

## **DIVERSITY POLICY 2020**

### **UP-DATE INCLUDING A STATEMENT OF ACKNOWLEDGMENT OF COUNTRY AND RESPECT FOR ALL CULTURES**

#### **INTRODUCTION**

This is an up-date of the Company's current Diversity Policy 2020.

A1 Investments & Resources Limited ("the Company") has epitomised diversity from its inception as China Century Limited, when a majority of our shareholders, directors and management were Taiwanese, Chinese and ethnic Chinese Australians.

When the Company changed its name to A1 Investments & Resources Limited it remained equally, or indeed more diverse with new Singaporean, Japanese, Japanese Australians and Australian born Australians as new shareholders, directors and managers, whilst many of the original ethnic Chinese shareholders still remained.

As A1 Investments & Resources Limited the Company has operated a diverse range of investment and food industry related business whilst employing a diverse group of employees. These businesses have further expanded to food production and we remain an employer of diversity, particularly in association with our joint venture partner, Qualipac in Queensland and our new sea cucumber project in Western Australia in association with Australia's Traditional Owners.

In 2018-19 the Company proposed to enter a long term arrangement with an Aboriginal corporation and to employ directly or indirectly Aboriginal persons. The finalisation of that arrangement is not yet complete, but the Company remains committed to the project.

In 2019 the Company also entered a long term arrangement with a group of Australia's Traditional Owners in Western Australia to develop the sea cucumber industry in Shark Bay. The Company arranged the incorporation of Tidal Moon Australia Pty Limited ("TMA") in which the Company and the Traditional Owners representative are shareholders. The operational division of the project sees Traditional Owners undertake the fishing and harvesting of sea cucumbers and TMA the processing. The Company is committed to employing and training local Aboriginal persons in all phases of the operations.

The Company recognises the need to seek to understand the interconnected elements of land, family, traditional law and language of Australian indigenous Aboriginal culture when dealing with or employing Aboriginal persons.

The Board of the Company has therefore developed and approved a Company specific “Acknowledgment of Country” which will be recited at the commencement of any formal meeting of the Company, including Board and shareholder meetings.

The Acknowledgment includes a statement recognising Australia’s Traditional Owners and their special connection to country, but also includes an acknowledgement of the general diversity of the people the Company employs, contracts with, supplies, engages with and the Company’s diverse range of investors.

***The Company acknowledges the Traditional Owners of country throughout Australia and the connection such Traditional Owners have to the land and its surrounding seas, culture and community. The Company makes special reference to the custodians of the lands and waters comprising and surrounding Bundybunna and Shark Bay, Carnarvon, Exmouth and Onslow in Western Australia and any other lands or waters in Australia upon which the Company does or intends to operate.***

***The Company respects all Elders, past, present and emerging.***

***The Company is committed to the adoption and practice of a philosophy of cultural awareness including an understanding, appreciation and respect for the diverse cultures in which it operates and associates within Australia and overseas, including the cultures of the Traditional Owners in Australia, the various cultures of a multicultural Australia and the cultures of the people of China, Japan, India, Indonesia, Malaysia, Vietnam and throughout the rest of Asia where the Company operates.***

The purpose of the Policy is to assist employees in making decisions related to business conduct. This Policy is applicable throughout the Company for all directors and employees, full-time, part-time and contractors. The Company is also encouraging our business partners to adopt a similar policy, or to simply adhere to this policy.

## DIVERSITY POLICY

This diversity policy applies to the Company's board of directors ("Board"), officers and employees.

1. **PURPOSE** The Company has a strong commitment to diversity and recognises the value of engaging contractors and attracting and retaining employees with different backgrounds, knowledge, experiences and abilities.
2. The Board has noted and confirmed that diversity contributes to the Company's business success and benefits individuals, customers, shareholders and stakeholders.
3. Our business policies, practices and behaviours promote diversity and equal opportunity and create an environment where individual differences are valued and all contractors and employees have the opportunity to realise their potential and contribute to the Company's success.
4. **WHAT IS DIVERSITY?** Diversity recognises and values the contribution of people with differences in background, experience and perspectives. The Company is domestically focused with operations throughout Australia, but the Company also has international markets and those markets are growing, and the Company is mindful of the different market practices that apply within Australia and internationally. The Company recognises the importance of ethnic, gender and cultural diversity and awareness of that diversity in its management and workforce. The Company recognises that diversity encompasses but is not limited to gender, age, ethnicity and cultural background.
5. **At the Company, diversity means:**
  - a. an inclusive workplace that embraces individual differences;
  - b. a workplace that respects cultural differences;
  - c. a workplace that is free from discriminatory behaviours and business practices including discrimination, harassment, bullying, victimisation and vilification;
  - d. equitable frameworks and policies, processes and practices that limit potential unconscious bias;
  - e. equal employment opportunities based on capability and performance;
  - f. awareness of the different needs of employees;
  - g. the provision of flexible work practices and policies to support employees; and
  - h. attraction and retention of a diverse range of talented people.
6. The Company aspires to achieve the objectives set out in this policy and aims to embed a strong diversity framework within its systems and culture.

7. **Board's Responsibilities.** The Board is responsible for designing and overseeing the implementation of this diversity policy. The directors of the Company will be responsible for promoting diversity within the Company's culture and monitoring the effectiveness of this diversity policy. The Company recognises that it needs to provide management with appropriate guidance in order to foster a value for diversity within its management culture. To achieve this, the Company is committed to providing its management with the appropriate training and resources to understand the benefits of diversity in recruitment strategies and day-to-day management strategies. The Board will also be required to develop initiatives that will promote and achieve diversity goals.
8. The managing director and secretary are responsible for reviewing this diversity policy and will provide the Board with an annual report on the status of diversity within the Company and the effectiveness of this diversity policy in achieving the measurable objectives which have been set to achieve diversity.
9. **Employees' Responsibilities.** All employees are required to act in a manner that supports diversity within the workplace and promotes the objectives set out in this diversity policy. Employees are encouraged to provide feedback to management regarding programs or initiatives which will improve this diversity policy.
10. **Measurable objectives.** The Board will adopt measurable objectives to assist the Company to achieve gender diversity and review the Company's progress in meeting these objectives and the effectiveness of these objectives each year.



**Charlie Nakamura**

**Managing Director and Chief Executive  
Officer**



**Peter Ashcroft**

**Executive Chairperson & Company  
Secretary**

3 September 2020

**A1Investments & Resources Limited**

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