

Inclusion and Diversity Policy



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Key Contact:

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Group Executive, People & Performance

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Intention

We develop an inclusive culture

Nufarm is a global organisation that nurtures an inclusive work environment where individuals are valued for their diversity, can bring their whole self to work and be empowered to reach their full potential.

We know diversity fuels innovative thinking and decision-making and contributes to the richness of Nufarm and our ability to solve problems for the customer.

We are stronger when our plans and operations reflect the thinking of all our people, representing a broad range of backgrounds, cultures and experience.

Cultivating a diverse and inclusive culture with varied perspectives and backgrounds is critical for Nufarm to remain innovative and to grow while creating a sense of belonging for all.

Our Inclusion and Diversity Policy contributes to the sustainable growth of our company by positively building our talent and developing an inclusive culture within the organisation for our talent to thrive.

We are committed to inclusion at all levels of the organisation, regardless of a person's gender, marital or family status, sexual orientation, gender identity, age, abilities, ethnicity, religious beliefs, cultural background, socioeconomic background, perspective and experience.



Objective

We welcome and value differences

Nufarm promotes a culture of inclusion, diversity and equity, fostering workplaces free from discriminatory activities and practices.

Nufarm takes all reasonable measures to ensure equal opportunities for all employees and that we provide a work environment free from discrimination, harassment, sexual harassment and workplace bullying, victimization and vilification.

'Inclusion' and 'diversity' are often used interchangeably.

Diversity refers to differences between individuals or groups. This may relate to age, gender, culture, race, religion, disability, ethnicity, family responsibilities, language, marital status, sexual orientation, education level, socioeconomic background, thinking style, or work preferences.

Inclusion refers to the welcoming and valuing of these differences among individuals and groups in a harmonious workplace. We believe diversity contributes to the richness of Nufarm and our ability to serve customers and give to our communities.

Our Inclusion and Diversity Policy outlines our commitments to promoting diversity and developing an inclusive and high performing culture that will contribute to the sustainable growth of our company.

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



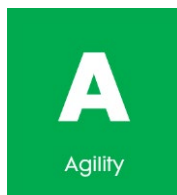
Inclusion and diversity at Nufarm is about living our values of Responsibility, Agility, Respect and Empowerment



We are accountable for our decisions and our actions. We recognize 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 make decisions about employment, including recruitment, remuneration, training, promotion and development, to uphold equity 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 so they understand their rights and responsibilities under relevant equal employment opportunity, discrimination, human rights and related legislation for each country in which we operate
- 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.



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, which to us 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
- develop policies and practices that help support our people to enjoy enriching lives, including a balance of work, family and personal fulfilment.



We respect others – colleagues, customers 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
- recognised and show respect to the traditional custodians of the land and the waters where we operate.



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 and processes, which is fundamental to our future success
- seek to unlock the capabilities and potential of our people through our talent and development frameworks and effective leadership behaviours.

Measures

We review and measure our success annually

Each year the Board and the Executive will set measurable inclusion and diversity objectives for the Board, the senior management team, and the company. The Board will annually review these objectives and our progress against them, and we will publish results in the annual report.

In pursuing inclusion and diversity we are not only pursuing the human benefits of respect and empowerment—we are pursuing the business benefits for a global organization. We operate in competitive markets in which attracting, retaining and motivating a diverse pool of employees from the widest possible talent pool is essential. Diverse perspective and ideas help us solve for the customer. An inclusive, harmonious workplace helps all people to feel a sense of belonging and empowered to come as they are—a central tenet of our employee value proposition. Nufarm recognises the many benefits that flow from inclusion and diversity.

Nufarm's Board and senior management are committed to supporting and championing inclusion and diversity because of these benefits, and hold the organisation accountable for creating:

- a culture of diverse talent to bring different perspectives, generate ideas and make better decisions.
- a more stimulating work environment where all employees can learn and grow from the experiences of others and have a sense of belonging.

The Board and senior management are also committed to acting in accordance with the ASX Corporate Governance Principles and Recommendations and other regulatory requirements.

Our executive I&D steering committee review our inclusion and diversity strategy and roadmap and sets objectives with the Human Resources Committee so we can make Nufarm a better place to work.



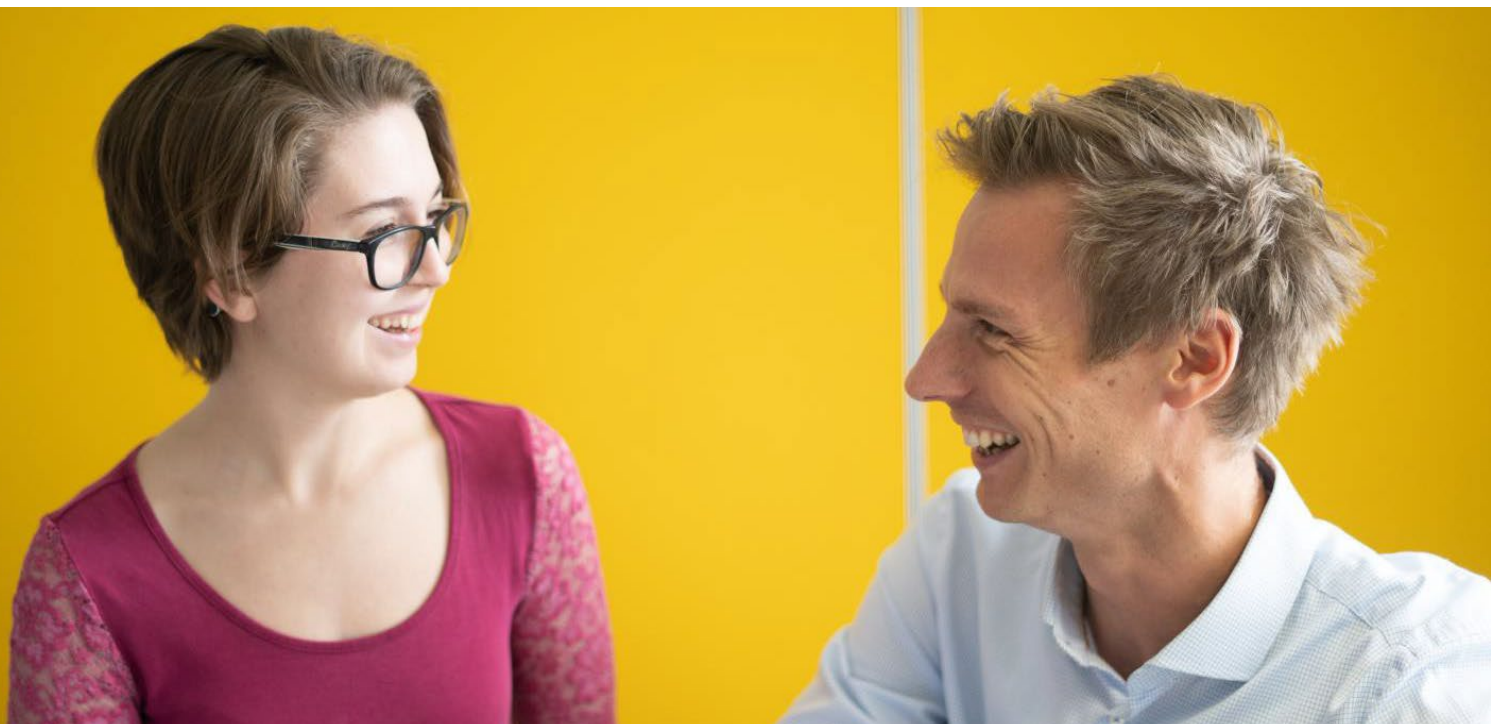
Talent Acquisition

We recruit globally so we can compete globally

As a global company, Nufarm recruits people from around the world. We believe our people—from many different cultural, language and national backgrounds—give us valuable knowledge for understanding and operating profitably in complex international markets.

We are committed to employment practices that generate a diverse pool of candidates. We select based on merit and role requirements and recognise and minimise the potential for unconscious bias. Examples of these practices are:

- actively seeking diverse candidates at all organisational levels from the Board down
- offering competitive employee benefits that attract a wide range of people
- using a diverse selection team to interview candidates, and making sure team members have a working knowledge of unconscious bias
- creating gender balanced shortlists of candidates
- always using recruitment processes based on competency and the candidate's potential to contribute to the growth of Nufarm.



Talent Management

Our policies support diversity



Nufarm is committed to maintaining appropriate talent management policies to support diversity, such as:

- setting remuneration that is appropriate to the position's requirements and the person's performance
- committing to gender pay equity including annual analysis and monitoring as part of our remuneration cycle and making improvements where required
- using recruitment and talent management practices that recognize 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 uses data, evidence, calibration and targeted development
- being clear on our expectations of our people and how they contribute to business results and providing clear feedback on performance
- recognizing and celebrating individual and team successes
- setting objective targets for leaders to support these commitments (above) and address current diversity gaps and cultivate an inclusive culture
- recognizing that unconscious bias is often a barrier to fair and equitable career development
- offering flexible working practices that will assist our current and prospective employees to meet the varied work and life responsibilities they may have, which includes all employees having access to gender neutral parental leave
- committing to designing and implementing programs that will develop a broader and more diverse pool of skilled and experienced employees and over time will prepare them for senior management and Board positions.

Flexible Working

We adapt to support responsibilities

We know flexible work arrangements create a more diverse and engaged workforce. Nufarm offers opportunities for flexible working because we recognise that employees of any gender and at any level may have domestic responsibilities. We adapt, where practical as the role allows, so employees can use flex work practices to meet their work and personal responsibilities.

For parents, Nufarm offers parental leave that at least meets the local legislative standard and, in many cases, goes beyond the minimum requirement so parents can comfortably meet their responsibilities to a new child.



Monitoring and Reporting

We champion, monitor and report on our agreed actions

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

The Board must make appropriate disclosure about Board diversity in the annual report.

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

Senior managers must lead and champion our agreed actions around inclusion and diversity, talent management and acquisition, and culture development.

Human Resources must report on diversity in accordance with local legislative requirements and ensure we have fair and merit-based practices that encourage inclusion and diversity in the workplace. This includes annual reporting to local authorities where required (e.g. report to the Workplace Gender Equality Agency on Nufarm's Workplace Gender Equality in Australia or to the Gender Pay Gap Report in the UK, and other local legislative reporting).

Our people are responsible for living our values and adhering to our code of conduct, all policies and applicable legislation.

Approvals and Revision

We regularly review

Revision number	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 Aug 2017
3	Greg Hunt	CEO and Managing Director		04 Oct 2018
4	Greg Hunt	CEO and Managing Director		12 Nov 2020
	Melanie Minns	Global Lead Organisation Capability		12 Nov 2020
5	John Holding	GE People and Performance		Nov 2022
	Melanie Minns	Global Lead Organisation Capability		Nov 2022

Next revalidation date:	September 2024	Role responsible:	Group Executive People and Performance
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Amendment schedule

Page number	Change	Who	Date
1	Reviewed the entire document with stronger committed language compared to previous	Melanie Minns	Oct 2022
2	Expanded the corporate benefits of diversity as per 4th edition ASK principles and aligned with more recent messaging to support our 2022-2025 I&D Road map.	Melanie Minns	Oct 2022
3	Altered numbers in shortlists to focus on gender neutral	Melanie Minns	Oct 2022
4	Expanded point on flexibility as 4th Edition suggests discussing parental leave and acknowledge domestic responsibilities. Our parental leave policies are set in region	Melanie Minns	Oct 2022
5	Updated images to better reflect diversity across our organisation and post Covid-19 flexible working	Melanie Minns	Oct 2022