



DIVERSITY AND INCLUSION POLICY

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1. Purpose

The purpose of this policy is to confirm the commitment and core responsibilities of Sanford Limited (Sanford) and its' Board to building diversity and inclusion of thought within our company. Sanford is committed to attracting, developing and retaining a diverse, talented group of individuals whose collective thoughts and contributions will help Sanford be the Best Seafood Company in the World.

This policy applies to all Sanford people and Directors.

2. Policy Statement

The Company is committed to a culture that actively promotes and values diversity and inclusion. We believe that diversity and inclusion of thought enables Sanford to better respond to the ever changing environment we operate in and better serve the diverse customer and stakeholder base we are accountable to. This commitment is demonstrated in our open and fair people processes and equal opportunities afforded to all people.

Diversity in Sanford includes (but not limited to) the following:

- Gender
- Race, ethnicity and cultural background
- Disability and physical capability
- Age
- Sexual orientation
- Religious or political belief

We believe diversity and inclusion of background, experiences, thoughts and ways of working lead to greater creative and innovative solutions which ultimately lead to a superior outcome for our stakeholders socially, economically and environmentally.

Diversity and Inclusion Targets

The company seeks to employ the most appropriate person to support the achievement of our vision to be the best seafood company in the world. The company is committed to increasing its diversity and inclusion through training and awareness of unconscious bias and ensuring our people practices and processes are transparent, fair and free from any discrimination. We will deliver against these commitments through the management and achievement of the following targets:

1. All shortlists for vacancies to include at least two females with the competencies required for the role.
2. All terms of employment to be fairly and equitably applied to all people in accordance with the company's remuneration and benefits framework.
3. Female representation in the board is to increase to 33% by December 2019.

3. Responsibility

3.1. BOARD

The Board of Sanford is responsible for approving this policy and promoting a culture of diversity and inclusion across the company.

3.2. PEOPLE COMMITTEE

The People Committee of Sanford is responsible for assessing management's strategies to increase inclusiveness and diversity within the company and recommending to the Board.

The People Committee is also responsible for assessing the effectiveness of the approved strategies in attainment of the objectives of this policy.

3.3. CEO AND EXECUTIVE

Management is responsible for developing and implementing the strategies approved by the Board and reporting on progress made to the People Committee.

Management provides leadership to actively promote diversity and inclusiveness in Sanford.

3.4. SANFORD EMPLOYEES AND CONTRACTORS

Be aware of Sanford's Diversity Policy and adhere to the guidelines in this policy in decision making relating to employment and appointment of suppliers and contractors.

4. Ownership

This policy is owned by the Chief People Officer of Sanford and will be updated every 2 years or as otherwise required.

Senior management are responsible for ensuring all employees and contractors are aware of the policy and adhere to its principles and requirements.

5. Signed:



Peter Goodfellow
Chairman People Committee



V Kuntzsch
Chief Executive Officer

Reviewed: May 2019
Next Review Due: May 2021