

## 1. Purpose

Our purpose at a2MC is to pioneer the future of dairy for good. We have a special product, a unique brand, and a burning desire to continue re-imagining what “great” looks like and to believe in better™.

Our purpose and our passion to enrich lives extends to the way we care for, and value, our people. We have special people with unique backgrounds and experiences who share our burning desire to continue to reimagine what “great” looks like by accepting and living the vital principles of diversity and inclusion, and always believing in better.

## 2. What is diversity?

**Diversity** is about difference.

Differences include, but are not limited to, characteristics of individuals such as nationality, language, gender and gender identity/expression, sexual orientation and preference, generation, age, ethnicity or ethnic origin, race, colour, cultural identity, socioeconomic background, religious background and beliefs (including the absence of religious beliefs), family status, marital status, abilities and disabilities, experiences, political opinion, education, employment status, career paths, and working and thinking styles.

At a2MC, we passionately believe and are committed to, fostering an environment where harnessing the power of diverse perspectives and backgrounds is the norm.

## 3. What is inclusion?

**Inclusion** is about accepting and leveraging these – and other – differences.

We are global in our thinking, behaviours and people, and we passionately believe in fostering an inclusive culture because it is essential for diversity to thrive, and to enable our people to realise their potential.

When we genuinely foster an environment where the principles of inclusion are upheld, we establish an environment where our people:

- feel like they are, and in indeed are, valued for who they are irrespective of their individual characteristics;
- are motivated to contribute their very best to help a2MC achieve its purpose; and
- have a genuine sense of belonging.

## 4. Creating a diverse and inclusive culture

At a2MC we aim to embed and maintain a strong diversity and inclusion framework within our systems and culture, which encourages and supports:

- a workplace that embraces individual differences;
- a workplace that is free from unlawful discriminatory behaviours and business practices, including but not limited to, discrimination, harassment, bullying, victimisation and vilification;

- equitable frameworks, and policies, processes and practices, that guard against conscious and unconscious bias;
- equal employment opportunities based on capability, thinking styles and performance;
- awareness of the different needs of employees;
- the provision of flexible work practices and policies to support employees to achieve an appropriate work/life balance and fulfil their domestic responsibilities while having regard to our operational requirements;
- providing opportunities for employees on extended leave to maintain their connections to a2MC; and
- attraction and retention of a diverse range of talented people, regardless of gender, age, sexual orientation, heritage, physical ability, religious belief or any other protected attribute.

All Team Members are required to act in a manner that supports diversity and inclusion within the workplace and promotes the objectives set out in this Policy. Team Members are encouraged to provide feedback to any member of the leadership team regarding programs or initiatives which will improve diversity and inclusion in the workforce.

Our global ELT is committed to achieving our diversity and inclusion objectives and upholding the principles of our Policy.

By holding Team Members, including Leaders, accountable for behaving in accordance with our Policy, a2MC will:

- continue to build and foster a diverse and inclusive global workforce;
- preserve and continue to establish equitable systems and processes to ensure that all our people are treated fairly;
- actively promote an environment where differences are respected and valued; and
- ensure our people feel a genuine sense of belonging and appreciation for who they are and what they bring to a2MC.

These measures will promote a workplace that enables our people, at every level, to use and develop their skills, knowledge and expertise, and enhance business performance.

## **5. Measuring and Reporting on Diversity and Inclusion Objectives**

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 periodically reviewing this Policy and reporting to the Board on:

- a2MC's progress in meeting its measurable objectives; and
- 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.

## 6. Definitions

In this Policy, the following definitions apply:

- **a2MC** means The a2 Milk Company and its related bodies corporate (as that term is defined in the *Corporations Act 2001* (Cth) or any company that is managed, advised or controlled by The a2 Milk Company Limited.
- **ELT** means the a2MC Executive Leadership Team.
- **Employees** means all employees (including full time, part time, fixed term, maximum term and casual employees, unless expressly stated otherwise) of a2MC.
- **Team Members** means all Employees, consultants, contractors or subcontractors (and their employees), volunteers, employees of labour hire organisations, work experience students, trainees and volunteers employed or engaged by a2MC.
- **Leaders** means any Team Member who has other Team Members directly reporting to them.