DIVERSITY, EQUITY & INCLUSION POLICY

Northern Minerals Limited (NTU) is committed to fostering an inclusive and diverse workforce that seeks to reflect the communities in which we operate and attracts people with a broad range of backgrounds, experiences and perspectives, where all employees are treated with dignity, fairness and respect. Our commitment to diversity, equity and inclusion is underpinned by our values of caring for people (**Respect**), doing the right thing (**Integrity**) and looking out for ourselves, others and speaking up (**Safety**).

NTU recognises that diversity is a key contributor to our success. It strengthens our culture, supports attraction and retention of talent, and brings broader perspectives that drive innovation, better decision making and improved business outcomes.

As the Company transitions from project development to construction and operations, NTU will seek to embed diversity, equity and inclusion considerations into workforce planning, recruitment and leadership practices.

NTU will achieve this through the following commitments:

- Make fair and unbiased employment decisions, ensuring recruitment, promotion, development, remuneration and other people processes are based on merit, capability and business needs, and free from discrimination and bias.
- Monitor workforce diversity metrics across NTU's workforce and seek to take practical, measurable steps to improve representation and inclusion.
- Maintain fair and inclusive recruitment practices and seek to build diverse talent pipelines, including increasing participation of women and other underrepresented groups where practicable and consistent with merit-based selection principles.
- Recognise the importance of Aboriginal and Torres Strait Islander participation and support employment, training and business engagement and community outcomes aligned with NTU's operational commitments and relevant agreements.
- Identify and seek to reduce barriers to inclusion, including those specific to remote, FIFO and site-based roles. For example, where practicable the Company will consider workforce planning, recruitment processes, camp and workplace facilities, flexible work arrangements where operationally practicable, parental leave support, leadership development and initiatives designed to improve participation by underrepresented groups
- Provide a safe, respectful and inclusive workplace where discrimination, harassment, bullying and victimisation are not tolerated, and where physical and psychological safety are prioritised.
- Foster an inclusive culture where people feel respected, valued and able to contribute and speak up, recognising the importance of trust and teamwork in high-risk and remote environments.
- Support workforce diversity and inclusion initiatives that reflects the communities in which we operate, with a focus on Indigenous employment, local participation and regional opportunities.
- Comply with all applicable equal opportunity and anti-discrimination laws and uphold Equal Employment Opportunity principles.
- Support flexible ways of working where practicable to enable workforce participation and wellbeing, recognising the realities of operational roles.
- Build capability through communication, education, training and leadership accountability to promote inclusive behaviours and practices.

Implementation

Implementation of this Policy will occur through supporting people and culture frameworks, recruitment standards, respectful workplace policies, workforce planning initiatives, training programs and measurable diversity objectives approved by the Board.

Objective Setting, Monitoring and Reporting

The NTU Board will establish and monitor measurable gender diversity objectives and regularly assess progress against them. Diversity objectives will be appropriate to the size, stage of development and operational requirements of the Company. NTU will disclose, in accordance with applicable governance and reporting requirements, information relating to gender diversity objectives, progress and workforce gender composition.

NTU may also monitor and report on other diversity and inclusion indicators relevant to its workforce, operations, community commitments and agreements, including Aboriginal participation outcomes where applicable.

Governance and Accountability

The Board is responsible for approving this Policy, setting and reviewing annually measurable diversity objectives and overseeing progress and disclosures.

The Executive Leadership Team are responsible for promoting inclusive behaviours, supporting implementation of this Policy and monitoring progress against approved diversity objectives.

All employees, contractors and business partners share responsibility for supporting an inclusive and respectful workplace. NTU will encourage contractors and suppliers to support diversity and inclusion outcomes consistent with this Policy.

Review

This Policy will be reviewed periodically to ensure it remains effective and aligned with organisational and regulatory requirements.