



ASPIRE
LIMITED

Diversity Policy

1) INTRODUCTION

The Company and all its related bodies corporate 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 consider the recommendations and guidance provided in the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations where appropriate to the Company.

The 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, the Diversity Policy forms a direction of the Company with which an employee is expected to comply.

2) OBJECTIVE

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

- I. setting specific numerical targets for diversity in the composition of the board, senior executive roles and the workforce generally within a specified timeframe;
- II. setting specific numerical targets for diversity in key operational roles within a specified timeframe; or
- III. if applicable, achieving specific targets for Gender Equality Indicators as defined in the Workplace Gender Equality Act 2012 (Cth);
- IV. a diverse and skilled workforce, leading to continuous improvement in service delivery and achievement of corporate goals;
- V. a workplace culture characterised by inclusive practices and behaviours for the benefit of all staff;
- VI. improved employment and career development opportunities for women;
- VII. 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; and
- VIII. awareness in all staff of their rights and responsibilities with regards to fairness, equity and respect for all aspects of diversity,

(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

3.1 The Board's commitment

The Board is committed to workplace diversity and supports representation of women at the senior level of the Company and on the Board where appropriate.

The Board is responsible for developing measurable objectives and strategies to meet the objectives of the Diversity Policy (**Measurable Objectives**) and monitoring the progress of the Measurable Objectives through the monitoring, evaluation and reporting mechanisms listed below. The Board shall annually assess any Measurable Objectives (if any), and the Company's progress towards achieving them.

The Board at its discretion and when appropriate will set Measurable Objectives for achieving gender diversity and monitor their achievement.

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

3.2 Strategies

The Company's diversity strategies include:

- I. recruiting from a diverse pool of candidates for all positions, including senior management and the Board;
- II. reviewing succession plans to ensure an appropriate focus on diversity;
- III. identifying specific factors to take account of in recruitment and selection processes to encourage diversity;
- IV. 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;
- V. developing a culture which takes account of domestic responsibilities of employees and adopting flexible work practices where it would assist the employee; and
- VI. any other strategies the Board develops from time to time.

4) MONITORING AND EVALUATION

The Board is responsible for establishing the Measurable Objectives if it deems it appropriate.

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

Management are responsible for implementing initiatives to achieve Measurable Objectives, monitoring and annually reporting on the achievement of them. The Managing Director has a discretion regarding specific initiatives, which will be implemented by Management to achieve these Measurable Objectives.

The Remuneration Committee, with assistance from Management, will conduct an annual review of this Policy, discuss any required changes with the Board and ensure that any revisions to this Policy are approved by the Board.

Measurable Objectives (if any) as set by the Board may be included in the annual key performance indicators for the Chief Executive Officer/Managing Director and senior executives.

The Board will annually review progress against the Measurable Objectives and assess the Measurable Objectives and progress in achieving the Measurable Objectives.

In addition, the Board may review progress against the Measurable Objectives (if any) as a key performance indicator in its annual performance assessment.

5) REPORTING

The Company will disclose, for each financial year:

- I. the measurable objectives for achieving diversity set by the Board in accordance with this policy and its progress towards achieving them; and
- II. either:
 - i. the respective proportions of men and women on the Board, in senior executive positions (which the Company defines a senior executive as a member of its Key Management Personnel) and across the whole Company; or
 - ii. if the entity is a “relevant employer” under the Workplace Gender Equality Act, the entity’s most recent “Gender Equality Indicators”, as defined in the Workplace Gender Equality Act;
 - iii. If the Company undertakes a gender pay equity audit (which must be approved by the Board), the Board will consider the results of any such audit and any disclosure related issues.

6) RECRUITMENT, SELECTION AND SUCCESSION PLANNING

6.1 Recruitment, selection and promotion

The Company will ensure that recruitment, selection and promotion processes at all the levels in the Company, including at the Board level, are designed so that a diverse range of candidates are considered. The Company will ensure that:

- I. recruitment and selection is based on merit;
- II. the Company complies at all times with equal opportunity and anti-discrimination requirements;
- III. the Company encourages management involved in recruitment to consider workplace diversity when making selection decisions;
- IV. the Company make its recruitment process accessible to a diverse range of candidates by advertising positions broadly and by using professional recruitment agencies where required; and
- V. the Company considers programs and initiatives that assist in the development of a broader pool of skilled and experienced employees which, over time, will prepare them for senior executive and Board positions.

6.2 Succession planning

The Board, [in consultation with the Remuneration and Nominations Committee] (or its delegated Committee) will be responsible for the development and succession planning process for the CEO and other senior executive roles. In discharging this responsibility, the Board [and the Remunerations and Nominations Committee] (or its delegated Committee) will have regard to diversity criteria.

6.3 Board appointment process

The Board, [in consultation with the Remuneration and the Nominations Committee] (or its delegated Committee) will ensure selection and appointment of new directors is transparent and considers all facets of diversity to avoid “groupthink” or other cognitive biases in decision making. The Board, [in consultation with the Remuneration and the Nominations Committee] (or its delegated Committee) will have regard to the following when appointing new directors:

- I. whether the skills, expertise and background of the candidate add to and complement the range of skills, expertise and background of the existing Directors;
- II. diversity; and
- III. the extent to which the candidate would fill a present need on the Board..

7) REVIEW OF POLICY

The policy will be reviewed regularly periodically and updated as required to ensure it remains consistent with current law and practice. The latest version of this policy can be found on the Company's website or obtained from the Company Secretary.

8) MATERIAL PROVISIONS

Version	Approval Date	Effective Date	Details
1.0	27 July 2023	27 July 2023	Charter approved by the Board.