Diversity Policy

Purpose

Danakali Limited (Company, or Danakali) recognises its talented and diverse workforce as a key competitive advantage, and is committed to workplace diversity. Diversity includes, but is not limited to, gender, age, ethnicity and cultural background.

The Diversity Policy ("Policy) defines the initiatives which assist Danakali with maintaining and improving the diversity of its workforce.

To the extent practicable, Danakali will address the recommendations and guidance provided in the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (ASX Principles) through this policy.

Scope

The Policy applies to Danakali and any of its subsidiaries (collectively defined in this Policy as Danakali or the Company) and their respective employees, officers, consultants, associates and contractors, anywhere in the world.**Policy Statement**

Danakali's Commitment to Workplace Diversity

Danakali is committed to providing a respectful environment where employees and others in the workplace are treated fairly and all decisions are based on merit.

The Board is committed to diversity and prompting this policy to maximise the achievement of corporate goals.

The Company's key areas of focus in the context of diversity relate to women in leadership, age diversity and cultural diversity.

Benefits of Diversity

Danakali recognises the value of attracting and retaining employees with different backgrounds, knowledge, experiences and abilities.

The benefits arising from employee and board diversity include: A broader pool of high quality employees;

Improving employee productivity and retention; accessing different perspectives and ideas; and benefiting from all available talent.

Selection and Appointment of Directors and Employees

Danakali is committed to a corporate culture which embraces diversity when determining the composition of the board, senior management and employees, including with its recruitment and selection process.

The Company's hiring process ensures that recruitment and selection decisions are based on the principle of merit and a person's skills and qualifications, regardless of their age, gender, nationality, cultural background or other factors not relevant to the position.

Selection and Appointment of New Directors

Danakali 's Diversity Policy requires the Board to take diversity of background into account (in addition to previous board and leadership experience, candidates' skills and experience in a variety of specified fields) to fit and enhance the Board's composition.

In order to promote the specific objectives of gender diversity, Danakali 's Diversity Policy requires that the selection process for Board appointments must involve the following steps (including where the Company engages an external recruitment agency to identify and assess candidates):

- Director selection process and decision making to be formal and transparent as set out in the ASX Corporate Governance Principles;
- Candidates should be selected from a diverse pool of qualified candidates. A wider candidate pool can be established by engaging a professional search firm and by advertising board vacancies; and
- Use best endeavours to ensure a short-list identifying potential candidates for the appointment should include a mix of both male and female candidates where possible.

Selection and Appointment of New Employees (Including Senior Management Roles)

In accordance with its Diversity policy, Danakali will seek to maintain diversity objectives by including the following steps:

- The Directors & CEO will have reference to the Diversity Policy in selecting and assessing candidates and in presenting
- Candidates should be selected from a diverse pool of qualified candidates. A wider candidate pool can be established by engaging a professional search/recruitment firm(s), and/or by advertising vacancies.
- A short list identifying recommendations to the Board regarding appointments to the executive team.
- The Policy requires the Board to also consider the objectives of the policy when considering those recommendations.
- Potential candidates for the appointment should include a mix of both male and female candidates where possible.

Diversity Strategies

In addition to recruitment protocols which promote diversity, Danakali is committed to a range of other strategies to assist with improving diversity including:

- Measuring performance based on agreed goals to remove bias and promote equity; Developing a culture which takes into account domestic responsibilities of employees;
- As part of its annual remuneration review, assessing the gender pay parity across the business and implementing action plans to address any areas of concern;
- Providing company-wide training in anti-discrimination and harassment, to raise awareness and encourage behaviour that supports a work environment free from discrimination and harassment;
- Maintaining a workplace culture that supports difference and that enables each staff member to fully contribute to the best of their ability;
- Identifying what is getting in the way of diversity success and taking action to address the issues.

Review of the Policy

The Company will periodically review this policy and its implementation to ensure continued effectiveness and alignment with legal requirements, stakeholder expectations and emerging best practices.

Approval and Adoption

This Policy was approved by the Board on 2 October 2026 and takes effect from that date.