

## Davki Diversity in Workplace Reporting 2025

### 1. Purpose

During 2025, Davki continued to monitor and strengthen diversity and inclusion across its workforce through recruitment oversight, leadership development, policy implementation and workplace conduct governance. Our reporting framework considered workforce composition, leadership representation, development participation, retention outcomes and respectful workplace practices.

Davki remains committed to building a workplace in which diversity is valued, opportunities are fair, and leadership accountability supports meaningful inclusion across all levels of the business.

### 2. Reporting Period: 1 January 2025 – 31 December 2025

#### 1. Purpose

This report outlines Davki's diversity, equity and inclusion performance for the 2025 reporting period. It supports accountability under Davki's Diversity, Equity and Inclusion Policy and provides visibility over workforce composition, leadership representation, inclusion initiatives, and areas for continued improvement.

The purpose of this report is to:

- measure workforce diversity outcomes
- monitor progress against internal diversity objectives
- identify trends, gaps and risks
- support leadership accountability
- provide a basis for continuous improvement across recruitment, development, retention and workplace culture

<b>Approved by:</b>	<b>Prepared by:</b>
Chief Executive Officer / Director	HR Manager
Michael Daric	Elena Riesbeck
February 2026	

## Diversity in the Workplace Report

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### 2. Reporting Scope

This report applies to Davki's workforce during the 2025 reporting period and includes, where available and lawfully collected:

- workforce composition
- gender representation
- leadership representation
- recruitment and promotion outcomes
- training and development participation
- retention and turnover indicators
- workplace inclusion and conduct-related reporting
- diversity initiatives undertaken during the reporting period

Data in this report is based on internal workforce records, recruitment activity, HR systems and management reporting available at the time of preparation.

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### 3. Diversity Commitment Statement

Davki remains committed to building a workplace that is fair, respectful, inclusive and reflective of the communities in which it operates. During 2025, Davki continued to support diversity and inclusion through recruitment practices, leadership development, policy implementation, workforce review and manager accountability.

Davki recognises that diversity is not only a workforce metric, but also a business strength that supports stronger decision-making, broader capability, improved culture and more sustainable organisational performance.

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### 4. Workforce Diversity Snapshot – 2025

#### 4.1 Total Workforce Composition

**Full-time employees:** [35 %]

**Part-time employees:** [65 %]

**Casual employees:** [0 %]

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#### 4.2 Gender Representation

**Women:** [Insert number 25 %]

**Men:** [Insert number 75%]

**Other / self-described / not disclosed:** [0 % if applicable]

#### 4.3 Women in Leadership

**Women in management / leadership roles:** [33 %]

**Men in management / leadership roles:** [67 %]

#### 4.4 Aboriginal and Torres Strait Islander Representation

**Employees identifying as Aboriginal and/or Torres Strait Islander:** [12 % where lawfully and voluntarily disclosed]

#### 4.5 Cultural and Linguistic Diversity

**Employees from culturally and linguistically diverse backgrounds:** [55 %]

#### 4.6 Other Diversity Indicators

Where lawfully collected and voluntarily disclosed, Davki also monitors:

- disability representation
- age profile
- tenure profile
- flexible work uptake
- return-to-work participation
- training participation by workforce group

### 5. Leadership Representation and Progression

Davki continued to monitor representation across leadership and management positions during 2025.

#### 2025 Leadership Summary

- **Total leadership / management roles- staff [key ratio]:** [1:9]
- **Women in leadership:** [33 %]
- **Internal appointments to leadership roles:** [7]
- **Women appointed/promoted into leadership roles during 2025:** [45 %]
- **Employees participating in leadership development pathways:** [6/6 100%]

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## Commentary

During the reporting period, Davki;

- continued to improve visibility of women in leadership pathways
- reviewed succession opportunities across frontline and management roles
- supported development through internal leadership and capability initiatives
- identified areas where representation remained below target or expectation

## 6. Recruitment and Hiring Outcomes

Davki monitored recruitment activity during 2025 to assess whether recruitment practices were supporting diversity and equal access to opportunity.

### 2025 Recruitment Summary

- **Total roles advertised:** [18 – 15 New positions added/ 3 replacements]
- **Total hires made:** [18]
- **Women appointed:** [5 %]
- **Aboriginal and Torres Strait Islander hires:** [5% if known]
- **Shortlist diversity reviewed for key roles:** [Yes]
- **Use of structured recruitment methods:** [completed in line with HR Policy and Diversity Planning for 2025]

## Commentary

Recruitment activity during 2025 focused on:

- lawful and merit-based hiring
- minimising bias in recruitment processes
- broader candidate sourcing methods
- monitoring diversity at shortlist and appointment stage where practicable
- improving access to opportunity across operational and leadership pathways

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## 7. Development, Training and Inclusion

Davki recognises that diversity outcomes are strengthened where employees are supported through development, leadership access and inclusion initiatives.

### 2025 Development Summary

- **Employees completing mandatory training:** [85%]
- **Employees participating in additional development activities:** [25 %]
- **Women participating in leadership or progression programs:** [20 %]
- **Employees participating in FLP / Future Leaders initiatives:** [6/6]
- **Managers completing inclusion / conduct / leadership learning:** [100 %]

### Commentary

During 2025, Davki:

- maintained access to learning through its LMS and internal development processes
- supported onboarding and capability uplift across workforce groups
- strengthened leadership visibility and readiness pathways
- continued to embed respectful workplace and inclusion expectations through policy and management practice

## 8. Retention, Turnover and Workplace Experience

Davki reviewed retention and workforce stability indicators as part of its broader diversity and inclusion monitoring.

### 2025 Retention Summary

- **Total separations:** [5]
- **Turnover rate:** [3%]
- **Turnover rate – women:** [0 %]
- **Turnover rate – men:** [100%]
- **Average tenure:** [1277.5 days]
- **Flexible work arrangements approved:** [1]
- **Return from parental or extended leave:** [1]

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## Commentary

Retention review during 2025 identified:

- [Retention is lower than industry average]
- [Acquiring of new high potentials time/turn around requires improvement]
- [New acquisitions of Software/ Appointment of Group HR Manager]

Davki recognises that retention outcomes are influenced by culture, leadership, workload, opportunity, flexibility and role fit, and continues to monitor these factors as part of workforce planning.

## 9. Respectful Workplace and Inclusion Governance

Davki maintained a clear expectation during 2025 that all employees are to be treated with dignity, fairness and respect.

### 2025 Conduct and Inclusion Monitoring

- **Reported complaints relating to discrimination / harassment / bullying:** [0]
- **Substantiated matters:** [0]
- **Managers coached / trained in respectful workplace obligations:** [5]
- **Policy reviews completed:** [38- 100%]

## Commentary

Davki continued to support an inclusive workplace by:

- maintaining policies relating to diversity, inclusion and workplace behaviour
- supporting managers in applying fair and lawful people practices
- addressing concerns raised by employees through appropriate internal processes
- reinforcing expectations regarding respectful conduct and professional accountability

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## 10. 2025 Initiatives Undertaken

During 2025, Davki undertook or continued the following diversity and inclusion initiatives:

- implementation / review of the Diversity, Equity and Inclusion Policy
- support for women's participation in leadership pathways
- structured recruitment and onboarding improvements
- internal monitoring of workforce composition and leadership representation
- learning and development support through LMS and leadership pathways
- manager support in relation to respectful workplace and employment compliance
- review of workforce data to identify trends and gaps

## 11. Key Outcomes for 2025

Key outcomes achieved during the 2025 reporting period included:

- maintenance of a formal diversity and inclusion policy framework
- continued monitoring of representation across workforce and leadership levels
- progress in structured and accountable recruitment practices
- support for development and future leadership capability
- continued leadership oversight of workforce participation and inclusion outcomes
- improved visibility of diversity reporting as part of people governance

## 12. Areas for Improvement in 2026

Davki has identified the following focus areas for the next reporting period:

- improve the quality and consistency of diversity data collection
- strengthen women's representation across leadership pathways
- continue reviewing recruitment and promotion processes for barriers and bias
- improve visibility of internal development opportunities
- strengthen Indigenous employment and participation initiatives
- improve reporting on retention, progression and flexible work outcomes
- enhance manager capability in inclusive leadership and fair people management

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### 13. 2026 Reporting Priorities and Actions

For 2026, Davki intends to:

- continue workforce diversity monitoring at regular intervals
- strengthen internal reporting to Executive leadership
- improve data quality and reporting maturity
- support leadership development and progression equity
- maintain focus on respectful workplace culture
- review diversity benchmarks and internal targets where appropriate
- align diversity reporting with broader CSR and people governance reporting

### 14. Conclusion

Davki views diversity and inclusion as a practical, ongoing organisational responsibility. The 2025 reporting period continued to reinforce the importance of structured workforce monitoring, fair people practices, inclusive development pathways and leadership accountability.

Davki remains committed to strengthening diversity outcomes across its workforce and to building a workplace in which people are treated fairly, supported to develop, and given meaningful access to opportunity.

#### Signed and Acknowledged

CEO Davki | EiMalo

*Michael Daric*



**Owner:** Executive Leadership / People and Governance

**Effective Date:** [13<sup>th</sup> February 2026]

**Review Date:** [1<sup>st</sup> January 2027]

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