

Global Diversity and Inclusion Policy

Board approved 22 February 2021

We believe:

Living by our values and supporting a diverse and inclusive world enables us to deliver our purpose - empowering people to create goodness for generations. You, me, us, together – Tātou, tātou.

Diversity and Inclusion are integral to the success of our Co-operative.

We are committed to:

- Enabling all our people globally, to bring our Diversity and Inclusion principles to life, in everything we do:
 - **Whanaungatanga – Belonging.** Connecting with each other for common strength and purpose
 - **Manaakitanga – Care.** Caring for each other in all we do and celebrating the diversity of all our people
 - **Whakaohoho – Inspiration.** Inspiring each other with openness to learning through challenge and continuous growth
 - **Kaitiakitanga – Empowerment.** Empowering each other to be ourselves and at our best.
- Respecting, leveraging and embracing the unique skills and diverse perspectives of all our people consistent with what we stand for as a Co-operative with its foundations in Aotearoa New Zealand.

And we expect that:

- All our people are enabled in a manner consistent with the spirit of our principles and wherever we are in the world.
- All our Leaders role model, demonstrate, and are accountable for leadership of our commitments.
- Each of our Fonterra Management Team have measurable objectives, are accountable for delivering them and regularly reporting on progress of these objectives.



Miles Hurrell
Chief Executive Officer



Kate Daly
Managing Director People and Culture