



Diversity & Inclusion Policy

Afterpay Limited

Effective: July 2021

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1. Introduction

1.1 Purpose

Afterpay is a dynamic global organisation that understands that diversity and an inclusive culture are at the heart of our success.

Afterpay's vision is to build an equitable workplace that is reflective of the communities we work in and serve, and the people of all backgrounds that use our platform every day. By reflecting the diversity of our communities and customers, we can better understand their needs, build deeper connections and make better business decisions - while delivering and exceeding their expectations.

Our commitment to diversity and inclusion (D&I) is founded in our unwavering belief that it's not only the right thing to do, it's also the smart thing to do. True innovation takes many perspectives and a workforce with different backgrounds, skills and lived experiences. It's how we create a stronger, engaged and more connected organisation for today, and tomorrow.

This Policy is intended to set out guiding principles to drive our progress on this journey, also underpinned by our values.

1.2 Application

This Policy applies to all directors, officers and employees (including temporary or contract staff) of the Afterpay Limited group.

1.3 Our commitment to D&I

We are committed to diversity and fostering an inclusive culture based on mutual respect, and one which values and celebrates our differences. We want everyone who works at Afterpay to feel they belong. This is essential for us to harness the very best thinkers and innovators out there and create a workplace where our people can be their best and deliver their best every day.

Our commitment to D&I has been part of the fabric of Afterpay from our early days. We've had a particular focus on gender diversity and have set targets for the representation of women, including on our Board and across senior executives. We're proud of what we've achieved so far in the representation of women across our global leadership team and overall workforce. We'll continue to set and publish targets annually to keep us accountable. We know that diversity is about much more than gender, and we'll continue to broaden our focus to embrace other aspects of diversity.

By **diversity** we mean all the ways we're different, which includes factors such as gender, ethnicity, race, age, disability, religious beliefs, sexual orientation, gender identity, language, culture, family and relationship status, caring responsibilities, socio-economic background and education. Diversity also encompasses the many ways our people work, their life experience, location, ways of thinking and work experiences.

We understand that it's through **inclusion** that we unlock the power of diversity, by embracing differences and enabling our unique talents to contribute to business success. Inclusion is where we have a sense of belonging and when we're empowered to bring our full and authentic selves to work. It's also reflected when we can express our perspectives and thoughts openly and where we feel respected and valued by our team members. By upholding the principles of inclusion, we also hold our leaders accountable for fostering this experience at work and a respectful, positive and supportive environment for their teams.

We also understand that D&I is impacted by systemic issues that contribute to bias and create unfair barriers. Together, we're committed to addressing these factors to create opportunities for everyone at Afterpay, and to play our part in contributing to progress more broadly. As a company built by change-makers and disruptors, driving systemic change is part of our DNA.

Underlying our approach to D&I is a commitment to equal opportunity and a workplace where everyone is treated with respect, fairness and dignity. We do not tolerate any form of discrimination, harassment, sexual harassment, bullying, victimisation (also known as retaliation) or other inappropriate or demeaning behaviour toward anyone. These expectations are addressed in our Workplace Behaviour Policy.

2. Our D&I principles

2.1 **We strive to reflect the diversity of the communities we work in and serve**

Diversity of people brings diversity of thought and this drives our innovation and directly benefits our people, products, merchants and customers across the globe.

We believe the diversity of our people should reflect our merchants, customers and the diverse communities we work with everyday. As a fast paced, dynamic and global organisation, that's essential for us to deliver and grow.

We're committed to building systems that help us to better understand our diversity and enable us to set meaningful goals to do better. We know this work takes time and it's also up to all of us - we rely on every leader and every team member to achieve this. Everyone plays a critical role in inviting, encouraging, promoting and retaining diversity in our business.

2.2 **We know inclusion is everyone's job and we're all in**

We develop understanding so no matter what our role we're all responsible for D&I and our leaders have the capability to be visible role models and lead inclusively.

Diversity can only be sustained and thrive in an inclusive culture where each of us can fully contribute and are encouraged to be ourselves at work. The responsibility to prioritise inclusion involves everyone - we have to be all in.

Creating a culture of inclusion requires us to learn, grow and build our awareness and skills collectively as a business. This includes understanding the importance of belonging and how we can all learn, listen, speak up and support others who are experiencing barriers and challenges. Through inclusion and each of us actively committed to this, we embrace diversity and enable an engaged, connected and productive workplace where everyone can be their best every day.

2.3 **We build fair processes to hire and nurture exceptional talent**

We know it's only through fair and unbiased processes that we can attract and retain diverse talent and have an equitable workplace.

We can only achieve our D&I goals if our systems and processes support these outcomes at every stage of the employee life cycle - including hiring more inclusively, building diverse networks, breaking down barriers and creating access for emerging talent, ensuring pay equity, enabling development opportunities, supporting fair promotions and having a targeted focus on retention.

This involves everyone's commitment to anti-discrimination, equity and fairness in the big decisions we make but also in our smaller everyday behaviours. It involves surfacing and challenging systemic barriers and unfair bias and enabling a level playing field where everyone is given a chance to engage, speak up and succeed. Our approach also includes educating and empowering our managers and teams to understand the impact of bias and ensure they know how to promote D&I in their roles.

2.4 **We value flexibility to enable us all to thrive**

As a global company we enable flexibility and an inclusive culture that supports us to manage our different circumstances, personal needs and life transitions.

We know flexibility can mean different things to each of us, and we recognise there is no one-size-fits-all solution given the variety of roles, work requirements and the unique life circumstances and needs we all have. We want to support flexibility in a way that enables our people to feel empowered and engaged, while still meeting our business and operational needs. We're committed to responding to employee needs where possible and providing tools to create, innovate and work together to solve business problems wherever we may be.

It's important that our leaders embrace, role model and encourage our team members to balance their work and life commitments by promoting a holistic flexible working culture. At its heart, this is also about our commitment to wellbeing and ensuring all our people are supported to thrive and be their best both at work and in life.

2.5 **We drive positive change for D&I in the community**

We believe D&I is the right thing to do and we look for ways to make a positive impact through our brand, relationships and community engagement.

Our mission is built around inclusion: to power an economy where everyone wins and a future which embodies fairness for all. As a global technology company, we believe that as we grow and develop, this brings an opportunity and also a responsibility to amplify our impact in line with our values.

This includes developing meaningful and relevant community partnerships and relationships, finding ways to empower a diverse pipeline of talent for the future and using our brand and communications to champion D&I in our industry and the broader community. It also includes using our platform to support and celebrate the diversity of our merchants across the globe.

2.6 **We commit to achieving meaningful progress together**

We're on a journey of continuous improvement which requires us all to be accountable for D&I and to listen, learn and assume good intent with each other as we evolve our focus.

We know we have lots to do to ensure our workplace is equitable, diverse and inclusive. Each and every one of us has a role to play and we can only achieve progress together. As a global company, we are committed to driving globally aligned initiatives, along with setting local priorities to meet the different needs of the countries and places we work in.

Progress means acknowledging our achievements but also encouraging a two-way dialogue about what we can do better along the way. This requires our leaders leading the way, and being engaged and accountable for our D&I agenda. It also involves embracing everyone in our activities and developing internal D&I communities and champions across the business. By engaging all our people, we commit and focus to achieve progress as one team.

3. Our framework

The above principles provide the framework for our Board to determine the measurable objectives for D&I at Afterpay.

3.1 Responsibilities

The Board, through its People, Remuneration and Nomination Committee, is responsible for oversight of D&I at Afterpay, setting measurable objectives for diversity at Afterpay for each reporting period, reviewing and disclosing progress in relation to those measurable objectives for each reporting period, and approving this Policy. Once approved by our Board, our measurable objectives will be shared on our Company website each year.

The Board also has a broader responsibility to display visible leadership in this area and maintain appropriate oversight and governance over Afterpay's workplace culture and underlying factors (such as discrimination or sexual harassment) that can impact our D&I progress.

The Director, Diversity & Inclusion, is responsible for managing the D&I program at Afterpay and reporting to the Board on progress against the measurable objectives at least annually and on the progress of our diversity metrics every quarter.

The Co-CEOs and the Global Leadership Team are responsible to support, and demonstrate visible leadership for, the implementation of Afterpay's D&I program and monitor progress regularly against our D&I principles and stated objectives.

3.2 Review and amendment

The Board will review this Policy periodically to ensure it is operating effectively and consider whether any changes are required. Afterpay may discontinue or amend any part or the whole of this Policy from time to time at its absolute discretion. The Chief People Officer may approve minor amendments to this Policy from time to time, with material changes requiring Board approval.