

## Diversity & Inclusion Policy

### Purpose

- (a) Tamboran Resources Corporation (**Tamboran**) acknowledges the positive outcomes and better overall performance that can be achieved through a diverse workplace, including the ability to attract, retain and motivate directors, officers and employees from the widest possible pool of available talent.
- (b) Tamboran also recognises that in order to have an inclusive workplace, all individuals have the opportunity to contribute to the Company's success whilst being treated fairly and as such, discrimination, bullying, harassment, vilification and victimisation cannot and will not be tolerated.
- (c) For the purposes of this policy, diversity includes, but is not limited to gender, marital or family status, sexual orientation, gender identity, age, race, disabilities, ethnicity, religious beliefs, socio-economic or cultural background, perspective and experience.
- (d) This policy applies to all directors, officers, employees and all people who work at Tamboran, including contractors and consultants.

### Commitment of Tamboran

Tamboran's Board and senior management are committed to:

- (a) ensuring that Tamboran's corporate culture and values at all levels supports diversity and inclusion in the workplace whilst maintaining a commitment to a high-performance culture;
- (b) ensuring that recruitment and selection practices at all levels are appropriately structured so that a diverse range of candidates are considered based on merit and guarding against any conscious or unconscious biases that might discriminate against certain candidates;
- (c) designing and implementing programs and processes 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;
- (d) supporting at all levels an individual's domestic responsibilities (including the adoption of flexible work practices that will assist them to meet those responsibilities);
- (e) providing opportunities for employees on extended parental leave to maintain their connection with the workplace;
- (f) ensuring the policy for selection and appointment of new directors is transparent and considers all facets of diversity to avoid "groupthink" or other cognitive biases in decision making;

- (g) ensuring development and succession plans for senior management include gender diversity as a relevant consideration;
- (h) taking action to prevent and stop discrimination, bullying and harassment as well as ensuring there are clear reporting processes and procedures in place;
- (i) monitoring and measuring the achievement of all diversity objectives set by the Board; and
- (j) considering whether key performance indicators for senior management might be an appropriate way of furthering gender diversity objectives.

### **Review**

This policy was authorised by the Full Board of Tamboran on 18 September 2024. It will be reviewed periodically and updated as required.