

# MARLEY SPOON

## **Diversity Policy**

Adopted by the Management Board and approved by the Supervisory Board on June 5, 2018

## TABLE OF CONTENTS

1. Diversity at the Company .....	3
1.1. Our commitment .....	3
1.2. Who this policy applies to .....	3
1.3. Implementation .....	4
2. What diversity means to us.....	4
2.1. What is diversity?.....	4
2.2. Gender diversity.....	4
2.3. Diversity at all levels.....	4
2.4. Work and life balance.....	5
2.5. Ability not disability.....	5
2.6. Unacceptable behaviour not tolerated.....	5
2.7. Stakeholder diversity.....	5
3. How we promote diversity .....	5
3.1. Steps we are taking and measurable objectives .....	5
3.2. The role of the Management Board .....	6
3.3. The Management Board's review process .....	6
4. Review and publication of this policy and our progress .....	7

## **Diversity Policy**

### **Marley Spoon AG and its subsidiaries (the Company)**

#### **1. Diversity at the Company**

##### **1.1. Our commitment**

This policy sets out the Company's commitment to diversity and inclusion in the workplace at all levels and provides a framework to achieve the Company's diversity goals.

We are committed to creating and ensuring a diverse work environment in which everyone is treated fairly and with respect and where everyone feels responsible for the reputation and performance of the Company. The members of the Management Board believe that the Company's commitment to this policy contributes to achieving the Company's corporate objectives and embeds the importance and value of diversity within the culture of the Company.

Diversity can broaden the pool for recruitment of high quality employees, enhance employee retention, improve the Company's corporate image and reputation and foster a closer connection with and better understanding of stakeholders. It is important that the Company is able to attract, retain and motivate employees from the widest possible pool of talent.

- (a) We strive to recognise and celebrate our multicultural diversity and grow our workforce and management to reflect the diversity of our population.
- (b) We aim to provide opportunities that allow individuals to reach their full potential, irrespective of an individual's ethnic or cultural background or gender.
- (c) We aim to develop and promote a workforce based on inclusion where individuals are respected, supported and provided with appropriate opportunities.
- (d) We recognise the differing needs at different stages in life, e.g. study, family responsibilities and retirement. Therefore we endeavour to support and accommodate individual changing life needs so that our employees reach their full potential. All contribution is valued across all generations.

##### **1.2. Who this policy applies to**

This policy applies to all members of the Management Board, as well as all members of the Supervisory Board, and all employees, of the Company as well as the employees

and officers of its subsidiaries. It is essential that you are familiar with this policy, which is available on the Company's website.

### **1.3. Implementation**

The Management Board has the role of implementing this policy and assessing progress in achieving its objectives as it applies to employees of the Company. Please see paragraph 3.2 below (The role of the Management Board).

The Supervisory Board has delegated to the Nomination and Remuneration Committee the role of overseeing the Management Board's implementation of this policy, and also its application to members of the Management Board, and members of the Supervisory Board.

## **2. What diversity means to us**

### **2.1. What is diversity?**

Diversity refers to characteristics that make individuals different from each other. Diversity encompasses differences in backgrounds, qualifications and experiences, and also differences in approach and viewpoints. It includes factors such as gender, age, disability, ethnicity, marital or family status, religious or cultural background, sexual orientation, sexual preference, language and other areas of potential difference.

### **2.2. Gender diversity**

The Company has a strong commitment to gender diversity and the fundamental principle that gender is not a barrier to participation in our workforce, management, senior executive and on our Management Board and Supervisory Board. Our leaders are committed to providing opportunities that allow women to reach their full potential.

To achieve greater diversity, it is important to ensure where possible that the pool of potential available talent is nurtured and developed effectively. Early identification and development of female talent is clearly of significant importance in ensuring that there are appropriately qualified and experienced women for consideration when positions become available. The Company aims to grow the number of women performing senior roles.

### **2.3. Diversity at all levels**

At the Company, diversity of gender and background are two important criteria we take into account in developing our succession plans and appointment processes for our Management Board, Supervisory Board, and senior executive positions. However, other selection criteria, in particular business acumen and industry experience, are also fundamentally important. The Nomination and Remuneration Committee will report to the Supervisory Board regarding the succession plans and appointment processes within the Management Board and Supervisory Board, and the Management Board will consider succession plans and appointment processes within other senior executive positions of the Company, in each case, with the aim of achieving our diversity objectives.

#### **2.4. Work and life balance**

The Company embraces all employee differences also including lifestyle and believes in assisting employees to maintain a healthy and holistic balance between work, family, domestic responsibilities and other commitments, activities and interests.

#### **2.5. Ability not disability**

When we employ and promote people, we consider ability and not disability. We aim to create an inclusive environment that supports people and removes artificial barriers from the workplace.

#### **2.6. Unacceptable behaviour not tolerated**

In order to have a properly functioning diverse workplace, discrimination, harassment, vilification and victimisation cannot and will not be tolerated.

#### **2.7. Stakeholder diversity**

We respect shareholder diversity and diversity reflected in the communities in which we operate.

### **3. How we promote diversity**

#### **3.1. Steps we are taking and measurable objectives**

The Company is committed to an inclusive workplace that embraces and promotes diversity as part of our corporate culture. This involves providing supportive and

inclusive diversity-related workplace policies, programs and practices within our business.

Initiatives and areas of focus include:

- (a) compiling information about our diversity demographics;
- (b) aiming to grow the representation of women in senior management positions and on the Management Board and the Supervisory Board; and
- (c) making the recruitment process accessible to all candidates by advertising positions both broadly and in specific publications, using professional recruitment services where required and providing guidance on its recruitment processes.

### **3.2. The role of the Management Board**

The Management Board has the role of implementing this policy and assessing progress in achieving its objectives, including to:

- (a) promote diversity as an important strategic and cultural factor to achieve business objectives across the organisation;
- (b) propose measurable diversity objectives to achieve gender diversity, identify ways in which achievement is to be measured, and report to the Supervisory Board on the progress in achieving these objectives;
- (c) consider and report to the Supervisory Board on diversity issues generally within the Company and make appropriate recommendations;
- (d) provide information to the Supervisory Board about the proportion of women in the whole organisation and women in senior executive positions;
- (e) identify ways to promote a culture supportive of diversity, including developing and promoting policies, programs and guidelines;
- (f) ensure recruitment and selection processes across the Company are structured so that a diverse range of candidates are considered and actively review on a regular basis the Company's recruiting practices, policies and procedures to reduce bias, both conscious and unconscious; and
- (g) introduce appropriate procedures for proper implementation of this policy including all relevant training and a review mechanism to assess the effectiveness of the policy.

### **3.3. The Management Board's review process**

The Management Board will:

- (a) review and approve measurable objectives for achieving diversity, including gender diversity across, and at various levels of, our organisation;
- (b) annually assess these objectives and the progress in achieving; and
- (c) review and monitor the effectiveness of this diversity policy.

#### **4. Review and publication of this policy and our progress**

The Management Board will review this policy from time to time to ensure it remains relevant to the current needs of the Company.

The Company will report on any measurable objectives for achieving gender diversity and any progress towards achieving them, as and when determined appropriate by the Company.

This policy is available on the Company's website.