



### Diversity: Our Vision

***“To be an inclusive and accessible organisation through the development of a culture that embraces diversity”***

Incitec Pivot Limited (IPL) is committed to building an inclusive and accessible organisation through the development of a culture that embraces diversity. Embracing diversity is about recognising, respecting and valuing the unique attributes and different characteristics of each individual. These differences can include, but are not limited to, gender, ethnicity, cultural background, age, disability, sexual orientation and religious belief. IPL’s approach to diversity aligns with the Group’s Values, in particular, “Value People – Respect, Recognise and Reward”, and is reflected in the Group’s code of conduct and supporting policies and procedures.

### Diversity at IPL

As a multi-cultural organisation with manufacturing operations around the world, IPL recognises the importance of diversity and values the diversity of its people.

A diverse and inclusive workforce will result in improved organisational engagement which, in turn, will improve corporate performance. IPL values the range of perspectives, experience and skills that a diverse and inclusive workforce brings to the organisation and, through this contribution, strengthens the Company.

### Purpose and Application of Policy

This Policy provides guidance for the development of the Group’s Diversity Strategy and its relevant policies, programs and initiatives to promote and embrace diversity, with such Strategy and the policies, programs and initiatives to be consistent with, and respectful of, local laws, practices and customs of the many countries in which the Group operates.

Nothing in this Policy is to be taken as endorsing discriminatory behaviour by or within the Group contrary to the law, nor for any existing person within the Group in any way feeling threatened or prejudiced by this Policy in their career development or otherwise, merely because their diversity attributes at any time may be more, rather than less, common with others.

The Policy applies to all employees and contractors working in the Group’s operations and also applies to the joint ventures under IPL’s operational control.

### Accountability and Responsibility

The Board maintains oversight and responsibility for the Group’s Diversity Policy and oversees the development and implementation by Management of the Group’s Diversity Strategy.

The Board will set measurable objectives for achieving its Diversity Strategy, noting that in accordance with the ASX Corporate Governance Council’s Corporate Governance Principles and Recommendations (ASX Recommendations), it is required to establish objectives for achieving gender diversity.

The Board will assess, on an annual basis, the Group's progress in achieving these objectives and each year these objectives and progress towards achieving them will be disclosed in IPL's Annual Report to its shareholders. The Board will also monitor the representation of women on the Board, in senior executive positions and in the Group as a whole and will include a report on this in its Annual Report to shareholders.

IPL's Managing Director & CEO is responsible for ensuring the Diversity Strategy is consistent with this Diversity Policy and oversees Management's implementation of the Diversity Strategy.

The Group's Diversity Council, which comprises senior managers from across the business units and functions, reports to the Managing Director & CEO. The Diversity Council's remit is to promote, influence and support the implementation of this Diversity Policy and the Group's Diversity Strategy and is to provide leadership and guidance for policies, programs and initiatives on diversity.

This Diversity Policy will be reviewed regularly and updated as required.

## **Diversity Principles**

The following principles underpin the Group's Diversity Vision and the development of the Group's Diversity Strategy.

### ***Respecting our differences***

In line with the Group's vision to embrace diversity, recruitment and management of its people will be on the basis of performance and competence and for the Group's work places to be free of discrimination and harassment and to be inclusive of all people, regardless of differences. These differences can include, but are not limited to, gender, age, ethnicity, cultural background, disability, sexual orientation or religious belief.

### ***Shaping our future organisation***

IPL will nurture its diverse workforce, developing its people to create business sustainability and strength.

Through its commitment to the continued development of its leaders, IPL will drive the development of a culture that embraces diversity in the industries and countries in which the Group operates. The Group's recruitment, leadership and talent development programs will build a diverse talent pipeline, embracing differing thoughts and perspectives, reflecting the needs of the Group in its global operations and providing alignment to its customers, communities and other stakeholders.

### ***Building a Flexible Organisation***

The Group will seek to build a flexible organisation, providing opportunities for working arrangements that accommodate the needs of the Group across its international operations while balancing the diverse needs of its people at different stages in both career and life.

These principles will be applied in the development of the Group's Diversity Strategy and in the relevant policies, programs and initiatives to promote and embrace diversity, with such Strategy, policies, programs and initiatives to be consistent with, and respectful of, local laws, practices and customs of the many countries in which the Group operates.