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1 Applicability

A reference to **BCSL** in this Policy is a reference to:

- (a) Black Cat Syndicate Limited ABN 620 896 282 (**Company**)
- (b) and each of its subsidiaries (together the **Group**); and
- (c) any joint ventures under a Group company's operational control.

This Policy applies to all Directors, employees, consultants and contractors of BCSL (**Personnel**), and its application is consistent with the Company's treatment of personnel as stated in the Company's values and Code of Conduct.

All Personnel will be provided with access to a copy of this Policy via the Company's website www.blackcatsyndicate.com.au Training or awareness sessions on this Policy will be held from time to time, as required.

This Policy does not impose on BCSL or its Personnel 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 overseas jurisdiction.

2 Purpose

BCSL is committed to actively managing diversity as it is in its interest to be able to attract, retain and motivate Directors, employees, consultants, and contractors from the widest possible pool of available talent.

Diversity involves recognising and valuing the unique contribution people can make because of their individual background and different skills, experiences, and perspectives. Diversity may result from a range of factors including domestic responsibilities, age, gender, disability, ethnicity, marital or family status, religious beliefs, cultural background, sexual orientation, gender identity, socio-economic background, perspective and experience. BCSL values the differences between its people and the contribution these differences make to BCSL.

3 Achieving Diversity Strategy

3.1 Environment conducive to Diversity

To have a properly functioning diverse workplace, discrimination, harassment, vilification, and victimisation cannot and will not be tolerated by BCSL.

Personnel are expected to contribute to ensuring that the work environment is free from discrimination, harassment, vilification and victimisation and BCSL board and management will ensure that complainants or reports of this type of behaviour are treated seriously, confidentially,



and sympathetically by the Company. Personnel should demonstrate respect of others, consideration for the cultural and social differences of the people with whom they work, communicate with others politely and respectfully and raise any diversity concerns with their manager or supervisor.

BCSL will encourage an awareness in all Personnel of their rights and responsibilities with regard to fairness, equity and respect for all aspects of diversity.

3.2 Recruitment and Management of a Diverse Workforce

BCSL will recruit and manage a diverse and skilled workforce on the basis of an individual's competence and performance and recognising the importance of having the right person for the right job. BCSL will ensure the workforce best represents the talent available in the communities in which the Company's assets are located and its Personnel reside.

3.3 Recruitment and Selection Practices

BCSL will ensure appropriate recruitment and selection practices are used when hiring new staff, including Board members, so that a diverse range of candidates are considered and that there are no conscious or unconscious biases that may discriminate against certain candidates. Job specifications, advertisements, application forms and contracts will not contain any direct or inferred discrimination. BCSL may engage professional consultants to assist in the recruitment and selection process to ensure a diverse range of candidates are considered.

3.4 Training and Development Programs

The Company's Board of Directors (**Board**) will consider training and executive mentoring programs to assist in the development of a broader and more diverse pool and skilled and experienced employees and that will, over time, prepare them for senior management and Board positions.

3.5 Flexible Working Practices

BCSL recognises that employees at all levels may have domestic responsibilities and will consider flexible work practices that will assist them to meet those responsibilities.

3.6 Career Progression

BCSL will foster individual career development and make decisions on selection and promotion on the basis of performance, skill and merit, recognising the importance of having the right person for the right job.

3.7 Keeping in Touch when on Parental Leave

BCSL will provide opportunities for employees on extended parental leave to maintain their connection with the Company.

3.8 Measurable Objectives

The Board may set measurable objectives for achieving gender diversity that are appropriate for the Company which, if established, will be disclosed in the Company's corporate governance statement prepared in accordance with ASX Listing Rule 4.10.3.

If set, these measurable objectives will include appropriate and meaningful benchmarks that are able to be, and are, measured and monitored for effectiveness in addressing any gender imbalance issues in the Company.

The Board may also set measurable objectives in relation to other aspects of diversity that are appropriate for the Company.



4 Review

The Board will review this Policy at least annually, and update it as required. The Board will also review any measurable objectives it has set in accordance with this Policy and its progress towards achieving them.