

DIVERSITY EQUITY & INCLUSION POLICY

1. Policy Statement

Elders recognises the value of a diverse, equitable and inclusive workforce, being a critical lever in attracting, retaining and leveraging a broader talent pool to most effectively deliver organisational results for the benefit of shareholders, employees and customers.

By valuing a diverse and inclusive workforce Elders seeks to:

- Reflect the communities it operates in
- Achieve a strong corporate reputation as a company that people want to do business with, work for or invest in
- Attract and retain talented people who have varied experiences
- Leverage the full potential of its people to maximise commercial decision-making and business outcomes

In valuing diversity, equity and inclusion (DE&I), Elders understands the need to support the different personal and professional commitments of its people, for their benefit and that of their families, their communities and society at large.

Diversity is the mix of our workforce and is focused on acknowledging and respecting the individual differences, perspectives and experiences of our people. It results from, but is not limited to, a mix of gender, age, ethnicity, cultural background, intellectual and physical ability, lifestyle and education.

Inclusion is harnessing our diverse workforce to work together effectively, where each of our people feel they belong, are valued and respected, can speak up and contribute while developing their careers with us and contributing to Elders success.

Equity is ensuring fair access to opportunities, to advancement and to support at Elders. It is about identifying and addressing barriers that prevent fair treatment and embedding this in all Elders processes and ways of working.

This policy is a statement of Elders' commitment to a diverse, equitable and inclusive workforce and its approach to meeting that commitment.

2. Policy Objectives

Elders' Board endorsed current measurable diversity, equity and inclusion objectives are set to achieve greater gender balance at all levels across the organisation, particularly women in Board, Executive and Senior leadership positions; and to strengthen the talent pipeline by increasing women's participation in development programs.

3. Policy Scope

This Policy applies to all wholly owned Elders entities.

4. Policy Content

4.1. Achieving Policy Objectives

Elders seeks to achieve its strategic objectives by having a strong values, safety and performance based culture governed by good practices and that meets all legislative requirements. This culture is critical in Elders' approach to achieving diversity and inclusion, as it sets the principle that every person makes a valuable contribution to the business, and focuses employees on integrity, accountability, teamwork, customer focus and innovation.

Ultimately, Elders will achieve diversity, equity and inclusion by embracing, valuing and drawing on the diverse backgrounds, beliefs, experiences and skills of its people. To do this, Elders aims to:

- Commit to achieving Board endorsed measurable objectives, set at an organisation level on a regular basis
- Engage executive leaders in the achievement of organisational DE&I objectives, establishing DE&I as a key focus across the organisation
- Build leadership capability through awareness, up-skilling and coaching, embedding a DE&I mindset into business practices
- Facilitate a workplace which treats everyone with integrity and respect, recognising that all employees have the right to work in an environment free from discrimination and harassment
- Treat people fairly by providing equal employment opportunities, ensuring that the best available person is placed in each vacant position at all levels of the organisation (including at Board level)
- Target greater gender diversity in the attraction and selection strategies, particularly for leadership, sales and technical roles
- Provide flexible work practices to assist the differing needs of employees, facilitating the integration of personal and professional commitments
- Develop the leadership experience and skills of women in the organisation as an under-represented group.
- Create pathways into the organisation for younger people as an under-represented group
- Create pathways and opportunities for other identified under-represented groups

- Develop communication strategies to create DE&I awareness and understanding, embedding a DE&I mindset at all levels throughout the organisation
- Review policies, processes and guidelines as the fundamental supporting mechanisms in achieving DE&I at Elders, ensuring leaders and employees are aware of and understand DE&I in employment practices
- Comply with legal requirements
- Ensure gender pay equity

4.2. Responsibilities

All Elders people have responsibilities in relation to achieving diversity, equity and inclusion.

Elders Board: is responsible for establishing measurable diversity objectives, and monitoring and reporting progress towards achieving these objectives on an annual basis.

Leaders: are responsible for creating and promoting a diverse, inclusive and equitable workforce to enable achievement of business objectives; modeling behavior and business practices that support a diverse workforce; and ensuring that all inappropriate behaviour and business practices are addressed in a timely manner.

All employees: are responsible for contributing to a workplace which values diversity by behaving in an inclusive and equitable way, and accepting and respecting individual differences, perspectives and approaches.

5. Review Timeframes

Every 2 years

6. Associated/Related Policies and Procedures

- Code of Conduct
- One Elders Values
- Recruitment and Selection Policy
- Discrimination, Bullying and Harassment Policy
- Flexible Work Policy
- Leave Policy
- Parental Leave Guides for managers and employees
- Whistleblower Policy

7. Document Controls

Distribution	All Elders employees
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Version	Version 4.0
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Author	Capability Team
Business owner	Chief People Officer People & Culture

8. Document History

A list of all the revisions and dates of these for each policy. Helpful for context to understand how the policy has changed over time and for context.

Version	Date	Description of version & changes	Changes prepared by	Changes reviewed by	Approval	Date
1.0	June 2015	Final version for approval	HR team	GM P&C	CEO	June 2015
2.0	April 2018	Bi-annual review	HR team	HR team	GM P&C	April 2018
3.0	June 2020	Bi-annual review and into new format	HR team	HR team	GM P&C	July 2020
4.0	September 2023	Bi-annual review	Capability Team	Head of P&C	CEO	Sept 2023