Diversity and Inclusion Policy

Costa Group Holdings Limited ACN 151 363 129 ("**Company**")

Diversity and Inclusion Policy

Contents

1	**Diversity at the Company**	**2**
1.1	Our commitment	2
1.2	Who this policy applies to	2
1.3	Implementation	2
2	**What diversity means to us**	**3**
2.1	What is diversity?	3
2.2	What is inclusion?	3
2.3	Gender diversity	3
2.4	Board and senior executive diversity	3
2.5	Work and life balance	3
2.6	Ability not disability	4
2.7	Unacceptable behaviour not tolerated	4
2.8	Stakeholder diversity	4
2.9	Equal employment opportunity	4
3	**How we promote diversity**	**4**
3.1	Steps we are taking and measurable objectives	4
3.2	Remuneration and Human Resources Committee	5
3.3	The Board's role	5
4	**Publication of this policy and our progress**	**6**

1 Diversity and Inclusion at the Company

1.1 Our commitment

This policy sets out the Company's commitment to diversity and inclusion at all levels in the workplace, and provides a framework to achieve the Company's diversity goals and the Company's core values.

We are committed to creating and ensuring a diverse and inclusive work environment in which everyone is treated fairly, with respect and dignity. The Company's commitment to this policy contributes to achieving the Company's corporate objectives and embeds the importance and value of diversity and inclusion within the culture of the Company.

We will actively manage diversity, implementing a diversity strategy to leverage the differences that exist to improve our business. The diversity strategy will include the Company, actively and flexibly seeking to accommodate the unique needs of our many different employees.

Diversity and inclusion can broaden the pool for recruitment of high-quality employees, enhance employee retention, improve the Company's corporate image and reputation and foster a closer connection with and better understanding of customers. It is important that the Company attract, retain and motivate employees from the widest possible pool of talent.

(a) We strive to recognise and celebrate our multicultural diversity and grow our workforce and management to reflect the diversity of our population.

(b) We aim to provide opportunities that allow individuals to reach their full potential. We will actively encourage those practices and procedures that enable employees to contribute based on merit to the best of their ability.

(c) We aim to develop and promote a workforce based on inclusion where individuals are respected, supported and provided with appropriate opportunities at all levels of the organisation.

(d) We recognise the differing needs at different stages in life, e.g. study, family responsibilities and retirement. Therefore, we endeavour to support and accommodate individual changing life needs so that our employees reach their full potential. All contribution is valued across all generations.

(e) Inappropriate attitudes or behaviours are not accepted in any form. We will treat seriously any instance of inappropriate behaviour that is inconsistent with Costa's values and confront attitudes based on inappropriate stereotypes.

1.2 Who this policy applies to

This policy applies to all directors of the Board, as well as all other officers, employees, contractors, consultants and associates of the Company. It is essential that you are familiar with this policy, which is available on the Company's website.

1.3 Implementation

The Board has delegated to the Remuneration and Human Resources Committee ("**Remuneration and Human Resources Committee**") the role of overseeing the implementation of this policy and assessing progress in achieving its objectives. See paragraph 3.2 ("Remuneration and Human Resources Committee") below.

2 What diversity and inclusion means to us

2.1 What is diversity?

Diversity refers to characteristics that make individuals different from each other. Diversity encompasses differences in backgrounds, qualifications and experiences, and differences in approach and viewpoints. It includes factors such as gender, age, disability, ethnicity, marital or family status, religious or cultural background, sexual orientation, gender identity, sexual preference language and other areas of potential difference.

2.2 What is Inclusion?

Inclusion is creating an environment where people, regardless of identity, are respected and connected, thus progressing and contributing to the Company's success.

Inclusion occurs when a diversity of people (i.e. from different ethnicity, ages, gender etc.):

- feel valued and respected for who they are in their working environment;
- feel connected to and accepted by their co-workers;
- have opportunities to develop their career and progress; and
- can contribute their talents to the Company.

Engaging and embracing a diverse and inclusive workforce is an important facet of our business imperative.

2.3 Gender diversity

The Company has a strong commitment to gender diversity and the fundamental principle that gender is not a barrier to participation in our workforce, management, senior executive and on our Board. Our leaders are committed to providing opportunities that allow women to reach their full potential.

To achieve greater diversity, it is important to ensure where possible that the pool of potential available talent is nurtured and developed effectively. Early identification and development of female talent is clearly of significant importance in ensuring that there are appropriately qualified and experienced women for consideration when positions become available. The Company aims to grow the number of women performing senior roles.

2.4 Board and senior executive diversity

At the Company, diversity of gender and background are two important criteria we consider in developing our succession plans and appointment processes for our Board and senior executive positions. However, other selection criteria, in particular business acumen and industry experience, are also fundamentally important. The Remuneration and Human Resources Committee will report to the Board regarding our succession plans and appointment processes with the aim of achieving our diversity objectives, in particular regarding the number of women in senior executive positions and on the Board.

2.5 Work and life balance

The Company embraces all employee differences also including lifestyle and believes in assisting employees to maintain a healthy and holistic balance between work, family, domestic responsibilities and other commitments, activities and interests.

2.6 Ability not disability

When we employ and promote people, we consider ability and not disability. We aim to create an inclusive environment that supports people and removes artificial barriers from the workplace.

2.7 Unacceptable behaviour not tolerated

To have a properly functioning diverse workplace, discrimination, harassment, vilification and victimisation cannot and will not be tolerated.

2.8 Stakeholder diversity

We respect shareholder diversity and diversity reflected in the communities in which we operate.

2.9 Equal Employment Opportunity

The Company will provide equal opportunity in respect to employment and employment conditions, including:

- recruitment and selection;
- training;
- career advancement; and
- support.

3 How we promote diversity

3.1 Steps we are taking and measurable objectives

The Company is committed to an inclusive workplace that embraces and promotes diversity as part of our corporate culture. This involves providing supportive and inclusive diversity-related workplace policies, programs and practices within our organisation along with reviewing the performance of these measures annually against a set of measurable objectives set by our board.

Initiatives and areas of focus include:

(a) compiling information about our diversity demographics;

(b) aiming to grow the representation of women in senior management positions and on the Board;

(c) ensuring the recruitment process:

i. is accessible to all candidates by advertising positions both broadly and in specific publications;

ii. uses professional recruitment services where required (including seeking guidance on recruitment processes); and

iii. is protected from unconscious biases;

(d) recognising that all employees, at all levels and of all genders, may have domestic responsibilities and offering flexible work practices that will assist them to meet those responsibilities; and

(e) identifying opportunities for employees on extended parental leave to maintain their connection with the Company if desired by the employee.

Company policies and processes concerning remuneration and recruitment will be regularly reviewed supporting diversity objectives.

3.2 Remuneration and Human Resources Committee

The Company has delegated to the Remuneration and Human Resources Committee the role of overseeing the implementation of this policy and assessing progress in achieving its objectives, including to:

(a) promote diversity as an important strategic and cultural factor to achieve business objectives across the organisation;

(b) propose measurable diversity objectives to the Board to achieve gender diversity, identify ways in which achievement is to be measured, and report to the Board on the progress in achieving these objectives;

(c) report to the Board on diversity issues generally within the Company and make appropriate recommendations;

(d) provide information to the Board about the proportion of women in the whole organisation and women in senior executive positions;

(e) identify ways to promote a culture supportive of diversity, including developing and promoting policies, programs and guidelines;

(f) ensure recruitment and selection processes across all levels of the Company are structured so that a diverse range of candidates are considered and actively review on a regular basis the Company**'s** recruiting practices, policies and procedures to reduce bias, both conscious and unconscious;

(g) introduce appropriate procedures for proper implementation of this policy including all relevant training and a review mechanism to assess the effectiveness of the policy; and

(h) regularly review this policy and develop a Diversity and Inclusion Strategy.

3.3 The Board's role

The Board will:

(a) review and approve measurable objectives for achieving diversity, including gender diversity across, and at various levels of, our organisation;

(b) annually assess these objectives and the progress in achieving; and

(c) periodically review and monitor the effectiveness of this diversity policy, including in relation to Board diversity.

4 Publication of this policy and our progress

This policy will be made available to all directors and employees and will be available on the Company's website.

We will provide information in the Company's annual Corporate Governance Statement regarding:

(a) key features of this policy; and

(b) our measurable objectives for achieving gender diversity and our progress towards achieving them and the Company's most recent "Gender Equality Indicators" as defined in and published under the Workplace Gender Equality Act.