

CORPORATE POLICY

Diversity, Equity & Inclusion Policy

Equal opportunity as a verified practice, not a stated value — across hiring, pay, development and everyday remote collaboration.

DOCUMENT OWNER
VP People & Culture

APPROVED BY
**Management of
Resourcify GmbH**

ISSUE DATE
July 2026

SUPERSEDES
**Inclusivity & Equality
handbook**
Version 1.0, May 2022

APPLIES TO
**All employees,
contractors &
applicants**

REVIEW CYCLE
Annual
Next review: July 2027

VERSION
2.0

CLASSIFICATION
Public

Our commitment. Resourcify hires, pays, develops and promotes people on capability and contribution — nothing else. We published our first inclusion handbook in 2022; this policy replaces it with something stronger: specific mechanisms, measured outcomes, and named accountability. A distributed team across four countries only works when everyone can do their best work regardless of background, identity, location or life situation — inclusion is an operating requirement for us, not a programme on the side.

1 Purpose and scope

This policy defines how Resourcify ensures equal opportunity and an inclusive working environment. It applies to all employees, working students, freelancers and contractors, and to every stage of the employment relationship — from job advertisement to exit — in every country of employment. It implements the German Allgemeines Gleichbehandlungsgesetz (AGG) and equivalent anti-discrimination law in each country of employment, and goes beyond legal compliance where the law sets only a floor.

2 What we do not tolerate

We tolerate no discrimination or harassment on the grounds of ethnic or social origin, nationality, skin colour, gender, gender identity or expression, sexual orientation, religion or belief, disability, chronic illness, age, family or marital status, pregnancy or parenthood — in any employment decision or any workplace interaction, including chat, video calls and company events. Harassment includes unwelcome conduct that creates an intimidating, hostile or offensive environment, regardless of medium. Violations are handled under the *Code of Conduct* (RSF-POL-001) and sanctioned up to and including termination.

3 Equal opportunity across the employee lifecycle

3.1 Recruitment

- **Structured interviews only:** defined competencies, consistent questions and a shared rating scale for every role — no free-form "culture fit" decisions.
- **Trained interviewers:** nobody interviews before completing our interviewer training, which includes unconscious-bias and diverse-teams modules (programme running since 2022). Interviewers score independently before sharing impressions, precisely to avoid anchoring bias.
- **Inclusive sourcing:** job advertisements use inclusive language; remote-first hiring deliberately widens the pool beyond any single city or country.

3.2 Pay

Compensation is benchmarked against external market data and reviewed in two structured cycles per year. Each cycle includes a **gender pay-gap analysis** across the company; identified gaps receive corrective budget in the same cycle. Salary decisions are made jointly by the department lead, People and Finance — never by a single manager alone.

3.3 Development and promotion

Promotions and role changes follow the criteria of our talent-development framework (in place since 2023): defined skill expectations per role, 360° feedback from self, manager, peers and direct reports, and calibrated decisions

across departments. Development budgets and training (RSF-PRG-008) are open to everyone on equal terms.

3.4 Flexibility that levels the field

No core hours, meetings ending by 4 p.m. CET, a minimum of 30 vacation days with flexibility beyond it, and remote-first work as the default — these working conditions (RSF-POL-003) are themselves equity mechanisms: they keep careers open to parents, carers, people with health conditions and people far from a metropolitan office.

4 An inclusive remote culture

- **Language and rituals:** company-wide communication is in English; meetings and events are planned so that remote participants are first-class participants, not spectators.
- **Accessibility:** we accommodate disabilities and health conditions in equipment, tooling and working patterns — the home-office equipment budget and workstation assessments (RSF-POL-003) are the vehicle, and statutory additional leave for employees with a recognised severe disability applies.
- **Community without pressure:** offsites and team events are designed to be inclusive — activities do not centre on alcohol, respect dietary and religious needs, and always offer alternatives.
- **Listening built in:** the recurring engagement survey (at least twice per year) includes inclusion and belonging questions; results are reviewed for demographic patterns where group sizes allow meaningful, anonymous analysis.

5 Raising concerns, remediation and support

Anyone who experiences or observes discrimination or harassment can turn to their manager, People & Culture, the confidential channel ethics@resourcify.com, or the established anonymous reporting tool in our engagement platform (Leapsome) — whichever feels safest. Complaints are investigated promptly and discreetly by people without a conflict of interest; the AGG complaint right (§13 AGG) is guaranteed. **Remediation centres on the affected person:** we correct the situation (not just the process), and support — including counselling through our employee-assistance offering — is available regardless of the investigation's outcome. Retaliation against reporters or witnesses is prohibited and sanctioned.

6 Measurement and transparency

We measure what we claim. Workforce composition is tracked in our HR system and reviewed monthly; pay equity is analysed twice a year in the salary cycles; inclusion sentiment is measured in every engagement-survey cycle. As of our 2023 baseline, women made up approximately 40% of the team; we report current figures and trends to management annually and include a summary in our people reporting.

7 Objectives and indicators

OBJECTIVE	INDICATOR	TARGET
Hiring is structurally fair	Interviewers trained (incl. unconscious bias) before interviewing	100%
Equal pay is verified continuously	Gender pay-gap analysis per salary cycle; gaps actioned	2× per year; 100% of identified gaps addressed
Balance does not erode	Overall gender distribution	Maintain within 40–60%; improve leadership representation year-on-year
People feel they belong	Inclusion/belonging score in the engagement survey	Monitored every survey cycle; follow-up actions on declining trends
Concerns are safe to raise and well handled	Complaints acknowledged ≤ 7 days; investigations concluded with feedback	100%
Awareness stays current	DEI & anti-harassment training completion (RSF-PRG-008)	100% of employees, annually

8 Governance and review

This policy is owned by the VP People & Culture and approved by the management of Resourcify GmbH. It is published on our website, reviewed annually, and updated when survey findings, complaint patterns or legal changes call for it. Aggregate outcomes — never individual cases — are reported to management once a year.

9 Related documents

RSF-POL-001	Code of Conduct & Business Ethics Policy
RSF-POL-002	Human Rights & Labour Standards Policy
RSF-POL-003	Employee Wellbeing, Health & Safety Policy
RSF-PRG-008	Ethics, Human Rights & Compliance Training Programme

10 Document control

VERSION	DATE	AUTHOR / OWNER	CHANGE
1.0	May 2022	People & Culture	<i>Inclusivity & Equality at Resourcify</i> — handbook for promoting gender and minority inclusivity.
2.0	July 2026	VP People & Culture	Full revision. Replaces the 2022 handbook with binding mechanisms (structured interviews, pay-gap analysis per salary cycle, 360° promotion criteria), a complaint and remediation procedure, and measurable objectives; adds public availability.

Adopted by the management of Resourcify GmbH, Hamburg.

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