

Duratec Limited ACN 141 614 075 (Company)

1 PURPOSE

The Company is committed to actively managing diversity as a means of enhancing the Company's performance by recognising and utilising the contribution of diverse skills and talent from its directors, officers and employees. Diversity involves recognising and valuing the unique contribution people can make because of their individual background and different skills, experiences and perspectives, including persons with co-existing domestic responsibilities. Diversity may result from a range of factors including age, gender, disability, ethnicity, marital or family status, religious or cultural background, sexual orientation and gender identity. The Company values the differences between its people and the contribution these differences make to the Company.

Research has shown that increased gender diversity on Boards is associated with better financial performance. The promotion of gender diversity can broaden the pool for recruitment of high quality employees, enhance employee retention, foster a closer connection with and better understanding of key stakeholders, and improve corporate image and reputation.

The purpose of this Diversity Policy is to:

- a. outline the Company's commitment to diversity;
- b. set out the responsibilities of the Board, senior executives and other employees to achieve the objectives of this policy; and
- c. make directors, senior executives and other employees aware of the consequences if they breach this policy.

2 WHO DOES THIS DIVERSITY POLICY APPLY TO?

All directors, officers and employees must comply with this Diversity Policy. The Board will also make consultants and contractors aware of the Company's expectations as set out in this Diversity Policy.

3 ROLE OF THE BOARD

It is the responsibility of the Board to foster an environment where:

- individual differences are respected.
- the ability to contribute and access employment opportunities is based on performance, skill and merit.
- people demonstrate respect of others, and inappropriate attitudes, behaviours and stereotypes are confronted and eliminated.

4 ROLE OF SENIOR EXECUTIVES

The Company expects senior executives to:

- demonstrate a commitment to diversity as outlined in this policy;

- foster individual career development in accordance with this policy, and make decisions on selection and promotion on the basis of performance, skill and merit;
- work to create an environment where people demonstrate respect for others and which is free from unlawful discrimination, harassment and bullying; and
- support individuals to resolve concerns or complaints that arise in the context of diversity.

5 ROLE OF INDIVIDUALS

The Company expects each individual to:

- demonstrate consideration for the cultural and social differences of the people with whom they work;
- communicate with others politely and respectfully;
- act to prevent or stop unlawful discrimination, harassment and bullying in the workplace;
- raise any diversity concerns with the Managing Director, Chair or Report and Investigation Officer, as appropriate, and where a concern has been raised, engage constructively to resolve that concern; and
- participate in any initiatives that support the achievement of the objectives of this policy.

6 PROMOTING DIVERSITY

The Company encourages diversity in employment, and in the composition of its Board, as a means of ensuring the Company has an appropriate mix of skills and talent to conduct its business and achieve the Company's goals.

Specifically, the Company will provide equal opportunities in respect to employment and employment conditions, including:

- Hiring:** The Board will ensure appropriate recruitment and selection practices based on diverse skills, experience and perspectives is used when hiring new staff, including Board members. Job specifications, advertisements, application forms and contracts will not contain any direct or inferred discrimination. The Board is empowered to engage professional consultants to assist in the hiring process by presenting diverse candidates to the Company for consideration.
- Training:** All internal and external training opportunities will be based on merit and in light of Company and individual needs. The Board will consider senior management training and executive mentoring programs to assist in the development of a broader and more diverse pool and skilled and experienced employees and that, over time, will prepare them for senior management and Board positions.
- Flexible working practices:** The Company recognises that employees (male and female) at all levels may have domestic responsibilities and will consider flexible work practices that will assist them to meet those responsibilities.
- Career advancement:** All decisions associated with career advancement, including promotions, transfers, and other assignments, will meet the Company's needs and be determined on skill and merit.

7 ACHIEVING DIVERSITY THROUGH MEASURABLE OBJECTIVES

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

The measurable objectives the Board sets 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 an organisation. These could include achieving specific numerical targets (e.g. a target percentage) for the proportion of women employed by the organisation generally, in senior executive roles and on the Board within a specified timeframe. They may also include achieving specific targets for the "Gender Equality Indicators" in the *Workplace Gender Equality Act 2012 (Cth)*. In the event the Company falls within the S&P/ASX 300 Index at the commencement of the reporting period, the measurable objective for achieving gender diversity in the board composition will be a target of not less than 30% of directors of **each gender** to be achieved within a three year period.

The Board, in its capacity as the Nomination Committee, may also set measurable objectives in relation to other aspects of diversity that are appropriate for the Company. These could include achieving specific numerical targets (e.g. a target percentage) for the proportion of people employed by the organisation generally, in senior executive positions and on the Board, each by reference to age, disability, ethnicity, marital or family status, religious or cultural background, sexual orientation and gender identity as appropriate. The Board may consider setting key performance indicators for senior executives to measure the achievement of measurable objectives set by the Board in its capacity as the Nomination Committee, and consider linking part of their remuneration (either directly or as part of a "balanced scorecard" approach) to the achievement of those objectives.

8 WORK ENVIRONMENT

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

The Board and senior executives are required to ensure that the work environment is free from discrimination, harassment, vilification and victimisation and to ensure that complainants or reports of this type of behaviour are treated seriously, confidentially, and sympathetically by the Company.

9 CONSEQUENCES OF BREACH

It is the responsibility of all directors, officers and employees to comply with this Diversity Policy and report violations or suspected violations in accordance with this Diversity Policy.

Any breach of compliance with this policy is to be reported directly to the Managing Director, Chair or Report and Investigation Officer, as appropriate. Anyone breaching this policy may be subject to disciplinary action, including termination.

10 REVIEW OF DIVERSITY POLICY

The Board will proactively monitor Company performance in meeting the standards and policies outlined in this Policy.

UNCONTROLLED WHEN PRINTED

This will include an annual review of this policy, the measurable objectives set by the Board, in its capacity as the Nomination Committee, and the progress towards achieving them.

SUMMARY OF DIVERSITY POLICY

The Board has adopted a Diversity Policy which outlines the Company's commitment to ensuring a diverse mix of skills and talent exists amongst its directors, officers and employees, to enhance Company performance. The Diversity Policy addresses equal opportunities in the hiring, training and career advancement of directors, officers and employees. The Diversity Policy outlines the process by which the Board, in its capacity as the Nomination Committee will set measurable objectives to achieve the aims of its Diversity Policy, with particular focus on gender diversity within the Company. The Board is responsible for monitoring Company performance in meeting the Diversity Policy requirements, including the achievement of diversity objectives.