

POLICY: DIVERSITY AND INCLUSION POLICY



POLICY STATEMENT TITLE	Diversity and Inclusion Policy
VERSION	1
DATE ADOPTED / REVIEWED	1 December 2019
RESPONSIBLE MANAGER	Organisational Development Manager
PLANNED REVIEW DATE	1 December 2021

This Procedure applies to Bega Cheese Limited ("BGA") and its subsidiaries referred to in this document as the Group.

1. INTRODUCTION

Bega Cheese Limited (**Bega**) has a strong commitment to workplace diversity. Bega recognises that the wide array of thinking, perspective and experience resulting from a workplace that is richly diverse in gender, age, ethnicity, sexual orientation and cultural background promotes innovation, enhances the quality of decision making and enables Bega to access and grow the best talent that exists in the community. A richly diverse workplace benefits not only Bega employees but also Bega shareholders, customers, suppliers and the communities in which we operate. This policy aligns with and provides more guidance to how Bega's commitment to diversity may be advanced.

2. THE STRATEGIC IMPORTANCE OF DIVERSITY AND INCLUSION TO BEGA'S GROWTH STORY

Bega recognises that in order to achieve Bega's vision to become "The Great Australian Food Company" every Bega employee will need to grow individually and that the Bega workforce will also need to grow collectively. By "collective growth" we mean our capacity to work together creatively to unlock new sources of value for customers, suppliers, and shareholders, especially in markets that are new or emerging.

This individual and collective growth depends on appreciating, accessing and amplifying the unique strengths of Bega employees. This approach expands Bega's capacity to meet business challenges, opportunities and increase team effectiveness. Leaders must be attuned to the unique strengths of individual employees, which are inherently diverse, and work in ways that amplify these qualities to achieve Bega's vision and provide the opportunity for personal growth.

Bega is committed to attract and retain the best talent available in the community who have the greatest potential to grow. Bega believes that talented people live in all parts of our community. To find the best, means drawing the recruitment net wide, engaging with potential employees, explaining the culture, recognising potential, providing opportunities for growth and celebrating success.

3. STATEMENT OF INTENT – LIVING OUR VALUES

Diversity and inclusion at Bega is about living our values of Grow our people, Support each other, Passion for the customer and Invest in our future.



This means we:

- ensure end-to-end recruitment and selection processes encourage diverse candidatures and that recruitment and selection decisions are made based on competence, potential and personal alignment with Bega values.
- build a talent pipeline and develop the potential of those who show promise to underpin our continued growth and contribution to the community – being prepared to take calculated risks, supporting individuals to succeed in first time situations and learning from mistakes.
- review succession plans, talent processes and performance management processes to ensure that outcomes are fair and just and support diversity and inclusion
- recognise leaders who are natural mentors through our talent processes to amplify their positive impact on development of high potential staff
- help managers support employees manage work and life by accessing flexibility options to help employees maintain quality relationships at work and at home.
- develop leaders who lead by collaboration and inclusion, utilising the best strengths of individuals and teams, they resolve conflict, communicate effectively and coach to boost team performance



This means we:

- take opportunities to learn about different cultures and heritages, celebrating their contribution to the richness of our workplace and our communities.
- alleviate pressure points in employee’s lives and enhance personal well-being.
- improve employment and career development opportunities designed to unlock potential, especially within groups underrepresented in leadership relative to the community.
- aim to reflect the diversity of the communities we serve. To us that means that we have been successful in attracting and retaining the best talent available in the community
- build awareness in all staff of their rights and responsibilities with regards to fairness, equity and respect for others
- regularly monitor remuneration and remuneration setting processes to ensure pay equity
- create an environment where people are comfortable to report behaviour at odds with Bega’s values and Code of Conduct



This means we:

- develop graduate and entry-level recruitment channels attracting top talent to support growth.
- partner with community-based organisations to connect with different sections of the community and provide opportunities for employment, development and other mutual advantage, recognising not all people have been afforded the same opportunities.
- embrace the value that a range of perspectives and life experiences can add to the quality of decision-making, imagination, innovation and ability to serve new and future customers



This means we:

- always take an outward looking and growth orientated view
- listen to employees and provide opportunity for collaboration and co-creation of initiatives
- ensure structures and processes empower decision making at the right level, guided by the Bega values
- are open to different views and embrace the value of different perspectives to decision making
- resolve conflict effectively

4. BEGA'S DIVERSITY AND INCLUSION FRAMEWORK – 5 ELEMENTS FOR GROWTH

Bega's Diversity and Inclusion Framework is shaped by principles to enable people to grow individually and as a team. They create the conditions for Bega's growth as a company and as a partner to our communities. Our Five Elements for Growth are:

- 1. Leveraging Strengths** – appreciating and amplifying individual strengths and building team effectiveness through diversity
- 2. Developing People** - developing the capacity of individuals to grow. In particular the leader's capacity to create a climate of growth, inclusion and value for different skills, experiences and ways of thinking
- 3. Understanding People's Needs** - really listening to people, what is their experience of work and life, how can Bega ensure that their work enhances their experience of life, helping people manage pressure points throughout their careers, and maintains quality relationships at work and outside of work.
- 4. Community** - diversity is also about building a sense of togetherness, how do we do that internally and through external partnerships to improve our approach
- 5. Removing Barriers** - a clear eyed view of what is getting in the way to achieve diversity targets, shaping processes to remove bias where possible

5. RESPONSIBILITY

The Bega Board and the Bega Executive team is committed to workplace diversity, with a particular focus on supporting the representation of women at the senior levels of Bega.

The Board will assess progress annually in achieving our objectives and refine and evolve them from year to year. The Board will ensure that appropriate disclosure will be made in the Annual Report regarding Board diversity. The Nomination, Remuneration and Human Resources Committee will conduct an annual review of this Policy, including its effectiveness, and suggest any necessary or desirable changes for consideration by the Bega Executive.

It is the responsibility of the Bega Leadership Team to engage with staff and champion our Diversity Charter and the framework to effect change. They will recommend objectives, appropriate improvement targets and goals and set leadership accountabilities to ensure success.

It is the responsibility of all leaders to promote and lead our agreed actions with respect to diversity, talent, recruitment and culture development in line with the strategy.

It is the responsibility of Human Resources to report on diversity in accordance with legislative requirements and ensure fair and merit-based practices that encourage diversity in the workplace. This includes annual reporting to the Workplace Gender Equality Agency on Bega's Workplace Gender Equality.

It is also the responsibility of Human Resources to partner with leadership to champion Bega's diversity Charter and to support with appropriate design and modification of people processes.

It is the responsibility of all employees to live our values and adhere to our code of conduct, to act in ways that advance our Diversity Charter, and adhere to all policies and applicable legislation. All Bega employees are responsible for establishing an environment that is collaborative and where diverse qualities and perspectives are embraced to imagine opportunities, improve ways of doing things and achieve the best result.

6. RECRUITMENT AND PROMOTION

Bega is committed to employment practices that generate a diverse pool of candidates and ensure that selection is based on merit and role requirements:

These practices include:

- a. Actively seeking diverse candidates for Board, Executive and senior roles,
- b. Ensuring candidates are interviewed by a diverse selection team,
- c. Ensuring that at least one female candidate is included in the short list of candidates for positions in the top three levels of the company where an external search is undertaken, and;
- d. Always using recruitment processes that are based on competency and the individual's potential to contribute to the growth of Bega.

7. MONITORING AND EVALUATION

Each year the Board and the Executive will set measurable diversity objectives for the Board, the Leadership Team and throughout the company more generally.

The Leadership Team will be responsible for listening to feedback of staff, reviewing and refining practices and leading and championing innovative programs to achieve the Objectives.

The Executive General Manager - Human Resources will monitor this policy, and co-ordinate Bega's overall approach to implementation of the strategy.

8. REPORTING

Human Resources will report to the Board on the achievement of the Objectives. The Board will assess annually the measurable objectives and Bega's progress in achieving them. Bega will also continue to report annually to the Workplace Gender Equality Agency against the standardised gender equality indicators, in accordance with the requirements under the Workplace Gender Equality Act 2012 (Cth).