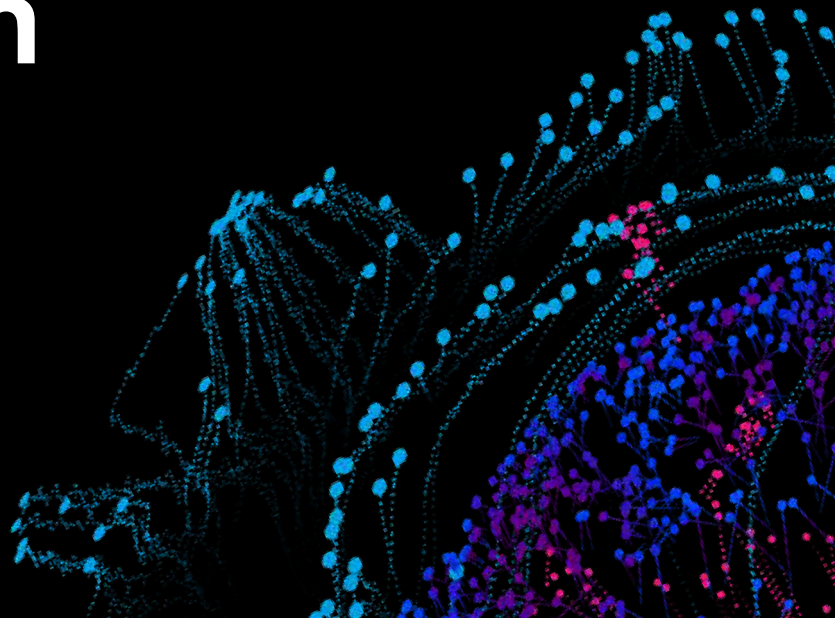




Diversity & Inclusion Policy

Money in Motion



Introduction

Our people and the culture we co-create is what really drives us every day. That is why we've built 'one team' that challenges the status quo to bring our unique differences together. Our place is one of collaboration, teamwork & innovation. But, above all, it's one that embraces difference. And rather than have our employee blend in, we want to help them unleash their full potential – both personally and professionally.

EML Payments Limited (**EML**, the **Company**) recognises that its business success is a reflection of the quality of its people.

We are committed to an inclusive culture which values diversity of thought, opinion, and background, and where its employees are provided with equal access to opportunities. This diversity enriches the EML culture with diversity of thought being key to our competitive advantage.

Diversity and Inclusion at EML means we recognise and respect qualities which are unique to individuals such as gender, language, ethnicity, age, religion, disability and sexual orientation. EML believes in treating all people with dignity and respect and is committed to employing people with "best in market" skills and that are the right cultural fit.

Our processes which demonstrate EML's commitment to our Diversity and Inclusion Policy are reviewed periodically; in line with the changing needs of our employees, our business priorities, and the social and cultural contexts in which we operate.

The Managing Director and Group Chief Executive Officer (**Group CEO**) and Board discuss and establish specific objectives for improving diversity and inclusion across the organisation and annually assess progress against these objectives. EML maintains a safe work environment that does not condone inappropriate workplace and business behaviour (including discrimination, harassment, bullying, victimisation and vilification).

We are aware that fostering and promoting Diversity and Inclusion will enable us to realise significant commercial benefits, including increased employee retention and motivation, greater innovation and creativity and maximisation of employee engagement and satisfaction to achieve corporate goals and better financial performance. We believe that it will support us to bring Our Values to life, know that we are truly better as One Team, and that creating an environment that values difference is the right thing to do.

Scope

This policy applies to:

- Our Board of Directors and all EML employees, contractors and consultants.

Our Principles

Our approach to diversity and inclusion is summed up in our key principles:

1. We're all accountable to create an inclusive culture;

We're committed to an inclusive work environment, where people have a sense of belonging, feel connected and where difference is celebrated. We value collaboration, embrace authenticity and want everyone to feel comfortable to bring their whole self to work. All of us are accountable to create a culture where individual differences are supported, respected and valued. Our People team look for proactive ways to embed inclusion in all aspects of the employee experience. Our leaders across the business are expected to be role models and all EML employees need to play their part in ensuring we create an inclusive culture at EML.

2. We're committed to attracting diverse talent and a fair recruitment process;

We're always looking to hire the best person for the job and to make fair recruitment and promotion decisions. Our selection is based on objective criteria, taking into account relevant skills, qualifications and experience. We want a diverse mix of applicants for roles and we're focused on attracting and selecting our people from a diverse pool of talent. We raise awareness of the impact of unconscious bias in the hiring process and what we can do to counteract this.

3. We support flexible working;

We're committed to empowering our people to work flexibly. We raise awareness of our guidelines and provide our managers with coaching to support flexible working.

4. We're committed to equal pay for equal work;

We're committed to equal pay for equal work and rewarding our people fairly. This means making sure our pay decisions are made free from unconscious bias. It also involves regular review to check for unjustifiable gender pay gaps and monitoring to ensure we're reflecting gender pay equity at all levels across our workforce.

Measurable Objectives & Reporting

The Board will establish measurable objectives for inclusion and belonging at all levels and review these objectives annually.

The Culture, Governance and Nomination Committee (CGNC) will:

- track and monitor our workforce make up to ensure that it reflects our global community;
- ensure our diversity groups are similarly engaged: measured through our bi-annual employee survey; and
- uphold reporting requirements and ASX Corporate Governance Principles and recommendations. EML will provide information annually regarding;
 - to report on our workforce make up including women in leadership, age diversity, cultural diversity; the respective proportions of gender diversity across EML, including at the Board (30%) and the Senior Executive level (50%);
 - promote inclusive and collaborative work practices to recruit, develop and retain a diverse workforce by delivering unconscious bias recruitment training annually;
 - a statement as to the mix of skills and diversity which the Board of directors is looking to achieve in membership of the Board.

Our Supporting Policies

EML's approach to diversity and inclusion is supported by a strategy, annual working plan, policies and practices, including:

Our Values – we are committed to acting ethically, respectfully and responsibly. Our Values underpin the minimum standards of behaviour and conduct expected of our employees, contractors and consultants.

Code of Conduct – we are committed to maintaining a supportive, healthy and productive work environment, free from discrimination, harassment, bullying or victimisation and to maintain appropriate federal legislative commitments.

Flexible Workplace Arrangements – we support employees to maintain a healthy work-life balance. To meet the needs of our employees and customers, we offer flexible working for employees that recognise and accommodate individual needs, whilst jointly meeting business needs.

Leave – A range of leave options are available to our employees to ensure they have appropriate options for time off work. This includes annual leave, carers' leave, personal leave, paid parental leave, domestic violence leave, volunteer leave and long service leave.

Bullying, Harassment and Discrimination Policy – EML is committed to creating an environment that is free from bullying, harassment, discrimination and victimisation. We are committed to supporting and maintaining a healthy and safe workplace which promotes the physical and mental wellbeing of our employees.

Review & Approval of this Policy

The Group Chief People Officer (Group CPO) will review this policy as required and is responsible for approving all non-material changes.

The CGNC will review and endorse all material changes made to this policy in the first instance. The Board is responsible for final review and approval.

The Board is required to review and approve this policy at least every three years, irrespective of the materiality of the changes made.

Publication of this Policy

This policy is accessible via EML's website, within the Investors section. It is the responsibility of each such person to comply with this policy.

Monitoring & Control

Management will be responsible for identifying any instances of non-compliance, actual or potential, under this Policy through (at least) annual self-assessments and advising the Board.