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ARBN 619 770 277

**Principal Administrative Office:**  
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## Equal Opportunity & Diversity Policy

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Pacific Lime and Cement Limited

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## 1. Purpose

To define Company's approach to developing an inclusive, diverse and equal opportunity-based workforce free from discrimination.

## 2. Guiding principle

Company proactively encourages a culture which embraces diversity and equal opportunity throughout the Company and where discriminatory behaviour is not tolerated.

## 3. Our commitment

The Company values and recognises that an inclusive, diverse and equal opportunity-based workforce is an important element of the Company's continued growth, improved productivity and performance.

The Company is committed to the principle of equal employment opportunity to all directors and employees ("Employees") and to all applicants for employment regardless of race, colour, gender, religion, age, nationality, disability, marital status, sexual orientation, political conviction or any other grounds and to provide a workplace where differences are respected and accepted, and anti-discriminatory behaviour of any kind is strictly prohibited.

Company recognises that establishing an inclusive and diverse workforce free from discrimination is aligned with the Company's values of Commitment, Character and Community.

## 4. Scope

This policy applies to all Company's Employees and those of its subsidiaries, including directors, officers, contractors and consultants where they are acting for or on behalf of the Company. A copy of this policy will be made available to all employees/contractors and posted on the website for access by all stakeholders. It will remain the responsibility of staff in a supervisory or management position to communicate and implement the policy and ensure that equal opportunities, diversity and anti-discrimination are integral to the Company's practice.

## 5. Diversity, Equal Opportunity and Anti-Discrimination Principles

To meet these commitments, we will:



- Encourage diversity in our workforce while complying with local laws and regulations.
- Select individuals for employment on the basis of merit, with regards to their skills, qualifications, experience and past performance.
- Afford equal opportunity for employment or advancement to all potential and existing Employees without regard to race, colour, gender, religion, age, nationality, disability, marital status, sexual orientation, political conviction or any other basis, as protected by international conventions or national law.
- In line with Company's local employment principles, preference will be given to suitably qualified local applicants for positions that may become available. We will encourage applications from the available locally based workforce at various levels of competencies (e.g., engineers, managers, technicians etc.) and in various categories of jobs to improve our local content.
- Have an employee development policy under which the Company is committed to providing all Employees, irrespective of gender, with support and opportunities to improve their skills, knowledge and qualifications required for the performance of their existing role and for improving their prospects of promotion to other roles within the Company. Have a remuneration framework to ensure pay equity across roles and grades of Employees based on individual performance, experience, location of role and job nature.
- Educate Employees on issues of diversity, tolerance and respect for difference.
- Where practicable, provide flexible working arrangements considering the nature of the duties performed by Employees.
- Communicate with our employees regarding matters of mutual concern and benefits, and to promote on the-job relationships in which two-way communications flow freely.
- Proactively discouraging behaviour involving harassment, bullying or disrespectful conduct by Employees towards other Employees of different race, colour, gender, religion, age, nationality, disability, marital status, sexual orientation, political conviction or any other grounds.
- Establish a procedure for reporting concerns about discriminatory behaviour for employees and their representatives to raise reasonable discriminatory concerns in the workplace (detailed in the Reporting/Grievance Procedure).
- Establish and enforce disciplinary procedures which include sanctions against discriminatory behaviour.
- A copy of this document will be provided to all Employees and a copy of the document will also be posted on the Company's website for viewing by Employees and all other stakeholders in the Company.



## 6. Definitions

Discriminatory behaviour within the context of the Company means prejudicial or unfavourable treatment of another person based on the individuals:

- race including skin colour, national or ethnic origin or nationality; or
- gender; or
- marital status; or
- sexual preference; or
- gender history (transsexuality); or
- pregnancy (including breastfeeding); or
- parental status / family responsibility; or
- age; or
- political convictions; or
- religion; or
- disability or impairment; or
- Workplace status. or
- Unwelcome or uncalled for acts of physical intimacy.

## 7. Monitoring and Reporting

The Board intends to monitor the Company's performance in meeting the principles outlined in this Policy. This will include an annual review of the Diversity, Equal Opportunity and Anti-Discrimination objectives set by the Board and reporting in the Company's Annual Reporting Requirements.

Where appropriate, the Board will consider setting key performance indicators for the Board, the CEO and Key Management Personnel that are linked to the Diversity, Equal Opportunity and Anti- Discrimination objectives.

## 8. Policy review

The Remuneration Committee will, with support and input from management:

1. Review on an annual basis the following:
  - a. The effectiveness of this Policy, its objectives and the strategies outlined above
  - b. The division of responsibilities and accountability for developing and implementing diversity initiatives across the organisation; and



2. Report to the Board on the outcomes of its review

## 9. Related policies

- Code of Conduct