.

## **11 Roles and Responsibilities**

- 11.1 Every employee within the Group is responsible for supporting employee diversity and inclusion as well as supporting and maintaining the corporate culture of the Group, including its commitment to diversity, equity and inclusion in the workplace.

## **12 Questions**

- 12.1 Any questions about this policy should be directed to your immediate manager in the first instance.

## **13 Employee Rights and Obligations**

- 13.1 This policy does not form part of an employee's terms of employment, appointment or engagement with the Group. A departure from the policy or a failure to meet its objectives may result in reporting obligations for the Company but is not intended to create direct legal obligations between the Group and employees.
- 13.2 This policy is not to be used by the Group, or any employee, to justify conduct which is contrary to any anti-discrimination or equal employment opportunity laws in any jurisdiction.

## **14 Review and Publication of this Policy**

- 14.1 The Board will review this policy as often as it considers necessary, and at least annually, to ensure the policy complies with any applicable legal requirements and remains relevant and effective to the Company.
- 14.2 The Board may change this policy from time to time by resolution of the Board.
- 14.3 This policy will be made available on the Company's website and may be published in the annual report or a link to the governance section of the website provided.

Adopted by the Board on 9 November 2021