

Women in Leadership and Inclusive Workplace Policy

1. Purpose

Davki is committed to fostering a workplace in which women are supported to participate, progress and lead. We recognise that increasing women's representation in leadership is both an equity objective and a strategic business priority. A more inclusive workplace strengthens decision-making, improves organisational culture, broadens capability and enhances the quality of service we provide to clients and stakeholders.

2. Scope

This Policy applies to all Davki:

- directors
- executives
- managers
- supervisors
- employees
- applicants for employment
- contractors and labour engaged by Davki where relevant to workplace behaviour and engagement practices

This Policy applies across:

- recruitment and selection
- onboarding
- training and development
- promotion and succession planning
- leadership appointments
- performance and remuneration review
- workplace behaviour and culture
- flexible work and retention practices

3. Policy Statement

Davki is committed to taking practical steps to increase women's representation across leadership and decision-making roles and to maintaining an inclusive workplace in which all employees are treated with dignity, fairness and respect.

Davki recognises that representation improves when inclusion is embedded into systems, leadership behaviour, decision-making and development pathways. For this reason, Davki will

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Chief Executive Officer / Director	Daric Group of Companies
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not rely on aspiration alone. We will support measurable, practical and accountable actions that improve access to opportunity and strengthen inclusive workplace outcomes.

Davki does not tolerate unlawful discrimination, bullying, harassment, victimisation or conduct that undermines equal opportunity or workplace inclusion.

4. Objectives

The objectives of this Policy are to:

- improve women's representation across leadership and management roles
- support equitable access to recruitment, promotion and development opportunities
- reduce structural or cultural barriers affecting progression
- strengthen leadership accountability for diversity and inclusion outcomes
- foster a safe, respectful and inclusive workplace culture
- support retention, engagement and advancement of women across the business

5. Guiding Principles

Davki's approach is guided by the following principles:

5.1 Equal Opportunity

Employment and advancement decisions must be based on merit, capability, role requirements and lawful operational considerations, with equitable access to opportunity.

5.2 Inclusion

All employees should be able to contribute, develop and progress in a workplace that values different perspectives, backgrounds and experiences.

5.3 Representation

Women should have visible and meaningful pathways into leadership and decision-making roles across the business.

5.4 Accountability

Progress requires action, leadership oversight, measurement and review.

5.5 Respect

Davki is committed to a workplace culture in which unlawful discrimination, harassment and exclusionary conduct are not tolerated.

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6. Policy Commitments

6.1 Women's Representation in Leadership

Davki is committed to improving women's representation across management, leadership and progression pathways.

Davki will:

- monitor the representation of women across leadership and management levels
- consider gender representation in recruitment, succession and development planning
- seek to improve the visibility of women in operational, supervisory and leadership pathways
- support internal progression opportunities for women with leadership capability and potential
- review barriers that may affect participation, retention or advancement

Davki may establish internal targets or benchmarks relating to women's representation in leadership, candidate pipelines or development programs, subject to lawful implementation and operational practicality.

6.2 Inclusive Recruitment and Selection

Davki will support fair and inclusive recruitment practices designed to strengthen access and reduce unnecessary bias.

This may include:

- structured role criteria and evidence-based selection methods
- consistent interview and assessment processes
- blind screening or de-identification methods where appropriate
- monitoring gender diversity across candidate shortlists where practicable
- encouraging balanced review input in recruitment and promotion processes where feasible

Recruitment and appointment decisions will remain merit-based, lawful and aligned with role requirements.

6.3 Leadership Development and Progression

Davki recognises that stronger representation requires development pathways, not only hiring outcomes.

Davki will:

- support women's participation in internal development opportunities
- encourage inclusion of women in leadership pathways, mentoring and succession discussions

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- support access to training, coaching and capability-building relevant to progression
- consider women's participation in leadership initiatives such as internal management programs and future leader pathways

This may include participation in programs such as Davki's learning and development framework, online LMS modules, manager-led coaching and leadership initiatives including the **FLP – Future Leaders Program**.

6.4 Retention and Workplace Support

Davki recognises that inclusive leadership outcomes depend on retention as well as recruitment.

Davki will:

- seek to identify and address barriers affecting retention and progression
- support respectful and professional workplace behaviour
- consider practical flexibility measures where operationally appropriate
- encourage supportive management practices and professional development discussions
- maintain workplace systems that support dignity, respect and equal opportunity

6.5 Inclusive Workplace Culture

Davki is committed to building a workplace culture in which all employees feel respected, included and able to contribute.

Davki will:

- not tolerate unlawful discrimination, bullying, harassment, victimisation or exclusionary conduct
- promote respectful workplace behaviour at all levels of the business
- support awareness of diversity, inclusion and respectful conduct expectations
- encourage leaders to model inclusive behaviour and professional accountability
- respond appropriately to complaints, concerns or workplace conduct issues

6.6 Pay Equity and Participation Review

Davki may review gender-related workforce indicators to identify trends, risks or opportunities for improvement.

This may include review of:

- gender representation across leadership levels
- recruitment and shortlist outcomes
- promotion and progression trends
- turnover and retention
- development participation
- remuneration or pay equity signals where appropriate

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7. Strategies to Increase Women's Representation in Leadership

Davki may implement practical strategies including:

- setting internal representation objectives or benchmarks
- monitoring women's participation in leadership pipelines
- identifying high-potential employees for development opportunities
- supporting mentoring, coaching or leadership readiness initiatives
- ensuring development programs are accessible and visible
- reviewing recruitment and promotion systems for bias or barriers
- increasing leadership accountability for representation outcomes
- using workforce data to inform improvement measures

These strategies are intended to support measurable progress over time rather than one-off initiatives.

8. Roles and Responsibilities

8.1 Executive Leadership

Executive leadership is responsible for:

- endorsing this Policy
- setting the tone for inclusion and equal opportunity
- supporting leadership representation objectives
- reviewing progress and accountability measures

8.2 Managers and Supervisors

Managers and supervisors are responsible for:

- applying fair and inclusive practices in recruitment, development and team leadership
- supporting career development and progression conversations
- maintaining respectful workplace standards
- identifying and supporting women with leadership capability and potential
- responding appropriately to concerns about workplace conduct or inclusion

8.3 HR / People and Culture / Training Function

The relevant people, HR or training function is responsible for:

- supporting policy implementation
- monitoring workforce and leadership representation trends
- coordinating reporting and review
- supporting leadership development initiatives
- assisting with policy updates and improvement measures

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8.4 Employees

Employees are responsible for:

- contributing to a respectful and inclusive workplace
- complying with Davki policies and workplace conduct standards
- not engaging in discriminatory, harassing or exclusionary conduct
- supporting professional and inclusive behaviour across teams

9. Reporting and Monitoring

Davki will monitor implementation of this Policy through internal reporting and periodic review.

This may include review of:

- women's representation across leadership and management roles
- recruitment and appointment trends
- development program participation
- retention and turnover
- complaints or issues relevant to inclusion and workplace conduct
- improvement actions arising from review findings

Progress may be reviewed quarterly, biannually or annually depending on Davki's governance and reporting framework.

Where material gaps or adverse trends are identified, Davki may review systems, processes, leadership practices or development measures.

10. Complaints and Concerns

Employees who experience or observe behaviour inconsistent with this Policy are encouraged to raise the matter through the appropriate internal process, including:

- their manager
- a more senior manager
- HR / People and Culture
- a confidential reporting pathway, where available

Davki will treat concerns seriously and seek to address them fairly, respectfully and in accordance with procedural fairness and applicable law.

Victimisation against a person who raises a concern in good faith will not be tolerated.

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11. Public Reporting and External Position

Davki may refer to its strategies for increasing women's representation in leadership and building an inclusive workplace in:

- tender responses
- capability statements
- recruitment material
- CSR or ESG reporting
- public-facing corporate statements

Any public reporting will be:

- accurate
- proportionate
- evidence-based
- respectful of privacy and confidentiality
- aligned with Davki's actual practices and workforce position

12. Related Documents

This Policy should be read alongside:

- Diversity, Equity and Inclusion Policy
- Learning and Development Policy
- Code of Conduct
- Recruitment and Selection procedures
- Workplace Behaviour Policy
- Reconciliation and CSR frameworks where relevant

13. Review

This Policy will be reviewed periodically, and at least every two years, or earlier if required by:

- legislative changes
- workforce review findings
- organisational change
- diversity and inclusion review outcomes
- identified need for improvement

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Signed and Acknowledged

CEO Davki | EiMalo

Michael Daric



Owner: Executive Leadership / People and Culture

Effective Date: [2nd July 2025]

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