

Inclusion and Diversity Policy

September 2018



Grow a better tomorrow

Statement of Intent

The intent of the Inclusion and Diversity Policy is to contribute to the sustainable growth of our company through positively building our talent and developing an inclusive culture within the organisation.

It also makes us better partners within the communities and customers we serve.

Key Contact

John Holding – Group Executive People & Performance

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1. Introduction

Nufarm has a commitment to Inclusion and Diversity by providing a working environment that is inclusive and where individuals are valued for their diversity and empowered to reach their full potential. Inclusion and Diversity are often used, interchangeably, or abbreviated to 'D&I' or at Nufarm we say I&D'.

Diversity specifically refers to differences between individuals or groups. This can include but not limited to; age, gender, culture, race, religion, disability, ethnicity, family responsibilities, language, marital status, sexual orientation, education level, socio-economic background, thinking style and work preferences.

Inclusion refers to the welcoming of these diverse individuals and groups through a workplace that can provide all employees a harmonious work environment where their diversity is valued. We believe in the contribution of diversity to the richness of Nufarm, and our ability to serve customers and to contribute to our communities.

Inclusion and Diversity at Nufarm is about living our values of Responsibility, Agility, Respect and Empowerment.

RESPONSIBILITY

We are accountable for our decisions and our actions. We recognise trust is at the foundation of relationships and acting ethically, safely and responsibly creates that trust.

• This means we:

- Promote equal opportunity in the workplace and ensure decisions regarding employment, including (but not limited to) recruitment, remuneration, training, promotion and development, are made so that equity is ensured regardless of race, gender, marital status, religion, age, culture, parental status, disability, sexual orientation, thinking styles, work preferences or any other non-merit related consideration;
- Train our people to ensure they understand their rights and responsibilities in relation to relevant equal employment opportunity, discrimination, human rights and related legislation for each country in which we operate; and
- Create an environment where people are comfortable to report inappropriate or offensive behaviour and where complaints are treated in a sensitive, fair and timely manner.

AGILITY

We are resourceful and adaptable in meeting the needs of our customers and our organisation.

• This means we:

- Aim to reflect the diversity of the communities we serve. To us that means we have been successful in attracting and retaining the best talent available in the community;
- Build a talent pipeline and develop the potential of those who show promise to underpin our continued growth and contribution to the community; and
- Develop policies and practices which help support our people to enjoy enriching lives including a balance of work, family and personal fulfilment.

RESPECT

We respect others – colleagues, customer and stakeholders – and our environment. We care for all our resources.

• This means we:

- Create an inclusive workplace culture where all people are treated with dignity and respect;
- Take opportunities to learn about different cultures and heritages, celebrating their contribution to the richness of our workplace and our communities; and
- Recognise and show respect to the traditional custodians of the land and the waters where we operate.

EMPOWERMENT

We are an innovative, entrepreneurial organisation where individuals and teams can do what is best for the customer, the organisation and our stakeholders

• This means we:

- Embrace the value that a range of perspectives and life experiences can add to the quality of decision making and to innovation practices/processes, which is fundamental to our future success; and
- Seek to unlock the capabilities and potential of our people through our talent and development frameworks and effective leadership behaviours.

The Board and senior management of Nufarm are committed to supporting and championing these practical actions in support of Inclusion and Diversity because they are the right thing to do and are good for business. We also commit to acting in accordance with the ASX Corporate Governance Principles and Recommendations and other regulatory requirements.

2. Objective

The intent of this Inclusion and Diversity Policy is to outline Nufarm's commitments to promoting diversity and developing an inclusive and high performing culture that will contribute to the sustainable growth of our company.

It also makes us better partners with the customers and communities we serve.

3. Measures of Success and Improvement

Each year the Board and the Executive will set measurable Inclusion and Diversity objectives for the Board, the senior management team and throughout the company more generally.

These objectives and progress against them will be reviewed annually by the Board and published in the Annual Report.

4. Talent Acquisition

As a global company, Nufarm recruits people from around the world. We believe that our people, from many different cultures, linguistic and national backgrounds, provide us with valuable knowledge for understanding and operating profitably in complex international markets.

We are therefore committed to employment practices that generate a diverse pool of candidates and ensure that selection is based on merit and role requirements, and that the potential for unconscious bias is both recognised and minimised.

These practices include:

- Actively seeking diverse candidates for Board, Executive and key senior roles;
- Ensuring candidates are interviewed by a diverse selection team, and ensuring members of selection teams have a working knowledge of unconscious bias;
- 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; and
- Always using recruitment processes which are based on competency and the individual's potential to contribute to the growth of Nufarm.

5. Talent Management

Nufarm is committed to leveraging the unique talents, strengths and assets of a diverse workforce and creating an inclusive work environment. To ensure the on-going development of a diverse workforce, Nufarm is committed to appropriate policies across a range of talent management processes including:

- Ensuring remuneration is set appropriately to the requirements of the position and the performance of the individual;
- Nufarm is committed to gender pay equity including regular analysis, monitoring, communication and improvement where required;
- Recruitment and management practices which are effective in recognising potential and growing our people to their full capabilities;
- Taking a structured and collaborative approach to succession planning and career development through an integrated talent management process that includes team calibration and targeted development;
- Being clear on our expectations of our people and how they contribute to business results and providing clear feedback to staff on performance;
- Recognising and celebrating both individual and team successes;
- Setting objectives targets for leaders in support of the above and
- Recognising that unconscious bias is often a barrier to fair and equitable career development.

6. Monitoring and Reporting

The Executive and senior management team have responsibility to monitor and report progress on an ongoing basis, and develop strategies and initiatives to improve performance against our objectives and measures. Strategies and developed initiatives will respond to building the maturity of Inclusion and Diversity at Nufarm as an outcome of the regional Self Audit Inclusion and Diversity tool kit.

The Board has delegated to the Human Resources Committee the responsibility to:

- Review and make recommendations to the Board on the Nufarm Inclusion and Diversity Policy, ensuring the Policy is in line with applicable legislation and governance principles and is actively aligned with Nufarm's business objectives;
- Determine the process for ongoing assessment of Nufarm's performance in relation to its Inclusion and Diversity Objectives;
- In conjunction with the Nominations Committee, ensure the principles of the Inclusion and Diversity Policy are applied to Board appointments and succession;

- Make recommendations to the Board regarding this Policy and strategies to address Board diversity;
- Monitor the application of the Inclusion and Diversity Policy to Executive appointments and succession;
- Review the company's remuneration, recruitment, retention and termination policies and procedures for senior executives and more generally as a framework that applies to the whole organisation;
- Monitor the broad application of the Inclusion and Diversity Policy and report on achievements in targeted areas.

7. Responsibility

The Board must assess progress annually in achieving our objectives, and refine and evolve them from year to year as we continue to develop.

The Board will ensure that appropriate disclosure will be made in the Annual Report regarding Board diversity.

The Human Resources Committee will conduct an annual review of this Policy, including its effectiveness, and will put forward any necessary or desirable changes for consideration by the Board.

It is the responsibility of senior managers to lead and champion our agreed actions with respect to Inclusion and Diversity, talent management and acquisition and culture development.

It is the responsibility of Human Resources to report on diversity in accordance with local legislative requirements and ensure fair and merit based practices that encourage Inclusion and Diversity in the workplace. This includes annual reporting to local authorities where required e.g. Workplace Gender Equality Agency on Nufarm's Workplace Gender Equality in Australia or Gender Pay Gap Report in the UK and or other local legislative reporting.

It is the responsibility of all people to live our values and adhere to our code of conduct, all policies and applicable legislation.

8. Approvals and Revisions

Revision Number & Date	Name of Approver	Title of Approver	Signature	Date Approved
1	Greg Hunt	CEO and Managing Director		29 May 2015
2	Greg Hunt	CEO and Managing Director		02 August 2017
3	Greg Hunt	CEO and Managing Director		04 October 2018

Next revalidation date:	July 2019	Role Responsible:	Group Executive Human Resources
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