Bubs Australia Limited

DIVERSITY POLICY

1. BACKGROUND

Consistent with the Company's stated values, Bubs and its related bodies corporate are committed to promoting workplace diversity.

Bubs recognises the benefits arising from employee and Board diversity, including a broader pool of high quality employees, improving employee retention and motivation, accessing different perspectives and ideas and benefiting from all available talent.

Bubs is committed to inclusion at all levels of the organisation, regardless of gender, marital or family status, sexual orientation, gender identity, age, disabilities, ethnicity, religious beliefs, cultural background, socio-economic background, perspective and experience.

To the extent practicable, Bubs will consider the recommendations and guidance provided in the ASX Corporate Governance Council's *Corporate Governance Principles and Recommendations* where appropriate.

This Diversity Policy does not form part of an employee's contract of employment with Bubs, nor does it give rise to any contractual obligations. However, to the extent that this Diversity Policy requires an employee to do, or refrain from doing, something (and subject at all times to applicable legal obligations), the Diversity Policy constitutes a lawful and reasonable direction of Bubs with which employees are expected to comply.

2. OBJECTIVES

The Diversity Policy provides a framework for the Company to achieve:

(a) a diverse and skilled workforce, leading to continuous improvement in service delivery and achievement of corporate goals;

(b) a workplace culture characterised by inclusive practices and behaviours for the benefit of all staff;

(c) an inclusive workplace where discrimination, harassment, vilification and victimisation cannot and will not be tolerated;

(d) improved employment, talent management and career development opportunities for women;

(e) enhanced recruitment practices whereby the best person for the job is employed, which requires the consideration of a broad and diverse pool of talent;

(f) a work environment that values and utilises the contributions of employees with diverse backgrounds, experiences and perspectives through improved awareness of the benefits of workforce diversity and successful management of diversity; and

(g) awareness in all staff of their rights and responsibilities with regards to fairness, equity and respect for all aspects of diversity,

(collectively, the **Objectives**)

The Diversity Policy does not impose on Bubs, or any of its directors, officers, agents or employees, any obligation to engage in, nor provide any justification for engaging in, conduct that is unlawful or inconsistent with applicable anti-discrimination, equal employment opportunity or other employment-related legislation or laws in any State or Territory of Australia or any foreign jurisdiction.

3. RESPONSIBILITIES

3.1 The Board's commitment

The Board is committed to workplace diversity and supports representation of women at the senior level of the Company and on the Board where appropriate.

The Board maintains oversight and responsibility for the Company's continual monitoring of its diversity practices and development of strategies to meet the Objectives.

The Board is responsible for developing measurable objectives and strategies to meet the objectives of the Diversity Policy (**Measurable Objectives**) and monitoring the progress of the Measurable Objectives through the monitoring, evaluation and reporting mechanisms listed below. The Board shall annually assess any Measurable Objectives (if any), and the Company's progress towards achieving them.

The Board may also set Measurable Objectives for achieving gender diversity and monitor their achievement.

The Board will consider conducting all Board appointment processes in a manner that promotes diversity, including establishing a structured approach for identifying a pool of candidates, using external experts where necessary.

3.2 Strategies

The diversity strategies may include:

(a) recruiting from a diverse pool of candidates for all positions, including senior management and the Board;

(b) reviewing succession plans to ensure an appropriate focus on diversity;

(c) identifying specific factors to take account of in recruitment and selection processes to encourage diversity and inclusion

(d) developing programs to develop a broader pool of skilled and experienced senior management and Board candidates, including, workplace development programs, mentoring programs and targeted training and development;

(e) developing a culture which takes account of domestic responsibilities of employees; and

(f) any other strategies the Board develops from time to time.

(g) designing and implementing programs that will assist in the development of a broader and more diverse pool of skilled and experienced employees and that, over time, will prepare them for senior management and board positions.

(h) recognising that employees (female and male) at all levels may have domestic responsibilities and adopt flexible work practices that will assist them to meet those responsibilities.

(i) providing opportunities for employees on extended parental leave to maintain their connection with the entity, for example, by offering them the option (without any obligation) to receive all-staff communications and to attend work functions and training programs.

4. MONITORING AND EVALUATION

The Board will monitor the scope and currency of this policy.

Bubs is responsible for implementing, monitoring and reporting on the Measurable Objectives.

Measurable Objectives as set by the Board, may be included in the annual key performance indicators for the Chief Executive Officer/Managing Director and senior executives.

In addition, the Board will review progress against the Measurable Objectives as a key performance indicator in its annual performance assessment.

5. REPORTING

Bubs will disclose, for each financial year:

(a) any Measurable Objectives set by the Board, if any;

(b) progress against these Measurable Objectives; and

(c) the respective proportions of men and women on the Board, in senior executive positions (including how the Company has defined "senior executive" for these purposes) and across the whole Company; andif the entity is a "relevant employer" under the Workplace Gender Equality Act, the entity's most recent "Gender Equality Indicators", as defined in the Workplace.

6. REVIEW AND AMENDEMNTS

This Policy will be reviewed periodically and can only be amended with the approval of the Board.

This Policy was reviewed and approved by the Board in April 2026.