

# Diversity, Equity & Inclusion Policy

Regal Partners Limited ACN 129 188 450

## 1. Introduction

Regal Partners Limited ACN 129 188 450 (**Company** and, together with its controlled entities, the **Group**) is committed to an inclusive workplace that embraces and values diversity, and instils equity while always upholding the principle of meritocracy. Our principle of meritocracy reinforces that everyone has the right to speak and the right to be heard, regardless of their role or seniority, and advancement and recognition is based on achievements and behaviours that are aligned to our cultural values.

## 2. Scope

- 2.1 This Policy applies to the Company's board of directors (**Board**) and officers and employees of the Company, each member of the Group, and the directors, officers and employees of each member of the Group (together, **Personnel**).
- 2.2 This policy sets the Company's aims and expectations of its Personnel, and provides directions to Personnel in respect of those. The Board may from time to time at its absolute discretion amend or replace this policy, including to reflect developments in the law and society more broadly. As such, all Personnel are required to remain familiar with this policy and to comply with directions that may be set out in it.

## 3. Benefits of diversity, equity and inclusion (DEI)

- 3.1 Diversity refers to the variety of differences between people in an organisation. The benefits of diversity transpire when teams are comprised of a range of experiences, skills, views and other attributes. Diversity of thought more often occurs when there is diversity in workforce representation, including race, sex, sexual orientation, age, abilities, educational background, industry experience, family status, religion, political opinion, gender identity, and more.
- 3.2 Equity takes into account individual differences or circumstances, and provides the environment to enable everyone to reach their full potential. Striving for a diverse workforce means recognising that people come from different starting lines.
- 3.3 Inclusion refers to a workplace culture that enables the strengths of diversity to come to life. Our culture is founded on values such as teamwork and entrepreneurialism. And this is only possible if people's differences are respected and valued, alternative perspectives and opposing ideas are encouraged, and people feel safe to speak up when they hear or see behaviour that is not consistent with our cultural values. The Company's commitment to DEI at all levels and throughout the Group forms part of its merit-based organisational culture dedicated to the recruitment, development and retention of the best available talent across a broad talent pool, up to and including the Board.
- 3.4 The Company believes that embracing DEI in its workforce and culture of each Group member contribute to the achievement of its corporate objectives (including optimal financial performance in a competitive labour market) and enhances its reputation. It enables the Group to recruit and retain the right people from the widest possible pool of talented candidates, which in turn enables the Group to:
  - (a) make more informed and innovative decisions, drawing on the wide range of ideas, experiences, approaches and perspectives that employees from diverse backgrounds, with differing skill sets, bring to their roles; and
  - (b) better represent the diversity of its stakeholders and markets.

## 4. Commitment to diversity, equity and inclusion

- 4.1 The Company is committed to building a diverse and inclusive workforce, founded on respect, tolerance and growth, and a workplace culture that fosters equal employment opportunities for all of its Personnel, based on merit, performance and potential. We believe that we are stronger and better, together, because of our differences and the perspectives that our individual life experiences and background bring to contribute our collective goals.
- 4.2 All Personnel within the Group are responsible for supporting and maintaining the Group's corporate culture, including its commitment to DEI.
- 4.3 Discrimination, harassment (including sexual harassment), sex-based harassment, hostile workplace conduct on the ground of sex, vilification and victimisation have no place in our workplaces and will not be tolerated within the Group. The Group takes reasonable and proportionate measures to eliminate, as far as possible, such conduct in connection with its workplaces.
- 4.4 The Group is committed to equal pay for equal work. The Company maintains processes to support pay equity for Personnel performing equal or comparable roles, at the time of hire, through the annual remuneration review cycle and at the time of promotion.
- 4.5 As part of the Company's commitment to DEI, the Company requires all Personnel to undergo annual workplace behaviour and work health and safety training, to ensure that all Personnel understand and appreciate the value of DEI. At a base level, the Company requires:
- (a) all Personnel to interact with each other and others in the workplace in a respectful, inclusive and professional manner;
  - (b) that those involved in recruitment, development, promotion, remuneration decisions and management check for their unconscious biases and ensure that at a minimum:
    - (i) the pool of candidates is diverse; and
    - (ii) decisions around talent acquisition, promotions and remuneration are objective and based on merit and not on any discriminatory factors; and
  - (c) each Group member considers effective flexible working practices that meets and balances the needs of the Personnel and those of the team, Company or the relevant Group member (as the case may be).
  - (d) all Personnel speak up if they hear or see behaviour that is not consistent with our DEI Policy, whether that be directly to the individual or by reporting the incident to their manager, Human Resources or senior management.
- 4.6 The Company will aim to achieve and maintain a Board composition that is at least 30% women.
- 4.7 Where measurable objectives for achieving gender and other forms of diversity are set, the Group will:
- (a) task senior management with designing, implementing and maintaining programs and initiatives to ensure the Board achieves its DEI objectives;
  - (b) set indicators for senior management to measure the achievement of the objectives, which have been set to achieve gender and other forms of diversity, and report on the achievement of such objectives; and
  - (c) annually review, assess and report on the Group's progress towards achieving those measurable objectives and the adequacy of the Group's programs and initiatives in that regard.

## 5. Disclosure

- 5.1 In addition to any regulatory reporting requirements, the Group will report in its annual Corporate Governance Statement the proportion of women employed by the Group, in total, at the leadership level, and at the Board level.
- 5.2 The Group reports annually to the Workplace Gender Equality Agency (WGEA) under the Workplace Gender Equality Act 2012 (Cth) and will publish an annual Gender Pay Gap Employer Statement explaining the Group's gender pay gap, the drivers of any gap, and the actions the Group is taking to address it.
- 5.3 Where measurable objectives for achieving gender and other forms of diversity are set, the Group will disclose in its annual Corporate Governance Statement:
  - (a) the measurable objectives set for the reporting period to achieve gender diversity; and
  - (b) the Group's progress towards achieving the measurable objectives.

## 6. Review and changes to this policy

- 6.1 The Nomination and Remuneration Committee will review this policy every two (2) years or as often as it considers necessary to ensure it complies with any applicable legal requirements and remains relevant and effective.
- 6.2 The Board may change this policy from time to time by resolution.

## 7. Interaction with other legislation and contract

- 7.1 This policy applies to the extent that it does not conflict with equal employment opportunity and anti-discrimination legislation in jurisdictions in which the Group operates.
- 7.2 This policy does not have contractual effect, and is not incorporated into the terms of any Personnel's contract. The policy is not intended to create enforceable rights for any Personnel against the Company.

## 8. Questions

Any questions about this policy should be directed to the company secretary of the Company by email at [companysecretary@regalpartners.com](mailto:companysecretary@regalpartners.com).

## 9. Approved and adopted

This policy was last reviewed and approved by the Board on 27 May 2026.