



OUR PLEDGE

Australian Agricultural Company (AACo) is proud to reaffirm its commitment to diversity, equity and inclusion and to building a workplace and agricultural industry where people feel respected, supported and able to contribute fully. As a founding sponsor of the National Farmers' Federation's (NFF) Diversity in Agriculture Leadership Program, AACo supports the NFF's ambition to double the number of women in leadership in agriculture and create a more inclusive industry by 2030. We recognise that meaningful change requires sustained action within our own business and the broader agricultural sector.

Our Purpose, *Reimagining Australian Agriculture to Share with the World*, calls on us to challenge assumptions, seek better solutions and shape a stronger future for agriculture. Our Values reinforce how we do this. **Be Curious** asks us to listen, learn and actively seek different perspectives. **Be Generous** calls on us to create connection and support others to succeed. **Own Your Impact** requires us to turn our intentions into meaningful and accountable action.

Women have always played a vital role in shaping AACo as team members, leaders, innovators and contributors to the communities and industries in which we operate. Our commitment is to ensure that women can access meaningful opportunities to participate, develop, lead and build enduring careers across every part of AACo. From our stations, farms and feedlots to our offices and global markets.

Women currently represent 45% of AACo's workforce, 44% of our Executive Team, 38% of our Board, 34% of our people leaders and 48% of senior manager roles. Women also undertook 46% of AACo's traineeships and apprenticeships in 2026. These results show areas of strength but also remind us that representation cannot be taken for granted and that continued, focused action is required.

During FY26, six mentor-mentee partnerships across AACo's supply chain completed the Women of AACo mentoring program, providing targeted development and meaningful connection. We will continue to strengthen this program and create pathways for women, particularly in operational, technical and frontline leadership roles.

We are also committed to fair and evidence-based recruitment, equitable access to development and progression, flexible work where operationally feasible, fair reward, and workplaces in which people are safe, respected and included. Our approach recognises that inclusion may look different across regional, remote, operational, office-based and global environments, but that the expectation of fairness, respect and opportunity applies throughout AACo.

Families remain an important part of the AACo community. Through paid parental leave and flexible and part-time working arrangements, we will continue to support parents of all genders and challenge assumptions about caring responsibilities and career progression.

Over the coming year, AACo pledges to:

- strengthen pathways for women into operational, technical and leadership roles;
- use workforce data, feedback and insights to identify barriers and measure progress;
- maintain fair, inclusive and evidence-based recruitment and development practices; and
- continue contributing to the NFF program and broader industry efforts to increase the representation and influence of women in agricultural leadership.

We have made positive progress, but we know that lasting change requires sustained focus, transparency and accountability. AACo remains committed to playing its part in building a more diverse, equitable, inclusive and future-focused agricultural industry.

David Harris
Managing Director & CEO
Australian Agricultural Company Limited