

DIVERSITY & INCLUSION POLICY

Collins Foods Limited (the Company)

1 Policy statement

- 1.1 The Company believes that a diverse and inclusive workplace creates a better, more sustainable and high performing business where our people can learn, develop and grow their careers.
- 1.2 The Company holds its people in the highest esteem and considers them to be its greatest asset.
- 1.3 The Company embraces a workforce that is made up of many individuals with diverse skills, values, experiences, backgrounds and attributes including those gained on account of their gender, age, ethnicity and culture or any other personal characteristic defining individuals as belonging to an identified group.
- 1.4 The Company values and is proud of its strong and diverse workforce and is committed to supporting and further developing this diversity through attracting, recruiting, engaging and retaining diverse talent and aligning the Company's culture and management systems with this commitment.
- 1.5 The Company believes that such a commitment to diversity and inclusion creates competitive advantage and enhances employee participation, and in this way is essential to the organisation's ongoing sustainability and growth.

2 Strategies and implementation

- 2.1 The Company strives to embrace, promote and improve diversity and inclusion in line with the Policy Statement, via programs, practices and/or policies which:
 - (a) create an organisational culture that is inclusive and respectful of differences between individual employees by encouraging and fostering a commitment to diversity and inclusion by leaders at all levels whilst recognising that this is the responsibility of all employees;
 - (b) promote the principles of merit and fairness when making decisions about recruitment, development, promotion, remuneration and flexible work arrangements;
 - (c) support recruitment from a diverse pool of qualified candidates, and efforts to identify prospective employees, contractors and Board members who have diverse attributes;
 - (d) promote transparency of recruitment processes; and
 - (e) recognise that employees may have family and/or caring responsibilities.
- 2.2 Company programs, practices and/or policies cover areas including:
 - (a) establishment of a diversity and inclusion council sponsored by the CEO to be responsible for promoting diversity and inclusion including but not limited to gender diversity;
 - (b) recruitment, selection, remuneration and promotion;
 - (c) career opportunity and targeted professional development (including those aimed at helping employees develop skills and experience in preparation for management and board positions);
 - (d) coaching and mentoring;
 - (e) work life balance (including flexible work options, return to work programs, parental leave); and
 - (f) networking.

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3 Measurable objectives

- 3.1 Annual reporting and assessment of diversity-related measurable objectives. Focus on gender diversity with specific reporting to be included in the Company's annual report.
- 3.2 Establishment of a specific diversity and inclusion strategy by the end of FY 17.

4 Responsibilities

- 4.1 The Board will review the progress of the Company's diversity and inclusion strategy on at least an annual basis including the Company's objectives for achieving gender diversity and the Company's progress in achieving those objectives.
- 4.2 The CEO and members of senior management are responsible for the implementation of this policy and monitoring the progress and reporting on the effectiveness of diversity related initiatives, including progress against measurable objectives.
- 4.3 The Company Secretary is responsible for the administration of this policy including ensuring the Company meets its compliance and reporting obligations as set out in Appendix A.
- 4.4 The Chief People Officer (CPO) is responsible for the submission to the Workplace Gender Equity Agency annual compliance reporting.
- 4.5 All staff are responsible for identifying diversity and inclusion improvement opportunities in the workplace.

5 Review and amendment

- 5.1 The Board will review this Policy annually. Any amendments to this Policy must be approved by the Board.

6 Overriding caveat

- 6.1 Nothing in this policy shall be taken, interpreted or construed so as to endorse:
 - (a) the principal criteria for selection and promotion of people to work within the Company being other than their overall relative prospect of adding value to the Company and enhancing the probability of achievement of the Company's objectives;
 - (b) any discriminatory behaviour by or within the Company contrary to the law, or any applicable codes of conduct or behaviour for the Company and its personnel; and
 - (c) any existing person within the Company being prejudiced by this policy in their career development or otherwise, merely because their diversity attributes at any time may be more, rather than less, common with others.

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Appendix A - Compliance Requirements

The Company is committed to meeting its obligations with respect to “Diversity” under the ASX Corporate Governance Principles and Recommendations (2nd Edition) (**ASX Recommendations**) and any other applicable regulatory requirements, including by:

- establishing this policy (pursuant to ASX Recommendation 1.5);
- establishing measurable objectives for achieving gender diversity (pursuant to ASX Recommendation 1.5);
- the Board annually assessing the measurable objectives and the Company's progress in achieving them (pursuant to ASX Recommendation 1.5);
- disclosing this policy or a summary of it on the Company's website and in its annual report (pursuant to ASX Recommendations 1.5);
- disclosing the measurable objectives and progress in achieving them in its annual report (pursuant to ASX Recommendation 1.5);
- disclosing the proportion of women employees in the Company, women in senior executive positions and women on the Board in its annual report (pursuant to ASX Recommendation 1.5);
- adopting a formal and transparent procedure for the selection, appointment and re-appointment of directors to the Board (pursuant to ASX Recommendation 2.1); and
- including in the corporate governance statement in the Company's annual report a statement as to the mix of skills and diversity that the Board is looking to achieve in membership of the Board.

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