

Upfield Diversity, Equity and Inclusion Policy

DE&I 1

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1. Purpose

This policy outlines our approach to Diversity, Equity and Inclusion and the actions we are committed to take to ensure everyone can 'come as they are'.

2. Scope and Applicability

This Policy applies to all Upfielders¹, consultants, contractors, interns, or any other person associated with Upfield.

3. Overview

We are the Future of Food. All faces. All ages. All tastes. And a love for all things plant-based

As a global business with products sold in 95 countries, Diversity, Equity and Inclusion (“DE&I”) are central to our core values of Performance, Passion and Care. Our DE&I commitments cover our workforce of over 4,000 Upfielders, as well as the impact we can have on representation in our external environment through marketing communications and our work with external partners. As the leading global producer of plant-based spreads, creams and cheeses, we know that our products are essentials in the plant-based kitchen and are loved by consumers from all different demographics and backgrounds. We strive to reflect that in the way we do business.

We have a responsibility to ensure that demographics and decision-making processes within our business reflect our broad, diverse consumer base. As a growing global company, it is important to us to depict and champion a diverse range of people, while breaking down negative stereotypes through our advertising and marketing campaigns.

Finally, our value chain stretches far beyond our own operations, and we can work with the communities in which we operate to encourage diverse and inclusive practices.

We define diversity in the broadest sense: it is about all the characteristics that make us who we are. This includes the identities we have according to traditional demographics like age, ethnicity, gender, religion, disability, and sexual orientation but also other things such as our socioeconomic background, caring responsibilities, gender identity, gender expression, personality, mental health, physical appearance and more.

¹ **Definition:** “Upfielders” refers to:

- Full-time, part-time, fixed term, permanent or trainees;
- Contractors, temporary staff, secondees, work-experience placements;
- Persons with statutory director roles or equivalent responsibilities;
- Employees of joint ventures and approved third-party labour providers where Upfield has direct management control or employees of new acquisitions

OUR PRINCIPLES

Attracting and Developing Diverse Talent

We believe in equality of opportunity for all Upfielders, regardless of gender, ethnicity, age, sexual orientation, disability religion or socio-economic background. Creating equal opportunities for all is not only the right thing to do, but also is best for business. We know that demographic diversity leads to diversity of thought, and that an inclusive culture leads to a flourishing workforce.

To create equal opportunities in terms of recruitment and development for all, we commit to the following actions:

- Where appropriate we aim to measure diversity, equity and inclusion across our workforce. This enables us to understand our culture and the experience of different groups within Upfield. It enables us to set stretching ambitions to drive change faster, and to track and disclose how we are progressing.
- We are committed to removing barriers in recruitment. We recruit based only on values, qualifications, performance, skills, behaviours, experience and knowledge. We ensure job adverts are free from unintentional bias. We remove requests for non-essential qualifications. We train our hiring managers and recruiters and recruit from diverse locations. No personal characteristics should be a barrier to joining Upfield.
- All job adverts globally are screened by a bias checker for gender. This uses innovative technology to remove human bias from the initial stages of the hiring process.
- We aim to use “balanced slate” for all job applications, whereby half of the shortlisted applicants for each advertised role are women.
- We keep up-to-date records on recruitment, training and promotion in order to track the Upfielders being hired, trained and promoted throughout the company. We track promotion in regard to gender.
- Finally, we want our physical workplaces to be an inclusive environment for a diverse workforce. As such, we ensure that our physical environment is adapted for those with disabilities, in accordance with local regulation.

Embedding Inclusion Through Training and Learning

We provide learning opportunities to strengthen our capabilities and understanding of diversity and inclusion. We encourage continuous improvement and embed DE&I principles throughout our operations.

- We provide specific DE&I leadership training, tailored to the top 150 leaders in the company, including our entire Executive Committee and we will be providing further learning to all the company in the upcoming months and years.
- We require that all Upfielders globally undertake training on our DE&I and non-discrimination policies. This training is also provided to hiring managers and recruiters.

Gender Balance and Compensation

As of the end of 2020, 40% of manager level and above roles were held by women. We have a bold ambition to reach a 50/50 gender balance for manager level roles and above by the

end of 2025. This target includes managerial levels within our manufacturing sites, which have traditionally been male-dominated areas. A business that empowers women at the decision-making level is beneficial for everyone.

When looking at our entire workforce, including our manufacturing sites, 34% of Upfielders globally were women by the end of 2020. We have an ambition to achieve 50/50 gender balance throughout the company, including manufacturing sites, by 2030.

We strongly believe that people should receive the same compensation for the same work. We commit to analysing the compensation of Upfielders holding positions of equivalent responsibility, to track any gender disparities and close the gap in compensation. We will maintain gender pay balance through equal promotion and salary review practices, and through establishing and maintaining competitive salary bands across the company.

Supporting All Parents and Families

Parenting has no gender, sexual orientation or marital status. Families come in all shapes and sizes. We want to support all types of parents with the important role of raising the next generation and support equality. As such:

- Our parental leave policies apply to all parents equally and do not differentiate between “primary carers” and “secondary carers.”
- We provide a minimum of 12 weeks full paid parental leave for all parents globally, including for adoptive parents or parents planning to have a child through surrogacy.

A Flexible Workplace For All

The COVID-19 pandemic has taught us the importance of working flexibly. It is important to support Upfielders’ overall health by providing a flexible workplace that caters to all lifestyles. As such, we offer:

- A hybrid working environment, whereby Upfielders can choose a set number of days to work in the office or from home; we call this Planet Upfield and believe we are “Better, Together, Connected”
- Sabbatical leave for all Upfielders who have been with us for over 3 years.
- For Upfielders who have experienced a bereavement (including miscarriage) we offer higher than the statutory days of paid leave in each market, in line with our Upfield Cares Guidelines.

Supporting Upfielder Networks

One of the ways we foster inclusion is through Upfielder Networks (also known as ‘employee resource groups’ or ‘affinity groups’). We encourage the creation of these groups and provide the tools, framework processes and resources to develop, meet and make decisions. Upfielder Networks support individuals who share a common demographic, while also engaging allies and the wider business. For example, Upfielders have formed a LGBTQ+ network, a network for parents and a network for mental health. All Upfielder Networks are sponsored and supported by a member of our Executive Committee.

We also consult these Upfielder Networks around topics pertaining to their relevant demographic status. This ensures Upfielder Networks are often represented in relevant decision-making processes within our company.

Encouraging Feedback

Inclusion is a journey, and we want Upfielders to feel that they are able to learn in order to grow. As such, we encourage an open and honest culture whereby Upfielders can feel free to “call out” behaviour that could be construed as discriminatory. This feedback can be used to direct Upfielders to more inclusive practices around language, treatment, and bias. We ensure sensitivity and anonymity through our “[Speak Up](#)” service: a company- wide mechanism to facilitate confidential, anonymous feedback.

Where grievance processes are needed, we ensure that feedback about biased or discriminatory behaviour based on gender, race, sexual orientation, disability or any other factor can be given in confidence to our People and Organisation function. Grievances are handled sensitively, and recourse is provided to remedy the situation. Local context and culture is taken into account when handling grievances.

As part of the performance management process Upfielders are assessed on our values which relate to diversity, equity and inclusion, and these assessments impact reward decisions.

Measuring Inclusion

We are rolling out our Inclusion Index globally, by the end of 2021. This is a company- wide survey collecting insights about inclusion, diversity and non-discrimination. Disclosure of personal demographics is voluntary, anonymous and in accordance with local cultures and sensitivities. The index measures how different groups experience life at Upfield, and how inclusive we really are. Using this data, we commit to work to improve our corporate practices regarding diversity, equity and inclusion.

Breaking Down Stereotypes in Marketing and Advertising

Our brands are household names, known and loved by across the world. This visibility comes with a responsibility to use our brands’ voices for good.

It is our responsibility to ensure our advertising and marketing communications actively represent modern families and break down stereotypes. We want to champion a world in which cooking responsibilities are shared fairly between partners, in which families do not all look the same, and in which anyone can hold the top jobs in the professional dining sector.

Our external marketing and advertising commitments are:

- We commit to representing a broad range of people and families, celebrating all diversity in race, sexual orientation, disability and gender, while working against negative stereotypes.
- Ensure our advertising and marketing communications actively represent modern households and break down stereotypes.

Working with External Partners

We work with a large number of suppliers, vendors, agencies and consultants across our business. These partners are essential in sourcing ingredients and packaging materials, as well as providing services. We require suppliers and business partners to sign up to our [Business Partner Code of Conduct](#), which strictly prohibits discrimination in the workplace.

Our business has the potential to foster a diverse supply chain, and we take this responsibility seriously. We partner with a diverse range of direct and indirect suppliers, including women-led businesses. For example, as a proud member of the [Global Shea Alliance](#), we support the livelihoods of rural women shea collectors through skills development and training. This helps foster access and inclusion, while developing a source of income for women in rural West African countries.

In Indonesia, our Blue Band brand runs a programme supporting women business owners, economically empowering 10,000 women to become entrepreneurs. Find out more [here](#).

Finally, we undertake audits of our suppliers to improve and increase our support for minority-owned businesses.

4. Related Documents

For more information about Upfield’s position on DE&I, including our position against harassment, discrimination and retaliation, please see our [Code of Conduct and our Human Rights Statement](#).

5. Governance

Upfield’s Chief People and Organisation Officer is responsible for implementing The Diversity, Equity and Inclusion Policy.

The Compliance Committee includes representatives of Upfield’s Board and Executive Committee is involved in the approval process for the Diversity, Equity and Inclusion Policy. The Compliance Committee is accountable for Upfield’s policy framework.

Policy Number:	DE&I 1.0
Summary	This policy outlines the Upfield approach to Diversity, Equity and Inclusion and the actions we are committed to ensure everyone can ‘come as they are’.
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