



Inclusion and Diversity Policy

Nufarm Limited (Company or Nufarm)
ACN 091 323 312

Adopted by the Board on 24 September 2025.

Inclusion and Diversity Policy

1. Introduction

As a global agricultural innovator, Nufarm believes in fostering an equitable, inclusive and diverse work environment, one that fuels innovative thinking and decision-making.

Nufarm's employee value proposition is based on three core pillars, Own Your Growth, Stay Curious and Come as you are, each of which encourage our existing and future employees to show up authentically, bring their whole self to work and unearth the possibilities.

We believe we are stronger when our operations and our solutions reflect the thinking of all our people, representing a broad range of backgrounds, cultures and experiences.

2. Purpose of policy

This policy outlines our commitment to developing a diverse and inclusive culture that contributes to the sustainable growth of our company and benefits our employees, customers and shareholders.

This policy sets out the actions Nufarm takes to build and foster a diverse, equitable and inclusive workplace.

Nufarm's commitment to inclusion and diversity aligns with our Values. Our Values are at the core of how people conduct themselves daily:

- **Responsibility** - We are accountable for our decisions and our actions. We recognise trust is at the foundation of relationships and acting ethically, safely and responsibly creates that trust.
- **Agility** - We are resourceful and adaptable in meeting the needs of our customers and our organisation.
- **Respect** - We respect others – colleagues, customers and stakeholders – and our environment. We care for all our resources.
- **Empowerment** - We are an innovative, entrepreneurial organisation where individuals and teams can do what is best for the customer, the organisation and our stakeholders

Our Code of Conduct, along with training and policies, guide employees in supporting inclusion and diversity in the workplace. Nufarm is an equal opportunity employer and prohibits discrimination on the basis of gender, marital or family status, sexual orientation, gender identify, age, abilities, ethnicity, religious beliefs, cultural background, socioeconomic background, perspective and experiences, and any other criteria protected by applicable law or company policy.

3. Policy

Why Inclusion and Diversity matters at Nufarm

Nufarm depends on our people to come as they are, bringing their unique perspectives, ideas, capabilities and experiences to deliver for our business, our customers and our shareholders. This allows us to:

- develop strong and sustainable relationships with diverse stakeholders including employees, shareholders, customers and suppliers;
- attract and retain diverse talent for a sustainable future;
- foster innovation and solve for our customer;
- improve the quality of decisions that we make.

How we support Inclusion and Diversity

The Nufarm Board, Executives and all Nufarm people leaders are responsible for helping to create an inclusive and diverse work environment and do this by:

- actively seeking diverse candidates at all organisational levels from the Board down;
- using a diverse selection team to interview candidates, and ensuring all team members are aware of any conscious and unconscious bias that may be disadvantageous to certain candidates;
- ensuring recruitment processes are based on competency and the candidate’s potential to contribute to the growth of Nufarm;
- offering competitive employee benefits which attract a wide range of people;
- setting remuneration that is appropriate to the position’s requirements and the individuals performance;
- committing to gender pay equity including regular analysis and monitoring as part of our remuneration cycle and making improvements where required;
- using recruitment and talent management practices that recognise potential and growing our people to their full capabilities;
- setting clear expectations of our people including how they contribute to business results and ensuring regular and clear feedback is provided;
- recognising and celebrating individual and team successes;
- setting objective targets for leaders to support these commitments (above);
- supporting employees in balancing their work commitments with their personal and caregiver commitments and personal interests through flexible working arrangements which may vary at different career and life stages;
- 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 positions.

Our Goals and objectives for Inclusion and Diversity

Our Inclusion and Diversity roadmap is informed by a comprehensive global Inclusion and Diversity work practice diagnostic, deep data analysis and consultation with employees and work councils. This diagnostic is conducted every three years to inform our progress, focus and actions.

Nufarm Board and Executive Inclusion and Diversity Steering Committee are responsible for reviewing progress towards our objectives.

Our inclusion and diversity roadmap focuses on three key goals with multiyear measurable objectives these goals and progress towards these goals are disclosed in our annual report.

4. Responsibility

Employee Category	Responsibility
Nufarm Board	Endorse measurable inclusion and diversity goals and assess progress against them on an annual basis.
Global Executive I&D Steering Committee	Establish and measure inclusion and diversity goals and objectives and assess progress against them on a quarterly basis; Sponsor this Inclusion and Diversity policy; Lead by example at all times; Guide the development of Nufarm’s Inclusion and Diversity goal’s; Drive improvement and monitor progress against the I&D goals and objectives.

All Nufarm people leaders	<p>Consider the impact of inclusion and diversity across all talent decisions and take active measures to build diverse team's;</p> <p>Provide equitable access to growth, development and progression opportunities to people;</p> <p>Create an inclusive work environment where people feel respected, valued and supported to perform at their best.</p>
All employees	<p>Be accountable for their own behaviours and actions;</p> <p>Contribute to a culture where individual differences are understood, and people are encouraged to come as they are;</p> <p>Help build a workplace where people feel safe to speak up when things are not right, or others are excluded; and</p> <p>Act in accordance with Nufarm Values and Behaviours.</p>

5. Glossary

Review of policy

Nufarm will periodically review this Policy to ensure compliance with applicable laws and conformity with industry practices.

Term/Abbreviation	Description
Diversity	Difference 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 or any other criteria protected by law.
Inclusion	The welcoming and valuing of differences amongst individuals and groups in a way that ensures equal access to opportunities and resources.
Equitable (Equity)	The fair treatment, access, opportunity, and advancement of all employees, applicants, and third parties, and the goal of identifying and seeking to eliminate barriers that may prevent the full access, opportunity, and advancement of some groups.