



DIVERSITY AND INCLUSION POLICY

1 INTRODUCTION

- 1.1 This policy provides a framework to embed and support a diverse workforce and inclusive workplace environment at ArborGen Holdings Limited and all its subsidiaries (ArborGen).
- 1.2 This policy sets out how ArborGen will set measurable objectives for achieving diversity and inclusion, and how it will assess its progress towards achieving these objectives. The policy also sets out the diversity and inclusion initiatives ArborGen currently has in place, together with the initiatives it is currently implementing.

2 OBJECTIVE

- 2.1 ArborGen is committed to achieving a diverse workforce and inclusive workplace environment in order to leverage the business benefits of diversity and inclusion.
- 2.2 ArborGen recognises that a diverse workforce, where each employee brings their own unique skills, background and knowledge to their work, is a key competitive advantage. ArborGen also recognises that an inclusive workplace environment leads to higher employee engagement, which ultimately results in more innovative work behaviour, better decision making and increased productivity and performance.
- 2.3 ArborGen's commitment to diversity and inclusion extends to all aspects of its business, including:
 - (a) appointment of directors;
 - (b) appointment and retention of employees;
 - (c) performance management and remuneration;
 - (d) flexible workplace practices and work-life balance;
 - (e) leadership development; and
 - (f) people management and succession planning.

3 APPLICATION

This policy applies to all directors (including members of Board committees) and all employees (including any secondees, contractor or consultant) of ArborGen.

4 MEASURABLE OBJECTIVES

- 4.1 ArborGen's Board will set measurable objectives for achieving diversity and inclusion each year.
- 4.2 ArborGen's Board will assess ArborGen's progress towards achieving the measurable objectives annually.
- 4.3 ArborGen will report progress towards achieving the measurable objectives in its annual report.