

DIVERSITY POLICY

Enero Group Limited ABN 97 091 524 515

Enero Group Limited (Company) and its controlled entities (each a **Group Company** and together the **Group**) are committed to actively managing diversity as a means of enhancing the Group's performance and complying with the ASX Corporate Governance Council Principles and Recommendations.

Diversity involves recognising and valuing the unique contribution directors, officers and employees 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 broad range of factors including age, gender, ethnicity, cultural background or other personal factors. The Group values the differences between its people and the contribution these differences make to the Group.

The Company believes that diversity maximises the achievement of business goals through: attracting, retaining and developing top talent; enhancing employee engagement; increased problem-solving capabilities and innovative idea creation and an improved understanding of the diverse markets in which we operate.

1 Role of the Board

It is the responsibility of the board of directors of the Company (**Board**) to foster an environment and culture where:

- (a) individual differences are respected;
- (b) the ability to contribute and access employment opportunities is based on performance, skill and merit; and
- (c) inappropriate attitudes, behaviours and stereotypes are confronted and eliminated.

2 Objectives

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

Specifically, the Group 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 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 Group for consideration.
- (b) **Training:** All internal and external training opportunities will be based on merit and in light of Group 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 meet the Group's needs and be determined on skill and merit.

3 Achieving Diversity

Through DEI initiatives and programs set in accordance with location and Group Company specific requirements and objectives set by the Board, the Company will focus on the achievement of the following diversity objectives:

- achieving an overall gender balance of 50:50 within the workforce;
- an increase in the representation of females in leadership positions to 50% including at the Board, Executive and Senior Management levels;
- continually adapting the flexible working initiatives that recognise the life balance of all employees irrespective of gender or level in the company and providing policies that support these initiatives;
- Continuing on our reconciliation journey with conditional endorsement of the Enero Group second tier Innovate Reconciliation Action Plan (RAP) to support national reconciliation and to create respectful relationships with Aboriginal and Torres Strait Islander peoples;
- Increasing the employment opportunities within our Group Companies of Aboriginal and Torres Strait Islander Peoples through relationships with local communities and organisations, including but not limited to CareerTrackers and Supply Nation; and
- 100% attendance of all employees at Respect @ Work, Working with Cultural Differences and Aboriginal History training as part of support and educating our workforce on diversity.

The Board may also set other measurable objectives in relation to aspects of diversity that are appropriate for the Group from time to time.

4 Work Environment

The Company is committed to ensuring that all officers, employees and contractors in the Group have access to a work environment that is free from discrimination and harassment. Unwanted conduct based on an officer, employee or contractor's personal circumstances or characteristics will not be tolerated.

The Board and senior managers are required to ensure that the work environment is discrimination and harassment free, and to ensure that complainants or reports of sexual, racial or other discrimination or harassment are treated seriously, confidentially, and sympathetically by the Group Companies.

5 Reporting Responsibility

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

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

6 Compliance with this Diversity Policy

Any breach of compliance with this Diversity Policy is to be reported directly to People and Culture. Anyone breaching this Diversity Policy may be subject to disciplinary action, including termination.

7 Approved and Adopted

This Diversity Policy was approved and adopted by the Board in June 2026