



Diversity Policy

BIG RIVER INDUSTRIES LTD
ACN 609 901 377
(Company)

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1 Scope of policy

The Company is committed to promoting diversity within the Company as an integral part of its core values and commitments as set out in its Code of Conduct.

The Company recognises the value of diversity in achieving its corporate objectives and maximising value to shareholders by:

- (a) broadening the pool of high-quality directors, contractors and employees;
- (b) attracting, retaining and motivating employees from a wide pool of available talent;
- (c) encouraging greater innovation by drawing on different perspectives;
- (d) being a socially and economically responsible governance practice; and
- (e) improving the Company's corporate reputation.

To this end, the Company aims to promote and implement diversity strategies:

- (f) in its employment practices, to provide inclusion at all levels of the organisation, regardless of gender, marital or family status, sexual orientation, gender identity, age, disabilities, ethnicity, religious beliefs, cultural background, socio-economic background, perspective and experience; and
- (g) across all components of the Company's business practices, including through its education programs, selection programs for consultants, mentoring programs and community and corporate social responsibility initiatives.

The Company considers that diversity within the Company will improve the quality of decision-making, productivity and teamwork amongst its employees. This policy applies to the Company's board of directors (**Board**), senior management, employees and contractors.

In valuing and managing diversity, the Company will:

- (a) facilitate equal employment opportunities based on relative ability, performance or potential and ensure that recruitment and selection practices at all levels are appropriately structured so that a diverse range of candidates are considered and guarded against any conscious or unconscious biases that may discriminate against certain candidates;
- (b) commit to designing and implementing programs that will assist in the development of a broader and more diverse pool of skilled and experienced employees and that, over time, will prepare them for senior management and board positions;
- (c) create an inclusive workplace culture;
- (d) build a safe work environment by taking action and taking reasonable and proportionate measures to eliminate inappropriate workplace and business behaviour including discrimination, harassment, bullying, victimisation and vilification;
- (e) develop flexible work practices to meet the diverse needs of its employees recognising that employees, irrespective of gender, may have domestic responsibilities; and
- (f) provide opportunities for employees on extended parental leave to maintain their connection with the Company.

2 Diversity framework

The Company aspires to achieve the objectives set out in this policy and aims to embed a strong diversity framework within its systems and culture so that its ability to benefit from the value of diversity is maximised as the Company continues to expand.

2.1 Board responsibilities

The Board is responsible for designing and overseeing the implementation of this diversity policy.

The directors of the Company will be responsible for promoting diversity within the Company's culture and monitoring the effectiveness of the Company's diversity policy. The Company recognises that it needs to provide management with appropriate guidance in order to foster a value for diversity within its management culture. To achieve this, the Company is committed to providing its management with the appropriate training and resources to understand the benefits of diversity in recruitment strategies and day-to-day management strategies. The Board will also be required to develop initiatives that will promote and achieve diversity goals.

The Board is responsible for reviewing this diversity policy and will assess the status of diversity within the Company and the effectiveness of this policy in achieving the measurable objectives as set by the Board to achieve diversity. If the Company is in the S&P/ASX 300 Index at the commencement of a reporting period, the measurable objective for achieving gender diversity in the composition of the Board shall be to have not less than 30% of its directors of each gender, within the specified reporting period.

2.2 Employees

All employees are required to act in a manner that supports diversity within the workplace and promotes the objectives set out in this diversity policy. Employees are encouraged to provide feedback to management regarding programs or initiatives which will improve this diversity policy.

2.3 Gender diversity

The Board is responsible for setting measurable objectives to assist the Company to achieve gender diversity in the composition of its board, senior executives and workforce generally and review the Company's progress in meeting these objectives and the effectiveness of these objectives each year. The Nomination and Remuneration Committee may recommend such measurable objectives to the Board in light of the Company's general selection policy for directors, officers and employees.

The Nomination and Remuneration Committee will report to the Board on the effectiveness of the Company's diversity objectives each year. This report will include a review of the relative proportions of men and women at all levels in the organisation.

2.4 Non-inclusive or discriminatory behaviour

- (a) Direct discrimination is denying a person of an opportunity or treating them less favourably because they belong to a particular group or category.
 - (i) For example: not employing a female applicant on the grounds of males typically doing the job.
- (b) Indirect discrimination occurs when an action or policy which appears to treat everyone equally, has a discriminatory effect against a certain group of people.
 - (i) For example: holding workplace meetings after work hours when employees with family responsibilities would find it hard to attend.
- (c) Harassment is any form of behaviour that is unwelcome and which offends, humiliates or intimidates a person.

- (d) Sexual Harassment is any form of unwelcome sexual attention. This may be obvious or indirect, physical, or verbal, intentional or unintentional, or behaviour that creates a sexually hostile or intimidating environment.
- (e) Bullying is the repeated less favourable treatment of a person by another or others that may be considered unreasonable and inappropriate workplace behaviour. The behaviours can be physical, verbal or non-verbal.
 - (i) For example: assaulting, shouting or isolating a person in the workplace.
- (f) Victimisation is when an employee is treated less favourably for making a complaint or providing information as a witness.
 - (i) For example: using pay back, refusing to acknowledge the person, removing or reducing benefits.
- (g) Vilification is conduct that incites hatred against, serious contempt for, or revulsion or severe ridicule of another person or group of persons on the grounds of race, ethno-religious beliefs, HIV or AIDS, transgender or homosexuality.
 - (i) For example: graffiti that encourages hatred of a particular race of people.

All forms of non-inclusive or discriminatory behaviour are unacceptable to the Company, and the Company has a positive duty as outlined in our Code of Conduct, to take reasonable and proportionate measures to eliminate these behaviours. Some of these behaviours may also be subject to legal sanctions or be reason for termination of employment.

3 Review and publication of this policy

The Board will review this policy periodically to check that it is operating effectively and whether any changes are required to the policy.

Approved by the Board on 26 May 2020

Reviewed: 22 June 2021

Reviewed: 25 May 2022

Reviewed: 31 May 2023