



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).

This policy sets out ArborGen's measurable objectives for achieving diversity and inclusion, and how it assesses its progress towards achieving these objectives.

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 aims to foster and develop a culture that values merit, openness, fairness and transparency. It does not discriminate because of age, disability, gender, marriage status, race, religion / belief or sexual orientation.

3 APPLICATION

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

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.

4 ACCOUNTABILITY AND REPORTING

- 4.1 ArborGen's Board will set and review measurable objectives for achieving diversity and inclusion each year.
- 4.2 Management will report to the Remuneration Committee of the Board on the diversity objectives and metrics including:
 - (a) Analysis of data recording employee composition by gender, age and ethnicity (where available);
 - (b) Number of employees that have completed the training courses covering Diversity, Inclusion, Discrimination and Leadership;
 - (c) Remuneration reviews for all positions based on job descriptions and location and salary adjustments proposed to close any gender pay gaps; and
 - (d) The annual review of the Employee handbook.
- 4.3 ArborGen will report progress towards achieving the measurable objectives in its annual report, including a breakdown of the gender composition of its Board and officers; and a statement from the Board evaluating progress against the Diversity and Inclusion Policy.