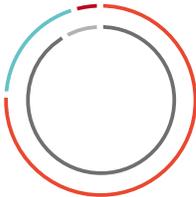


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Our people

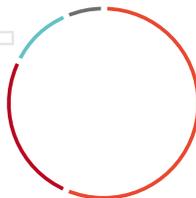
Global and diverse work force



1,265 employees

Permanent	966	Part time	95
Fixed term	244	Full time	1,170
Casual	55		

2021 Employee Distribution



USA	330	Asia Pacific	711
UK/Europe	80	Australia	144

Priority SDGs



We recognise that our people are critical to our success. Their expertise and commitment to our customers and crowd is a key differentiator of our business.

Expertise

Our people have deep industry expertise, particularly in the areas of project delivery, crowd management and engineering. Through our 25 years of operating, we have developed specialised industry capabilities which we embed into our products and processes. We also rely on deep domain expertise in the areas of linguistics, knowledge graphs, computational aptitude, machine learning and computer science.

Customer aligned organisation

In 2021 we moved to a new organisational structure that is aligned to our product-led and customer-centric strategy.

The changes reflect our evolution from providing AI data annotation services to the provision of a broad range of AI data annotation products – including proprietary technology and software – that unlock growth in new markets.

The organisational restructure announced in May is complete and all our teams are now aligned to our customer centric and product-led strategy.

New executive leadership

In 2021 our executive team was strengthened by the addition of four new members.

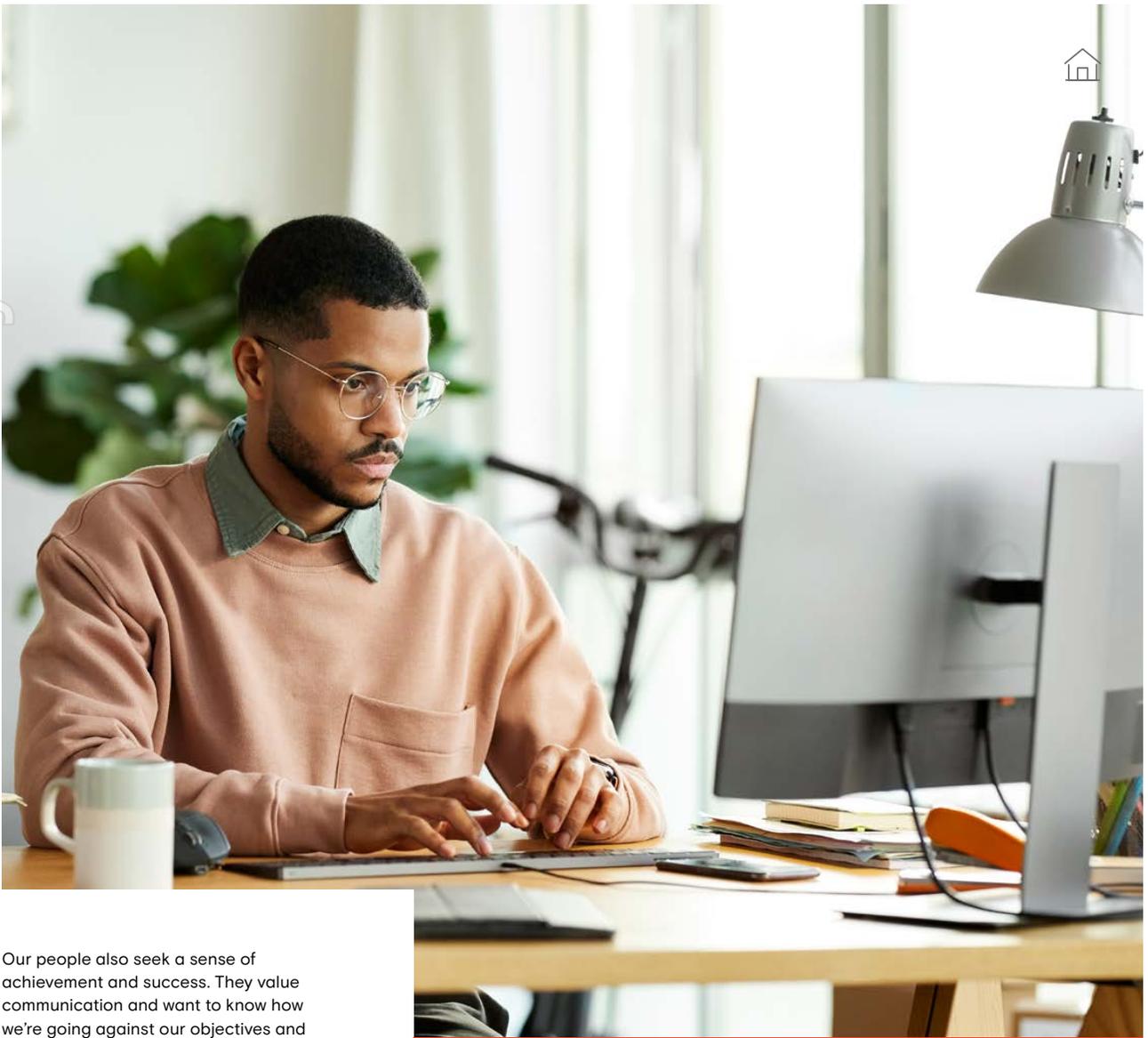
- **Sujatha Sagiraju** joined Appen in September 2021 as Chief Product Officer and is responsible for product and go to market strategy.

- **Jen Cole** joined Appen in November 2021 as SVP and GM of Enterprise. She is responsible for growing our Enterprise division.
- **Eric de Cavaignac** joined Appen in November 2021 as Chief Transformation Officer. He is responsible for delivering our product-led roadmap.
- **Mike Davie** joined as SVP and GM Quadrant. He is the founder of Quadrant, and will continue to lead the Quadrant team and grow the business.

Values and culture

As we transition to a product-led and customer-centric strategy, this requires us to change the way we operate, and realign our values and culture. This year we engaged external experts to work with our teams to conduct a study to identify the ideal cultural pillars that will provide the foundation of our product-led and customer-centric strategy.

The survey found that our people want a constructive and empowering culture. Our people seek a clear vision and want to understand how they can contribute to our objectives, so they can focus on outcomes and work as a team to make decisions and move forward.



Our people also seek a sense of achievement and success. They value communication and want to know how we're going against our objectives and what's going on in the business. Having a clearer understanding of our objectives will help our people celebrate when we achieve them.

Making Appen a great place to work

We remain committed to our goal of making Appen a great place to work. The past year has been challenging for our employees with the continued COVID-19 disruption combined with uncertainty as we navigated through our organisation restructure.

Consequently, we experienced a decrease in our employee engagement. Our engagement score was 76%¹, a decrease of 6 percentage points on 2020. In response we have developed a five-point action plan to build a more constructive and empowering culture.

Employee engagement



Our five-point plan builds a more constructive and empowering culture:

- ▶ **Clear Embraced Vision and Direction** – We will roll out a thorough, cascading and interactive communication plan on our vision, direction and objectives.
- ▶ **High Levels of Achievement** – We will define clear targets and objectives aligned with the vision, and workshop how we all contribute to set individual and team goals. We will celebrate success at every turn.
- ▶ **Strong Accountability and Empowerment** – Workshops will ensure understanding and acceptance of our accountabilities. We will be empowered to deliver them, and we will applaud things that demonstrate a constructive culture.
- ▶ **Sense of Belonging, Collaboration and Support** – We will encourage teamwork, within and beyond our teams, for collaboration and inclusion across the company, and support each other to do our best.
- ▶ **Growth and Development** – We will continue our investments in training and development, aligned with our vision and future needs of the business, and provide opportunities for all of us to grow.

¹ Appen Employee Engagement Survey December 2021.

Value drivers

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Diversity and inclusion

At Appen, we employ a diverse group of people across our global operations. Our inclusive practices are guided by our Diversity Policy which focuses on increasing gender diversity and under-represented minorities amongst employees, in senior management and on the Board.

The work undertaken by the Diversity and Inclusion Committee looks at ways to promote an inclusive work culture and practices for the benefit of under-represented groups and the workforce overall. This year, we started our journey to understand our employees' perception of diversity and inclusion in the workplace. Our overall score was 83% and we will continue to monitor this score to measure the performance our ongoing diversity and inclusion initiatives.

The Board has set a target of 30% female representation at all senior leadership levels. This year we exceeded our target as female representation at senior levels increased to 38%, up from 30% in 2020.

Management continues to implement initiatives to achieve this goal including adding a new Senior Director level to the career ladder to create opportunities for the development of executive-level skills.

	% female	
	2021	2020
Total workforce	58	58
Board Director	50	43
Executive Team/SVP	30	13
Vice President	28	25
Senior Director	53	50
Director	41	60
Manager	60	61

The work undertaken by the Diversity and Inclusion Committee looks at ways to promote an inclusive work culture and practices for the benefit of under-represented groups and the workforce overall.

Training and development

We provide our employees with extensive training and opportunities for career development, including through our internal training portal, Appen University. We provide job specific training for specialty roles and have a High Potential Leadership Program. This is in addition to our annual training requirements in critical areas such as data privacy, security awareness and sexual harassment. We also have annual refresher training for our Code of Conduct which sets out employees' obligations to act honestly and ethically.

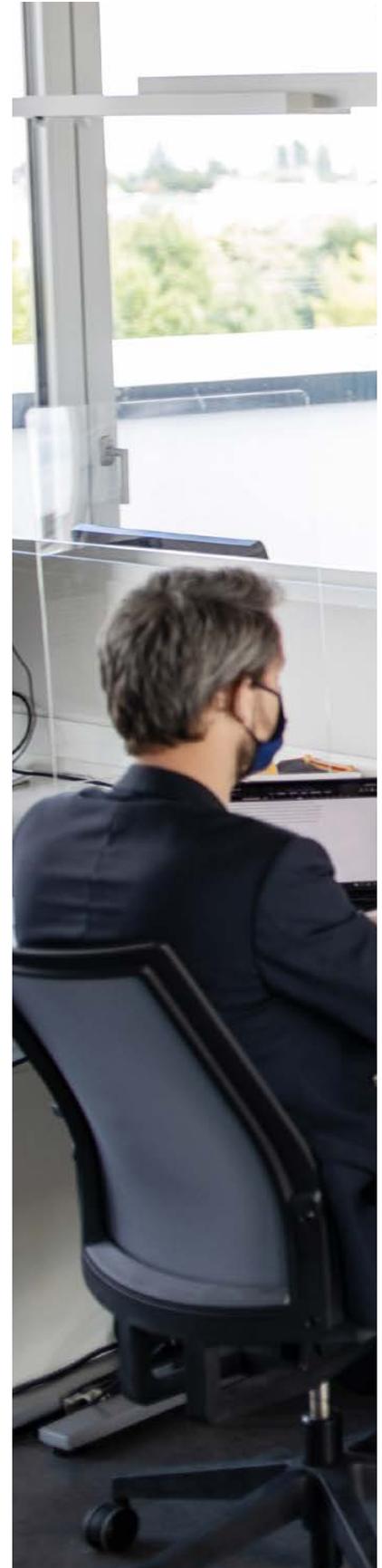
Our Values

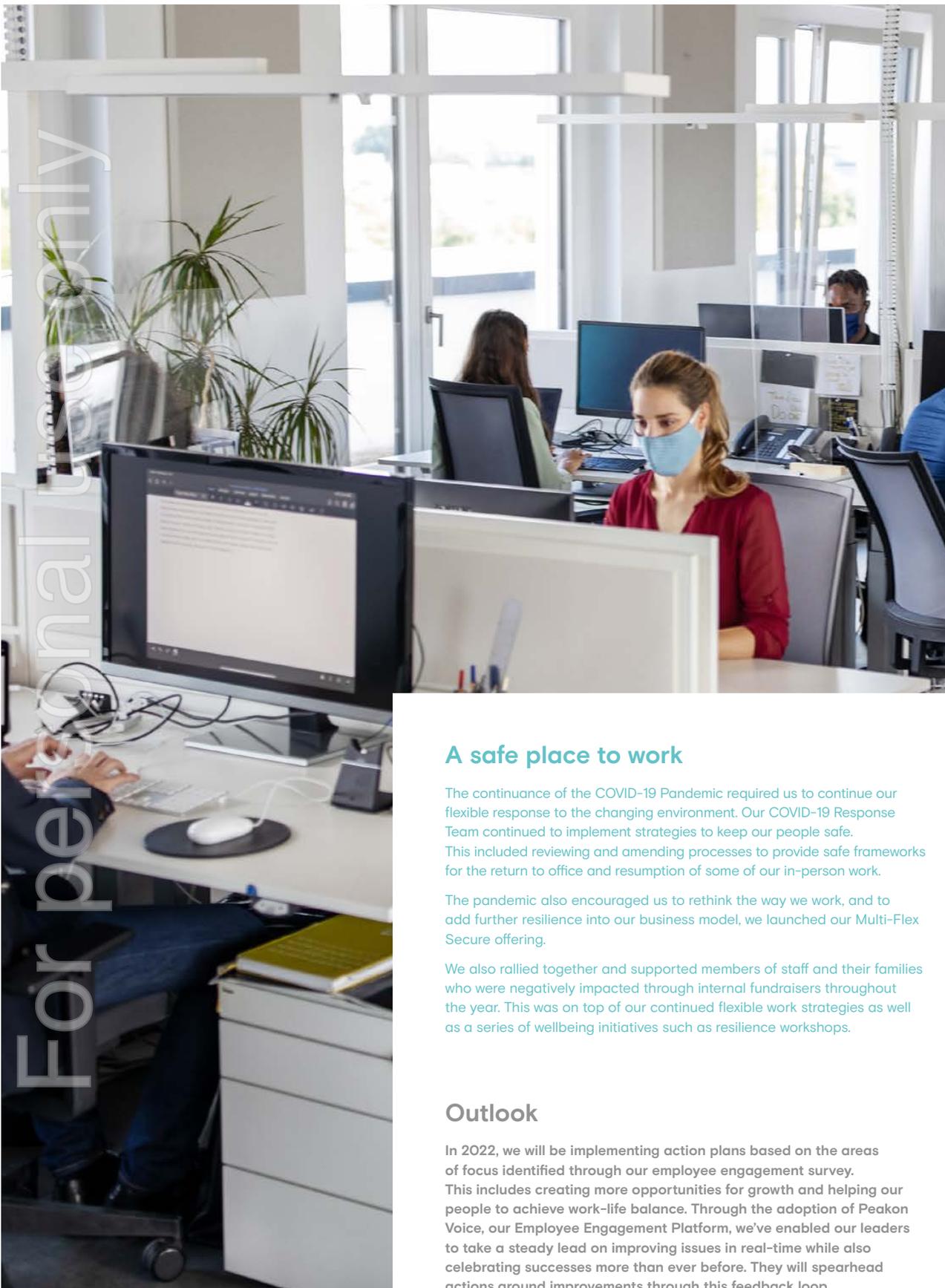
Performance is having the focus and agility to achieve quality outcomes and exceed expectations. We never stop learning, and push and challenge ourselves every day.

Honesty is being a truth-teller in a respectful way; taking accountability for our actions; giving and receiving direct feedback; and, being honest with each other, our customers, our crowd and ourselves.

Humility is being part of a team; giving credit and showing gratitude to others for their contributions; seeking diverse perspectives; and, not being afraid to ask for help when we don't know something.

Grit is about taking ownership; not giving up; and, finding the courage to succeed. Grit and resilience give us the confidence and determination to achieve our goals.





A safe place to work

The continuance of the COVID-19 Pandemic required us to continue our flexible response to the changing environment. Our COVID-19 Response Team continued to implement strategies to keep our people safe. This included reviewing and amending processes to provide safe frameworks for the return to office and resumption of some of our in-person work.

The pandemic also encouraged us to rethink the way we work, and to add further resilience into our business model, we launched our Multi-Flex Secure offering.

We also rallied together and supported members of staff and their families who were negatively impacted through internal fundraisers throughout the year. This was on top of our continued flexible work strategies as well as a series of wellbeing initiatives such as resilience workshops.

Outlook

In 2022, we will be implementing action plans based on the areas of focus identified through our employee engagement survey. This includes creating more opportunities for growth and helping our people to achieve work-life balance. Through the adoption of Peakon Voice, our Employee Engagement Platform, we've enabled our leaders to take a steady lead on improving issues in real-time while also celebrating successes more than ever before. They will spearhead actions around improvements through this feedback loop.