



Diversity, Equity and Inclusion Policy

GrainCorp Limited

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Policy Name	Diversity, Equity and Inclusion Policy	
Policy Manager	Organisational Development	
Approval Authority	Board	
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1. Introduction

- 1.1. This policy sets out GrainCorp Limited's (**GrainCorp**) commitment to diversity, equity and inclusion in line with our values of:
 - We Stay Safe;
 - We Care;
 - We Do What's Right; and
 - We Deliver.
- 1.2. GrainCorp acknowledges the positive outcomes and better overall performance that can be achieved through a diverse and inclusive workplace, including the ability to attract, retain and motivate directors, officers, leaders and employees from the widest possible pool of available talent.
- 1.3. GrainCorp recognises and utilises the contribution of diverse skills and talent from its directors, officers, leaders and employees. GrainCorp also recognises that in order to have an inclusive workplace, discrimination, bullying, harassment, vilification and victimisation cannot and will not be tolerated.
- 1.4. For the purposes of this policy:
 - 1.4.1. diversity includes, but is not limited to demographic diversity, cognitive diversity, background, and lived experience. Demographic diversity may be visible or invisible and may include (but not be limited to) gender, marital or family status, sexual orientation, gender identity, age, disability, ethnicity, caring or family responsibilities, religious beliefs, cultural background, socioeconomic background, perspective and experience;
 - 1.4.2. equity means ensuring our people are provided with fair and accessible opportunities. Equity recognises that we do not all start from the same place and that we must acknowledge individual needs. Equity further means that GrainCorp may make adjustments to imbalances where it is reasonable to do so;
 - 1.4.3. inclusion means ensuring our people have fair and equitable opportunity to fully contribute and participate in the workplace. This is achieved when individuals feel valued, respected, physically and psychologically safe.
- 1.5. This policy applies to all officers, employees and all people who work at GrainCorp, including contractors and consultants. For those who are subject to foreign or local laws, regulatory requirements or other contractual obligations that conflict with this Policy, the requirements under such law or regulation shall apply.
- 1.6. This policy will be reviewed every 2 years (or earlier if required) by the board of GrainCorp (**Board**) to ensure that it is operating effectively and whether any changes are required.

2. Commitment of GrainCorp

2.1. GrainCorp is committed to:

- 2.1.1. ensuring that GrainCorp's corporate culture and values at all levels supports diversity, equity and inclusion in the workplace whilst maintaining a commitment to a high performance culture;
- 2.1.2. making fair and equitable decisions across the employee lifecycle including but not limited to recruitment, retention, performance, progression, succession planning, remuneration, learning and development. We will review our internal processes and practices to ensure equality for everyone;
- 2.1.3. ensuring that recruitment and selection practices at all levels are appropriately structured so that a diverse range of candidates are considered and guarded against any conscious or unconscious biases that might discriminate against certain candidates;
- 2.1.4. designing, implementing and actively sponsoring 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 and board positions;
- 2.1.5. supporting at all levels an individual's personal responsibilities (including the adoption of flexible work practices that will assist them to meet those responsibilities);
- 2.1.6. providing opportunities for employees on extended carers leave to maintain their connection with the workplace;
- 2.1.7. ensuring the delivery on commitments of our Inclusion and Diversity Action Plan (iDAP), including our Reconciliation Action Plan;
- 2.1.8. ensuring the policy for selection and appointment of new directors is transparent and considers all facets of diversity and inclusion to avoid "groupthink" or other cognitive biases in decision making;
- 2.1.9. ensuring development and succession plans for directors and senior management include diversity and inclusive leadership as a relevant consideration;
- 2.1.10. monitoring and measuring the achievement of all diversity and inclusion objectives set by the Board; and
- 2.1.11. considering whether key performance indicators for senior management might be an appropriate way of furthering diversity and inclusiveness objectives.

3. Responsibilities

- 3.1. The Board has formally adopted this policy, reflecting a commitment by the Board for accountability across GrainCorp to achieve its diversity, equity and inclusion goals.
- 3.2. The Board has responsibility for this policy, including its regular review and the monitoring of its effectiveness.
- 3.3. The Board has responsibility to:
 - 3.3.1. monitor progress of agreed measurable objectives for achieving gender diversity in the composition of its Board, senior management and workforce generally (**Objectives**) and, where appropriate, other aspects of diversity and inclusion including in respect of women in leadership, age, culture and neuro-diversity;
 - 3.3.2. assess annually GrainCorp's progress in achieving the Objectives; and
 - 3.3.3. disclose:
 - a. the Diversity, Equity and Inclusion Policy on GrainCorp's website;
 - b. the Objectives set for the relevant reporting period and GrainCorp's progress in achieving the Objectives;
 - c. the respective proportions of men and women on the board, in senior executive positions and across the whole workforce (including how the entity has defined "senior executive" for these purposes) or the entity's Gender Equality Indicators, as defined in the *Workplace Gender Equality Act 2012* (Cth);
 - 3.3.4. The Board will be responsible for approving any key performance indicators for senior management in relation to any of GrainCorp's diversity, equity and inclusion objectives.

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