



Lincoln Agritech Ltd.



Gender Equality Plan ***2023 - 2026***

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1. Introduction

At Lincoln Agritech, we're committed to creating an environment of equality where all of our people can thrive, regardless of their gender identity. This commitment is underpinned by our strategic goals to:

- Ensure Lincoln Agritech is an enjoyable and rewarding place to work; and
- Commit to meeting best practice ESG (Environmental, Social, and Governance) standards and improving social and environmental outcomes in whatever we do.

We acknowledge that our people's gender identities may include those other than male or female and we support everyone's right to express their gender identity however feels right to them. Our commitment to gender equality is not isolated to male or female and extends to the provision of an environment of equal opportunity and treatment for our LGBTQIA+ community.

We know that increased gender diversity in teams has been shown to have significant benefits to companies and the teams that work within them. Research has shown links between gender diversity in leadership teams and financial performance, driven by factors such as advantages in recruiting the best talent, improved employee satisfaction, stronger customer orientation, and improved decision-making¹.

However, we also know that women and gender-diverse/non-binary tend to be underrepresented in senior roles nationally² and that the gender pay gap in New Zealand is still over 9% with males earning 9.2% in median hourly earnings higher than women³. Employers in Aotearoa, including Lincoln Agritech, have important work to do in bridging the gaps to ensure equality in opportunities and outcomes for all genders in the workplace.

2. Purpose

Our Gender Equality Plan (GEP) has been established to enable us to deliver on our commitment to create an environment where our people are treated equally regardless of their gender identity. The GEP outlines strategies, key indicators and measures of success for six key focus areas so we can accurately monitor our progress on meeting our commitment, and it enables swift identification of potential barriers to be addressed. The GEP also provides a platform to create a culture of shared accountability in regard to gender equality at Lincoln Agritech.

3. Scope

Our GEP applies to all staff employed by Lincoln Agritech.

4. Accountability and Responsibility

4.1 Ratification

The GEP is ratified by the Chief Executive Officer.

4.2 Communication

The People and Safety team hold responsibility for ensuring staff are made aware of the GEP and that it is communicated appropriately, including making the Plan available on the staff intranet and the external Lincoln Agritech website.

¹ McKinsey&Company, *Diversity Matters Report*, 2015.

² *Diversity Works New Zealand Workplace Diversity Survey 2022*

³ *Statistics New Zealand, Gender Pay Gaps by Age Group (Based on median hourly earnings), 2022*

4.3 Monitoring and Data Collection

The People and Safety team will be responsible for collecting disaggregated data by gender to inform the measurement of progress and impacts in the key focus areas. This includes monitoring of the GEP for required updates and ensuring timely reviews are carried out.

In conjunction with the respective Group Manager and/or Chief Executive Officer, the People and Safety team also hold responsibility for ensuring appropriate action is taken when gender-based discrimination is reported or observed.

5. Key Focus Areas

Our GEP outlines strategies, key indicators and measures of success for each of six key focus areas:

- **Training and Awareness**
Raising awareness and providing training and education opportunities for staff and decision makers regarding gender equality and unconscious gender biases.
- **Work/Life Balance and Organisational Culture**
Integration of gender factors that contribute to our people’s work/life balance and our organisational culture.
- **Gender Balance in Leadership and Decision-making**
Consideration of gender balance in management team and leadership/decision-making positions.
- **Recruitment, Career Progression and Remuneration**
Recognising the value of gender-diverse teams and integrating gender-equality considerations into recruitment, internal career progression and remuneration assessment practices. *Note that any minimum skills, qualifications, or experience determined to be required to deliver and succeed in the role will still need to be met. Gender-equality and diversity considerations will be made as part of the overall decision-making process.*
- **Integration of Gender Dimension into Research**
Strategic consideration of gender diversity in the planning and execution of our research.
- **Gender-Based Violence Including Sexual Harassment**
Raising awareness of the potential of gender-based violence in the workplace and providing appropriate training to management and team leaders to mitigate or address gender-based violence. *Gender-based violence is violence directed against a person due to their gender or violence that affects people of a particular gender disproportionately. This includes physical, verbal, sexual or psychological forms of violence, as well as ostracism or exclusion due to gender. While the Gender Equality Plan is a key tool in monitoring potential gender-based violence in our workplace, reports of gender-based violence will be managed in line with our Code of Conduct, Policy Violations, and General Work Culture policies.*

5.1 Training and Awareness

Strategies	Key Indicators	Measures of Success
<ul style="list-style-type: none"> • Compulsory unconscious gender bias training for Team Leaders, second in charge positions and management team. 	<ul style="list-style-type: none"> • Completion of unconscious gender-bias training by team leaders, second in charge positions and management team. 	<ul style="list-style-type: none"> • All management team and staff in Team Leader or second in charge positions have completed unconscious gender-bias training between the GEP

<ul style="list-style-type: none"> • Unconscious gender bias training opportunities made available to all LAL staff. • Raise awareness on gender diversity in the workplace, including key factors such as common inequalities faced, benefits of a gender-diverse workforce/teams, and key impacts. 	<ul style="list-style-type: none"> • Uptake of unconscious gender-bias training opportunities offered. 	<p>implementation and review period.</p> <ul style="list-style-type: none"> • Year-on-year increase in percentage of staff, excluding those involved in compulsory training, having participated in unconscious gender-bias training between the GEP implementation and review period. • Training/information sharing to staff has taken place on gender diversity between the GEP implementation and review period.
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5.2 Work/Life Balance and Organisational Culture

Strategies	Key Indicators	Measures of Success
<ul style="list-style-type: none"> • Maintain existing flexible working opportunities for staff, including location (work from home), and flexibility in start/finish times. • Continue to investigate additional flexible working offerings and conduct regular review of Working From Home Guidelines as appropriate. • Consider factors such as child commitments when scheduling company events to improve accessibility for all staff. • Monitor employee perception of equality in treatment of staff via all-staff Engagement Survey • Continue to utilise Engagement & Wellbeing Committee representatives to seek feedback from staff on ideas, needs and improvements relating to 	<ul style="list-style-type: none"> • Employee satisfaction of work/life balance by gender. • Employee satisfaction of equal treatment of staff by gender. 	<ul style="list-style-type: none"> • Favourable responses to Engagement Survey question “The flexible working options available to staff at LAL support my work/life balance and commitments outside of work” between genders is proportionate to gender diversity of workforce. • Favourable responses to Engagement Survey question “I am genuinely supported if I choose to make use of flexible working arrangements” between genders is proportionate to gender diversity of workforce. • Favourable responses to Engagement Survey question “I am able to arrange time out from work when I need to” between genders is proportionate to gender diversity of workforce. • Favourable responses to Engagement Survey

<p>company events and engagement initiatives.</p> <ul style="list-style-type: none"> • Conduct needs identification for those returning following parental leave, to successfully support and reintegrate them into the workplace. 		<p>question “Staff at Lincoln Agritech are treated fairly and equally regardless of their age, ethnicity, gender, physical capability, etc.” between genders is proportionate to gender diversity of workforce.</p> <ul style="list-style-type: none"> • Needs identification for supporting return from parental leave completed between GEP implementation and review period.
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5.3 Gender Balance in Leadership and Decision-making

Strategies	Key Indicators	Measures of Success
<ul style="list-style-type: none"> • Raise awareness of potential gender bias/imbalance in Management Team and 2IC/Team Leaders/hiring managers. • Consider gender balance in selection panels in recruitment processes. 	<ul style="list-style-type: none"> • Uptake of Implicit Association Testing by Management Team 2IC/Team Leaders/hiring managers • Discussion of gender balance of selection panel are consistently taking place during recruitment briefs 	<ul style="list-style-type: none"> • 100% of management team and those in 2IC/Team Leader roles have completed Project Implicit (Harvard University) Gender-Science Implicit Association Test and Gender-Career Implicit Association Test, between GEP implementation and review period. • 100% of HR/recruitment team have completed Project Implicit (Harvard University) Gender-Science Implicit Association Test and Gender-Career Implicit Association Test, between GEP implementation and review period. • Gender balance of Management Team and 2IC/Team Leader positions reviewed and reported on annually. • Gender balance of selection panel is discussed prior to commencing all

		<p>recruitment processes at recruitment brief phase.</p> <ul style="list-style-type: none"> • A balanced gender representation on selection panels where possible and practicable.
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5.4 Recruitment, Career Progression and Remuneration

Strategies	Key Indicators	Measures of Success
<ul style="list-style-type: none"> • Utilising non-gender specific language in job advertisements and when communicating training opportunities to staff. • Using gender-disaggregated employee data to consider gender diversity in recruitment and appointment decisions. • Continue to use standardised and transparent job-sizing methodology for remuneration decisions. • Regularly review remuneration levels of staff in conjunction with gender-disaggregated data in line with annual salary review process (to compensate for potential disadvantages associated with salary negotiation practices). 	<ul style="list-style-type: none"> • Participation in training for HR/recruitment team in awareness of gender-specific language. • Gender diversity of teams discussed at recruitment brief stage of recruitment process. <i>Note that any minimum skills, qualifications, or experience determined to be required for the role will still need to be met. Gender equality and diversity of teams will be considered as one part of the broader decision-making process.</i> • Korn Ferry job sizing methodology is consistently used for remuneration decisions across all roles. • Regular review of remuneration bands by gender for management and senior positions (2IC/Team Leaders) 	<ul style="list-style-type: none"> • 100% of HR/recruitment team has participated in training in awareness of gender-specific language. • Gender diversity of team is analysed and discussed prior to commencing all recruitment processes at recruitment brief phase. • 100% of roles are sized using Korn Ferry methodology. • Gender-disaggregated data is analysed in association with relevant remuneration and job sizing data as part of the annual salary review process, across all teams/groups. • Gender-disaggregated data is analysed in association with relevant remuneration and job sizing data for Management Team and 2IC/Team Leader positions, as part of the annual salary review process.

5.5 Integration of Gender Dimension into Research

Strategies	Key Indicators	Measures of Success
<ul style="list-style-type: none"> • Consider gender diversity of research teams when preparing funding applications 	<ul style="list-style-type: none"> • Consideration of gender diversity of proposed internal research teams in funding applications is demonstrated consistently across 	<ul style="list-style-type: none"> • 100% of funding applications/proposals have a completed cover form for internal review panel consideration, detailing consideration of gender balance in

	applications prepared by Lincoln Agritech. <ul style="list-style-type: none"> • Gender balance in research teams are achieved where possible and practicable. 	proposed research team, including any limitations and actions taken to overcome barriers where appropriate.
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5.6 Gender-Based Violence Including Sexual Harassment

Strategies	Key Indicators	Measures of Success
<ul style="list-style-type: none"> • Raise awareness of staff relating to gender-based violence including sexual harassment • Provide development to Management Team and 2IC/Team Leaders in managing concerns raised by staff or identified regarding gender-based violence. • Raise awareness of staff of avenues and support available to them to raise concerns about gender-based violence. 	<ul style="list-style-type: none"> • Employee reports of gender-based violence in the workplace. • Participation in training by Management Team and 2IC/Team Leaders in managing concerns raised by staff, or otherwise identified, regarding gender-based violence. 	<ul style="list-style-type: none"> • Annual reporting of report(s) from staff of gender-based violence in the workplace. • 100% of Management Team and 2IC/Team Leaders have participated in training around managing concerns raised by staff, or otherwise identified, regarding gender-based violence between GEP implementation and review period. • Staff are provided information regarding gender-based violence (including sexual harassment), how they can raise their concerns and what support is available to them. <ul style="list-style-type: none"> • Reminders of this information is disseminated appropriately between GEP implementation and review period.

6. Reporting

Overall gender-disaggregated staff and student data as well as measures of success across the six focus areas will be reported on annually in the Gender Equality Plan Annual Report. Reporting data will be sourced from:

- Personnel information
 - Gender identity of existing staff and students will be collected by opt-in self-identification.

- Gender identity of new staff will be collected at the on boarding stage in the *Personal Details Form*.
- Gender identity of new students will be collected at the at the application stage in the *Student Personal Details Form*.
- Engagement Survey results
- CultureAmp benchmarking data
- Crown Research Institute benchmarking data for gender diversity of workforce
- Training attendance records

Gender Equality Plan 2023 – 2026

Approved By:



Peter Barrowclough, Chief Executive Officer

7 August 2023

Date