

Diversity, Inclusion & Belonging Policy

1. Scope

This policy applies to all Collins Foods Limited Employees (Board members, employees, contractors, consultants) collectively referred to as **'people'**, **'our'** or **'we'**.

2. Policy statement

- 2.1 Our organisation believes that building diverse teams and an inclusive culture is integral to create unmatched experiences for our customers and people. Our approach to Diversity and Inclusion is built on our values of People at the Heart, Operational Excellence, Innovation Mindset, Customer Driven, Ownership and Positive Impact. Creating a safe, inclusive, and respectful workplace is essential to upholding our values and any form of discrimination, bullying, victimisation or harassment will not be tolerated. For more details refer to our Code of Conduct and Discrimination, Harassment & Bullying Policies.
- 2.2 We believe that a diverse and inclusive workplace creates a better, more sustainable and high-performing business where our people can grow their careers and truly thrive.
- 2.3 We hold our people in the highest esteem and consider them to be our greatest asset.
- 2.4 We embrace 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, disabilities, religious beliefs, sexual orientation, gender identity, marital or family status, caring responsibilities, socio-economic status, ethnicity and culture or any other personal characteristic defining individuals as belonging to an identified group.
- 2.5 We value and are proud of our strong and diverse workforce and we are committed to supporting and further developing this diversity through attracting, recruiting, engaging and retaining diverse talent and aligning our culture and management systems with this commitment.
- 2.6 We believe 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.

3. Strategies and implementation

- 3.1 Our organisation is committed to fostering a diverse, inclusive, and welcoming environment. We aim to achieve this through various programs, practices, and policies that:
 - (a) **Create an inclusive and respectful culture:** We encourage leaders at all levels to champion diversity, inclusion, and belonging, recognising that every team member plays a role in this commitment.
 - (b) **Embrace diversity and equal opportunity:** We do not tolerate any form of harassment or discrimination. Our culture celebrates difference and promotes equal opportunities for all.
 - (c) **Promote fairness and merit:** We ensure that decisions about recruitment, development, promotion, remuneration, and flexible work arrangements are based on merit and fairness.
 - (d) **Support diverse recruitment:** We strive to recruit from a diverse pool of qualified candidates and actively seek individuals with diverse attributes for all roles, including contractors and Board members.

- (e) **Ensure transparent recruitment processes:** We maintain clear and open recruitment processes to build trust and fairness; and
- (f) **Recognise family and caring responsibilities:** We understand that employees have family and caring responsibilities and support them in balancing these with their work commitments.

3.2 Company programs, practices and/or policies cover areas including:

- (a) the Executive Leadership Team, to be responsible for promoting diversity and inclusion including but not limited to gender diversity;
- (b) deployment of an annual employee engagement survey to seek feedback from employees on diversity, inclusion and belonging experiences in our workplace;
- (c) development of a targeted annual engagement action plan to address identified opportunities;
- (d) recruitment, selection, remuneration and promotion;
- (e) career opportunity and targeted professional development (including those aimed at helping employees develop skills and experience in preparation for management and board positions);
- (f) domestic and family violence support services;
- (g) assisting our team members (regardless of gender identity) at all levels to meet responsibilities outside of work, including flexible work options, keeping in touch days, return to work programs and networking;
- (h) providing opportunities for employees on parental leave to maintain connection and provide a sense of belonging by offering options (without obligation) such as receiving communications, attending work functions and training programs.

4. Measurable objectives

- 4.1 Annual reporting and assessment of diversity-related measurable objectives. Focus on gender diversity with specific reporting to be included in our sustainability report.
- 4.2 Review or establish a specific diversity and inclusion strategy by the end of each financial year.

5. Responsibilities

- 5.1 The Board will review the progress of our organisation's diversity, inclusion and belonging strategy on at least an annual basis including our objectives for achieving gender diversity and our progress in achieving those objectives.
- 5.2 The Managing Director & CEO and members of Executive and Senior Leadership Team 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.
- 5.3 Collins Foods Limited Company Secretary is responsible for the administration of this policy including ensuring Collins Foods Limited meets its compliance and reporting obligations as set out in Appendix 1.
- 5.4 The Group Chief People and Culture Officer is responsible for the submission to the Workplace Gender Equity Agency annual compliance reporting.
- 5.5 People Leaders are expected to model inclusive behaviours and take active steps to ensure their own biases do not influence or impact workplace and people processes.
- 5.6 All team members are responsible for identifying diversity and inclusion improvement opportunities in the workplace.
- 5.7 Our organisation is committed to taking appropriate action where a grievance is raised under this policy.
- 5.8 Non-compliance with this policy may result in disciplinary action, up to and including dismissal.

6. Related documents

Related documents:

- (a) Collins Foods Limited Paid Parental Leave Policy.
- (b) Grievance Resolution Procedure.
- (c) Recruitment Policy.
- (d) Discrimination, Harassment & Bullying Policy.
- (e) Workplace Flexibility Procedure.
- (f) Paid Parental Leave Policy.

7. Review and amendment

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

8. Overriding caveat

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 our organisation being other than their overall relative prospect of adding value to our organisation and enhancing the probability of achievement of our objectives;
- (b) any discriminatory behaviour by or within our organisation contrary to the law, or any applicable codes of conduct or behaviour for the organisation and its personnel; and
- (c) any existing person within our organisation being prejudiced by this policy in their career development or otherwise, merely because their diverse attributes at any time may be more, rather than less, common with others.

Version history

Document number	Prepared by	Approved by	Date issued	Next review date	Version
CFL-POL-CG-005	CPCO	Board	February 2026	February 2027	4

Compliance requirements

Our organisation is committed to meeting its obligations with respect to “Diversity” under the ASX Corporate Governance Principles and Recommendations (4th 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 and Workplace Gender Equality Agency (WGEA) equality indicators);
- the Board annually assessing the measurable objectives and our progress in achieving them (pursuant to ASX Recommendation 1.5);
- disclosing this policy or a summary of it on our organisation’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 our organisation, 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 our annual report a statement as to the mix of skills and diversity that the Board is looking to achieve in membership of the Board.