



*Be yourself.*

*Together we thrive.*

TASSAL GROUP 2022  
**Inclusion and  
Diversity Policy**



**TASSAL GROUP**  
*a better tomorrow*



# Inclusion and Diversity Policy

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**We believe that a culture of inclusion leads to diversity of experience, perspective and thinking leads to an amazing place to work and unlocks better outcomes for our business, our people, the communities we operate within, our shareholders, our customers, and the consumers.**

Tassal Group is committed to an inclusive workplace that embraces and promotes diversity. We value, respect, and support the amplification of the unique contributions our people make to deliver exceptional outcomes across our business. We acknowledge that to be truly successful, we must reflect the diversity of our consumers and the communities we operate within.

That's why Tassal Group fosters a culture that ensures our people are genuinely included and encouraged to bring their whole self to work.

This enables diversity to flourish and creates a better experience for our people, our customers and improves our business performance.

Our stakeholders expect diversity and inclusion to be a cornerstone of our business. And it is.

We have embedded our inclusion and diversity program within our Responsible Business Platform, under the People and Prosperity strategic pillars.

To us, inclusion is more than just gender, and our commitment spans across work style, parental status, sexual orientation, race, ethnicity, language, age, mental & physical abilities, religion, education, personality, skills, experience, knowledge and gender identity. Ensuring we provide a safe place to work, free from harassment. Having the tools and processes in place to identify issues early and course correct in a fair and transparent manner. An inclusive culture enables our definition of diversity to expand and mirror societal standards.

This ethos drives us towards a better tomorrow, because we are better together.

## **ACKNOWLEDGMENT OF COUNTRY**

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We acknowledge the Traditional Custodians of country and their connections to land, sea and community. We pay our respect to their elders past, present and emerging and recognise that Australia is home to the oldest cultural tradition in the world.

# Objectives

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**Our Executive Team are custodians of our diversity and inclusion related ethos, the measurable objectives and are accountable for monitoring and reporting on the businesses progress. Routine disclosure is through the annual Sustainability Report and Responsible Business Platform.**

- Ensure we embrace the needs of our current and future team members, so they are comfortable bringing their whole selves to work;
- Ensure we are an employer of choice for people at all phases and life stages; Continue to increase the number of females performing senior roles;
- Continue to address systemic barriers that are/could prevent females from progressing to senior roles in both operational and specialist support functions;
- Ensure we are focused on achieving and maintain gender pay equity; Continue to recognise and celebrate our multicultural inclusion;
- Grow our workforce to reflect the culturally diverse consumers we serve and communities we operate within;
- Develop meaningful partnerships with mutual benefits that support indigenous communities; and Provide people with a disability employment opportunities and career advancement.

# Our Principles

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**Through this policy, our Executive Team, Senior Managers, and leaders are committed to:**

- creating an environment where our team members can be themselves;
- providing opportunities that allow all our team members to reach full potential; and
- recruiting, rewarding, developing and promoting based on assessment on individual performance, capability and potential

# Measures and Accountabilities

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**What gets measured gets done.**

**To support our commitment, five guiding pillars have been identified.**

**These are:**

- Be a place where we can be ourselves;
- Building inclusive leadership;
- Bolstering our culturally and gender diverse workforce;
- Being bold on the quest towards gender balance in Executive Leadership; and
- Boosting inclusion, wellbeing and mental health.

**Together, this is our Inclusion and Diversity Platform.**

Each pillar within the Platform has measurable targets, and monitoring and reporting procedures. Targets will be reviewed annually to ensure they continue to support our evolution.



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# Inclusion and Diversity Platform

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## 1. Be a place where we can be ourselves

We are committed to building a culture at work and in our communities where people feel valued, included and can reach their full potential and diversity can be celebrated.



### Targets

Internal I&D event and activity calendar to support celebrations

**Ongoing**

Top 50 best places to Work accreditation

**By June 2023**

Audit third party accreditations (ESG, ASC, FAIRR etc.) to ensure benchmarked are responsive to trends

**Ongoing**

Fostering community partnerships with purpose – including minimum of one female sporting focused and one indigenous focused partnerships

**Ongoing**

## 2. Building inclusive leadership

We will build inclusive leaders who can lead diverse teams and working environments that respects diversity and collaboration.



### Targets

Deliver at least 1 inclusion specific masterclass every six months for senior leaders in the business

**Every six months**

Develop a Tassal Reconciliation Action Plan

**By June 2023**

Succession and development plans in place for CEO direct reports and HiPo's

**By June 2023**

FY23 Engagement action plans developed and underway

**By June 2023**

### 3. Bolstering our culturally and gender diverse workforce

We will attract and retain people with experiences, skills and capabilities from a range of backgrounds including by closing the pay gap between male and female employees for like-like positions and experience



#### Targets

Undertake a facility audit to determine if facilities support females across all farming sites

I&D friendly recruitment campaigns

Roll out the continuation of pay super contributions to parents accessing parental leave

0 % Target +/- on remuneration

Eliminate gender pay gap for like-like positions and experience

**By March 2023**

**Ongoing**

**By December 2022**

**Ongoing**

### 4. Being bold on the quest towards gender balance in Executive Leadership

We are bold in our commitment in support of 40:40:20 vision - we do this respectfully and inclusively for all parties.



#### Targets

Rollout 'LEAP' Program connecting our female leaders and min 2 x bi-annual events

All selection panels overseeing recruitment of Manager and above must include a minimum of one female candidate that is equally qualified

**By December 2022**

**Ongoing**

### 5. Maintain gender balance of our Board of Directors

We are committed in maintaining gender diversity in the composition of our Board



#### Targets

Maintain 40:40:20 gender representation of Directors on our Board

Achieve 20% females in senior leadership positions

**Ongoing**

**By December 2023**

## 6. Boosting inclusion, wellbeing and mental health

We will operate in a psychologically safe and inclusive environment that supports wellbeing and inspires innovation, creativity and critical thinking.



### Definitions

**HIPO's** means High Potential Employee's  
**I&D** means Inclusion and Diversity  
**P&C** means People and Culture

## Targets

Delivery of an enhanced giving & wellbeing program for our people

**By June 2023**

100% of P&C and I&D policies will have a 'simple language cover' & translations (site based prioritised)

**By December 2023**

Development and rollout at least 1 targeted "what matters when it comes to I&D" pulse survey every six months

**Ongoing**

Establishment of site based I&D 'pathways to connect' networks and 'drivers' for priority topics identified from pulse surveys

**Ongoing**

"Let's Chat" sessions and a rotation schedule for Executive participation and hosting

**Ongoing**





# Pathways to be heard

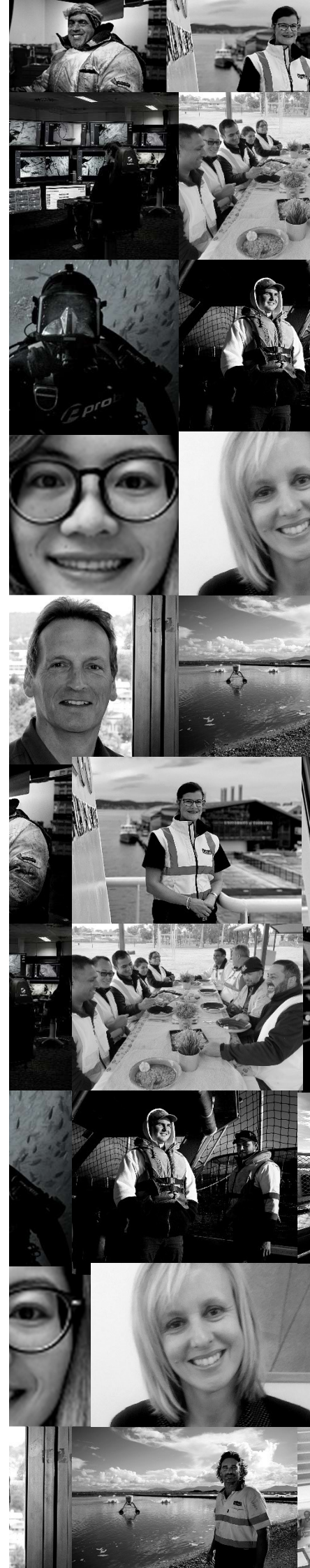
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**A number of pathways are in development to amplify an equity share of voice in diversity and inclusion actions.**

**These include:**

- Formation of a Diversity and Inclusion Advisory Committee
- Holding regular 6 monthly pulse surveys
- Facility audits
- Opportunity audits
- Executive hosted “let’s chat” sessions
- 5FC
- Celebration of diversity and inclusion events and
- Annual Engagement Survey

We also acknowledge that from time to time you may wish to raise things more formally with regards to opportunities or concerns. Our commitment is to ensure all items raised are handled in a timely manner and sensitively for everyone involved.





# Related Policies and Procedures

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**A project is underway to review existing policies and procedures to ensure a contemporary diversity and inclusion refresh is applied. This project includes reviewing:**

- Tassal Parental Leave Policy
- Tassal Hours of Work Variation Policy
- Tassal Leave Policy
- Tassal Recruitment and Promotion Policy
- Tassal Recruitment and Promotion Procedure
- Tassal Training Policy
- Tassal Remuneration Policy
- Tassal Immigration and migrant recruitment Policy
- Tassal Immigration and migrant recruitment Procedure
- Tassal Managing Conduct and Performance Policy
- Tassal Performance Management Procedure
- Tassal Harassment, Bullying and Discrimination Policy
- Tassal Harassment, Bullying and Discrimination Procedure
- Tassal Harassment Guidelines
- Tassal Code of Conduct Policy

