



Merlin Diamonds Limited

Corporate Governance Policies

Diversity Policy

1. Introduction

- 1.1 Diversity in the workplace mirrors the diversity of the broader community, encompassing age, gender, ethnicity, religion, sexual preference, physical and mental capabilities, cultural and other personal factors. The Company respects the diversity of all employees, consultants and contractors and cultivates an environment of fairness, respect and equal opportunity.
- 1.2 The Company believes that the pursuit and acceptance of diversity in the workplace increases the pool of talent available, enhances individual work-life balance, encourages personal achievement, improves cooperation and assists in the optimisation of organisational performance.

2. Policy Objective

- 2.1 To provide a fair and equitable workplace, free from discrimination related to age, gender, ethnic, cultural or other personal factors, in which diversity enhances Company performance and shareholder value.

3. Role Of The Board

- 3.1 It is the responsibility of the Board to foster an environment where:
 - a. individual differences are respected;
 - b. access to employment, rewards and training opportunities is based on performance, skill and merit; and
 - c. inappropriate attitudes, behaviours and stereotypes are confronted and eliminated.

4. Achieving Diversity

- 4.1 The Company encourages diversity at all levels of the organisation as a means of facilitating an appropriate mix of skills and talent to conduct its business.
- 4.2 Active management of diversity in the workplace involves recognising and valuing the unique contribution people can make because of their individual backgrounds, different skills, experiences and perspectives.

In order to monitor the Company's performance in this area, the Board may set measurable objectives in relation to all aspects of diversity. These objectives may include:

- a. procedural/structural objectives;
- b. initiatives and programs and/or targets in respect of:
- c. the diversity of persons employed by (or who are consultants to) the Company;
- d. the diversity of persons on the Board;
- e. the nature of the roles in which persons are employed, including on full time, part time or contracted bases, and in leadership, management, professional speciality or supporting roles; and
- f. the participation of persons at different remuneration bands, each by reference to gender, age, ethnicity and cultural background.

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- 4.3 Subject to the size and operations of the Company, the Board is committed to the long term goal of improving gender representation across all levels of the organisation. The Board will set measurable objectives for achieving gender diversity that are appropriate for the size of the Company, which will be disclosed in the Company's Annual Report.

5. Ensuring Equal Opportunity

- 5.1 The Company will provide equal opportunities in respect to employment and employment conditions, including:
- a. Hiring: The Board will ensure appropriate selection criteria, based on diverse skills, experience and perspectives, are used when recruiting new staff and Directors. Job specifications, advertisements, application forms and contracts will not contain any direct or inferred discrimination.
 - b. Training: All internal and external training opportunities will be based on merit and Company and individual needs. The Board will consider senior management training and executive mentoring programs to develop skills and experience to prepare employees for senior management and Board positions.
 - c. Career Advancement: All decisions associated with career advancement, including promotions, transfers, and other assignments, will be designed to meet the Company's needs and be determined on skill and merit.

6. Work Environment

- 6.1 The Company will ensure that all officers, employees, consultants and contractors have access to a work environment that is free from harassment and unwanted conduct in relation to personal circumstances or characteristics. Directors, managers and supervisors will ensure that complainants or reports of sexual, racial or any other type of harassment are treated seriously, confidentially and sympathetically by the Company.

7. Reporting Responsibility

- 7.1 It is the responsibility of all Directors, officers, employees, consultants and contractors to comply with the Company's Diversity Policy and report violations or suspected violations.

The Board will proactively monitor Company performance in meeting the standards and policies outlined in this Policy. This will include an annual review of the diversity objectives set by the Board, and its progress in achieving them.

The Board will consider setting key performance indicators for the Board, the Managing Director and senior executives that are linked to the achievement of the diversity objectives set by the Board.

8. Compliance With This Diversity Policy

- 8.1 Any breach of compliance with this Diversity Policy is to be reported directly to an HR officer, the Managing Director or to the Report and Investigation Officer, as appropriate. Anyone breaching this Diversity Policy may be subject to disciplinary action, including termination.