

Inclusion and Diversity

Policy

July 2023

PLS-POL-HR-005

1 PURPOSE

Pilbara Minerals Limited (PLS, the Company) is committed to actively managing inclusion and diversity and values the differences between its people and the contribution these differences make to the Company.

Inclusion involves creating an environment in which any person or Company of people feel respected, valued and able to fully participate and contribute.

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 and gender identity.

The purpose of this Inclusion and Diversity Policy (Policy) is to outline the Company's commitment to inclusion and diversity and set out the responsibilities of the PLS Board (Board), executives, senior managers and other employees to achieve the objectives of this policy.

2 TO WHOM DOES THIS INCLUSION AND DIVERSITY POLICY APPLY?

All directors, officers and employees of the Company must aim to comply with this Inclusion and Diversity Policy. The Company will, where appropriate, also make consultants and contractors aware of the objectives as set out in this Policy.

3 ROLE OF THE BOARD

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

- a) People are included and individual differences respected
- b) The ability to contribute and access employment opportunities is based on performance, skill and merit
- c) People demonstrate respect of others, and inappropriate attitudes, behaviours and stereotypes are confronted and eliminated.

4 ROLE OF EXECUTIVES AND SENIOR MANAGERS

The Company expects executives and senior managers to:

- a) Demonstrate a commitment to inclusion and diversity as outlined in this Policy
- b) Foster individual career development in accordance with this Policy, and make decisions on selection and promotion on the basis of performance, skill and merit
- c) Create a work environment where people demonstrate respect for others and which is free from unlawful discrimination, harassment and bullying
- d) Support individuals to resolve concerns or complaints that arise in the context of inclusion and diversity.

5 ROLE OF INDIVIDUALS

The Company expects all individuals to:

- a) Demonstrate consideration for the cultural and social differences of the people with whom they work
- b) Communicate with others politely and respectfully
- c) Act to prevent or stop unlawful discrimination, harassment and bullying in the workplace
- d) Raise any inclusion and/or diversity concerns with their managers, or in the case of executives, with the Managing Director and CEO and/or Chairman of the Board, as appropriate, and where a concern has been raised, engage constructively to resolve that concern

- e) Participate in any initiatives that support the achievement of the objectives of this Policy.

6 PROMOTING INCLUSION AND DIVERSITY

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

The promotion of gender diversity can broaden the pool for recruitment of high-quality employees, improve decision making and other performance outcomes within teams, enhance employee retention, foster a closer connection with and better understanding of key stakeholders, and improve corporate image and reputation.

The Company will aim to promote inclusive workplace practices and provide equal opportunities in respect to employment and employment conditions, including:

- **Hiring:** The Board and the executive will ensure appropriate recruitment and selection practices based on diverse skills, experience and perspectives are used when hiring new staff, including Board members and in respect of executive and senior management positions. Job specifications, advertisements, application forms and contracts will not contain any direct or inferred discrimination. The Board and the executive is empowered to engage professional consultants to assist in the hiring process by presenting diverse candidates to the Company for consideration.
- **Training & Development:** The Company encourages and supports growth and development opportunities amongst all employees to help them reach their full potential. Provision of internal and external training and development opportunities will, consider participants' gender and cultural diversity, and will be based on merit and in support of the Company's and individual's needs.
- **Flexible working practices:** The Company is committed to supporting our employees to balance their work and other responsibilities. The Company provides a workplace that supports employees to have equal access to paid parental leave; and part-time, job-share, flexible working hours, and working from home arrangements in accordance with individual role requirements and local workplace contexts.
- **Career advancement:** All decisions associated with career advancement, including promotions, transfers, and other assignments, will meet the Company's needs, consider gender and cultural diversity, and be based on skill and merit.
- **Inclusive culture:** The Company is committed to creating a sustainable and inclusive environment for all employees and the communities in which we work. This includes providing education on inclusion and diversity topics to increase awareness and eliminate biases and stigmas and having policies and behavioural expectations to keep our workplace fair and encourage a culture of mutual respect. We also focus on the physical and mental wellbeing of our people.

7 ACHIEVING DIVERSITY THROUGH MEASURABLE OBJECTIVES

The PLS People and Culture Committee may set measurable objectives for achieving gender diversity that are appropriate for the Company, which (if established) will be disclosed in the Company's Annual Report.

The People and Culture Committee may also set measurable objectives in relation to other aspects of diversity that are appropriate for the Company.

8 WORK ENVIRONMENT

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

The Board, executives and senior managers 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 empathetically by the Company.

9 CONSEQUENCES OF BREACH

It is the responsibility of all directors, officers and employees to comply with paragraph 8 of this Inclusion and Diversity Policy and report violations or suspected violations in accordance with this Policy.

Any breach of compliance with this policy is to be reported by employees directly to their managers, or in the case of executives, to the PLS Managing Director and/or Chairman of the Board, as appropriate. In certain circumstances, breaches of this policy can also be reported in accordance with PLS's Whistleblower Policy which is available on the PLS website.

The Company has an independent whistleblowing platform, "Whispli", to which reports can be made anonymously, if desired, by clicking on the below link:

<https://pilbaraminerals.whispli.com/Whistleblower>

10 REVIEW OF INCLUSION AND DIVERSITY POLICY

The Company will proactively monitor its performance in meeting the standards and policies objectives outlined in the Policy.

This will include a periodic review of this Policy by the PLS People and Culture Committee including a review of any measurable objectives set by the People and Culture Committee, and the progress towards achieving them.

POLICY HISTORY

This Policy has been approved by the Board and will be reviewed every two years and amended as required.

ESTABLISHED	06 October 2016
LAST REVIEWED	21 July 2023
FREQUENCY	Every two years