

# Diversity Policy

## 1. Introduction and purpose

The purpose of this policy is to establish the framework whereby the Company will develop a culture and business model that values and achieves diversity in its workforce and on its Board.

## 2. Definitions

**Diversity** in this context covers gender, age, language, ethnicity, cultural background, sexual orientation, religious belief and family responsibilities. Diversity also refers to the other ways in which people are different, such as educational level, life experience, work experience, socio-economic background, personality and marital status. Workplace diversity involves recognising the value of individual differences and managing them in the workplace.

## 3. Scope

This Policy applies to the Directors and employees.

## 4. Diversity Policy Statement

Tigers Realm Coal (“The Company”) is a forward thinking and dynamic organisation that holds its people in the highest esteem and considers them to be its greatest asset.

The Company's workforce is made up of many individuals with diverse skills, values, experiences, backgrounds and attributes including, but not limited to, those gained on account of their gender, age, ethnicity, culture, religion, sexual orientation and disabilities.

The Company values its strong and diverse workforce and is committed to supporting and further developing this diversity through attracting, recruiting, engaging and retaining diverse talent and aligning the Company's culture and management systems with this commitment.

The Company believes that such a commitment to diversity creates competitive advantage, enhances employee participation and assists to develop employees for promotional opportunities as they arise.

The Company believes that workplace diversity strategies help to build the Company's relationship with the community and improve the quality of its programs, products and services.

The Company is of the belief that the most successful organisations focus on inculcating and embedding the principles of diversity in their culture and management systems. These

organisations truly value diversity and recognise it in the way they do business. Diversity is reflected in their approach to people management, including performance management. It is a core element in leadership and leadership development and reinforced through performance feedback and assessment.

In this way it is essential for the Company to embed the principles of diversity into its culture and management systems to enable it to continue to succeed and grow strong.

**5. Key Strategies**

The Company is committed to providing and promoting a corporate culture which embraces diversity in line with the Diversity Policy Statement, and aims to do so via:

- (a) promoting the principles of merit and fairness when making decisions about recruitment, development, promotion, remuneration and flexible work arrangements;
- (b) having an overall transparent process for the review and appointment of senior management positions and Board members;
- (c) developing a statement as to the mix of skills and diversity that the Board is looking to achieve in membership of the Board and consider this when reviewing and considering appointment of Directors;
- (d) recruiting from a diverse pool of qualified candidates, engaging a professional search / recruitment firm, advertising vacancies widely, making efforts to identify prospective employees who have diversity attributes when selecting and appointing new employees (including senior management) and new Board members;
- (e) embedding the importance of diversity within the Company's culture by encouraging and fostering a commitment to diversity by leaders at all levels whilst recognising that diversity is the responsibility of all employees;
- (f) recognising that employees may have family responsibilities;
- (g) continuing to review and develop policies and procedures to ensure diversity within the organisation, and
- (h) consider how the achievement of the diversity measurable objectives can be incorporated into the KPI's for the Board, CEO and Senior Executives.

**6. Key Initiatives and Programs**

The Company also aims to introduce and / or maintain programs and initiatives to assist with improving diversity within the organisation. The programs will be tailored to the specific locations and stage of the business development.

**7. Measurable Objectives**

The Company will set and implement measurable objectives to achieve gender diversity. The Company may set and implement measurable objectives to achieve other aspects of diversity.

Management will develop within 24 months from the date of incorporation, for approval by the Board or its relevant sub-committee as appropriate, the measurable objectives.

Management will determine ways to measure its performance against these measurable objectives and this may involve setting annual targets and KPIs.

One of the measurements that will be measured will be the proportion of women employees in the Company, women in senior executive positions and women on the Board. This measurement will be included in the Company's Annual Report.

**8. Measurement and Review**

At least annually, management will monitor, review and report to the Board (including via the Remuneration and Nomination Committee) on the achievement of the measurable objectives, the relative portion of men and women in the workforce at all levels in the Company and the Company's progress under this policy more broadly.

**9. Communication**

In order to promote transparency and accountability and to further the objectives of this policy the Company will:

- (a) post a copy of the policy or a summary of it on its website; and
- (b) disclose a copy of the policy or a summary of it in the Company's annual report, including the measurable objectives for achieving gender diversity set by the Board in accordance with the policy.
- (c) disclose the proportion of women employees in the Company, women in senior executive positions and women on the Board in the Company's Annual Report.
- (d) disclose a statement as to the mix of skills and diversity which the Board is looking to achieve in membership of the Board in the annual Report.

**10. Compliance Requirements**

The Company is committed to meeting its obligations with respect to "Diversity" under the ASX Corporate Governance Principles and Recommendations (2nd Edition) (**ASX Recommendations**) and any other applicable regulatory requirements.

**11. Overriding Caveat**

Nothing in this policy shall be taken, interpreted or construed so as to endorse:

- (a) the principal criteria for selection and promotion of people to work within the Company being other than their overall relative prospect of adding value to the Company and enhancing the probability of achievement of the Company's objectives;
- (b) any discriminatory behaviour by or within the Company contrary to the law, or any applicable codes of conduct or behaviour for the Company and its personnel; and
- (c) any existing person within the Company being prejudiced by this policy in their career development or otherwise, merely because their diversity attributes at any time may be more, rather than less, common with others.

**12. Amendments to this Policy**

This Policy can only be amended with the approval of the Board.

Approved by the Board on the 23<sup>rd</sup> day of May 2011