

Inclusion and Diversity

Policy

May 2025

PLS-POL-HR-005

1 PURPOSE AND COMMITMENT

Pilbara Minerals Limited and its subsidiaries (PLS, the Group) is committed to building a merit based, inclusive and diverse workplace where everyone feels safe, valued, and respected. PLS values diversity of thought and respects the differences between its people and the contribution these differences make to the Group. This policy outlines PLS's commitment to inclusion and diversity, how it meets its commitment, and what is expected of its people and other stakeholders.

2 WHAT IS INCLUSION AND DIVERSITY?

An inclusive and diverse workplace recognises and values the unique contribution of people because of their individual backgrounds, skills, experiences and perspectives. An inclusive and diverse workforce includes but is not limited to age generation, gender identity, sexual orientation, physical abilities, neurodiversity, family and caregiving responsibilities, ethnicity, marital or family status, socioeconomic, religious background and/or cultural heritage.

An inclusive workplace ensures all individuals feel respected, valued, and able to fully participate and contribute, regardless of these characteristics.

3 WHO DOES THIS INCLUSION AND DIVERSITY POLICY APPLY TO?

This Policy applies globally to all directors, officers and employees of the Group.

The Group will, where appropriate, also make consultants, contractors and other business partners aware of the objectives as set out in this Policy.

4 WHAT IS EXPECTED OF ME?

PLS expects all individuals to:

- Demonstrate respect and consideration for the differences of the people with whom they work.
- Communicate politely and respectfully.
- Act to prevent and address unlawful discrimination, harassment and bullying in the workplace.
- Raise any inclusion and/or diversity concerns or suspected non compliances with this policy, with their managers, or in the case of executives, with the Managing Director and CEO and/or Chairman of the Board, as appropriate, and where a concern has been raised, engage constructively to resolve that concern.
- Participate in any initiatives that support the achievement of the objectives of this Policy.

To have a properly functioning inclusive and diverse workplace, discrimination, harassment, bullying and victimisation cannot and will not be tolerated by PLS.

5 ROLE OF LEADERSHIP

The Board, executives, and leaders are responsible for fostering a workplace culture in compliance with this Inclusion and Diversity Policy, where:

- a) All people are included, and individual differences are respected, within an environment free from discrimination, harassment, bullying, and victimisation.
- b) Reports of non-compliance are addressed with confidentiality and empathy, reinforcing trust in our processes and commitment to a safe and respectful workplace.
- c) Reasonable adjustments are proactively pursued to remove barriers to inclusion and enable all employees to contribute.

6 PROMOTING INCLUSION AND DIVERSITY

PLS encourages diversity in employment and Board composition to ensure access to the best available talent with appropriate skills to achieve its goals. The Group recognises diverse teams improve decision-making, enhance retention, and strengthen stakeholder connections.

PLS employs a data-driven approach to measuring progress on diversity and inclusion, including workforce demographic analysis, pay equity reviews, and culture surveys. This data informs our strategies and helps identify areas requiring additional focus or resources.

The Group promotes inclusive workplace practices in the following areas:

- **Hiring and Retention:** Conducting fair and unbiased recruitment, assessing candidates on skills, experience, and values. Where appropriate, professional consultants are engaged to ensure diverse candidate pools.
- **Training and Development:** Actively supporting and encouraging all employees to reach their full potential through targeted learning and development opportunities.
- **Flexible Working:** Supporting flexible work arrangements that enable employees to balance professional and personal responsibilities, adapting work hours, locations, and patterns to meet both individual and business needs.
- **Career Advancement:** Appointing and promoting based on merit and organisational requirements, while intentionally fostering diversity across the business.
- **Inclusive Culture and Leadership:** Creating and maintaining a respectful and supportive environment through ongoing education, clear behavioural expectations, and a strong focus on physical and mental wellbeing.
- **Employee Networks:** Enabling and supporting employee-led groups that promote inclusion, build cross-cultural understanding, and offer opportunities to engage and contribute.

7 ACHIEVING DIVERSITY THROUGH MEASURABLE OBJECTIVES

The PLS People and Culture Committee sets measurable, time-bound objectives for achieving the gender diversity ratio as targeted and appropriate for PLS, which are disclosed in the Annual Report.

The People and Culture Committee may also set measurable objectives in relation to other aspects of diversity that are appropriate for the Group.

8 REPORTING NON-COMPLIANCES

Any non-compliance with this policy is to be reported by employees directly to their managers, or in the case of executives, to the PLS Managing Director and/or Chairman of the Board, as appropriate. In certain circumstances, non-compliance of this policy can also be reported in accordance with PLS's Whistleblower Policy which is available on the PLS website. PLS ensures that all reports are treated with confidentiality and without retaliation.

9 REVIEW OF POLICY

This Policy will be reviewed by the PLS People and Culture Committee at least every two years, or otherwise earlier based on requirements, and requires Board approval. The People and Culture will review measurable objectives and the progress towards achieving them on an annual basis.

10 PORTUGUESE TRANSLATION

A Portuguese version of this Policy will be made available on PLS's website for convenience purposes only. In the event of any conflict, the English version of this Policy will prevail.

POLICY HISTORY

ESTABLISHED	October 2016
LAST REVIEWED	May 2025
FREQUENCY	Every two years