

Nutrien Ag Solutions Pledge 2025 Going Further for Australian Farmers

Nutrien Ag Solutions is proud to continue our support of the National Farmers' Federation's *Diversity in Agriculture Leadership Program* in 2025.

Since 2020, we've made significant strides in improving gender representation and equity at all levels of the business. At that time, women made up just 17% of leadership roles and 34.6% of our new hires. Thanks to our strategic initiatives, those numbers have risen to 25% female leaders and 46% female new hires. These advancements demonstrate our ongoing commitment to attracting, developing, and retaining female talent across the organisation.

One of the key areas for improvement is our gender pay gap. Closing the gap requires sustained effort and shared responsibility across the business.

Key areas we are focused on include:

- **Investment in Female Development** Our Women in Leadership Mentoring Program and She Leads in Ag initiative continue to provide structured development for emerging and senior female leaders.
- **Talent & Succession Planning** We have integrated gender considerations into our talent pipelines and succession plans to ensure women are identified and supported for advancement into senior roles.
- **Flexibility in Work Design** Flexibility is a key enabler of workforce participation. We continue to support hybrid arrangements, flexible hours, and regionally tailored solutions to support all employees, particularly those balancing caregiving responsibilities.
- **Support for Parental Leave Returners** We offer tailored return-to-work support, including planning conversations and reintegration pathways to ensure employees can return to work with confidence.
- **Gender Pay Gap Dashboard** Our real-time gender pay gap dashboard provides visibility across the organisation, allowing us to assess pay equity in real-time.
- **Pay Ratio Visibility by Level**
During performance and remuneration reviews, we provide visibility of gender pay ratios promoting transparency and encouraging equitable decision-making.

We acknowledge that closing the gender pay gap is a long-term commitment, and we remain focused on driving transparency, talent development, and flexible work practices to ensure gender is never a barrier to opportunity or reward. At the same time, we recognise the importance of leadership across the industry, where building a more inclusive and equitable workforce is critical to attracting the next generation of diverse talent into rewarding and sustainable careers in agriculture.