



DIVERSITY AND INCLUSION POLICY

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Owner: Director, People, Culture and Performance
Approved by the Board

1. Purpose

- 1.1. Synlait aspires to employ and embrace a diverse range of talents to reflect the diversity of the consumer landscape in the markets that we serve. Attracting, developing and retaining those talents is crucial for the success of our business. We believe that our ability to innovate and grow is rooted in the diversity of thought and creativity of our people.
- 1.2. The Policy sets out our philosophy around diversity and inclusion, its practical application, and the process for an annual review of measurable objectives set.
- 1.3. This Policy applies to all of Synlait's people (employees and Directors).

2. Background

- 2.1. We seek to harness the power of all of the talents to advance Synlait's mission of profit with purpose. We seek to build a diverse and inclusive company that thrives on the mix of gender, age, ethnicity, nationality, education, religion, ways of thinking and leadership styles. We commit to a pro-active programme to address any diversity deficit in the current workforce mix.
- 2.2. Each qualified person can bring to the workplace the richness of their individual perspective and experience. Fresh ideas are born in workplace cultures that promote inclusion and equality.
- 2.3. An inclusive culture is one where everyone feels valued and respected, and is able to fully contribute. It is about removing barriers to make sure everyone can fully participate in the workplace, and have equal access to opportunities. Inclusion is about empowering people to contribute their skills and perspectives for the benefit of organisational performance and business outcomes.

3. Our Commitment

- 3.1. We are committed to the principles of being a 'good employer' and treating everyone with dignity and respect. We all have the right to work in an environment that is free from unlawful discrimination, harassment and workplace bullying.

- 3.2. We are committed to employing people with different qualities, abilities, skills, knowledge, experiences, perspectives and attitudes to work. When we employ or engage an individual, the decision will be based on merit, the potential and the ability to carry out the role and for career progression. We will also seek to address conscious and unconscious bias in recruitment.
- 3.3. We are committed to enhance gender balance in our workforce and empower women across the entire value chain.
- 3.4. We are committed to pay equity as well as attracting, recruiting, developing, promoting and retaining a diverse group of talented individuals, who in turn, will help drive our business performance.
- 3.5. Our Standards Policy underpins this aspiration, recognising each of us has a responsibility for ensuring that we work together honouring the letter and the spirit of the expected standards and for reporting any breaches.
- 3.6. We are committed to developing our people. We will do this by offering equal opportunities for career development, based on performance, knowledge, skills and leadership prospects for future success.
- 3.7. We acknowledge that the needs of our people will change during the different stages of life particularly with family support and care requirements.

4. Action

- 4.1. As part of the Policy we will:
 - collect and report data on diversity at Synlait;
 - agree performance indicators and measurable objectives for diversity and inclusion; and
 - develop strategies and action plans to achieve these objectives.

5. Roles and Responsibilities

- 5.1. The Board are responsible for:
 - Promoting a corporate culture of diversity and inclusiveness.
 - Approving the Policy and reviewing the strategy and actions.
 - Conducting an annual assessment of the Policy, the objectives and the progress made toward achieving them.

5.2. Management are responsible for:

- Developing and implementing the strategies and measurable objectives for achieving diversity and inclusion in Synlait.
- Reporting to the Board on diversity initiatives and progress against the strategies and measurable objectives.
- Providing leadership for diversity and inclusiveness at Synlait.

6. Ownership

6.1. The Board is responsible for approving this Policy.

6.2. The Policy owner is the Director of People, Culture & Performance. Any changes to the Policy need to be endorsed by the CEO and approved by the Board.