

Diversity Policy

Date: 28 March 2022

Document Status: Published

Classification: External

Diversity and Inclusiveness Policy

Bravura Solutions Limited and its subsidiaries (the Company)

1. Introduction

As a core value, Bravura Solutions recognises Diversity and Inclusiveness (D&I) as crucial to ensuring business growth and performance. We want to encourage and maintain an inclusive culture that is reflective of the communities in which we live and work, and the markets in which we operate. We understand that by each employee bringing the strengths of their background, capabilities and experience to work, we hold a key competitive advantage. Bravura Solutions makes sure that everyone can do this by encouraging a culture of appreciation and respect. Our core values of **collaboration, diversity and excellence** champion the foundations of our aspiration.

We are committed to respecting the diversity of our employees, customers and stakeholders and creating a culture of inclusiveness that is embedded in our workplaces and day to day practices. Through diversity comes our ability to innovate. Our diverse and inclusive working culture helps Bravura Solutions to see innovation and efficiency from all angles, as well as attracting, retaining, and developing the talent we need. We also believe that a broadly representative and diverse workforce ensures we are in a much better position to support stronger relationships with our customers.

This policy will be regularly updated to reflect the continuous nature of our D&I commitment and the initiatives on which we focus.

1.1 Scope

This policy applies to:

- Bravura Solutions' Board of Directors
- Bravura Solutions' Executive Leadership
- All employees of the Bravura Solutions group of companies, and contractors within our organisation
- Those seeking employment within Bravura Solutions

Our D&I policy encompasses differences in ethnicity, nationality, gender, identity, age, orientation, religion, socio-economic status, working and thinking styles, physical ability, experience, and education.

This policy should be read in conjunction with other Bravura Solutions policies which support the expected behaviours of its employees, including:

- Code of Conduct
- Regional Flexible Working Policy
- EMEA Anti-Harassment Policy
- APAC Respectful Work Policy
- Global Recruitment Policy

1.2 Objective

As part of our commitment to D&I, we focus on three primary pillars. Through various enablers such as surveys, leadership programs and ongoing initiatives, managed by Executive Sponsorship and Governance, our goal is to ensure:

Diversity of Talent – Building the diversity of Bravura Solutions' workforce profile across all functions and regions

Inclusive Culture – Supporting the opportunity for all staff to succeed and progress within Bravura Solutions by developing inclusive leadership capabilities and an inclusive culture

Effective Work Practices – Enhancing Bravura Solutions’ work practices to support the achievement of our D&I strategy

2. Approach to Diversity and Inclusiveness

2.1 Our Diversity Statement

- We treat each other respectfully and value the diversity of our backgrounds, strengths, experience and ideas. Through diversity comes our ability to innovate
- We are respectful, open and honest, and value the perspectives of those who are different from us
- We make a positive difference by combining our skills and talents in diverse teams
- We seek to understand each other and what we bring and contribute
- We constantly seek out new ideas
- We recognise that the way we did things yesterday may not necessarily be the way we do things tomorrow

2.2 Recruitment and Selection

Bravura Solutions always aims to recruit the person who is most suited to the job. Recruitment will be solely based on the applicant’s abilities and individual merit as measured against the criteria of the job.

Bravura Solutions recognises the importance of using gender neutral language and will continue to review and de-code recruitment material to ensure the absence of gender specific language with the aim to attract as diverse a candidate pool as possible.

We aim to recruit from a diverse pool of qualified candidates, including where appropriate engaging a professional search / recruitment firm, advertising vacancies widely and making efforts to identify prospective employees who have diversity attributes.

We are committed to ensuring that application and shortlisting decisions are based on the principle of merit, with a consistent approach adopted globally. Appointment decisions based on "protected characteristics" such as but not limited to gender, age, disability, sex, gender reassignment, pregnancy, maternity, race, sexual orientation, religion or belief, will not occur.

In accordance with applicable legislation, candidates should also be asked to advise of any arrangements or reasonable adjustments that could be made to allow them to fully participate in the selection process.

We encourage all interviewers to attend unconscious bias awareness training before being invited to interview to guard against any biases that might discriminate against certain candidates. Those conducting interviews will ensure that the questions they ask job applicants are not in any way discriminatory or unnecessarily intrusive.

Where possible, final interviews are carried out by a minimum of two people from mixed gender to avoid any possibility of gender bias.

Employees involved in the recruitment process are supported by our recruitment teams and trained to ensure that they respectfully manage sensitive issues with understanding. In scenarios relating to the recruitment of transgender or non-binary candidates, the recruitment team will follow non-disclosure processes and the management of identity documentation in a professional and sensitive manner, in accordance with anti-discrimination legislation.

Throughout the candidate onboarding process, Bravura Solutions will seek to understand individual requirements of the candidate and to ensure we accommodate these needs as far as possible. This may include flexible working arrangements, accessibility measures and adjustments to the working environment.

2.3 Talent and Development

At Bravura Solutions, we encourage and support growth and development opportunities among all of our people regardless of background. Our merit-based talent management and succession planning processes identify high potential talent from a range of backgrounds.

We reward excellence and promote on the basis of performance. As part of our Management Development Program, people managers are equipped to manage diversity, foster an inclusive work environment and ensure their teams are treated fairly and performance evaluated objectively.

2.4 Inclusive Culture

Our culture is strengthened through recognising innovation and encouraging a diverse range of views in a safe environment. We actively listen to our people's concerns through surveys and build action plans to address identified issues and strive for clear communication between our leaders and employees.

Bravura Solutions supports our people's mental and emotional wellbeing by providing access to third party Employee Assistance Programs and our own in-house wellbeing initiative, bWell.

It is the responsibility of all employees at Bravura Solutions to ensure their behaviour is consistent with our core values.

2.5 Remuneration

We act to ensure equal opportunity for our people through regular remuneration reviews to identify any gender pay gaps, attract and develop diverse talent and educate our people leaders on unconscious bias.

Via the Remuneration and Nomination Committee, the Board formally approves the overall remuneration framework across the organisation, with consideration given to alignment to investor expectations, gender pay consistency and the absence of systemic bias.

2.6 Flexible Work

As part of our focus on ensuring effective work practices, Bravura Solutions recognises the importance of supporting our people to achieve balance between their work and care responsibilities and we seek to remove perceived barriers to success by supporting our people to achieve their full potential. It is of crucial importance to Bravura Solutions to be well positioned to attract and retain the best talent for our organisation, regardless of personal circumstances.

We understand that employees (male and female) at all levels may have family or other domestic responsibilities and recognise that adopting flexible work practices may assist them to meet those responsibilities. We aim to create an inclusive environment for our employees working flexibly by maintaining their connection with the Bravura Solutions family, including by facilitating their attendance at work functions, events and training programs.

2.7 Training

Bravura Solutions ensures all employees undertake regular compliance training in relation to anti-bullying and harassment, discrimination and our overarching Code of Conduct.

3. Responsibilities

3.1 Responsibilities of Employees

- Promptly complete all compulsory training including induction and refresher training
- Display our core values of Excellence, Collaboration and Diversity and the behaviours expected as a Bravura Solutions employee
- Understand what it means to value diversity and an inclusive culture and ask questions when unsure of how you can contribute
- Respect others' differences
- Challenge behaviour that is inconsistent with what is communicated in the policy. Speak up via the anonymous whistleblower hotline or to HR if you experience or witness non-inclusive behaviour. Our Whistleblowing Policy can be found on our website.

3.2 Responsibilities of People Leaders

- Ensure team members promptly complete compulsory training
- Role model and encourage desired behaviour
- Create an inclusive environment within your team which encourages open dialogue and values diverse perspectives
- Ensure an open line of communication with your direct reports and ensure they feel safe and supported when raising issues
- Actively identify and address any barriers to your team's success and the equality of their opportunities
- Consider both employees' needs and business needs when applying this policy

3.3 Responsibilities of the Diversity and Inclusiveness Leadership Team

Our commitment to an inclusive culture is led by our D&I Leadership Team, which is responsible for ensuring that our D&I strategy is articulated in our day-to-day practices and reflected in our strategic direction. The Leadership Team is responsible for:

- Acting as ambassadors to drive and promote benefits of D&I
- Holding our employees to account
- Understanding the issues on the ground and providing strategic guidance to the business to help prioritise and develop initiatives and processes
- Monitor and review progress and success of initiatives relating to D&I
- Establishing measurable targets which help inform our published D&I targets

3.4 Measurable Objectives

The Company will set and implement measurable objectives to achieve gender diversity.

Management will develop, for approval by the Board or its relevant subcommittee, as appropriate the measurable objectives.

At least annually, management will monitor, review and report to the Board (including via the Remuneration & Nomination Committee) on the achievement of these matters, gender diversity and the Company's progress under this policy more broadly, including any appropriate benchmarking against other comparable businesses.

3.5 Communication

In order to promote transparency and accountability and to further the objectives of this policy the Company will:

- a) post a copy of this policy or a summary of it on its website; and
- b) disclose a copy of the policy or a summary of it in the Company's annual report.

3.6 Compliance Requirements

The Company is committed to meeting its obligations with respect to "Diversity" under the ASX Corporate Governance Principles and Recommendations (4th Edition) (ASX Recommendations) and any other applicable regulatory requirements, including by:

- a) establishing and disclosing this policy, for example and including on the Company's website and in its annual report (pursuant to ASX Recommendation 1.5(a));
- b) through its Board or a committee of the Board, setting measurable objectives for achieving gender diversity in the composition of the Board, senior executives and workforce generally (pursuant to ASX Recommendation 1.5(b));
- c) disclosing in relation to each report period the measurable objectives set for that period to achieve gender diversity and the Company's progress in achieving them, for example and including in its annual report (pursuant to ASX Recommendation 1.5(c); and
- d) setting a measurable objective to have no less than 30% of the Company's directors of each gender in the composition of the Board (including both executive and non-executive directors) within a specified period if the Company is in the S&P/ASX 300 Index at the commencement of a relevant reporting period (pursuant to ASX Recommendation 1.5).

The Company Secretary is responsible for ensuring that the Company meets its compliance and reporting obligations referred to above.

4. Other matters

4.1 Overriding principles

Nothing in this policy will be taken, interpreted or construed so as to endorse:

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

4.2 Adoption of Policy and Board review

This policy was adopted by the Board on the date on the front cover of this Policy and takes effect from that date and replaces any previous policy in this regard.

The Board will review this policy periodically. The Company Secretary will communicate any amendments to employees as appropriate.

4.3 Amendments to this Policy

The Company may discontinue or amend any part or the whole of this policy from time to time at its absolute discretion. This policy can only be amended with the approval of the Board.