

Gender Pay Gap - Employer Statement 2025

Costa seeks to use this opportunity to not only share the details and context of our gender pay gap, but also highlight the actions we have committed to undertake as we work toward addressing this gap.

Our overall approach

Costa has a strong commitment to gender equality and providing opportunities that enable women to reach their full potential. The company promotes gender diversity as an important strategic and cultural factor to achieve business objectives across the organisation. To achieve greater diversity, Costa is committed to ensuring that talent is nurtured and developed effectively.

In support of our commitment to greater diversity and gender equality, we believe in being transparent in the way we share this information and do this through our annual Sustainability Report. This includes a detailed quantitative breakdown of workforce demographics and hiring statistics. We also provide qualitative information on our diversity initiatives, and practical examples of our inclusive culture from across our workforce.

Our gender pay gap and organisational context

At the time of reporting, women represented 60% of the international workforce and 33% of the Australian workforce. The number of women in key management position (KMP) roles during the reporting period was 14% (or 1 in 7). In comparison to last year, the number of women in managerial roles has remained at 25%. This has been achieved through a focus on effective succession planning and execution, and targeted talent processes.

Costa's average total remuneration gender pay gap for the 2023-2024 period was 10.4% and the median was 4.9%. When compared with the Agriculture, Forestry and Fishing Industry Snapshot, Costa's pay gap is +1.7% compared to the average (mean) total remuneration of 12.1% and +4% versus the median total remuneration of 8.9%.

During this reporting period, the inclusion of the CEO in the gender equity figures highlights the company's significant progress toward gender equity. The outcomes remain strong, reflecting the organisation's dedication to creating a more inclusive workplace with a continued focus on improving gender diversity at all levels.

Over the last three years, Costa's total remuneration gender pay gap has reduced as a result of the development and implementation of a remuneration framework and salary bands; the allocation of a dedicated group remuneration and benefits resource, focused on detailed analysis and reporting; and regular gender pay equity reviews vertically through leadership to ensure the gap is closing.

In addition, Costa has invested in building the competence of leaders and HR personnel across both remuneration and pay equity, increased pay gap transparency through salary review processes, and has communicated the remuneration framework broadly across our workforce.

Gender pay gap drivers

The main driver behind Costa's gender pay gaps is that women represent 24% of those earning an income in the top quartile (25%). This figure is representative of an industry-wide talent gap in the operational leadership stream which has resulted in a lack of women being in the pipeline for KMP roles. Despite an intensive effort to recruit and retain graduate women in agronomy positions, it will take time for these roles to translate into women taking operational leadership positions. This continues to be a focus for Costa.

In addition, women in senior leadership teams are underrepresented through Costa's acquisitions given farming is historically an industry that has been a more male dominated profession. In recognition of this, Costa has implemented, and continues to embed a number of initiatives, actions and strategies throughout this reporting period that are expected to increase the representation of senior women, including:

- A formal annual gender pay gap review – role by role comparison review with the CPO, COO's and CEO.

- The implementation of consistent performance development processes across all salaried staff, ensuring every employee has a development plan.
- The continued offering and promotion of leave provisions for carers and parents.
- The expansion of group-wide succession and calibration processes, including the identification and development of gender balanced talent pools, accelerating development of a diverse group of talent for senior level positions.
- An incentive program that recognises the development and succession of leaders.
- Exit interviews with specific questions relating to pay and reward.
- The continued management of a diversity and inclusion reference group.
- The continued support and prevention of sexual and sex-based harassment through promotion of policy, mandatory training and contact officer network.
- The implantation of Costa's revised leave policy and parental leave offering leading to an increase in paid entitlements for all carers.
- The implementation of the revised parental leave toolkit.
- A gender equality strategy that includes WGEA gender equality indicators.
- The launch of a sexual and sex-based harassment policy, mandatory training, supported by contact officer networks.
- The launch of a policy and system that enables complaints to be escalated safely and confidentially via alternative pathways

Actions and Strategies

Costa's additional actions to narrow the gender pay gap for future reporting periods include:

- A review and relaunch of Costa's diversity and inclusion policy.
- A refresh of diversity in the workplace training programs.
- Expansion of gender balanced (senior) talent programs.
- Incorporate a diversity metric into all Executive's annual incentive plans.
- The administration of a broadly distributed engagement survey, providing data insight into diversity and inclusion metrics.
- A review of Costa's recruitment and flexible work policies.
- The development of Operational career pathways, with development points articulated from entry level roles to Executive.