

## 1. Policy Statement & Purpose

Clean TeQ Water Limited and its subsidiaries (**Company** or **Clean TeQ Water**) recognise that diversity and inclusion are key drivers of organisational success. A diverse and inclusive workforce contributes to high performance, stronger culture and the long-term sustainability of the business.

The purpose of this Policy is to set out the Company's approach to diversity and inclusion and provide a framework that actively supports, enables and advances diversity across all levels of the organisation. The Board of Directors ("the Board") and Executive Committee ("ExCo") are committed to fostering a workplace where all employees are valued, treated with dignity and have equitable access to opportunities. This Policy reflects the Company's commitment to building a culture that embraces differences, supports inclusion and promotes a safe, respectful working environment.

## 2. Scope

This Policy applies to all directors, officers, employees, contractors and consultants engaged by Clean TeQ Water. It applies across the full employment lifecycle, including recruitment, onboarding, training, performance management, promotion, development opportunities, and all work-related interactions, including remote and offsite environments.

## 3. Definitions

### Diversity

Refers to the characteristics that make people unique, including (but not limited to) gender, age, disability, ethnicity, cultural background, marital or family status, sexual orientation, gender identity, religion, language, socio-economic background, neurodiversity, education, life experience, perspective and any other area of difference.

### Inclusion

Creating an environment where everyone feels valued, respected and able to contribute. Inclusive workplaces remove barriers to participation and empower individuals to contribute meaningfully.

### Culture

The collective values, behaviours, leadership, ethics and work environment that shape how the organisation operates.

### Workplace

Any location in which work is conducted for Clean TeQ Water, including physical offices, project sites, client sites, virtual or remote environments and company-related events.

## 4. Diversity Strategies

Clean TeQ Water will support diversity and inclusion through the following strategies:

### Governance and Reporting

- The Board will set measurable diversity objectives and disclose progress annually.
- The Company will meet all legislative and regulatory reporting obligations.

### Respectful Workplace

- Maintain a safe and respectful environment free from discrimination, harassment, bullying, victimisation and vilification.
- Maintain zero tolerance for sexual harassment supported by training, reporting mechanisms and consistent disciplinary action.

### Recruitment, Promotion and Development

- Recruit from a diverse pool of candidates for all positions, including Board and senior roles.
- Assess candidates based on merit, capabilities, experience and qualifications.
- Use gender-neutral and accessible language in role descriptions.
- Ensure meaningful development opportunities are available to employees to support retention, advancement and talent pipeline development, including access to mentoring, skills development, and equitable deployment and secondment opportunities where appropriate.
- Identify and mitigate biases in recruitment, performance reviews and promotion processes.

### Flexible and Supportive Work Environment

- Support flexible, family-friendly working arrangements equitably.
- Recognise that employees have responsibilities outside the workplace.
- Promote psychological safety and respectful behaviours.

### Leadership Accountability

- Require leaders to model inclusive behaviours, support diversity initiatives and ensure decisions are fair and evidence based.
- Ensure leaders undertake unconscious bias and inclusive leadership training.

### Monitoring, Measurement and Improvement

- Undertake regular gender pay audits and address identified gaps.
- Monitor structural or behavioural barriers to inclusion and work to remove them.
- Promote ongoing awareness of diversity and inclusion objectives and initiatives

## 5. Responsibility and Accountability

The Board is responsible for setting measurable diversity objectives and will review their effectiveness. The Board will also assess the Company's progress towards achieving the objectives as a key performance indicator (KPI) on its annual performance assessment.

The CEO of Clean TeQ Water is responsible to the Board for ensuring this policy is implemented.

All Clean TeQ Waters leaders are responsible for understanding their role in promoting workplace diversity and integrating the values of diversity through supporting the delivery of Clean TeQ Waters' diversity and inclusion initiatives.

All Clean TeQ Waters' directors, officers, employees and contracting partners are responsible for supporting workplace diversity and ensure their behaviours are consistent with this policy.

This policy will be periodically reviewed by the Board to check that it is operating effectively and whether any changes are required to the policy.

## 6. Reporting & Compliance

The CFO and Leadership Team will review and make recommendations to the Board on workforce diversity practices.

Clean TeQ Water will meet all state and federal obligations relating to diversity, discrimination, workplace rights and reporting.

## 7. Monitoring & Review

The Company will measure progress against diversity objectives using appropriate metrics and report outcomes to the Board.

This Policy will be reviewed periodically to ensure effectiveness and updated as required.

## 8. Related Policies

- Code of Conduct Policy
- Employee Handbook
- Recruitment Policy
- Flexible Work Policy
- Anti-Discrimination & Equal Employment Policy

## Corporate Governance Council Statement

### Diversity and Inclusion

Clean TeQ Water has implemented a Diversity and Inclusion Policy to promote and ensure diversity and equality within the organisation. Diversity and Inclusion at Clean TeQ Water refers to all characteristics that make individuals different from one another, including gender, marital or family status, ethnicity, cultural background, religion language, sexual orientation, disability, age or any other area of potential difference.

While the key focus of the ASX Corporate Governance Council's recommendation is on promoting the role of women within organisation's, Clean TeQ Water recognises all areas of diversity and inclusion as critical to a healthy and productive culture and workplace

## Diversity and Inclusion Policy



The Leadership Team will ensure that suitable procedures and measures are introduced and reported to the Board to ensure that the company's commitments and objectives are implemented appropriately and adhered to.

Recommendations outlined by the ASX requires listed entities to disclose the proportion of women in the whole organisation, in senior executive positions and on the Board.

FY 2024 - 25

	Total	Board	Executive
All Staff	32	5	2
Female Staff	15	1	1
% of Total	47%	20%	50%