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Version 02	State Effective	Effective Date 26-JUN-2023	Document ID 630741

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Policy

DIVERSITY AND INCLUSION POLICY

1. Purpose and Introduction


- 1.1 Marken prides itself on its culture of diversity and inclusion. We believe that by hiring employees, directors and officers ("**Employees**") from all economic, cultural and political backgrounds and through encouraging fair representation across minority groups and genders, we enrich our business. We strongly believe that when we invite people to our table who think differently to ourselves, we open our minds and capacities for welcomed healthy debate – creating a playground for ingenuity and entrepreneurialism.
- 1.2 This Diversity and Inclusion Policy sets out Marken’s Diversity and Inclusion Principles and various targets / metrics used to ensure Marken achieves them.

2. Scope

- 2.1 **Temporal Scope**
 - 2.1.1 Refer to ZenQMS for the effective date of this Policy.
- 2.2 **Organisational Scope**
 - 2.2.1 This Policy applies to all Marken Employees.
- 2.3 **Jurisdictional Scope**
 - 2.3.1 This Policy applies globally.

3. Policy Responsibility and Review

- 3.1 **General Counsel** has ultimate responsibility for this Policy and any findings or responses provided to eligible Employees with respect to this Policy.
- 3.2 The **Corporate Sustainability Department** is responsible for:
 - annual review of this Policy and ensuring it meets the evolving business needs and objectives; and

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- setting meaningful targets for compliance.

3.3 **Human Resources** is responsible for:

- ensuring this Policy and all human resources practices, policies and procedures meet our diversity and inclusion principles;
- ensuring hiring practices meet diversity and inclusion practices; and
- tracking diversity and inclusion targets, metrics and objectives. Reporting these to the General Counsel once a quarter.

3.4 **Managers** are responsible for ensuring that they at all times adhere to the diversity and inclusion principles set out in this Policy.

3.5 **Employees** are responsible for ensuring that they conduct themselves in line with our *POL-SUS-001 Code of Ethics* (accessible on ZenQMS) and this Policy. Employees shall report any behavior that is deemed out of line with our Code of Ethics and / or this Policy to HR or through the *POL-HRS-004 Whistle-Blowing Policy* (accessible on ZenQMS).


4. Diversity and Inclusion Principles

4.1 Marken believes that a diverse and inclusive workplace leads to greater innovation, a robust framework for challenge and debate and a capacity to see new opportunities through “thinking outside the box”.

4.2 Marken strives to create a diverse, equitable and inclusive culture. To ensure that diversity and inclusion are at the heart of everything we do, we have focussed significant effort on ensuring robust, fair and equitable hiring and workplace practices. We believe this begins with a solid training and awareness campaign for:

- **Diversity and Inclusion** - Developing a keen understanding and appreciation of why people benefit from diversity and inclusion. Exploring the concept “*when everybody thinks alike, everyone is likely to be wrong*” as a means to demonstrate why it is not just the right thing to do but how it improves us across the board; and
- **Unconscious Bias** – how stigma and stereotypes can subconsciously impact our decision-making practices and how to identify when we are basing our view on such bias and how to avoid this in the future.

Over time, we expect to see these practices breaking down stereotypes / stigmas which in turn improve and widen the views, expectations and thought processes of our Employees.

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4.3 We value all members of the Marken family and celebrate the diverse background that they come from. To solidify our diversity and inclusion practices, we've developed the following Diversity and Inclusion Principles:

4.3.1 Treat all others with dignity and respect

See *POL-SUS-001 Code of Ethics* for ways in which we ask our Employees to engage with others.

4.3.2 Make business judgements based on equity and merit and eliminating unfair and inappropriate barriers

We have implemented the following Diversity and Inclusion Hiring Practices:

- ensuring shortlists have adequate representation (we acknowledge that the logistics industry for the most part has an underrepresentation of women. To that end, we seek a minimum one female applicant per role at the short list stage);
- posting gender neutral job openings;
- mandating that family status and pregnancy questions are not asked at interview; and
- ensuring job specifications are fit for purpose and do not mandate any unnecessary physical or mental requirements that would unfairly prejudice people who are not able bodied.


4.3.3 Gender Pay Gap Reporting

- Keeping abreast of gender pay gap issues and having a yearly Legal / HR discussion on industry advancements.
- Benchmarking salaries against the market itself and offering candidates a fair wage.

5. Diversity and Inclusion Training and Targets

5.1 Training

- In 2022, Marken HR and the Executive Committee undertake Diversity & Inclusion and Unconscious Bias Training.
- In 2023, Marken line managers shall undertake Diversity & Inclusion and Unconscious Bias Training.

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- In 2024, all Employees shall attend Diversity & Inclusion and Unconscious Bias Training.

5.2 Targets

5.2.1 Marken’s Executive Committee must lead by example. Through strong leadership and commitment to demonstrating how diversity and inclusion leads to better business decisions and improved financial results, the executive committee has committed to the following representation targets:

- Percentage (minimum female representation) = 35%;
- Percentage (minimum male representation) = 35%; and
- Percentage (either male or female) = 30% (balancing percentage).

6. Reporting

6.1 Each year, Marken shall report on its completion of any targets and goals set out in this Policy in its annual sustainability report. Metrics reported shall include percentage of completion where appropriate.

7. Related Documents

POL-HRS-004 Whistle-Blowing Policy
POL-SUS-001 Marken Code of Ethics

8. Distribution List

Copies of this document will be available to staff via ZenQMS.

9. Glossary of Terms and Abbreviations


In this Policy, “**Employees**” encompasses all Marken employees, directors and officers.

10. Appendix

N/A

11. References

N/A

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REVISION HISTORY

Version 01 Effective on 25-Mar-2022

v01

Version 02 Effective on 26-Jun-2023

Annual review of policy - new section 6 on reporting

DOCUMENT ELECTRONIC SIGNATURES

DOCUMENT APPROVAL WORKFLOW

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