

Diversity and Inclusion Policy

1. Policy Statement

The purpose of this policy is to set out Black Rock Mining Limited's and its subsidiaries ("Black Rock" or "the Company") approach to diversity and inclusion in the workplace and provide a framework that actively encourages diversity and inclusion across the organisation.

Black Rock values diversity and inclusion and the impact that they have on our working environment, capability development, performance, collaboration and innovation and the creation of sustainable value for the organisation and its stakeholders.

2. Scope

The policy applies to all directors and employees of Black Rock. Each person has an obligation to support and respect equality, workplace diversity, inclusion of all people, and ethical practices in their workplace.

Diversity and inclusion at Black Rock refers to all characteristics that make individuals different from one another, including gender, marital or family status, sexual orientation, gender identity, age, ethnicity, race or cultural background, religious or political opinions, family and domestic responsibilities, disability and any other ground for potential unlawful discrimination.

Black Rock seeks to align with the ASX Corporate Governance Principles & Recommendations on diversity.

3. Responsibilities

The Board, assisted by management, is responsible for developing and implementing diversity and inclusion strategies and objectives.

The CEO of Black Rock is responsible to the Board for ensuring this policy is implemented.

All Black Rock leaders are responsible for understanding their role in promoting diversity and inclusion through the implementation of the strategies and objectives.

The Board will review this policy on an annual basis to ensure the objectives continue to align to the strategic intentions and outcomes that benefit all stakeholders.

4. Strategy

- 4.1 To establish and promote diversity and inclusion in the composition of the Board, the Executive Committee, and the workforce.
- 4.2 To build a workplace culture that embraces diversity and inclusiveness, where the differences between people are embraced and respected, with zero tolerance towards discrimination, harassment, sexual harassment, physical violence, bullying, vilification, and victimisation.
- 4.3 To encourage and establish a company culture that promotes and strives for sustainable engagement with our host communities, specifically in the areas of employment and skills training, either within the Company or with our local and regional contract partners.

5. Objectives

Black Rock commits to developing diversity and inclusion through a range of measurable objectives.

- 5.1 Culture:** Embedding a zero-tolerance culture for bullying, discrimination, harassment (including sexual harassment), vilification and victimisation.
- 5.2 Fair Pay:** Implementing the Company's approved remuneration framework and policy to fairly compensate employees and mitigate risks of pay discrimination.
- 5.3 Succession and Development:** Supporting development opportunities for all employees to enhance retention, promotion of existing employees and development of a diverse talent pipeline.
- 5.4 Local Employment Commitments:** Providing clarity on local and regional roles to build local community capability through early engagement and training.
- 5.5 Recruitment and Selection:** Recruiting from a diverse and inclusive pool of candidates for all positions.
- 5.6 Flexibility:** Considering, where possible and practical to do so, flexible in work arrangements for employees to meet personal and/or family commitments.

6. Reporting

The Company will meet all obligations with respect to its regulatory reporting, across all jurisdictions in which it works and engages with people, communities, and stakeholders.

The Company will disclose its objectives each year and either:

- a. the respective proportions of men and women on the Board, in senior executive positions (including how the Company has defined "senior executive" for these purposes) and across the whole Company; or
- b. if the entity is a "relevant employer" under the Workplace Gender Equality Act, the entity's most recent "Gender Equality Indicators", as defined in the Workplace Gender Equality Act.