

Diversity, Equity and Inclusion Policy

Status	Approved
Version	2.0
Policy Owner	Chief Executive Officer
Policy Approver	PGG Wrightson Board of Directors
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Diversity, Equity & Inclusion Policy

Purpose

PGG Wrightson Limited (PGW) recognises the value of a diverse and skilled workforce and is committed to creating and maintaining an inclusive and collaborative workplace culture. This Policy sets out PGW's intent, objectives and measures for embedding and enhancing workplace Diversity, Equity and Inclusion across our business.

Statement of Commitment

PGW is committed to building a workplace where diversity and inclusion are part of our everyday culture. We encourage and value the contributions of people from a wide range of backgrounds, experiences, and perspectives. All team members are expected to contribute to an inclusive environment and uphold the PGW values in everything they do.

Key points

PGW recognises that a diverse and inclusive workplace delivers better decision-making and innovation, stronger connections with customers and communities, greater team member engagement and retention, a safer workplace, and improved business performance.

PGW aims to be a place where everyone feels welcomed, respected and valued, can confidently be themselves, and has their best opportunity to succeed. Embracing diversity, equity and adopting inclusive practices are essential to meeting PGW's current and future workforce needs.

PGW has committed to publicly reporting on gender pay and representation. PGW is taking steps to advance diverse representation in leadership, technical and representative roles, through inclusive recruitment, development, equitable pay and flexible working practices.

PGW has zero tolerance for discrimination, bullying or harassment. Our values, leadership competencies, policies and processes set the standards for a culture of inclusion.

Scope

This policy applies to all PGG Wrightson Group businesses and PGW Team members. PGW Team members include permanent and fixed term employees, temporary and casual workers, independent contractors (including Real Estate and Livestock agents), and any third-party contractors (including consultants). PGW businesses include: PGG Wrightson Ltd, business units, its subsidiaries, associated companies over which PGW has significant influence and joint ventures.

Policy Detail

1. PGW recognises that a diverse and inclusive workplace delivers better decision-making and innovation, stronger connections with customers and communities, greater team member engagement and retention, a safer workplace, and improved financial performance.
2. PGW is committed to creating and maintaining an inclusive and collaborative workplace culture where everyone feels welcomed, respected and valued, can confidently be themselves, and has the opportunity to succeed and reach their full potential.

3. PGW's values of Accountability, Leadership, Integrity, Smarter and Teamwork (the "A-List") and leadership behaviours of Take Care, Own It, Lead People, Evolve, Authentic You and Develop ("TO LEAD") inherently recognise the importance of Diversity, Equity and Inclusion in helping PGW to achieve its vision. These values and leadership behaviours help guide PGW's commitment to recognising the benefits of Diversity, Equity and Inclusion in all areas of the business including policies and processes relating (but not limited) to the following:
 - Attraction, selection and retention of talent;
 - Performance management;
 - Remuneration and reward framework;
 - Employment provisions, including flexible working;
 - Learning and development;
 - Talent management and succession planning; and
 - Board appointments.They also ensure PGW's workforce reflects our stakeholder base and the diverse communities within which we operate.
4. PGW does not tolerate any form of bullying, harassment, discrimination, victimisation or other inappropriate behaviour toward each other in the workplace. These are addressed in our Anti-Harassment & Bullying and Whistleblower policies and related learning materials.

Diversity Objectives

1. Management is committed to providing a workplace:
 - that is objective, open-minded and free from discrimination;
 - that reflects the diversity of the people with whom PGW engages;
 - that empowers management to cultivate a culture of inclusion in which the strengths of every individual are recognised and valued; and
 - that ensures all staff receive equal and fair treatment under our employment policies and practices, so all can reach their potential on merit, unhindered by individual differences; and which recognises and values individual diversity, different skills, ability and experiences.
2. PGW is committed to transparency of our gender pay through reporting Gender Pay data in the publicly available annual PGW Sustainability Report. PGW has signed up to Mind the Gap, New Zealand's public pay gap registry, which includes the commitment to publicly report its Gender Pay gap on an ongoing basis. PGW also publicly reports on gender and age hire and turnover data, and gender representation of Governance Boards.
3. The PGW Group Sustainability Strategy publicly reports on Social Sustainability objectives linked to United Nations Sustainable Development Goals (SDGs). This incorporates goals relating to Diversity, Equity and Inclusion:
 - SDG 5 Gender Equality: PGW understands that the future workforce of our business will change as the communities in which we operate change. PGW embraces a more diverse and gender-balanced workforce, PGW supports the full participation of women in decision making and leadership (target 5.5); and
 - SDG 8 Decent Work & Economic Growth: Due to the size and scale of PGW's operations in New Zealand, the business contributes significantly to economic productivity (target 8.2), full employment, equal pay (target 8.5), protection of labour rights, supports safe working environments (target 8.8) and the removal of modern slavery from our supply chains (target 8.7). The contributions to decent work and economic growth are inherent in how PGW conducts its business operations and is demonstrated regularly through annual reporting.

4. PGW employment and selection opportunities, and Board appointment recommendations, follow objective processes to secure the best person for the role, based foremost on position requirements and merit, with diversity being one of the factors to be considered.
 - Where possible and without over-riding merit, PGW will appoint Senior Management members that reflect:
 - Diversity, Equity and Inclusion (as defined below);
 - Experience/interest in the primary sector; and
 - The appropriate skills to assist PGW achieve its vision.
 - Our merit-based recruitment and selection processes removes bias and ensures a diverse range of candidates are considered. This may include writing job ads in gender-neutral language, psychometric testing, behavioural based interviewing and interview panels.
 - PGW's induction, leadership and management skills training assists with reinforcement of PGW's approach to Diversity, Equity and Inclusion during the recruitment process.
 - PGW management will have available appropriate HR support in all recruitment and selection processes, with an emphasis on assessing merit and avoiding discrimination.
 - The Remuneration & Appointments Committee will undertake an annual review of diversity metrics (gender, age etc) at all levels of the business to identify where diversity may be improved.
5. PGW operates a consistent, transparent and fair Remuneration Policy and framework, aligned to our strategy, culture, business objectives and values. This covers all employees, including senior executives and is approved by the Board of Directors.
 - With our external expert remuneration partner, all PGW roles are evaluated using bands or grades, which are then compared against private sector benchmarking. PGW has committed to paying all employees at least the equivalent of the living wage.
 - The Remuneration & Appointments Committee undertakes an annual review of diversity metrics (gender, age etc) at all levels of the business.
 - PGW's robust Remuneration Policy and framework results in no significant variance in salary by gender when comparing like-for-like roles.
6. PGW supports staff to take time off to raise a family:
 - PGW offers a full range of entitlements to the primary carer and partner based on length of continuous employment, which are an enhancement on the legislative requirements.
 - Additionally, all employees on a period of parental leave are included in all remuneration reviews.
 - While everyone's experience is unique, returning to work after a period of parental leave can be a significant transition point in the lives of many people - maintaining career continuity, building confidence and improving financial stability. The return to work can often involve a rebalancing of work and family life around a new set of responsibilities and needs. PGW supports staff returning to work through a 'Keeping in Touch' programme to ensure the employee can maintain a connection with the workplace, offering up to 64 paid hours.
7. PGW offers employment on a part time basis and/or with flexible working arrangements where the operational requirements of the business can be met. All part-time employees are provided the same benefits as full-time employees.
8. PGW understands that the future workforce of our business will change as the communities in which we operate change. We are committed to continuous improvement by:
 - Applying a Diversity, Equity and Inclusion lens to internal & external communications;
 - Ongoing reviews of policies, benefits and practices to accommodate the diverse needs of our people; and
 - Developing leaders who are equipped and accountable for leading a diverse and inclusive workforce and culture.

About this policy

Definitions

Discrimination refers to when a person is treated differently and unfairly compared to others because of a personal characteristic such as race, sex, or age.

Diversity refers to the traits and characteristics that make people unique. It includes visible differences such as gender, age, ethnicity and physical ability/appearance, as well as underlying differences such as thinking styles, religion, sexual orientation, education, family status and cultural background. Diversity encompasses acceptance and respect of an individual irrelevant of their background and means understanding that each individual is unique, whilst recognising the value they bring to the workplace.

Equity refers to fair outcomes for individuals belonging to diverse groups, achieved by addressing the barriers that each of these group's face.

Inclusion refers to the behaviours and social norms that ensure people feel safe and welcome within the workplace, comfortable to express themselves without fear of discrimination or bias and can fully participate and thrive within the workplace. It includes creating a work environment and culture where differences are valued, respected and leveraged and where everyone can learn, develop, participate, contribute and achieve in the workplace.

Pay gap: A measure of inequality which shows that some groups earn less than others, on average. Differences in pay could be fair or unfair. Pay differences can result from people doing different jobs, or from bias and discrimination, among other reasons. Equal pay means that individuals performing the same job receive the same remuneration. Pay Equity ensures that everyone's work is valued based on their skills, responsibilities and experience, as well as the effort it requires.

Breaches

Any breaches of this policy must be reported to your manager and the Policy Owner.

Any breach of this policy will be considered on a case-by-case basis. Disregard for, or failure to comply with, this policy may result in disciplinary action, up to and including dismissal, for employees, and termination of contract for independent contractors and consultants.

Clarification and Exceptions

If you require clarification about any aspect of this policy, please contact your manager, or the General Manager People & Safety. There are no exceptions to this policy.

Compliance

Monitoring compliance with this Policy is the responsibility of the Chief Executive Officer as the Policy Owner, including any material issues that arise. The Chief Executive Officer will report to the Board from time to time on the implementation of this Policy and performance against the Policy.

Reporting: PGW publish a copy of this Policy on its website and will include in its annual report:

- a quantitative breakdown as to the actual gender composition of PGW's Directors and Officers at the balance date and comparative data for the previous year;
- a quantitative breakdown on gender pay; and
- a report of PGW's performance against this Policy's objectives.

Related policies and documents

The following is a list of documents that support this policy, including standards, processes, procedures, guidelines, templates.

PGG Wrightson Code of Conduct

PGG Wrightson Whistleblower Policy

PGG Wrightson Anti-Harassment and Bullying Policy

PGW Wrightson Flexible Working and Parental Leave Policies

PGG Wrightson Sustainability Report

NZX Guidance Note – Diversity Policies and Disclosure

Review

This Policy is to be reviewed every 3 years. Minor changes to this policy can be approved at any time by the Policy Owner.