

Diversity, Equity and Inclusion Policy (DEI)

The New Zealand Merino Company Limited (NZM)

Approved by the Board 29 August 2024

NZM recognises that building a diverse, equitable and inclusive workplace will result in enhanced relationships with stakeholders, increase our ability to innovate and grow and improve our financial performance and reputation. This DEI Policy supports NZM's commitment to celebrate the diversity within our company, leveraging our teams' individual backgrounds, qualities and contributions to deliver value to our equally diverse stakeholders. The policy should be read in conjunction with the Code of Business Ethics and Conduct Policy.

Objective

The objective of this policy is to outline NZM's approach to building a diverse and inclusive team of NZM people, and the roles and responsibilities of all of NZM's people.

Eligibility

This policy applies to all employees and directors of NZM.

Definitions

- **Diversity:** Refers to all the characteristics that make individuals different from each other. They include, but are not limited to; religion, race, ethnicity, language, gender, sexual orientation, disability, age, personality, values and way of thinking.
- **Equity:** Refers to the process of being fair to all people, according to their respective needs. This might mean treating people differently to account for historical and social disadvantages. Equity leads to equality.

- **Inclusion:** Refers to encouraging practices and behaviours in the business to ensure individuals feel valued, respected, and able to fully contribute. It involves the action of including people in opportunities, empowering them to contribute their skills and perspectives for the benefit of the business, and the outcome of individuals feeling a sense of belonging.

1.0 NZM's Commitment to DEI

1.1

NZM is an equal employment opportunity (EEO) employer and is committed to promoting diversity and equal opportunities for its employees, potential employees and directors. We are committed to provide an EEO lens throughout the employment lifecycle including; recruitment, performance management and remuneration, employment provisions, flexible working arrangements, capability development, talent management and succession planning, culture and work environment and board appointments.

1.2

All NZM people will be treated with dignity and respect, and valued for their contribution, and NZM will provide a work environment that is free from unlawful discrimination, harassment and workplace bullying and use of inappropriate language.

1.3

NZM is committed to employing people with different qualities, abilities, skills, knowledge, experiences, perspectives and attitudes to work.

1.4

NZM acknowledges diversity goes beyond gender and is committed to having honest conversations and providing a diversity lens in its broadest sense across all business processes, from recruitment through to project groups and discussions. This ensures we are conscious of the need for non-gender diversity in groups and backgrounds to get a richness of thinking.

2.0 Initiatives

2.1

The NZM SLT will support the ongoing education and enhancement of DEI initiatives as part of the employment experience, such as:

- Achieving gender balance across all levels of NZM;
- Reducing the gender pay gap;
- Continually enhancing our culture of respect and inclusion;
- Encouraging and enhancing flexible work practices;
- Providing diversity support and education particularly in relation to gender and ethnicity.

3.0 Roles and responsibilities

3.1

Board: The Board will set and review measurable goals and targets for achieving greater DEI in NZM. Each year the Board will assess annually both the measurable objectives and progress towards achieving them and make appropriate disclosures in the ESG and Annual Report.

3.2

Senior Leadership Team (SLT): The SLT will assist the board in establishing measurable goals and targets for achieving greater DEI in NZM. They will also constantly review internal practices and introduce improvements, to promote DEI.

3.3

Managers: All Managers are responsible as leaders to model appropriate behaviour, make decisions based on merit and encourage DEI within their teams. Managers are responsible for:

- Implementation, support and monitoring of this policy;
- Promote an environment that comprises of DEI, treating all team members equally;
- Demonstrate a culture of diversity and inclusiveness, by providing an EEO lens across conversations and decisions;
- Look at opportunities to enhance connectivity of those who work remote to the Christchurch office.

3.4

Individual responsibilities: All NZM people and contractors should support DEI initiatives. Specific responsibilities include:

- Actively treating all NZM people fairly, equally and with respect;
- Be aware of cultural sensitivities when working with others (NZM people, contractors, growers, brands and other stakeholders);
- Actively seeking, valuing and drawing on the different knowledge, perspectives, experiences and styles of others;
- Ensure that their own, and the behaviour of other NZM people does not contradict this policy. This includes behaviour while representing NZM at any events;
- Challenge behaviour which falls outside of this policy.

Angus Street
CHIEF EXECUTIVE

