

Title: Diversity and Inclusion Policy		
Process Owner: Human Resources	Effective Date: 1 Jul 2020	Issue: 3

1. Overview and Purpose

The Codan group of Companies is committed to promoting a culture that supports the development of and embraces a diverse mix of employees throughout all levels of the organisation.

Codan recognises that our success is directly related to our people. Our people reflect a growing diversity, with different gender, ages, family status, cultures, ethnicities, and religions represented among our employees. Research shows that a diverse work force is strongly linked to high performing teams, and we see evidence of that at Codan through innovation, product development and our global workforce.

Codan's purpose to "deliver innovation wherever you are", can only be achieved through the wide range of talent, experience, skills and perspectives of our employees. We recognise that this is reinforced by ensuring that our diversity is reflected throughout all levels of the organisation.

Codan continues to monitor our diversity profile, review our recruitment and development processes and challenge ourselves to understand our employees better, so that all our employees have the ability to succeed and meet their potential. Codan is committed to sustaining an inclusive environment where our people feel part of the team and contribute to Codan's wider success.

2. Scope

This document applies to the entire Codan Group; Codan Limited and any existing and future affiliated companies.

3. Policy

3.1 Objectives

The Chief Executive Officer shall provide recommendations to the Board on an annual basis with respect to specific Diversity Objectives for the following financial year.

Data and information that support the development of annual Objectives may include, but not be limited to:

- o Diversity related data and statistics with respect to the existing Company work force,*
- o Diversity related data and information collected and analysed during the annual Employee Climate Survey*
- o Recruitment and Employee Value Proposition trends with respect to both matters of diversity and the competition for key talent, and*
- o Any other matters deemed appropriate and relevant.*

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3.2 Responsibilities

The Board shall set the Diversity Objectives set for the following financial year, based on recommendations made.

The Chief Executive Officer shall report to the Board on an annual basis with respect to the progress of Diversity Objectives through the previous financial year.

3.3 Reporting

In addition to an update on progress against objectives, the Board shall be provided a report regarding gender diversity in the Board, senior executive positions and throughout the Codan group.

The information provided to the Board shall form the basis to present in the Annual Report, listing the measurable objectives for achieving the principles of diversity set by the Board, through the year, in accordance with this Policy.