



# Diversity Policy

## Preamble

The diversity of an appropriate mix of Australian and South African citizens, reflecting adequate representation of the South African economically active population (EAP), and the appropriate qualifications of all staff are of prime concern.

## Purpose

Resource Generation Ltd recognises its success will result from a talented and diverse workforce, and is committed to workplace diversity. Diversity includes, but is not limited to, gender, age, race, religion, national origin, ethnicity, cultural background, marital status, sexual orientation or disability.

This policy defines the initiatives that assist Resource Generation with maintaining and improving the diversity of its workforce.

To the extent practicable, Resource Generation will address the recommendations and guidance provided in the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (ASX Principles) through this policy and relevant South African legislation.

## Resource Generation's Commitment to Workplace Diversity

Resource Generation is committed to providing a respectful environment where employees and others in the workplace are treated fairly and all decisions are based on merit, without regard to their gender, differences and/or similarities. Our actions and behaviours must demonstrate and confirm our respect for each other and each other's contributions. Resource Generation embraces diversity and believes in the richness that diversity brings to the organization.

The Board is committed to diversity and promoting this policy to maximise the achievement of corporate goals.

The Company's key area of focus in the context of diversity relates to women in leadership.

## Benefits of Diversity

Resource Generation recognises the value of attracting and retaining employees with different backgrounds, knowledge, experiences and abilities. The benefits arising from employee and board diversity include:

- a broader pool of high quality employees;
- improving employee productivity and retention;
- accessing different perspectives and ideas; and
- benefiting from all available talent.



## **Selection and Appointment of Directors and Employees**

Resource Generation is committed to a corporate culture that embraces diversity when determining the composition of the board, senior management and employees, including with its recruitment and selection processes.

The Company's hiring processes ensure that recruitment and selection decisions are based on the principle of merit and a person's skills and qualifications, regardless of their gender, age, race, religion, national origin, ethnicity, cultural background, marital status, sexual orientation or disability or any other factor not relevant to the position.

### **Selection and Appointment of New Directors**

Resource Generation's Diversity Policy requires the Board to take diversity of background into account (in addition to previous Board and leadership experience, candidates' skills and experience in a variety of specified fields) to fit and enhance the Board skills matrix.

In order to promote the specific objective of gender diversity, Resource Generation's Diversity Policy requires that the selection process for Board appointments will consider the following (including where the Company engages an external recruitment agency to identify and assess candidates):

- Director selection process and decision making to be formal and transparent as set out in the ASX Principles;
- candidates should be selected from a diverse pool of qualified candidates. A wider candidate pool can be established by engaging a professional search firm and by advertising board vacancies; and
- the Company aspires to appoint several women to the Board.

### **Selection and Appointment of Employees (including senior management roles)**

In accordance with its Diversity policy, Resource Generation will seek to maintain diversity objectives by including the following:

- The Managing Director will have reference to the Diversity Policy in selecting and assessing candidates and in presenting recommendations to the Board regarding appointments to the executive team. The Policy requires the Board to also consider gender diversity and the objectives of the policy when considering those recommendations.
- Candidates should be selected from a diverse pool of qualified candidates. A wider candidate pool would be established by engaging a professional search/recruitment firm(s), and/or by advertising vacancies.
- In accordance with Broad Based Black Economic Empowerment (BBBEE) principles, employment levels of 95% HDSA (historically disadvantaged South Africans) will be targeted including 50% female and 2% disabled persons at mine sites.
- A short-list identifying potential candidates for the appointment will include a mix of both male and female candidates wherever possible.



## **Diversity Strategies**

In addition to recruitment protocols which promote diversity, Resource Generation is committed to a range of other strategies to assist with improving diversity including:

- Measuring performance based on agreed goals to remove bias and promote equity.
- As part of its annual remuneration review, assessing the gender pay parity across the business and implementing action plans to address any areas of concern.
- Maintaining a workplace culture that supports difference and that enables each staff member to fully contribute to the best of their ability.
- Identifying what is obstructing diversity success and taking action to address the issues.

## **Reporting of Measurable Objectives**

While Resource Generation is committed to all aspects of workplace diversity, for the purposes of reporting on measurable objectives, Resource Generation's current focus is on gender diversity as required by the ASX Principles and South African legislation.

The Board will include in the Annual Report each year:

- measurable gender diversity objectives set by the Board;
- progress towards achieving these objectives; and
- the proportion of women employees in the whole organisation, at senior management level and at Board level.