

# DIVERSITY AND INCLUSION POLICY

## 1. PURPOSE AND SCOPE

Ruralco is committed to achieving workplace diversity across the Ruralco Group and at all levels of our business through inclusive practices and policies.

This policy applies to all businesses within the Group, including subsidiaries and joint ventures where the Group has a controlling interest.

## 2. WHAT DOES WORKPLACE DIVERSITY MEAN FOR RURALCO?

Ruralco is committed to diversity in all its forms and this means we embrace the variety of characteristics that exist among people. This includes gender, gender identity, age, physical abilities, ethnicity, marital or family status, religious beliefs, cultural or socio-economic background and sexual orientation. We take responsibility for ensuring:

- we recruit, develop, promote and remunerate our people fairly and transparently in a way that supports our commitment to diversity and inclusion
- we are aware of and comply with all relevant laws and do not tolerate discrimination, bullying, harassment or victimisation in the workplace, and
- we value and respect difference and work to accommodate individuals' needs, including by:
  - recognising that all employees at various levels may have domestic responsibilities and adopting flexible work practices to assist those employees to meet those responsibilities, and
  - providing opportunities for employees on extended parental leave to maintain their connection with Ruralco. This includes by offering them the option (without any obligation) to receive all staff communication and to attend work functions and training programs.

## 3. WHY IS DIVERSITY AND INCLUSION IMPORTANT?

Workplace diversity and inclusion is an asset that contributes to better overall and financial performance by:

- helping us to deliver on our strategic objectives and targeted outcomes
- allowing us to better understand and serve our diverse customers and communities, and
- enabling us to attract, engage and retain talented people.

## 4. RESPONSIBILITIES

Each and every employee and representative of Ruralco has a responsibility to promote diversity and inclusion within our organisation. Ruralco's leadership teams are responsible for providing visible leadership on diversity and inclusion. This leadership includes encouraging behaviours that align with the commitments and objectives set out in this policy.

The Ruralco Board and the Nomination & Remuneration Committee (**Committee**) have a number of specific responsibilities with respect to diversity.

## 4.1 SETTING AND REVIEWING MEASURABLE OBJECTIVES

The Board will:

- annually set measurable objectives with a view to achieving gender diversity in the composition of the Board, senior executives and the Ruralco workforce generally as well as any other aspects of diversity nominated by the Board, and
- charge management with designing, implementing and maintaining programs and initiatives to help achieve those measurable objectives.

The Committee will annually review:

- together with management, Ruralco's progress towards achieving those measurable objectives and the adequacy of Ruralco's programs and initiatives, and
- the proportion of women who are employed by Ruralco as a whole, in senior management positions and who are on the Board, or, if applicable, Ruralco's most recent 'Gender Equality Indicators' as defined by the *Workplace Gender Equality Act 2012* (Cth).

## 4.2 DISCLOSURES

Ruralco will disclose in its annual report each year:

- the measurable objectives
- an overview of Ruralco's progress towards achieving the measurable objectives
- whether the above annual reviews by the Committee and management have taken place, and
- appropriate disclosures coming out of that review.





## 4.3 SUCCESSION PLANNING

The Board and the Committee will consider diversity criteria in development and succession planning processes for senior management and the Board.

## 5. QUESTIONS ABOUT THIS POLICY

If you have any questions about this policy, please contact the Group General Counsel and Company Secretary:

### Registered Office

-  Level 5, Building A, 26 Talavera Road, Macquarie Park NSW 2113  
PO Box 64, North Ryde BC 1670
-  (02) 9952 6555
-  (02) 9952 6599
-  [companysecretary@ruralco.com.au](mailto:companysecretary@ruralco.com.au)

Approved by the Board on 23 August 2018.