



DIVERSITY, EQUITY AND INCLUSION POLICY

1. Introduction

- 1.1 This policy and any related procedures or guidelines:
- (a) applies to team members as defined in **Appendix 1**;
 - (b) do not form part of a team member's employment contract and Bega may vary, revoke or replace this policy and any related procedures or guidelines at any time in its discretion;
 - (c) supersedes and rescinds all pre-existing policies including but not limited to the Diversity and Inclusion Policy (version 1) as well as any representations (whether oral or written), procedures, guidelines, and other documents related to the purpose of this policy as set out in paragraph 2 below.
- 1.2 The definitions for this policy are set out in **Appendix 1**.

2. Purpose

- 2.1 This policy sets out Bega's commitment to fostering a workplace where diversity, equity and inclusion (**DEI**) are integrated into our operations and embedded in our culture.
- 2.2 By embracing a diverse and inclusive environment, we create a sense of belonging, value, and support for our people, enabling them to reach their full potential. This commitment aligns with our overarching vision to become *The Great Australian Food Company*.
- 2.3 This policy outlines Bega's objectives to drive better business outcomes and enhance your experience through shared accountability for DEI. We aim to achieve these goals by implementing a strategy that ensures that DEI is a priority across all aspects of our organisation.

3. About DEI

- 3.1 DEI is about valuing and celebrating the unique contributions of individuals from diverse backgrounds, experiences, and perspectives. Bega is committed to creating an inclusive workplace where everyone is heard, feels like they belong, is able to contribute and can always be themselves.
- 3.2 By embracing DEI and fostering an inclusive culture, we will drive innovation, growth, and exceptional experiences for our team, customers, and consumers. We will actively seek diverse talent to ensure sustainable success, prioritising the well-being and high performance of all our people across our workplaces.
- 3.3 DEI is a strategic advantage that propels our business forward. It allows us to unlock creativity, enhance decision-making and better understand the needs of our diverse customers and consumer base.

4. DEI Strategy

- 4.1 Our DEI strategy shapes our policies, processes and initiatives. Created from our guiding principles, our strategy is designed to:
- (a) consistently work towards being an employer of choice, attracting diverse talent at all levels, including leadership. Decisions on recruitment, selection, training, development, and promotion are based on performance, capabilities, and potential, with standardised processes to minimise bias and unlawful discrimination;
 - (b) embracing fairness, equality, and inclusiveness, taking a zero tolerance approach to discrimination, bullying, sexual harassment, sex-based harassment and behaviour that may result in a hostile work environment and victimisation; and
 - (c) align with business objectives, prioritising results for both Bega and our people, emphasising outcomes over processes or programs.
- 4.2 DEI is the responsibility of every team member within our organisation. It is ingrained in our

work culture as it significantly contributes to Bega's overall success.

5. Bega's Commitment

5.1 We commit to:

- (a) lead and advocate for DEI so every team member can participate and develop to their potential regardless of age, cultural background, disability, ethnicity, sex, gender identity, marital or family status, religious belief, sexual orientation or socio-economic background, perspective and experience;
- (b) promote an inclusive workplace where every person can be themselves and do their best, by fostering an environment of mutual learning, respect, dignity and openness;
- (c) seek to ensure that our business practices, systems, and processes do not prevent people from diverse backgrounds from having equal opportunity within the organisation;
- (d) build a workforce that reflects our consumers and global marketplaces helping us better understand changing consumer needs;
- (e) leveraging the individual experiences, backgrounds, ideas, insights, skills and qualities of a diverse workforce to deliver deep and enduring customer relationships;
- (f) build a workplace where people feel respected, connected, supported and valued; and
- (g) attract and retain leaders whose composition reflects a diversity of gender, backgrounds, knowledge, experience and abilities.

5.2 Our leaders are expected to commit to:

- (a) following the process to reduce bias impacting the decisions made when recruiting, evaluating performance and remuneration, providing development opportunities, identifying talent, succession planning and promoting;
- (b) integrating discussions about diversity into performance, remuneration, development, talent and succession discussions;
- (c) cascading clear and measurable targets for their teams and holding them accountable;
- (d) promoting and championing flexible working in accordance with the *BegaFlex* Policy;
- (e) actively engaging and communicating with team members on parental leave (where mutually agreed prior); and
- (f) understanding, exploring and leveraging the full range of diversity of the team (for example, but not limited to, background, skills, experiences, gender, age, tenure) to deliver improved financial performance, increased innovation and reputation in the marketplace.

5.3 Team members are accountable for fostering a diverse, equitable and inclusive workplace culture. This involves aligning their behaviour with Bega's *Values and Behaviours*, acting as allies and upstanders, and proactively removing barriers while promoting respect for the diversity of others.

5.4 Team Members are also expected to comply with the standards of behaviour set out in our *Respect Policy* and *Code of Conduct*.

Approach to our commitment

5.5 To realise our commitment to achieve a diverse and inclusive workforce we will:

- (a) build leadership capability to support and leverage diverse teams;
- (b) set measurable objectives for achieving gender-balanced teams;
- (c) analyse pay equity every 12 months and review our processes to ensure the maintenance of pay equity;
- (d) enable flexible work arrangements where possible, in accordance with the *BegaFlex* Policy;
- (e) deliver fair and equitable people practices and processes (including but not limited to, talent processes such as succession planning, performance reviews, development

programs, reward and recognition, and resourcing); and

- (f) support our local communities by engaging and retaining talent that is reflective of the local communities we work in and our consumers.

6. Governance and Reporting

- 6.1 The People and Capability team will consistently measure and provide reports on the advancement of DEI objectives, conducting regular assessment of measurable goals. Additionally, the Executive team will regularly report to the Board on the progress toward achieving DEI objectives.
- 6.2 Each site at Bega will commit to having an established DEI team that will serve as champions of diversity and inclusion efforts and ensure we foster a two-way information flow from the sites to the central DEI team. The site-based teams will tailor initiatives and drive inclusive strategies ensuring our commitment to DEI resonates authentically throughout the organisation.
- 6.3 The People and Capability team will annually assess the efficacy of our site-based DEI teams using a diverse range of metrics, encompassing team member feedback, engagement outcomes and appointment, promotion and retention rates. These outcomes will be integrated into the People and Capability team's measures and reports.
- 6.2 Annual disclosure of DEI reports and outcomes will be communicated to key stakeholders, including but not limited to the CEO, Executive, People and Capability and DEI teams and Employee Resource Groups.
- 6.4 The Board will annually assess the progress of our objectives and may refine and evolve them as appropriate. The Board will ensure that appropriate disclosure will be made in the Annual Report regarding Board diversity. The *Nomination, Remuneration and People and Capability Committee* will review this policy, including its effectiveness and suggest any necessary or desirable changes for consideration by the Executive team.

7. Monitoring and Evaluation

- 7.1 Each year the Board and the Executive team will set measurable diversity objectives for the Board, the Leadership Team and throughout the organisation more generally.
- 7.2 The Executive team will be responsible for listening to the feedback of team members, reviewing and refining practices and leading and championing innovative programs to achieve the objectives.
- 7.3 The Executive General Manager - People and Capability will monitor this policy and coordinate Bega's overall approach to implementation of the strategy.

8. Document Control

Policy Title	Diversity, Equity and Inclusion Policy
Policy Owner	Executive General Manager - People and Capability
Version	2
Date	1 July 2024

APPENDIX 1

1. Definitions for this Policy

Refer to paragraph 1.2 of this policy:	
Term	Definition
Bega our / us / organisation / we	means each entity listed in paragraph 2 of this Appendix.
diversity	refers to the visible and invisible differences that exist between people, including (but not limited to) race, colour, physical features, sex, sexual orientation, gender identity, lawful sexual activity, age, physical or mental disability, marital status, family responsibilities, pregnancy, breast feeding, carer responsibilities, religion, political opinion, national extraction, social origin, industrial activity, or trade union membership. It also refers to diverse ways of thinking and ways of working.
equity	refers to ensuring that everyone is given the necessary support, opportunities, and resources to achieve equal outcomes, taking into account their unique circumstances and diverse backgrounds including their race, colour, physical features, sex, sexual identity, gender identity, lawful sexual activity, age, physical or mental disability, marital status, family responsibilities, pregnancy, breast feeding, carer responsibilities, religion, political opinion, national extraction, social origin, industrial activity or trade union membership
inclusion	refers to ensuring that current, future and potential team members have equality of opportunity in the organisation without any barriers or obstacles as a result of their race, colour, physical features, sex, sexual identity, gender identity, lawful sexual activity, age, physical or mental disability, marital status, family responsibilities, pregnancy, breast feeding, carer responsibilities, religion, political opinion, national extraction, social origin, industrial activity or trade union membership.
team member / you / your	means an employee of any of the Bega entities set out in paragraph 2 of this Appendix.

2. Bega Entities

Refer to paragraph 1 of this Appendix:	
Bega Cheese Limited	Malanda Dairyfoods Pty Limited
Bega Dairy and Drinks Services Pty Ltd	BDD Foods Pty Ltd
Tatura Milk Industries Pty Ltd	BDD Milk Pty Ltd
Peanut Company of Australia Pty Ltd	Berri Pty Limited
Bega Dairy and Drinks Pty Ltd	Dairy and Drinks Singapore Pte. Ltd
Blowflex Mouldings Pty Ltd	Berri Asia Sdn Bhd
Shanghai Great Lion Food & Beverages Management Co. Ltd	