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Diversity, Equity, & Inclusion Policy

POLICY STATEMENT

Who does this policy apply to?	This policy applies to the Board, and all employees, and contractors of Meat & Livestock Australia Group of Companies (MLA), including Integrity Systems Company (ISC) and MLA Donor Company.
Policy statement	MLA is committed to providing a workplace that is inclusive and free from discrimination, where individuals are treated with dignity, respect, and fairness. MLA recognises that a diverse workforce with a range of different backgrounds and perspectives provides a broader range of skills, experience, ideas, and insights that enhance our workplace culture and supports MLA to provide the best service to our stakeholders.
Overview	MLA is an organisation with a global footprint, and we need to reflect our customers and the local communities we serve. We strive to create a great place to work by embracing the individual skills, perspectives and experiences people bring to the workplace. We believe that a diverse and inclusive workplace leads to a more engaged innovative and productive workforce enabling MLA to achieve our strategic goals and maximise the value and return for our levy payers. <i>"We are driven by the belief that we are stronger together, and that successful businesses are those which harness the benefits of a truly diverse and inclusive culture."</i> Michael Crowley, Managing Director. February 2026 The objectives of MLA's diversity initiatives focus on: • Our Stakeholders: diversity will result in us providing a better service and improve long term performance • Our Industry: to be a leader in diversity in our industry and create a source of competitive advantage and benefit • Our People: to attract, engage and retain diverse talent This policy should be read in conjunction with other MLA policies including: • EEO and Fair Treatment Policy • Workplace Bullying, Discrimination, Harassment and Sexual Harassment Policy • Recruitment and Selection Policy • Learning and Development Policy

INTERNAL

	This policy complies with Anti-Discrimination laws of New South Wales, Queensland, and Australia, including but not limited to the Anti-Discrimination Act 1977 (NSW) and the Australian Human Rights Commission Act 1986 (Cth), ensuring that all employment-related decisions and practices are following these laws.
What is Diversity, Equity, and Inclusion?	Diversity refers to acknowledging our visible and invisible individual differences and can include characteristics (but is not limited to) such as age, caring responsibilities, cultural background and ethnicity, disability, gender, gender identity, sexual orientation, sex, marital status, family responsibilities, pregnancy, and religious beliefs. Diversity also includes education, professional skills, work experiences, location, and life experiences. Equity acknowledges that people do not start with the same level of advantage or barriers. It refers to the concept of fairness and justice in how all prospective or current employees are treated and rewarded, regardless of their background, characteristics, or personal circumstances. Inclusion refers to creating an environment of equal opportunity without any barriers or obstacles because of visible and invisible differences of current, future, and potential employees. Thus, allowing individuals to feel valued, respected, connected and accepted in their work environment. An inclusive culture is one where everyone feels empowered to contribute their skills and perspectives for the benefit of our organisation and the stakeholders we serve.
Measurement, monitoring, and reporting	The Board is committed to maintaining measurable objectives for achieving diversity, including gender diversity, at both the Board and employee level. The Board will annually review both the measurable objectives for achieving diversity and the progress in achieving them. At a Board level these objectives include: • Diversity of experience, thought and skill set on the Board • Gender equality in the governance of the MLA Group The MLA Leadership Team (MLT) will continue to monitor the organisational objectives set and endorsed by the Board around: • Diversity of experience, thought and skills in leadership • Adaptable, supportive, and flexible work practices • Pay equity (including gender pay equity) • Parental leave • Rural background or affiliation • Diversity support • Fostering a culture conducive to respect and substantive equality The Board will ensure that appropriate disclosures are made in the MLA Annual Report about the company's diversity practices and measures. MLA also participates in the Workplace Gender Equality Agency report each year and reviews the gender pay gap analysis on a yearly basis.

Areas of focus and support	MLA is committed to supporting our employees to perform to their best. There are a range of initiatives already in place, and others in progress, to drive meaningful change and support equity within our workplace, these include: • an increased focus on gender diversity in talent management • embedding inclusive recruitment practices within the organisation – including unconscious bias awareness and training for hiring managers • offering valued flexible working practices including hybrid, part-time and other flexible working arrangements • a generous Parental Leave Policy that supports and enhances availability of shared parental leave • a commitment to undertake ongoing monitoring of our Gender Pay Gap and track data on MLA's workforce gender composition • delivery of preventative training around workplace bullying, discrimination, harassment, and sexual harassment • a prevention plan that supports the elimination of gender-based harassment and discrimination, sexual harassment, and bullying • support for employees experiencing family and domestic violence • cultural awareness training • providing reasonable accommodations for employees with disabilities
Plans, charters, and statements to support and enable diversity and inclusion	Relevant plans, charters, and statements: MLA's Reflect Reconciliation Action Plan (RAP) is a reflection of our commitment to taking practical and sustainable actions in our reconciliation journey, with a continued focus on strengthening connections with Aboriginal and Torres Strait Islander peoples, and working together to connect our knowledge, culture and care for Country. MLA has committed to renewing a second Reflect RAP. Gender Pay Gap Statement 2024 -25 Sexual Harassment Prevention Plan Flexible Working Arrangements Food Business Charter MLA is a founding signatory of the Food Business Charter. The Charter represents the global food industry's ambition to work towards 40% female representation by 2035.
Principles	This policy will provide MLA with a framework for new and existing diversity related initiatives and policies within the company. MLA encourages employees to provide feedback on this Policy and MLA's Diversity and Inclusion efforts.
Important Information	This Policy does not form part of the terms and conditions of your employment with MLA. To the extent that this policy requires you to do or refrain from doing any act, it represents a direction from MLA with which you must comply. Failure to comply may cause MLA to take disciplinary action, up to and including the termination of your employment. This Policy is subject to review and amendment from time to time, at the discretion of MLA. It is your responsibility to keep up to date with this Policy.

Approval		
Version Number	Approved by:	Effective Date:
V1.0	Remuneration Committee	April 2017
V2.0	Remuneration Committee	February 2019
V10	Managing Director	May 2024
V11	Managing Director & RPC Committee	May 2025
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