



Select Harvests

# WGEA Employer Statement 2026



# Introduction

Select Harvests is Australia’s largest vertically integrated, ASX-listed almond food company. With over 375 direct employees, we are committed to building a workplace that reflects our values of fairness, inclusion, and opportunity.

**We continue to foster a diverse and inclusive workforce, supported by generous employee entitlements, professional development, and a culture of respect.**

Our core values guide how we operate and how our people conduct themselves. We offer diverse career opportunities across the business and strive to maintain a supportive and engaging environment.

In 2025, we strengthened our commitment to transparency in pay reporting, providing a clearer picture of our gender pay gap. At Select Harvests, remuneration is based on skills, experience, and tenure—never gender or ethnicity. We remain dedicated to ensuring fair and equitable pay for all employees and will continue to build on this progress.



**Trisha Crichton**  
General Manager –  
People, Safety and Sustainability

## Select Harvests corporate values

 <b>Zero Harm</b>	 <b>Do the right thing</b>	 <b>Be one Team</b>	 <b>Protect and grow</b>	 <b>Own it</b>	 <b>Think outside the square</b>
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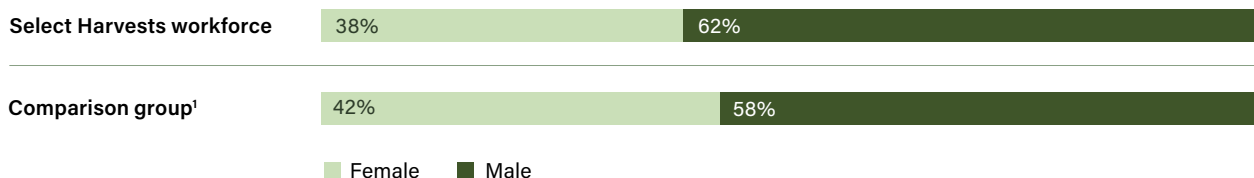
# 2022-2025 data

1 April 2022 to 31 March 2025

## Gender pay gap

All employees	2022-2023	2023-2024	2024-2025
Average total remuneration	14.8%	13.6%	21.5%
Median total remuneration	7.7%	8.0%	11.7%
Average base salary	13.4%	12.3%	20.0%
Median base salary	1.7%	5.4%	5.6%

Note: Part-time/casuals/part-year employees are annualised to full-time equivalent. Employees who did not receive any payment during the reporting period are excluded.



Notes:

The **median gender pay gap** is the difference between the median earnings for females, and the median earnings for males. It is a useful proxy for measuring and tracking gender equality within an organisation. The gender pay gap is not the same as equal pay. Equal pay is the right of males and females to be paid the same when doing the same or equivalent work. This has been a legal requirement since 1969 in Australia and 1972 in New Zealand.

**Base salary** is an employee's regular salary, excluding superannuation, overtime, bonuses and other additional payments.

**Total remuneration** includes all remuneration for an employee, including superannuation, overtime, bonuses and other additional payments.

1. Sourced from WGEA Industry Benchmark Report 2023/2024 Submission.

### Relevant insights

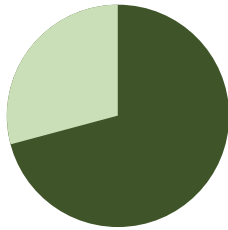
- A focused effort in 2025 improved gender pay equity at management, professional, technical & trade, administration and labour levels.
- The Board of Directors is 60% male and 40% female.
- The increase in total remuneration gap reflects the appointment of two male executives (CFO and General Counsel and Company Secretary) to high-remuneration roles, not a regression in equity efforts.
- For other management staff, the total remuneration gap is 6.22%, down 3% from last year, while base salary difference is only 0.5%.
- Median base salary increased slightly from 5.4% to 5.6%, establishing a new baseline for improvement.

Note: Data is based on Select Harvests employees in Australia and represents the 2024–25 reporting period.

# Gender composition

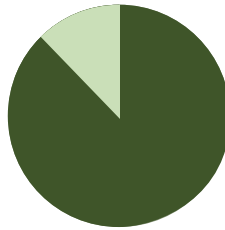
## FY 2024–25

Executive Leadership Team (ELT)



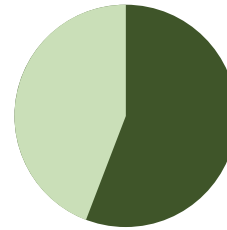
29% Female 71% Male

Management



13% Female 88% Male

Non-management



44% Female 56% Male

Select Harvests workforce



Comparison group<sup>1</sup>



Female Male

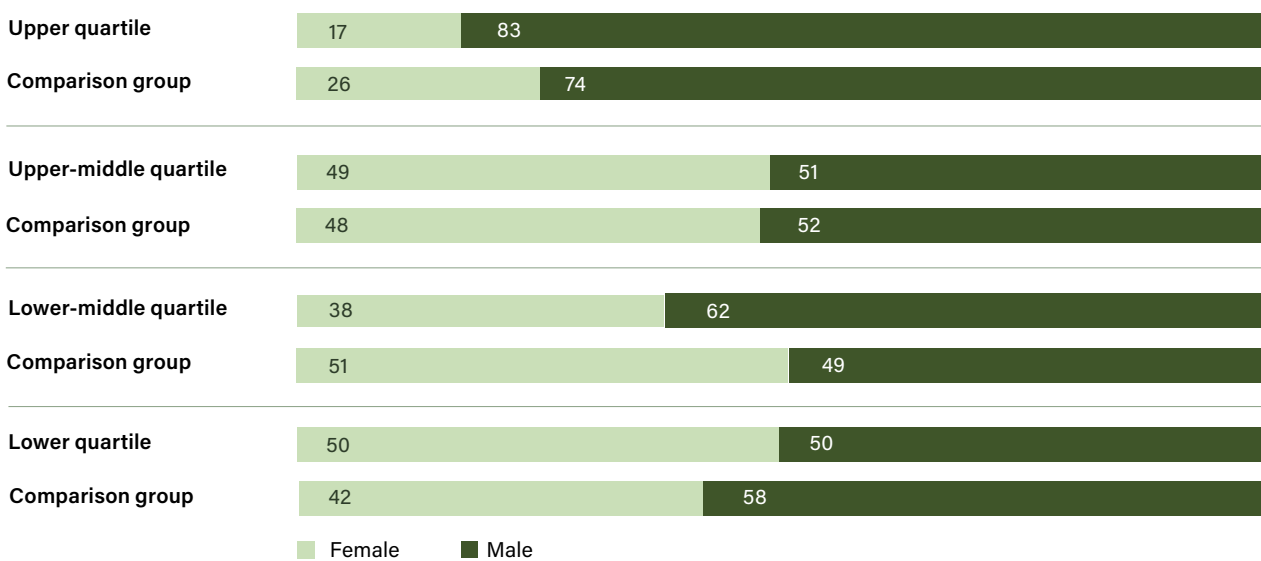
### Relevant insights

We acknowledge the limitations of WGEA's banding methodology, which groups roles with varying scopes and pay levels. Our internal Annual Remuneration Review provides a more accurate view of pay equity and ensures gaps are identified and addressed.

# Gender composition by pay quartile

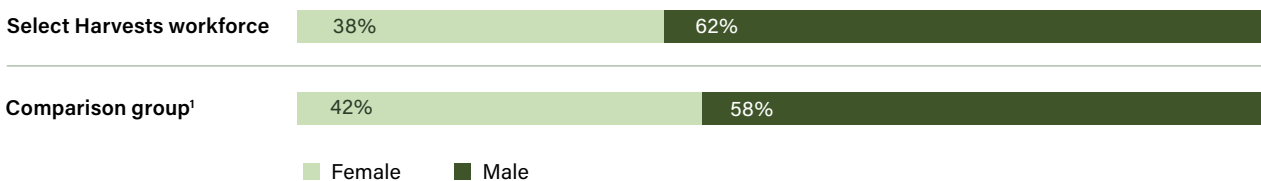
The chart below divides your workforce into four equal quartiles of employees by total remuneration full-time equivalent pay. The number in each pay quartile represents the proportion of employees of each gender. Our workforce is shown in the top bar, with darker shading. The gender composition of all employees in your Comparison Group for each quartile is shown in the second bar with lighter shading.

A disproportionate concentration of men in the upper quartiles and/or women in the lower quartiles can drive a positive gender pay gap.



Notes:

Total remuneration for part-time/casual/part-year employees is converted to annualised, full-time equivalent amounts.



### Relevant insights

As of 30 April 2025, the Select Harvests workforce was 38% female and 62% male, with no employees identifying as non-binary.

When assessed against the WGEA Employer Gender Pay Gaps Snapshot, the Select Harvests Gender Composition by pay quartile is comparable to the comparison group.

# Actions

Select Harvests is committed to fostering a diverse and inclusive workplace where all employees are empowered to reach their full potential.

Select Harvests is proud to report strong progress in advancing gender equity across the business. Our latest review reflects a workplace where fairness and inclusion are central to how we operate. We remain committed to building on this momentum and continuing to create opportunities for all employees to thrive.

## Diversity and Inclusion Action Plan

Our Diversity and Inclusion Action Plan is designed, in part, to address the gender pay gap, while more broadly seeking to enshrine a workplace culture that values diversity.

### The actions arising out of this plan include:

- **Staff training**  
We are implementing a new HR Information System (HRIS) with integrated Learning and Development modules. This investment strengthens organisational capability, enhances compliance, and supports targeted professional development for employees at all levels across the business.
- **Targeted recruitment**  
A concerted effort to employ female senior managers as part of our WGEA initiatives and action plan, ensuring greater representation of women in leadership roles.
- **Policy reviews**  
Regularly review and update policies promoting gender equity, including parental leave.
- **Gender pay equity analysis**  
Conduct annual reviews to identify and address pay gaps.
- **Community engagement and scholarships**  
We will continue to support early career awareness by hosting students from local schools and TAFE for site visits across our operations. Planned activities include tours of our almond orchards and the Carina West processing facility, giving students practical exposure to careers in agriculture and manufacturing.  
Support the development of targeted VET courses, in collaboration with education and training bodies, to strengthen workforce pathways and increase female participation in agriculture and manufacturing.
- **Culture surveys**  
Our annual Culture Survey achieved an excellent 83% response rate, with Alignment rising to the top decile and Engagement reaching the top quartile. The feedback has given us clear insight into our people's experiences and is helping shape targeted actions that continue to strengthen engagement and ensure our employees feel valued and supported.

## Looking ahead

Select Harvests remain committed to transparency, fairness, and continuous improvement. The 2026 Employer Statement reflects both progress and challenges in our gender equity journey. We will continue to share reports with stakeholders and invite feedback to ensure accountability and inclusiveness.