

Diversity Policy

Approved by the Board on 27 February 2023

1. INTRODUCTION

NH3 Clean Energy Limited (**NH3**) and all its related bodies corporate (**Company**), as the context permits) are committed to workplace diversity. 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.

Diversity includes, but is not limited to, gender, age, ethnicity, and cultural background.

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 (ASX Principles).

The Company is required to have its own employment related policy, and this Company policy (**Diversity Policy**) is to complement that existing documentation. This 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, this Diversity Policy forms a direction of the Company with which an employee is expected to comply.

2. OBJECTIVES

The Diversity Policy provides a framework for the Company to achieve:

- a diverse and skilled workforce, leading to continuous improvement in service delivery and achievement of corporate goals
- a workplace culture characterised by inclusive practices and behaviours for the benefit of all staff
- improved employment and career development opportunities for women
- 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
- awareness in all staff of their rights and responsibilities with regards to fairness, equity, and respect for all aspects of diversity
- a workplace which through mentoring will allow employees to develop and build skills to enable them to progress to higher levels within the organisation, collectively, the (**Objectives**).

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

The Board's Commitment

The Company's 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 Company's Board.

The Board is responsible for developing strategies to meet the Objectives of the Diversity Policy and monitoring the progress of the Objectives through the monitoring, evaluation and reporting mechanisms listed below.

The Board may also set measurable objectives for achieving gender diversity and monitor their achievement.

The Board will conduct all Board appointment processes in a manner that considers, amongst other factors, gender diversity, including utilising a structured approach for identifying a pool of candidates, using external experts where necessary.

Strategies

The Company's diversity strategies include:

- recruiting from a diverse pool of candidates for all positions, including senior management and the Board
- consideration of diversity when reviewing succession plans
- consider specific factors to take account of in recruitment and selection processes which may encourage diversity
- 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
- developing a culture which takes account of domestic responsibilities of employees, and
- any other strategies the Board develops from time to time.

4. MONITORING AND EVALUATION

The Board will monitor the scope and currency of this policy.

The Board is responsible for monitoring the progress of the Objectives and will consider at least annually the achievement of the Objectives.

Measurable Objectives which may be set by the Board may be included in the annual key performance indicators for the Managing Director/CEO and senior executives. These measurable objectives may change as the strategy of the Company changes.

In addition, the Board may 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:

- Objectives, if any, set by the Board;
- progress against the Objectives; and
- the proportion of women employees in the whole organisation, at senior management level and at Board level.