



## 1. Scope

This policy applies to a2MC and its operations globally. Some terms used in this policy are defined in section 0 at the end of this policy.

## 2. Purpose and Commitment

a2MC recognises Diversity, Equity, Inclusion and Belonging (**DEIB**) as strategic imperatives that support sustainable business performance, innovation and long-term value creation. Our purpose, values and strategic priorities place people at the centre of how we operate, lead and grow. DEIB underpins strong leadership, engaged teams and high performance across the organisation.

We respect and value the diversity of our Team Members, consumers and stakeholders. We are committed to fostering a culture of equity, inclusion and belonging where all Team Members are treated fairly, feel respected and valued, and are empowered to contribute to their full potential. This Policy sets out the expectations, principles and accountabilities in line with global best practice for embedding DEIB across our workplaces, culture, systems and practices.

Through this Policy, a2MC commits to the following outcomes:

- **Representation:** A workforce that reflects the diversity of the communities we serve, for gender, ethnicity, disability and other relevant dimensions across all organisational levels.
- **Equity:** Fair treatment, access and advancement through transparent, consistent and bias-mitigated systems and decision-making processes.
- **Inclusion:** An environment where Team Members report feeling valued, heard and able to contribute authentically, measured through internal surveys and pulse checks.
- **Accountability:** Clear ownership for DEIB outcomes by ELT and management with appropriate Board governance.
- **Transparency:** Regular internal and external reporting, including annual public disclosure of diversity data and progress against objectives, where appropriate.

This Policy sets out a2MC's commitments and expectations in relation to DEIB and operates alongside, and does not replace, a2MC's workplace conduct policies, grievance procedures and applicable legislation.



### **3. Creating a Diverse and Inclusive Culture**

At a2MC, we seek to embed and sustain a robust DEIB framework within our culture, systems and ways of working. This includes fostering:

- A workplace that values and embraces individual differences.
- A work environment free from unlawful discrimination, harassment, bullying, victimisation and vilification.
- Equitable policies, processes and practices that mitigate both conscious and unconscious bias.
- Equal employment opportunities based on capability, performance and potential.
- Inclusive communication that recognises and responds to the diverse needs of Team Members.
- Respectful challenge of biased or exclusionary behaviours, comments and decisions.
- Equitable access to development, stretch opportunities and career progression across demographic groups.
- Flexible work practices that support balance between work and personal responsibilities, subject to operational requirements.
- Ongoing connection and inclusion for Team Members on extended leave.
- Attraction, development and retention of a diverse range of talented people, regardless of any protected attribute.

### **4. Roles and Responsibilities**

Creating and sustaining a diverse, equitable and inclusive culture is a shared responsibility across a2MC.

#### **4.1 Team Members**

All Team Members are expected to:

- Treat others with respect and contribute to an environment where diverse perspectives and experiences are welcomed.
- Act in ways that support DEIB and advance the objectives of this Policy, including compliance with relevant workplace conduct requirements.
- Speak up about behaviours, practices or decisions that are inconsistent with this Policy, and support others to do the same.
- Share feedback and ideas with Leaders on initiatives and practices that strengthen DEIB across the organisation.



## **4.2 Leaders**

All Leaders are expected to:

- Role model inclusive behaviours and establish cultural norms that encourage diversity of thought and participation.
- Build diverse teams and support equitable development by distributing opportunities, stretch assignments and sponsorship fairly.
- Make fair, consistent and evidence-based people decisions aligned with this Policy, including in recruitment, performance management, development, recognition and promotion.
- Actively seek input from a broad range of Team Members and ensure diverse perspectives are considered.
- Seek guidance from People & Culture to support consistent and appropriate application of this Policy.
- Use data and insights to identify and address inequities, including reviewing team demographics, promotion outcomes, performance distributions and attrition trends.
- Include DEIB outcomes in performance objectives and address exclusionary behaviour promptly and constructively.

## **4.3 Board**

The Board is responsible for:

- Setting the strategic direction for DEIB and ensuring alignment with a2MC's strategy, values and risk management framework.
- Ensuring policies, controls and reporting mechanisms are effective, compliant and fit for purpose.
- Modelling inclusive behaviours through respectful challenge and consideration of diverse perspectives in Board deliberations.
- Exercising oversight by reviewing organisational demographics, cultural risks, succession pipelines, promotion velocity and attrition trends at executive and senior leadership levels.

## **4.4 People & Culture**

The People & Culture function is responsible for:

- Maintaining this Policy and associated guidance, learning programs and processes.
- Advising Leaders and Team Members on the application of this Policy and responses to concerns.



- Coordinating DEIB reporting and insights for the People and Remuneration Committee and supporting applicable disclosure requirements.

## **5. Measuring and Reporting**

The Board is responsible for adopting measurable objectives and developing initiatives for achieving a diverse and inclusive workforce and overseeing the implementation of this Policy.

The People and Remuneration Committee is responsible for reporting to the Board on:

- a2MC's progress in meeting its measurable objectives.
- the effectiveness of a2MC's measurable objectives with respect to diversity (this includes providing the Board with recommendations as to any updates to measurable objectives). At a minimum, this report will include a review of gender diversity at all levels in the organisation.
- a2MC's annual report will disclose the measurable objectives set by the Board and the progress of a2MC towards achieving these objectives.
- data including but not limited to representation data, pay equity analysis and remediation actions, employee engagement survey and inclusion indicators.

## **6. Breach of Policy**

Any breach of this Policy may result in action being taken in accordance with a2MC's Code of Conduct and applicable people management and disciplinary procedures. Serious or repeated breaches may result in disciplinary action, up to and including termination of employment or engagement.

## **7. Review of this Policy**

This policy will be reviewed regularly by the People and Remuneration Committee to check that it is effective and having regard to a2MC's changing circumstances and changes in law or practice.

## **8. Questions**

Any person who has questions about this policy or requires further information should contact the Chief People Officer.



## 9. Definitions

In this policy, the following definitions apply:

**a2MC** means The a2 Milk Company Limited and its related companies (as that term is defined in the Companies Act 1993 (NZ)) or any company that is managed, advised or controlled by any of the above.

**Belonging** is the experience of feeling accepted, respected and valued, where individuals know their perspectives matter and that they are a meaningful part of the organisation.

**Diversity** refers to the mix of people in our workplace and encompasses the spectrum of human differences, including nationality, language, gender, age, cultural background, lived experience, abilities and disabilities, neurodiversity and skills.

**ELT** means the a2MC Executive Leadership Team.

**Employees** means all employees of a2MC, including full-time, part-time, fixed-term, maximum-term and casual employees, in any jurisdiction unless expressly stated otherwise.

**Equity** means ensuring fair treatment and equitable access to opportunities and advancement by identifying and removing systemic barriers and providing appropriate support through organisational structures and systems.

**Inclusion** describes how we work together day to day—treating one another with respect, ensuring all voices are welcomed and considered, and creating conditions of psychological safety where differences are valued.

**Leaders** means any Team Member with direct people leadership responsibility.

**Team Members** means all Employees, directors and officers, consultants, contractors or subcontractors (and their employees), volunteers, employees of labour hire organisations, work experience students, trainees and volunteers employed or engaged by a2MC in any jurisdiction.