

Bathurst Resources Limited

Diversity and Inclusion Policy

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1.0 Purpose

Bathurst Resources Limited (Bathurst) is committed to supporting an equitable, diverse, and inclusive workforce where all our employees and the Board are encouraged to reach their full potential and individual differences are valued and respected.

2.0 Scope

This policy is authorised by the Bathurst Resources Limited (“Bathurst” or “BRL”) Board of Directors and is applicable to all Bathurst Group employees working within development, construction, operations, decommissioning and closure phases at any Bathurst owned or operated operation. The Bathurst Group (“Employer”) includes Bathurst Resources Limited and its 100% owned subsidiary companies and joint venture company BT Mining Limited (“BT”).

3.0 Policy

Bathurst is committed to fostering, cultivating and preserving a culture of diversity, equity and inclusion.

Our human capital is the most valuable asset we have. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities and talent that our employees invest in their work represents a significant part of not only our culture, but our reputation/relationship with our communities and the company’s achievement as well.

We embrace and encourage our employees’ differences that make our employees unique.

3.1 Definitions

Diversity at Bathurst means understanding that everyone is unique and recognising their individual differences. This could include (but is not limited to) gender, age, ethnicity, nationality, physical appearance, disability, as well as underlying differences such as thinking styles, religion, sexual orientation, cultural background, or family status.

Inclusion at Bathurst means creating a work environment in which all individual differences are valued, and people are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to our success.

3.2 Objectives

The Diversity and Inclusion policy provides a framework for Bathurst to achieve the following objectives:

- A diverse and inclusive workforce in which everyone is treated fairly and with respect.
- A workplace culture that reflects the company values: Be Safe, Be Real, Be Accountable, Be a Team.
- A workforce that best represents the talent available in our local communities.
- An inclusive high performing and engaged workforce, where everyone is recognised, developed, and rewarded.
- A workplace that is free from all forms of discrimination and harassment.

3.3 Strategies

Strategies to help achieve the objectives include:

- Facilitating a workplace culture that allows flexibility to enhance wellbeing, supporting family needs, as well as personal and career growth.
- Identify and implement strategies and programs to recruit, develop and reward a workforce that represents our wider communities.

- Reviewing succession plans to ensure a focus on diversity, with a particular focus on supporting the representation of women at a senior level.
- Ensure all employees are aware of our commitment to diversity to ensure we are all accountable in maintaining a diverse workforce.

4.0 Board Diversity

Bathurst understands and values the benefits an inclusive and diverse Board can contribute in achieving and maintaining business success. It promotes a range of perspectives and insights to formulate strategies, challenge management, and support good decision making.

All appointments to the Board will be made on merit, reflecting the skills, knowledge and experience needed to ensure a rounded and effective Board.

The Bathurst Board aspires to create and maintain a composition diverse in gender, ethnicity and thought, while recognising that circumstances may create periods when this is not attained, exacerbated by the small size of the board.

The Board's recruitment and succession planning initiatives will be conducted with a view to increase diversity, with a particular focus on supporting the representation of women.

The Remuneration and Nomination Committee is responsible for ensuring that the Board has the right balance of skills, experience, and knowledge, and shall:

- (a) regularly review Board composition, succession planning, talent development and the broader aspects of diversity;
- (b) work with executive search firms who understand Bathurst's values and approach to diversity, including this Diversity and Inclusion policy, and will comply with those values and approach in identifying and proposing suitable candidates for appointment to the Board.

5.0 Responsibilities

- All employees of Bathurst have a responsibility to always treat others with dignity and respect. All employees are expected to exhibit conduct that reflects inclusion during work, at work functions on or off the work site, and at all other company-sponsored and participative events.
- The Board of Directors (Board) is responsible for adopting and monitoring Bathurst's Diversity and Inclusion policy.
- Bathurst's Board will address the recommendations and guidance provided in the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations.
- The Remuneration and Nomination Committee is responsible for developing Measurable Objectives and strategies to meet the Objectives of the Diversity Policy (Measurable Objectives), including gender diversity, and monitoring the progress of the Measurable Objectives through the monitoring, evaluation, and reporting mechanisms noted below.

5.1 Monitoring and Evaluation

- Bathurst is responsible for implementing, monitoring and reporting on the Measurable Objectives as established by the Remuneration and Nomination Committee. Measurable Objectives will be included in the annual key performance indicators for the Managing Director and senior leadership team.
- The objectives of the Diversity and Inclusion Policy will be reviewed by the Board annually.

5.2 Reporting

- The Remuneration and Nomination Committee will report to the Board annually on the progress of Measurable Objectives and achievement of overall Objectives.
- The Board will include in the annual Corporate Governance Statement each year any Measurable Objectives set by the board, progress against achieving Measurable Objectives and the proportion of women at three levels in the organisation (whole organisation, senior leadership team and Board level).
- The Board will report annually in the corporate governance section of the Annual Report on the implementation of the Board Diversity.

6.0 Document Control and Record Management

6.1 Document Control

Document control will be in accordance with the *BRL-HR-POL-001 Document Control Standard*

6.2 Records Management

This document is issued, revised and amended under authorisation of the HR Manager and CEO.

All HR policies and procedures will be maintained in the document control system.

A copy of all HR policies and procedures will be stored electronically with access available to all workers. The signed hard copy will be maintained in the site library.

Reasons for making changes to this policy will be documented and recorded in the document management table. A copy of the original document and subsequent versions will be kept for records and marked as obsolete. Each new/updated version will be issued with a version number and date to eliminate obsolete documentation being used.