



Equality, Inclusion and Diversity Policy

Silk Logistics Holdings Limited
ACN 165 867 372

Version: 2.0
21 June 2023

Document History

Version	Summary of Amendments	Approved by	Approval date
1.0	New Diversity Policy	Board of Directors	2 June 2021
2.0	Biennial Review	Board of Directors	21 June 2023

Other Policy Details

Key Information	Details
Approval Body	Silk Logistics Holdings Limited Board of Directors
Key Stakeholders	Silk Logistics Holdings Limited Board of Directors Remuneration & Nomination Committee Executive Leadership Team
Responsibility for Implementation	Chief Executive Officer Chief People Officer
Policy Custodian	Chief People Officer
Next Review Date	June 2025
Reference Policies	Code of Conduct Statement of Values Employment related policies and documents

Legislative and Regulatory Framework

Authority	Law, Resolution or Regulation
Australian Government	Corporations Act 2001 (Cth) (" Corporations Act ")
ASX Corporate Governance Council	ASX Corporate Governance Principles and Recommendation (2019) (" ASX Principles ")

1. Introduction

- 1.1. This Diversity Policy (the “**Policy**”) sets out the policy of Silk Logistics Holdings Limited and its subsidiaries (collectively referred to as the “**Company**”) in relation to its commitment to developing and maintaining an inclusive culture that embraces and celebrates diversity.
- 1.2. The Company recognises that diversity and inclusion in business helps provides a more dynamic and enjoyable work environment, create sustainable shareholder value, and will often create new opportunities for the Company.
- 1.3. Diversity refers to the visible and invisible difference that exists between people including (but is not limited to) gender, age, race, ethnicity, disability, marital status, family responsibilities, religion, cultural background and sexual orientation. It also refers to diverse ways of thinking and ways of working.
- 1.4. Inclusion refers to ensuring that current, future and potential employees have equal opportunity in the organisation without any barriers or obstacles as a result of their gender, age, race, ethnicity, disability, marital status, family responsibilities, religion, cultural background, and sexual orientation.
- 1.5. The Company will strive to provide an environment that allows every individual or group to feel comfortable and safe to speak up and be themselves and where similarities and differences are valued.

2. Purpose of this Policy

- 2.1. The Company recognises that people in an organisation often come from a range of different backgrounds with different life experiences. The Company believes that embracing diversity and inclusivity in its workforce contributes to the achievement of its corporate objectives, strategies and enhances its reputation.
- 2.2. The purpose of this Policy is to enable the Board of the Company (the “**Board**”) to:
 - (a) set measurable objectives for achieving diversity and inclusion; and
 - (b) annually review and assess those measurable objectives and the Company's progress in achieving them.

3. Application

- 3.1. This Policy applies to all of the Company's people, who include but may not be limited to:
 - (a) Board;
 - (b) all Company officers, employees and all people who work for the Company, including contractors and consultants; and
 - (c) persons seeking employment at the Company.
- 3.2. This Policy does not form part of an employee's contract of employment with the Company, nor does it give rise to contractual obligations. However, to the extent that this Policy requires an employee to do or refrain from doing something, and at all times subject to legal obligations, this Policy forms a direction of the Company with which an employee is expected to comply.

4. Commitment to Diversity and Inclusion

4.1. This Company is committed to:

- (a) promoting the Company's corporate culture and values that supports diversity and inclusion, where people feel safe, respected, and valued in the workplace, whilst maintaining a commitment to a high-performance culture;
- (b) ensuring that recruitment and selection practices at all levels are appropriately structured so that a diverse range of candidates are considered and guard against any conscious or unconscious biases that might discriminate against certain candidates;
- (c) designing and implementing programmes and processes that will assist in the development of a broad and diverse pool of skilled and experienced employees and that, over time, will prepare them for senior management and board positions;
- (d) leverage our diversity to create opportunities to innovate and deliver excellence;
- (e) having a zero- tolerance policy towards discrimination, harassment, bullying, vilification and victimisation so as to promote an inclusive workforce;
- (f) supporting an individual's domestic responsibilities (including the adoption of flexible work practices that will assist them to meet those responsibilities);
- (g) providing opportunities for employees on extended parental leave to maintain their connection with the workplace;
- (h) ensuring the policy for selection and appointment of new directors is transparent and considers all facets of diversity to avoid "groupthink" or other cognitive biases in decision making;
- (i) ensuring development and succession plans for directors and senior management include diversity as a consideration;
- (j) monitoring and measuring the achievement of all diversity objectives set by the Board; and
- (k) considering whether key performance indicators for senior management might be an appropriate way of furthering gender diversity.

(collectively, the “**Diversity Objectives**”).

4.2. This Policy does not impose on the Company, its directors, officers, agents or employees any obligation to engage in, or justification for engaging in, any conduct which is illegal or contrary to any anti-discrimination or equal employment opportunity legislation or laws in any place the Company's does business.

5. Benefits of Diversity and Inclusion

5.1. The Company recognises that organisations performance is linked to workplace diversity and inclusion. Through fostering an inclusive environment that recognises a variety of quality employees, the Company aims to improve employee retention, to embrace different perspectives and to enhance the Company's reputation.

5.2. Embracing diversity in the workforce enables the Company to:

- (a) improve financial performance;

- (b) attract and recruit the right people from a diverse pool of talented candidates;
- (c) create a culture that embraces diversity and that rewards people who act in accordance with this Policy;
- (d) develop and retain an appropriate skills base in the Company;
- (e) 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 in the Company; and
- (f) better reflect the diversity of all stakeholders.

6. Responsibilities

6.1. The Board has responsibility to:

- (a) Set measurable objectives for achieving the Company's Diversity Objectives including (but not limited to) board composition, women in leadership, age, pay equity targets, diversity and cultural diversity;
- (b) oversee the progress towards achieving the set annual measurable objective; and
- (c) ensure the below is disclosed:
 - i. the Diversity Policy on the Company's website;
 - ii. the Objectives set for the relevant reporting period and the Company's progress in achieving the Objectives in the Company's Corporate Governance Statement; and
 - iii. the respective proportions of men and women on the Board, in senior executive positions and across the whole workforce (including how the entity has defined "senior executive" for these purposes) or the Company's Gender Equality Indicators, as defined in the Workplace Gender Equality Act 2012 (Cth).

6.2. The Board will be responsible for approving any key performance indicators for senior management in relation to any of the Company's Diversity Objectives.

7. Overriding Caveat

7.1. Nothing in this Policy is to be taken, interpreted or construed so as to endorse:

- (a) the principal criteria for selection and promotion of people to work with the Company being other than their overall relative prospect of adding value to the Company and enhancing the probability of the Company achieving its objectives;
- (b) any discriminatory behaviour by or of the Company contrary to the law, or any applicable codes of conduct or behaviour for the Company and its personnel; or
- (c) any existing employee of the Company in any way feeling threatened or prejudiced by this Policy in their career development or otherwise, merely because their diversity attributes at any time may have more, rather than less, in common with others.

8. Compliance

- 8.1 The Chief People Officer, in consultation with the Senior Management, will ensure that all workplace participants undertake annual compliance training in relation to this Policy, legislative and other responsibilities relating to anti-discrimination, workplace harassment and bullying, and equal employment opportunity.
- 8.2 Any violation or conduct that breaches the standards set out in this Policy may be subject to disciplinary measures, up to and including termination.

9. Policy Review and Amendments

- 9.1 This Policy will be reviewed by the Board on a biennial basis to ensure it remains effective and meets the best practice, listing rules and the Company's needs.
- 9.2 Any changes to this Policy will be communicated by the Company to its employees, its shareholders and the market.
- 9.3 The Policy will be available on the Company's website within a reasonable time after any such updates or amendments have been approved.