

DIVERSITY, EQUITY AND INCLUSION POLICY

1. Introduction

The Company understands that Diversity, Equity and Inclusion (DEI) are core components of embracing different talents, perspectives and backgrounds of our employees and a source of competitive advantage for the organization. We believe that diverse teams are a source of strength that supports us in achieving our purpose and the best outcomes for our organization.

2. Scope and Application of Policy

2.1. This Policy applies to all employees of the Company.

2.2. There shall be alignment between this Policy, Business Code of Conduct, the Company's Culture Code and any related regulatory or legal requirements.

3. Policy Statement

The Company will support and progressively work towards building a diverse, equitable and inclusive work environment.

4. Definitions

In this Policy and any associated procedures and guidelines, the following terms are defined:

- **Company** means Barkat Frisian Agro Limited (may also be referred to as "the Company", BFAGRO "us", "our", or "we")
- **Diversity** means accepting and welcoming people by respecting and appreciating what makes them different, whether it is gender, age, ethnicity, race, religion, disability, education, culture, belief, national origin, marital status, or other aspects.
- **Employee** means persons employed by the Company, whether full time or part time, regular or contract.
- **Equity** means being fair and transparent. Taking deliberate actions to remove barriers that hinder opportunities and disrupt well-being. It is important to understand that 'equality' and 'equity' are not the same. Equality means treating everyone the same regardless of their needs and circumstances. Equity means treating people fairly in accordance with their needs and circumstances.
- Inclusion means making employees feel welcome, valued, respected, heard, and supported. It is about empowering employees, recognising their special talents, and providing the right conditions for them to reach their full potential.
- **Management** means managers, department heads, leaders.

5. Purpose:

- Expand our talent pool and bring in new perspectives, backgrounds and experiences
- Create a fair and respectful work environment for everyone
- Advance an inclusive culture by building trust and collaboration
- Improve organizational effectiveness
- Enable the organization to be globally competitive

6. Key Steps for Building a Diverse, Equitable and Inclusive Culture:

- i. Increase diverse representation, particularly in leadership and critical roles**
 - Attract, retain and develop a diverse mix of people who value our organization culture and standards and will add something different that will positively contribute to the work environment.
 - Develop and invest in our leaders and managers and build their capability to ensure a culture where DEI is embraced and supported.
- ii. Strengthen leadership accountability**
 - Hold leaders and managers accountable for DEI progress at organizational, department and team.
- iii. Enable equity through fairness and transparency**
 - Incorporate DEI lens in our policies and procedures.
 - Make our communications gender neutral and inclusive.
 - Periodically review for pay gap differences for people in same jobs with similar experience and education. Differences in pay due to performance differentiation are valid and cannot be construed as discrimination.
 - Management to ensure all people decisions are fair and merit based.
 - Management to ensure equal opportunity is provided for employment, promotion, and development.
- iv. Promote openness, and uphold a zero-tolerance policy for harassment, discrimination, bullying, and retaliation**
 - Educate staff on identifying and preventing such aggressions.
 - Establish a code of conduct and ensure employees are aware and have access to it.
 - Ensure a reporting/whistleblowing procedure and inquiry committee are in place to report and investigate such matters.
 - Ensure zero-tolerance against any retaliation resulting from the reporting and investigation.
- v. Foster belonging by listening to all voices and supporting**
 - Support employees to meet their diverse needs in managing career along with personal responsibilities
 - Contribute to corporate philanthropy and sustainability initiatives.
- vi. Tailor DEI initiatives for impact**
 - Design DEI initiatives appropriate for the organization and local culture to get buy-in and create impact.

7. Responsibilities:

- DEI is everyone's responsibility.
- All employees are expected to exhibit conduct that promotes a diverse, equitable and inclusive environment, comply with the Company's Business Code of Conduct, Workplace Etiquette and Policy on Prevention of Harassment at the Workplace, and are required to attend related trainings and activities.
- Managers and department heads are responsible for being role models and for coaching their people on the above.

- Leadership is responsible for driving and embedding DEI and accountability into the culture and be inspiring role models.

8. Administration

This policy shall be administered by HR.

9. Amendments

The Company reserves the right to change or withdraw all or any part of this Policy at any time. Changes will require approval of the Board of Directors of the Company.

Sources used for adaptation:

Global Diversity, Equity and Inclusion Benchmarks 2021, Center for Global Inclusion, USA.

McKinsey's 2020 report "Diversity wins: how inclusion matters".

McKinsey 2018 Report: "Delivering through Diversity"