

Diversity Policy

Approved by the Board with effect 17 September 2024

1. Introduction

- (a) Carnegie Clean Energy Limited (**Company**) and all its related bodies corporate are committed to workplace diversity and inclusion at all levels of the Company regardless of gender, marital or family status, sexual orientation, gender identity, age, disabilities, ethnicity, religious beliefs, cultural background, socio-economic background, perspective and experience. This policy reflects the Company's Statement of Values.
- (b) The Company recognises the benefits arising from employee and Board diversity, including a broader pool of high quality employees, improving employee retention, accessing different perspectives and ideas and benefiting from all available talent.
- (c) In order to have an inclusive workplace the Company does not tolerate discrimination, harassment, vilification and victimisation.
- (d) Diversity includes, but is not limited to, matters of gender, age, ethnicity and cultural background.
- (e) To the extent practicable, the Company will address the recommendations and guidance provided in the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations.
- (f) The Diversity Policy does not form part of an employee's contract of employment with the Company, nor gives rise to contractual obligations. However, to the extent that the Diversity Policy requires an employee to do or refrain from doing something and at all times subject to legal obligations, the Diversity Policy forms a direction of the Company with which an employee is expected to comply.

2. Objectives

- (a) The Diversity Policy provides a framework for the Company to achieve:
 - (i) a diverse and skilled workforce, leading to continuous improvement in service delivery and achievement of corporate goals;
 - (ii) a workplace culture characterised by inclusive practices and behaviours for the benefit of all staff;
 - (iii) improved employment and career development opportunities for women;
 - (iv) a work environment that values and utilises the contributions of employees with diverse backgrounds, experiences and perspectives through improved awareness of the benefits of workforce diversity and successful management of diversity; and
 - (v) awareness in all staff of their rights and responsibilities with regards to fairness, equity and respect for all aspects of diversity,(collectively, the **Objectives**).
- (b) The Diversity Policy does not impose on the Company, its directors, officers, agents or employee any obligation to engage in, or justification for engaging in, any conduct which is illegal or contrary to any anti-discrimination or equal

employment opportunity legislation or laws in any State or Territory of Australia or of any foreign jurisdiction.

3. Responsibilities

3.1 The Board's commitment

- (a) The Board is committed to workplace diversity, with a particular focus on supporting the representation of women at the senior level of the Company and on the Board.
- (b) The Board, with assistance from the Remuneration and Nomination Committee (if a committee separate to the Board has been established), is responsible for considering the development of measurable objectives and strategies to meet the Objectives of the Diversity Policy (**Measurable Objectives**) and monitoring the progress of the Measurable Objectives (if and when Measurable Objectives are set) through the monitoring, evaluation and reporting mechanisms listed below.
- (c) In line with the Corporate Governance Principles and Recommendations (4th Edition) published by the ASX Corporate Governance Council, if the Company is in the ASX 300 Index at the commencement of the reporting period, the Measurable Objective for achieving gender diversity in the composition of the Company's Board will be to have not less than 30% of its Directors of each gender within a specified period.
- (d) The Board will conduct all Board appointment processes in a manner that promotes gender diversity, including establishing a structured approach for identifying a pool of candidates, and using external experts where necessary.

3.2 Strategies

Whilst always committed to ensuring that the Company recruits, employs and develops the best possible people, the Company's diversity strategies include:

- (a) recruiting from a diverse pool of candidates for all positions, including senior management and the Board;
- (b) considering the implementation of Measurable Objectives;
- (c) reviewing succession plans to ensure an appropriate focus on diversity;
- (d) identifying specific factors to take account of in recruitment and selection processes to encourage diversity;
- (e) developing programs to develop a broader pool of skilled and experienced senior management and Board candidates, including, workplace development programs, mentoring programs and targeted training and development;
- (f) providing opportunities for employees on extended parental leave to maintain their connection to the entity;
- (g) promoting workplace structures that assist employees balance their work, family and other responsibilities effectively and assist in the development of a more diverse pool of skilled and experienced employees whilst improving performance;
- (h) developing a culture which takes account of domestic responsibilities of employees; and
- (i) any other strategies the Board develops from time to time.

4. Monitoring and evaluation

- (a) The Chair will monitor the progress and report to the Board on the effectiveness of diversity related initiatives.
- (b) The Board will monitor the scope and currency of this policy annually.
- (c) The Company is responsible for considering the implementation of Measurable Objectives on an annual basis and, if implemented, the monitoring and reporting on the Measurable Objectives.
- (d) If Measurable Objectives are set by the Board, these will be included in the annual key performance indicators for the Managing Director or Chief Executive Officer (as applicable) and senior executives. In addition, the Board will review progress against the Objectives as a key performance indicator in its annual performance assessment.

5. Reporting

The Board will include in the Annual Report each year:

- (a) any Measurable Objectives set by the Board for that year;
- (b) progress against the Measurable Objectives (if any); and
- (c) either:
 - (i) the proportion of women employees in the whole organisation, at senior management level and at Board level; or
 - (ii) if the Company is a 'relevant employer' under the Workplace Gender Equality Act, the Company's most recent 'Gender Equality Indicators', as defined in and published under that Act.