

11 DIVERSITY POLICY

Purpose of this Policy

This Policy sets out PLC Financial Solutions Limited's policy in relation to promoting and maintaining Diversity within the Company.

The Company's policy is to recruit and manage on the basis of qualification for the position and performance; regardless of gender, age, nationality, race, religious beliefs, cultural background or sexuality.

Persons to whom this Policy applies

The Diversity Policy is a policy of the Board of Directors. This policy applies to all Directors, officers and employees (collectively **Employees**) of the Company.

What is diversity?

Diversity includes, but is not limited to, gender, age, ethnicity and cultural background.

Objectives of this Policy

PLC Financial Solutions Limited values a diverse workforce and has established the Diversity Principles set out below having regard to the Company's size and operations.

Diversity is described as celebrating differences and valuing everyone. Each person is an individual with visible and non-visible differences and by respecting this everyone can feel valued for their contributions which is beneficial not only for the individual but for the Company.

The Company recognises that a talented and diverse workforce represents a key competitive advantage.

The Company's business success will be a reflection of the quality and skill of the people employed. PLC Financial Solutions Limited is committed to seeking out and retaining the finest human talent to ensure business growth and performance.

A diverse workforce benefits employees, teams, the Company as a whole and the Shareholders. PLC Financial Solutions Limited recognises that each employee brings their own unique capabilities, experiences and characteristics to their work. The Company values such diversity as all levels of the Company.

A diverse workforce is good for the Company – it helps top attract and retain talented people to deliver the best results and demonstrates a willingness to respond to the needs of the market.

The Company is committed to employing the best people to do the best job possible. PLC Financial Solutions recognises the importance of reflecting the diversity of the Shareholders and markets in the workforce. The diverse capabilities that could reside within the Company's workforce, positions PLC Financial Solutions Limited to anticipate and fulfil the needs of the markets it operates in, both domestically and internationally, providing high quality products/services.

PLC Financial Solutions Limited accepts that in time it may need to be diverse along many dimensions – encompassing differences in ethnicity, gender, language, age, sexual orientation, religion, socio-economic status, physical and mental ability, thinking styles, experience, and education. The Company believes that the wide array of perspectives that results from such diversity promotes innovation and business success.

Managing diversity makes the Company more creative, flexible, productive and competitive.

The Company will reward excellence and all employees will be promoted on the basis of their performance. There is increasing momentum on diversity with a particular focus on gender and age, as well as greater work flexibility and as such the Company has embraced these principles as part of its on going development.

Plc Financial Solutions Limited recognises that a diverse workforce will contribute to achieving the Company's overall strategic objectives by:

- a) Driving business results;
- b) Encouraging greater innovation;
- c) Enhancing the Company's reputation; and
- d) Attracting, recruiting, engaging and retaining a diverse team of talented staff

This Charter sets out how the Company seeks to promote diversity in its business operations.

Diversity Principles

PLC Financial Solutions Limited strives to create a diverse workforce through:

- a) Identifying and removing any barriers to Diversity that may exist within the Company so that employees can develop to their full potential;
- b) Recruiting and managing on the basis of an individual's competence, qualifications and performance;
- c) Providing equal employment opportunities based on relative ability, performance and potential;
- d) Maintaining a safe work environment by taking action against discrimination, harassment and vilification;
- e) Creating a culture within the Company that encourages and rewards employees, Directors and Officers to act in accordance with this Policy, including the Measurable Objectives set by the Board

Selection and Appointment of Directors and Employees

The Company is committed to a corporate culture which embraces diversity when determining the composition of the Board, senior management and employees, including its recruitment and selection processes.

The Company's hiring processes ensure that recruitment and selection decisions are based on the principle of merit and a person's skills and qualifications, regardless of their age, gender, nationality, cultural background or any other factor not relevant to the position.

Selection and Appointment of New Directors

The Diversity Charter requires the Board to take diversity of background into account (in addition to previous Board and leadership experience, candidates' skills and experience in a variety of specified fields) to fit and enhance the Board skills matrix.

In order to promote the specific objective of gender diversity, the Company's Diversity Charter requires that the selection process for Board appointments must involve the following steps (including where the Company engages an external recruitment agency to identify and assess candidates):

- a) Director selection process and decision making to be formal and transparent as set out in the ASX Principles;
- b) Candidates should be selected from a diverse pool of qualified candidates. A wider candidate pool can be established by engaging a professional search firm and by advertising Board vacancies;
- c) At least one serious female candidate should be present on every shortlist; and
- d) If, at the end of the selection process, a female candidate is not selected, the Board must be satisfied that there are objective reasons to support its determination.

Selection and Appointment of Employees including Senior Management Roles

In accordance with its Diversity policy, the Company will seek to maintain diversity objectives by including the following steps:

In accordance with its Diversity policy, the Company will seek to maintain diversity objectives by including the following steps:

- a) The Managing Director will have reference to the Diversity Policy in selecting and assessing candidates and in presenting recommendations to the Board regarding appointments to the executive team. The Charter requires the Board to also consider gender diversity and the objectives of the policy when considering those recommendations;
- b) Candidates should be selected from a diverse pool of qualified candidates. A wider candidate pool can be established by engaging a professional search/recruitment firm(s), and/or by advertising vacancies; and
- c) A short-list identifying potential candidates for the appointment should include a mix of both male and female candidates wherever possible.

Measurable Objectives

The Board is responsible for establishing Measurable Objectives for achieving greater Diversity through the Company.

In order to foster a corporate environment where employee and Board diversity are achievable and maintainable, the Board will:

- **Review and determine at least annually strategies, programs and initiatives that will foster diversity and meet the particular needs of PLC Financial Solutions, including identifying the skill and experience requirements for the Board;**
- **Ensuring that candidates are interviewed by a diverse selection/interview panel;**
- **Ensure that the selection process for the three (3) Board-appointed directors includes formal consideration of the desired diversity profile;**
- **Encourage the Company's Shareholders to vote on candidates for the Board's elected director positions;**
- **Ensure that diversity is considered in the selection and appointment of the Managing Director;**
- **Consider the extent to which the achievement of these measurable objectives should be tied to key performance indicators for the Board, the Managing Director and other senior management;**
- **Selection or retention of board and employees shall be based upon skill and competency criteria and shall not be based on race, religion, colour, national origin, gender, sexual orientation, age, disability or status;**
- **The organisational climate of the Company shall be perceived by staff and consultants as welcoming to all individuals and reflective of fair treatment and decision-making.**

The Managing Director will, as the Company grows in terms of size and activity work to achieve:

- Developing a broader pool of skilled and experienced employees, in particular women, including initiatives focused on skills development;
- Enhance employee retention, in particular that of women from middle management, including programs that foster career development and personal skills and, where possible, initiatives that address competing demands between work and other obligations; and

- Minimising career disruption when employees take time out of the workplace to meet other obligations and attempt to re-enter the workforce and where reasonable, possible and in line with the needs and objectives identified by the diversity profile, facilitate or permit employees to access such programs or initiatives

Monitoring and Reporting

PLC Financial Solutions Limited will disclose the measurable objectives set by the Board for achieving diversity in accordance with the diversity profile and will report on its progress against those objectives.

At a minimum, the Company's disclosure on diversity in its Annual Report will include information about:

- a) the proportion of women employees in the Company;*
- b) the number of women on the Board; and*
- c) the number of women in senior management positions*

The Managing Director will report to the Board in relation to Diversity. This will include reporting on:

- a) Initiatives undertaken by Management in relation to Diversity and to achieve the Measurable Objectives;
- b) Progress in achieving the Measurable Objectives, including information regarding the relative proportion of women and mature age people at all levels within the Company; and
- c) Make recommendations to the Board regarding the Measurable Objectives

Definitions

In this Policy:

Diversity includes differences that relate to gender, age, ethnicity, disability, sexual orientation and cultural background.

Measurable Objectives are the criteria that the Company has adopted which they believe will achieve Diversity at all levels within the Company as set by the Board in accordance with this Charter.

Policy History

Last review: -
Review frequency: Annually or as required
Prepared: September 2018