



**Resolute**

# Diversity and Inclusion Policy

## 1. Purpose

The purpose of this Diversity and Inclusion Policy (**Policy**) is to confirm Resolute's commitment to establishing a high performing, diverse and inclusive workforce, one that is free from discriminatory behaviors / practices and sensitive to the cultures and jurisdictions in which it operates.

This Policy includes measurable objectives and initiatives that have been established to drive action so that Resolute realises its diversity and inclusion goals.

## 2. Scope

This Policy applies to all Personnel and Resolute will seek to engage consultants and contractors that support and promote the Company's diversity and inclusion policy and associated initiatives. Diversity & Inclusion commitments of major contractors will be considered in tender processes to ensure they are aligned to the Company's goals.

## 3. Diversity and Inclusion

Diversity relates to the myriad of differences between people in an organisation and includes sexual orientation, religious / spiritual / cultural beliefs, political and social affiliations, ethnicity, disability, gender, age, family / marital status, technical skill set, socio-economic status and professional background.

Inclusion relates to the openness and transparency of an organisation's decision-making process and the degree to which an organisation empowers its people to participate in key business decisions regardless of their individual demographics.

## 4. Our Commitment

Resolute is committed to supporting a diverse and inclusive workplace founded on the principles of equal opportunity for people of all backgrounds without discrimination, where all Employees can develop their careers and make meaningful contributions to the success of Resolute.

A diverse and inclusive workplace enables improved decision making where different, creative and novel viewpoints are considered, drawing on the multiple experiences and perspectives prevalent in people from diverse backgrounds.

A diverse and inclusive workplace facilitates improved attraction and retention of high calibre people from diverse talent pools and helps to ensure Resolute remains representative of the jurisdictions and markets in which it operates.

Maintaining a diverse and inclusive workplace is fundamental to Resolute's capacity to Mine Gold & Create Value.

## 5. Business Conduct

Discrimination, victimisation and harassment, and their various forms, are an affront to workplace diversity and inclusion. Any related behaviour exhibited in the workplace, at a work event, while working remotely or while travelling for business purposes, is unacceptable and will not be tolerated. Resolute requires all Employees to behave in a manner consistent with Resolute's values, and other applicable policies, at all times.

Code of Conduct and other training is provided to all employees on commencement with Resolute to promote diversity and inclusion and to eliminate all forms of discrimination, victimisation and harassment in the workplace. Annual refresher training is run for all employees to reinforce these behavioural expectations.

## 6. Gender Diversity Targets

Resolute has set the below targets in accordance with the ASX Corporate Governance Principles & Recommendations (4th edition) which are endorsed by the Sustainability Committee and approved by the Board of Directors. These targets will guide Resolute's efforts towards establishing a diverse and inclusive workplace.

Business Area	Gender Diversity Key Performance Indicator	Target Timeframe	Actual
		2025	(at 30 August 2020)
Board of Directors	Representation of women on the Board of Directors of the Company	50% ± 10%	33%
Executive Committee (ExCo)	Representation of women in Senior Executive roles, defined as the Key Management Personnel and Executives of the Company, excluding the MD & CEO who is included under the Board.		17%
Corporate Group	Representation of women across Corporate business divisions (e.g. Perth and London)		38%
Operations	Representation of women across African operations (e.g. Syama, Mako, CDI, MGBL and exploration)	15%	6%

## 7. Robust Recruitment, Performance and Reward Practices

Diversity considerations form part of the selection criteria in all recruitment processes. Standardised / transparent recruitment practices are maintained at Resolute to ensure the most suitably qualified candidates are selected.

Conscious and unconscious bias evaluations will be considered at each stage in the recruitment process so that candidates from diverse backgrounds are not precluded from selection.

Entry level and semi-skilled roles at Resolute's operating assets are reserved for members of the host / local communities. Local, regional and national employment are key asset-level diversity initiatives and are central to Resolute maintaining its license-to-operate.

Workforce planning, succession planning and talent management initiatives link directly with diversity and inclusion considerations so that employees from diverse backgrounds are actively developed for, and appointed to, management and senior management roles across Resolute.

Gender pay equity analysis is undertaken at least annually across Resolute to ensure male and female employees in like-for-like roles are remunerated equally. Results and subsequent management decisions are guided by the Workplace Gender Equality Agency and other recommendations prevalent in the jurisdictions in which Resolute

operates. Identified anomalies are addressed immediately where possible or, at least, during the annual salary review process.

Resolute participates in salary benchmarking surveys and amends its remuneration framework annually relative to market developments to remain fair and competitive.

## 8. Diversity & Inclusion Initiatives

Resolute recognises that diverse organisations are not necessarily inclusive, and Resolute will explore a range of future initiatives, to raise the profile of diversity and inclusion across Resolute. These initiatives may include:

- Education & awareness
- Strengthening and improved governance of asset-level Health and Safety Committees
- Improved governance of Union Committees
- Targeted stakeholder engagement activities
- Monthly toolbox talks
- Formal internal communication programs
- Annual diversity and inclusion calendar with select events celebrated

## 9. Flexible Work Arrangements

Flexible work arrangements are an integral part of Resolute's diversity and inclusion agenda as they provide Employees with the flexibility to meet their commitments outside of work, which in turn assists in attracting and retaining diverse talent. In operational environments where flexible work arrangements are not practicable, rosters have been established that provide adequate work-life balance.

In addition to meeting its legal requirements in relation to parental leave across all jurisdictions, Resolute will explore ways to ensure that primary caregivers are afforded sufficient time to meet their family responsibilities.

Flexible work arrangements will be offered to corporate Employees to facilitate their transition back to work following periods of parental leave.

## 10. Responsibilities

The Board via the Sustainability Committee is responsible for overseeing the implementation of this Policy and all associated initiatives.

The CEO is responsible for establishing a diverse and inclusive organisational culture where all Employees are treated equally and all forms of discrimination, victimisation and harassment are absent / removed from the workplace.

The Executive Committee is responsible for overseeing the implementation of the initiatives outlined in this Policy and providing regular feedback to the Board via the Sustainability Committee.

## 11. Definitions

**Board** means the board of directors of RSG.

**CEO** means the chief executive officer of RSG.

**Director** means a director of RSG.

**Employee** means an employee of, or consultant to, Resolute.

**Executive Committee** means the CEO and his direct reports.

**Personnel** means all Directors and Employees.

**Resolute** means RSG and its subsidiaries and related entities.

**RSG** means Resolute Mining Limited ACN 097 088 689.

## 12. Related documents

- Code of Conduct

## 13. Approval and Review

This document is to be reviewed annually by the Sustainability Committee of the Board.

Version	RIGS Document Category	Date	Status	RIGS Document Owner	Reviewer	Approver	Approval Date
1.0	Board	23 August 2018	Reviewed	<b>Amber Stanton</b> <i>General Counsel &amp; Company</i>	<b>John Welborn</b> <i>Managing Director &amp; CEO</i>	<b>Martin Botha</b> <i>Chair</i>	23 August 2018
2.0	Board	19 February 2020	Reviewed	<b>Amber Stanton</b> <i>General Counsel &amp; Company</i>	<b>John Welborn</b> <i>Managing Director &amp; CEO</i>	<b>Martin Botha</b> <i>Chair</i>	19 February 2020
3.0	Board	10 December 2020	Amended	<b>Jordan Morrissey</b> <i>GM People and Sustainability</i>	<b>Stuart Gale</b> <i>Interim CEO</i>	<b>Martin Botha</b> <i>Chair</i>	10 December 2020