

29 September 2026

At Nufarm, we recognise the important role women play in agriculture and are committed to gender diversity within our business. We strive to create an environment where everyone is valued for their diversity and empowered to reach their full potential.

Our **Global Inclusion and Diversity Strategy** led by our Executive Team, **focuses on three key goals by FY30:**

1. Cultivate inclusion across the organisation

We will continuously reinforce our Inclusion and Diversity vision and commitment through a comprehensive communication plan that demonstrates the value of diversity for all employees. We aim to create an inclusive work environment where individuals can bring their whole selves to work and thrive and this will be achieved through frequent communications across multiple channels and initiatives such as **unconscious bias training, safety shares on inclusive and respectful interactions and continuing to build people manager capability to lead diverse and inclusive teams**. Success will be measured through our inclusion scores in our engagement surveys.

2. Strengthen I&D leadership and attract and retain diverse talent

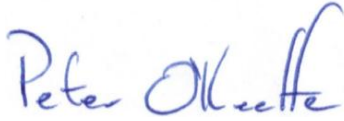
We will increase leadership accountability for creating an inclusive workplace and progressing diversity through leadership development, succession planning, and talent cycles.

Our I&D Council plays a key role in promoting inclusive leadership aligned with our leadership principles, company values and behaviours. We are committed to achieving gender parity in leadership roles, with a **target of 40% female representation by FY30** supported by our annual talent cycles to ensure we identify and develop a diverse pipeline of talent.

3. Increase diversity in our Manufacturing and Commercial footprint

We will enhance recruitment and selection processes to reduce bias, attract diverse talent, and modernise role design. At a Global level this is supported by ensuring at least one female on recruitment panels for senior leadership roles and a focus on gender-balanced shortlists. We're proud to be certified as a **Work180 Employer of Choice for Women in Australia**. By **FY30, we aim for a 40:60 gender ratio** in manufacturing and commercial teams and increased representation of women in frontline leadership roles.

Nufarm is pleased to be part of the Diversity in Agriculture Leadership Program, supporting women to develop leadership skills and experience. We share the Program's vision to achieve transformational change in the representation of women in leadership positions within Australian agriculture.



Peter O'Keeffe

Commercial General Manager – Nufarm Australia