# XRF SCIENTIFIC LIMITED

# 2023 CORPORATE GOVERNANCE STATEMENT

The Corporate Governance Statement is accurate as at 18 August 2023 and has been approved by the board.

### ASX CORPORATE GOVERNANCE COUNCIL'S PRINCIPLES

The table below summarises the Company's compliance with the ASX Corporate Governance Council's Revised Principles and Recommendations.

					Comply?	Reference/Explanation		
Princi	ple 1 – I	Lay sol	id four	ndations for management and oversight				
1.1	A lis	ted enti	ity sho	uld have and disclose a board charter setting out:				
	(a)	the re	especti	ive roles and responsibilities of its board and management;	Yes	Page 6		
	(b)		e matte ageme	ers expressly reserved to the board and those delegated to nt.	Yes	Page 6		
1.2	A lis	ted enti	ity sho	uld:				
	(a)	(a) undertake appropriate checks before appointing a director or senior executive or putting someone forward for election as a director; and			Yes	Page 6		
	(b)			urity holders with all material information in its possession a decision on whether or not to elect or re-elect a director.	Yes	Page 7		
1.3				uld have a written agreement with each director and senior out the terms of their appointment.	Yes	Terms of employment for senior executives are contained within contracts signed on the dates of their appointment. Terms of appointment for directors are specified in the Company's Constitution, which all directors are bound by.		
1.4	boar			retary of a listed entity should be accountable directly to the e chair, on all matters to do with the proper functioning of	Yes	Page 6		
1.5	A lis	ted enti	ity sho	uld:				
	(a)	have	and dis	sclose a diversity policy;	No	The Company doesn't currently have a diversity policy, however it has an Equal Opportunity policy, discussed on page 10.		
	(b)	objec	ctives fo	board or a committee of the board set measurable or achieving gender diversity in the composition of its board, utives and workforce generally; and	No	Measurable objectives for gender diversity have not been set.		
	(c)	disclose in relation to each reporting period:						
		(1)	the m	neasurable objectives set for that period to achieve gender sity;	N/A			
		(2)	the e	ntity's progress towards achieving those objectives; and	N/A			
		(3)	eithe	r:				
			(A)	the respective proportions of men and women on the board, in senior executive positions and across the whole workforce (including how the entity has defined "senior executive" for these purposes); or	Yes	Page 10		
			(B)	if the entity is a "relevant employer" under the Workplace Gender Equality Act, the entity's most recent "Gender Equality Indicators", as defined in and published under that Act.	N/A	The Company is not a "relevant employer" as defined by the Workplace Gender Equality Act.		

			Comply?	Reference/Explanation
1.6	A lis	ted entity should:		
	(a)	have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and	Yes	Page 6
	(b)	disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.	Yes	Page 6
1.7	A lis	ted entity should:		
	(a)	have and disclose a process for evaluating the performance of its senior executives at least once every reporting period; and	Yes	Refer to the Remuneration Report in the 2023 Annual Report.
	(b)	disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.	Yes	Performance reviews for FY23 have been completed as per Company policy.
Princip	le 2 - <b>!</b>	Structure the board to be effective and add value		
2.1	The	board of a listed entity should:		
	(a)	have a nomination committee which:	No	Given the size of the Company, it
		(1) has at least three members, a majority of whom are independent directors; and	N/A	is determined that the Board will execute the functions of a nomination committee and that a
		[2] is chaired by an independent director,	N/A	separate nomination committee
		and disclose:		is not warranted.
		(3) the charter of the committee;	N/A	
		(4) the members of the committee; and	N/A	
		(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or	N/A	
	(b)	if it does not have a nomination committee, disclose that fact and the processes it employs to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively.	Yes	Page 6
2.2	mix	ted entity should have and disclose a board skills matrix setting out the of skills that the board currently has or is looking to achieve in its abership.	Yes	Page 8
2.3	A lis	ted entity should disclose:		
	(a)	the names of the directors considered by the board to be independent directors;	Yes	F. Grimwade and D. Kiggins are independent directors.
	(b)	if a director has an interest, position or relationship of the type described in Box 2.3 but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position or relationship in question and an explanation of why the board is of that opinion; and	N/A	None of the directors considered to be independent have interests, positions or relationships as listed in Box 2.3 of the ASX guidance document.
	(c)	the length of service of each director.	Yes	Page 7
2.4	A ma	ajority of the board of a listed entity should be independent directors.	No	Two out of four board members are considered independent. The Directors do not believe that this impacts the effectiveness of the Board.
2.5		chair of the board of a listed entity should be an independent director in particular, should not be the same person as the CEO of the entity.	Yes	F.Grimwade is an independent, non-executive director and does not perform the role of CEO.
2.6	perio unde	ted entity should have a program for inducting new directors and for odically reviewing whether there is a need for existing directors to ertake professional development to maintain the skills and knowledge ded to perform their role as directors effectively.	Yes	Page 6

				Comply?	Reference/Explanation
Princip	le 3 – I	nstil a	culture of acting lawfully, ethically and responsibly		
3.1			ity should articulate and disclose its values.	Yes	The Company's values are displayed on the Corporate Governance section of the Company website.
3.2	A list	ed ent	ity should:		
	(a)		and disclose a code of conduct for its directors, senior utives and employees; and	Yes	Page 9
	(b)		re that the board or a committee of the board is informed of any erial breaches of that code.	Yes	Page 9
3.3	A list	ed ent	ity should:		
	(a)	have	and disclose a whistleblower policy; and	Yes	Page 10
	(b)		re that the board or a committee of the board is informed of any erial incidents reported under that policy.	Yes	Page 10
3.4	A list	ed ent	ity should:		
	(a)	have	and disclose an anti-bribery and corruption policy; and	Yes	Page 10
	(b)		re that the board or a committee of the board is informed of any erial breaches of that policy.	Yes	Page 10
Princip	le 4 – S	iafegu	ard the integrity of corporate reports		
4.1	The b	oard o	of a listed entity should:		
	(a)	have	an audit committee which:	Yes	Page 8
		(1)	has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and	No	The Committee consists of two independent, non-executive Directors. Given the size of the Company, the Board do not believe that this impacts the effectiveness of the Committee.
		(2)	is chaired by an independent director, who is not the chair of the board,	Yes	Page 8
		and o	disclose:		
		(3)	the charter of the committee;	Yes	Page 8
		[4]	the relevant qualifications and experience of the members of the committee; and	Yes	Page 7
		(5)	in relation to each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or	Yes	Page 8
	(b)	proce integ appo	loes not have an audit committee, disclose that fact and the esses it employs that independently verify and safeguard the prity of its corporate reporting, including the processes for the interest and removal of the external auditor and the rotation of sudit engagement partner.	N/A	
4.2	statements for a financial period, receive from its CEO and CFO a statement from the CEO a declaration that, in their opinion, the financial records of the entity have CFO prior to the approval of the approval of the center of the approval of the center		The Board receives a declaration statement from the CEO and the CFO prior to the approval of half-year and full-year financial reports.		
4.3	perio	dic co	ity should disclose its process to verify the integrity of any rporate report it releases to the market that is not audited or an external auditor.	Yes	Any corporate reports which are released to the market are prepared by senior management and must be authorised by the Board prior to release.

				Comply?	Reference/Explanation
Princip	le 5 – N	1ake ti	imely and balanced disclosure		
5.1			ity should have and disclose a written policy for complying with us disclosure obligations under listing rule 3.1.	Yes	Page 10
5.2			ty should ensure that its board receives copies of all material ouncements promptly after they have been made.	Yes	Page 10
5.3	prese	entatio	ty that gives a new and substantive investor or analyst n should release a copy of the presentation materials on the ASX ouncements Platform ahead of the presentation.	Yes	All new and substantive presentations are released to the market prior to any presentation.
Princip	le 6 – R	Respec	t the rights of security holders		
6.1			ty should provide information about itself and its governance to a its website.	Yes	Information about the Company and its governance is available in the "Corporate Governance" section of the Company's website.
6.2			ty should have an investor relations program that facilitates o-way communication with investors.	Yes	Page 9
6.3			ty should disclose how it facilitates and encourages n at meetings of security holders.	Yes	All shareholders receive written notice of general meetings and are encouraged to attend and participate.
6.4			ty should ensure that all substantive resolutions at a meeting of ders are decided by a poll rather than by a show of hands.	Yes	All resolutions at the 2022 Annual General Meeting were decided by poll
			ty should give security holders the option to receive tions from, and send communications to, the entity and its istry electronically.	Yes	Contact details for the Company and its share registry are available on their respective websites. Shareholders can provide their email address to receive certain communications electronically.
Princip	le 7 – R	lecogn	ise and manage risk		
7.1	The b	oard o	f a listed entity should:		
	(a)	have	a committee or committees to oversee risk, each of which:	Yes	Page 8
		(1)	has at least three members, a majority of whom are independent directors; and	No	The Committee consists of two independent, non-executive Directors. Given the size of the Company, the Board do not believe that this impacts the effectiveness of the Committee.
		(2)	is chaired by an independent director,	Yes	Page 8
		and d	lisclose:		
		(3)	the charter of the committee;	Yes	Page 8
		[4]	the members of the committee; and	Yes	Page 7
		(5)	as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or	Yes	Page 8
	(b)	above	oes not have a risk committee or committees that satisfy (a) e, disclose that fact and the processes it employs for overseeing ntity's risk management framework.	N/A	

			Comply?	Reference/Explanation
7.2	The bo	ard or a committee of the board should:		
	:	review the entity's risk management framework at least annually to satisfy itself that it continues to be sound and that the entity is operating with due regard to the risk appetite set by the board; and	Yes	Page 10
		disclose, in relation to each reporting period, whether such a review has taken place.	Yes	The Company's risk register was reviewed during the 2023 reporting period.
7.3	A listed	d entity should disclose:		
		if it has an internal audit function, how the function is structured and what role it performs; or	Yes	Due to the size and nature of the Company's operations, the Company does not currently have a formal internal audit function.
		If it does not have an internal audit function, that fact and the processes it employs for evaluating and continually improving the effectiveness of its governance, risk management and internal control processes.	Yes	The Audit and Governance Committee is responsible for monitoring the Company's risk management and internal financial control systems.
7.4	enviror manag	d entity should disclose whether it has any material exposure to immental or social risks and, if it does, how it manages or intends to e those risks.	Yes	The Company has a risk register in place which assigns ratings to potential risks, based on the impact and likelihood of a negative outcome. Mitigation strategies are outlined for each risk. The Company has not identified that it is currently exposed to any material environmental or social risks.
		munerate fairly and responsibly		
8.1		ard of a listed entity should: have a remuneration committee which:	Yes	Daga 9
		has at least three members, a majority of whom are	No	Page 8  The Committee consists of two
	'	independent directors; and	INU	independent, non-executive Directors. Given the size of the Company, the Board do not believe that this impacts the effectiveness of the Committee.
		(2) is chaired by an independent director,	Yes	Page 8
	i	and disclose:		
	I	(3) the charter of the committee;	Yes	Page 8
		the members of the committee; and	Yes	Page 7
	١	as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or	Yes	Page 8
	1	f it does not have a remuneration committee, disclose that fact and the processes it employs for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive.	N/A	
8.2	1	d entity should separately disclose its policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.	Yes	Refer to the Remuneration Report in the 2023 Annual Report.
8.3	A listed	d entity which has an equity-based remuneration scheme should:	Yes	
	1	nave a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and		Page 10
	(b)	disclose that policy or a summary of it.		Page 10

### **ROLE OF THE BOARD**

The Board of Directors is responsible for the overall corporate governance of XRF Scientific Limited and is committed to the principles underpinning best practice in corporate governance, applied in a manner that meets ASX standards and best addresses the Directors' accountability to shareholders. Whilst the Company will endeavour to comply with all of the guidelines under the ASX Corporate Governance Recommendations, the Board considers that the Company is not currently of a size, nor are its affairs of such complexity, to justify the additional expense of compliance with all recommendations.

A brief summary of XRF's main corporate governance policies and practices is outlined below.

#### THE BOARD OF DIRECTORS

The Board is predominantly comprised of non-executive directors. Presently there are three non-executive directors (two independent) and one executive director. The Chairman is an independent director. The Company aims to have a majority of non-executive directors on the Board.

All new directors are appointed by an ordinary resolution of the Company's shareholders at the annual AGM. The Company's Constitution requires that directors submit for re-election after a maximum period of three years. The remainder of the Board is responsible for ensuring that new directors are provided with a comprehensive induction programme.

The membership of the Board, its activities and composition is subject to periodic review. The criteria for determining the identification and appointment of a suitable candidate for the Board shall include the quality of the individual, experience and achievement, credibility within the Company's scope of activities, intellectual ability to contribute to the Board's duties and ability to undertake Board duties and responsibilities. The Company's full Board is responsible for such nominations and appointments rather than a separate committee.

The Board has implemented a formal charter, which is accessible in the Corporate Governance section of XRF's website.

### Relationship with management

Directors may delegate their powers as they consider it appropriate. Ultimate responsibility for strategy and control and oversight of sound and prudent management of the Company rests with the directors, however, the day-to-day operation and administration of the Company is delegated by the Board to the Managing Director.

The Company Secretaries are accountable directly to the Board, through the Chairman, on all matters to do with the proper functioning of the Board.

### Performance of the Board

The Board undertakes periodic self-assessment of its collective performance, the performance of the Chairman and the performance of its committees. The results are discussed at Board level and any action plans are documented together with specific performance goals which are agreed for the coming year. Further, the Chairman undertakes regular assessment of the performance of individual directors and meets privately with each director to discuss this assessment. A formal performance evaluation was not completed in the current reporting period, however the structure of the Board was reviewed in 2018 after the retirement of the previous Chairman.

### INFORMATION ON DIRECTORS

Fred Grimwade Chairman (Non-Executive)

Date of appointment: 1 May 2012 (11 years); Chairman since 29 October 2018 (5 years)

Qualifications: Bachelor of Commerce and Law, Master of Business Administration, Fellow of the

Governance Institute of Australia, Fellow of the Australian Institute of Company Directors,

and Life Member of the Financial Services Institute of Australasia

Experience: Has held general management positions at Colonial Agricultural Company, the Colonial

Group, Western Mining Corporation and Goldman, Sachs & Co. Currently a Principal and

Director of Fawkner Capital.

Chairman of CPT Global Ltd; Non-Executive Director of Australian United Investment Other current directorships:

Company Ltd and other private companies

Former directorships in last 3 years:

Non-Executive Director of Select Harvests Ltd and other private companies

Special responsibilities:

Chairman of the Remuneration Committee, member of the Audit & Governance Committee

No. of shares: 518,939 fully paid ordinary shares

David Rrown Director (Non-Executive)

7 June 2004 (19 years) Date of appointment:

Qualifications: Bachelor of Science, Bachelor of Economics

Experience: Has over four decades of experience in research and development and manufacturing of

X-Ray Flux chemicals; formerly Chief Chemist for Swan Brewery Co. Ltd and Chairman of

Scientific Industries Council of WA

Private companies only Other current directorships: Former directorships in last 3 years: Private companies only

Special responsibilities: Technical consultant to XRF Chemicals Pty Ltd

No. of shares: 10,172,000 fully paid ordinary shares

Director (Non-Executive) **David Kiggins** 

Date of appointment: 1 May 2012 (11 years)

Qualifications: Bachelor of Science (Hons), Fellow of the Institute of Chartered Accountants of England

and Wales, Fellow of the Institute of Chartered Secretaries and Administrators, and

member of Australian Institute of Company Directors

Experience: Formerly at Arthur Andersen, working in audit and business consulting; GM Business

> Development and Company Secretary at Automotive Holdings Group Ltd; Finance Director and Company Secretary at Global Construction Services Ltd; Chief Financial Officer at Heliwest and Stealth Global Holdings Ltd. Currently Chief Financial Officer of Sadleirs.

Other current directorships: Private companies only Former directorships in last 3 years: Private companies only

Chairman of the Audit & Governance Committee, member of the Remuneration Committee Special responsibilities:

No. of shares: 212,900 fully paid ordinary shares

Vance Stazzonelli Managing Director (Executive)

Date of appointment: 22 February 2018 (5 years)

Qualifications: Bachelor of Commerce (Professional Accounting)

Vance joined XRF Scientific as Chief Financial Officer in October 2009. He was subsequently Experience:

appointed to Chief Operating Officer in January 2011 and then Chief Executive Officer in

August 2012. On 22 February 2018, he was appointed as Managing Director.

Other current directorships: Private companies only Former directorships in last 3 years: Private companies only

Special responsibilities:

No. of shares: 740,000 fully paid ordinary shares No. of performance rights: 402,503 performance rights

### **COMMITTEES OF THE BOARD**

#### **Audit and Governance Committee**

The Audit and Governance Committee is comprised of two Board members, including the non-executive Chairman and a non-executive director. The Committee is chaired by an independent director. The primary responsibilities of this Committee are to monitor the integrity of the financial statements of the Company, oversee the Company's risk management framework, review and monitor the Company's internal financial control system, and to handle the appointment and removal of the external auditor and the rotation of the audit engagement partner. The Committee has implemented a formal charter, which is accessible in the Corporate Governance section of XRF's website.

#### **Remuneration Committee**

The Remuneration Committee is comprised of two Board members, including the non-executive Chairman and a non-executive director. The Committee is chaired by an independent director. The primary responsibility of this Committee is to discharge the Board's responsibilities in relation to ensuring appropriate levels of remuneration of the Company's executives, including securities and benefit plans. Further information on directors' and executives' remuneration is set out in the Remuneration Report. The Committee has implemented a formal charter, which is accessible in the Corporate Governance section of XRF's website.

### **BOARD SKILLS MATRIX**

The following matrix summarises the range of skills and experiences possessed by the Company's Board of Directors:

Skill	No. of Board members	No. of Audit and Governance Committee members	No. of Remuneration Committee members	
Industry professional experience	2	0	0	
Executive experience	4	2	2	
International experience	4	2	2	
Corporate governance	4	2	2	
Mergers and acquisitions experience	4	2	2	
Shareholder relations	4	2	2	
Corporate financing	4	2	2	
Accounting	4	2	2	
Sales and marketing	4	2	2	
Legal knowledge	4	2	2	

## **MEETINGS OF DIRECTORS**

The number of meetings held by the Board of Directors including meetings of the committees of the Board and the number of meetings attended by each of the Directors during the financial year ended 30 June 2023 were as follows:

	Meeting	s of full	Meetings of Sub-committees			
	Board of	Directors	Audit & G	overnance	Remuneration	
	Α	В	Α	В	Α	В
Fred Grimwade	11	11	3	3	3	3
David Brown	11	11	*	*	*	*
David Kiggins	11	11	3	3	3	3
Vance Stazzonelli	11	11	*	*	*	*

- A = Meetings held during the time the director held office or was a member of the Committee during the year
- **B** = Meetings attended
- \* = Not a member of the relevant Committee

### **RESPONSIBILITIES OF THE BOARD**

The management and control of the business is vested in the Board. The Board's primary responsibility is to oversee the Company's business activities and management for the benefit of the shareholders. The Board strives to create shareholder value and ensure that shareholder's funds are safeguarded.

The key responsibilities of the Board include:

- The overall corporate governance of the Company including its strategic direction and financial objectives, establishing goals for management and monitoring the attainment of these goals;
- Approving strategic plans, key operational and financial matters, and investment/divestment proposals;
- Approving the nominations of Directors to the Board and appointment of key executives;
- Evaluating and rewarding senior management and ensuring executive succession planning;
- Ensuring that the Directors have a good understanding of the Company's business;
- Ensuring Management maintains a sound system of internal controls to safeguard the assets of the Company;
- Monitoring the performance of the Company;
- Appointing and removing the Managing Director or Chief Executive Officer;
- Ratifying the appointment and, where appropriate, the removal of the Chief Financial Officer (or equivalent) and/or the company secretary;
- Reviewing and ratifying systems of risk management and internal compliance and control, codes of conduct and legal compliance, safety and occupational health policies, community and environmental issues;
- Monitoring senior management's performance and implementation of strategy, and ensuring appropriate resources are available; and
- Approving and monitoring the progress of major capital expenditure, capital management, and acquisitions and divestitures, together with any recommendations from management associated with these activities.

## **POLICIES AND PROCEDURES**

#### Code of Conduct

The Company recognises the importance of a work environment which actively promotes best practice. The purpose of this Code is to describe the standards of behaviour and conduct expected from workplace participants in their dealings with customers, suppliers, clients, co-workers, management and the general public at all times during their engagement with the Company.

The Company expects all workplace participants to observe the standards set out in this Code. Compliance with this Code is expected, and non-compliance may result in disciplinary action, including the termination of employment or contract for services. Any material breaches of the code would be reported to the Board immediately by the Managing Director.

A copy of the Code of Conduct can be found in the Corporate Governance section of XRF's website.

### **Shareholder Communications Strategy**

The Board aims to ensure that shareholders are kept informed of all major developments affecting the Company. Information is communicated to shareholders through:

- Continuous disclosure in the form of public announcements on the ASX;
- Annual and half-year reports to shareholders;
- Investor briefings;
- The Managing Director's address delivered at the Annual General Meeting;
- The Company's auditor attends each AGM and is available to answer shareholder questions about the conduct of the audit and the preparation and content of the audit report; and
- Notices of all meetings of shareholders and explanatory notes of proposed resolutions.

### POLICIES AND PROCEDURES continued

### **Continuous Disclosure Policy**

The Company has adopted a continuous disclosure policy to comply with its continuous disclosure obligations of ASX. The aims of this policy are to:

- Report continuous disclosure matters to the Board;
- Assess new information and co-ordinate any disclosure or releases to the ASX, or any advice required in relation to that information, in a timely manner;
- Provide an audit trail of the decisions regarding disclosure to substantiate compliance with the Company's continuous disclosure obligations;
- Ensure that employees, consultants, associated entities and advisors of the Company understand the obligations to bring material information to the attention of the Board; and
- Ensure that all material announcements are reviewed and authorised by the Board prior to release. Additionally, the Board regularly receives summaries of all announcements made by the Company.

#### **Risk Management Policy**

The Board has developed and implemented policies and practices which ensure that the material risks facing the Company are adequately identified, assessed, monitored, and managed throughout the whole organisation. These include:

- A risk register has been designed and implemented, stating the significant business risks faced by the Company. The Risk Matrix has been approved by the Board and is reviewed on an annual basis.
- Comprehensive Board papers containing relevant operational, strategic, financial and legal information circulated to Directors before each meeting;
- Actual results for the Company presented to the Board at each meeting, compared against budget and forecast, with revised forecasts if required; and
- Insurance cover appropriate to the size and nature of the Company's operations to reduce the financial impact of any significant insurable losses.

### **Securities Trading Policy**

The Company has adopted a policy that imposes certain restrictions on Directors and employees trading in the securities of the Company. The restrictions have been imposed to prevent trading in contravention of the insider trading provisions of the Corporations Act. The policy also states that employees who are participating in an equity-based remuneration scheme operated by the Company are prohibited from entering into any schemes or arrangements which limit the economic risk of participation. A copy of the policy can be found in the Corporate Governance section of XRF's website.

## **Anti-Fraud Policy**

The Company has adopted an anti-fraud policy which sets out their expectations and requirements relating to the prohibition, recognition, reporting and investigation of suspected fraud, corruption, bribery, misappropriation and other similar irregularities. The Company's approach to whistleblowers is also outlined within this policy. A copy of the policy can be found in the Corporate Governance section of XRF's website. Any material breaches of the code would be reported to the Board immediately by the Managing Director.

# **Equal Opportunity Policy**

The Company values its employees and believes in conducting business ensuring fair, equitable and non-discriminatory employment and operational practices. Equal opportunity in employment means that an employee is judged on their ability to do their job based on merit rather than any assumption about the employee based on particular characteristics.

The Company has an Equal Opportunity policy, however, measurable objectives for gender diversity have not yet been set. The respective proportions of men and women on the Board, in senior executive positions and across the whole Company at 30 June 2023 was:

- Whole organisation 23%
- Senior executive positions 18%
- Board of Directors 0%

For the purposes of this report, "senior executive" is defined as an individual in charge of a team of employees or business function. Due to the size of the Company and number of Directors, there are no current plans to appoint additional directors.