



SELECT HARVESTS

# WGEA Employer Statement 2025



# Introduction

Select Harvests is Australia’s largest vertically integrated, ASX-listed almond food company with core capabilities across horticulture, orchard management, processing, sales and marketing. The business employs over 800 people during the harvest period.

**Our core values reflect the organisation we want to be. The people we employ and how they conduct themselves in the workplace is how we embody those values.**

At Select Harvests, we have a diverse workforce and a wide variety of career opportunities across the business. Our people enjoy a supportive and engaging work environment with generous employee entitlements.

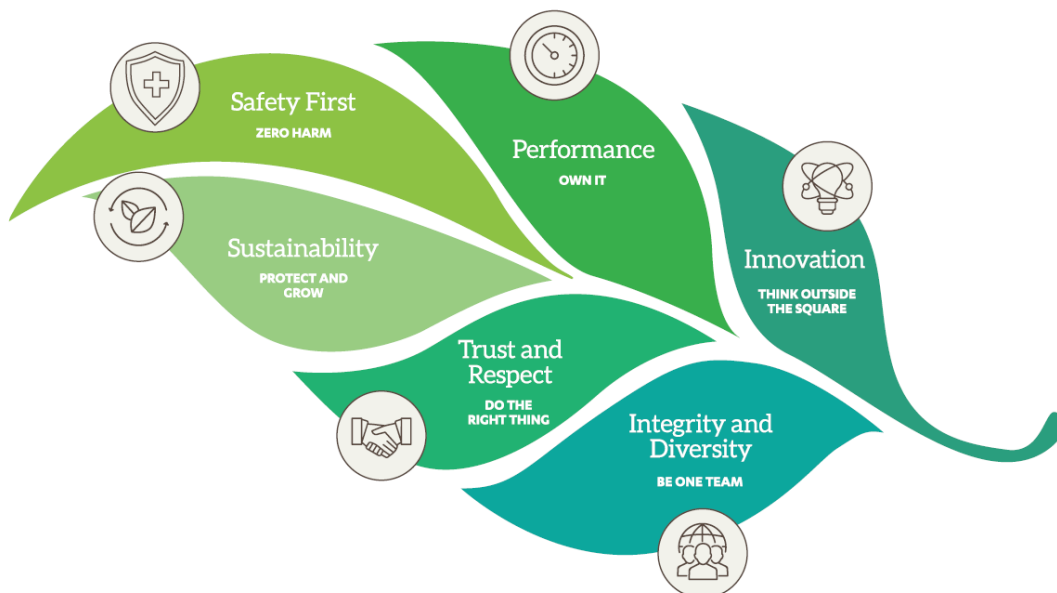
Our efforts in 2024 have resulted in a notable reduction in the gender pay gap. Select Harvests bases compensation on skills, experience, and time in role. We do not pay people differently based on gender or ethnicity. Our commitment is to ensure fair and equitable pay for all employees.

With recent improvements to the quality and accuracy of our data on gender equality, we have established a strong baseline to further close the gender remuneration gap.



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

## Select Harvests corporate values



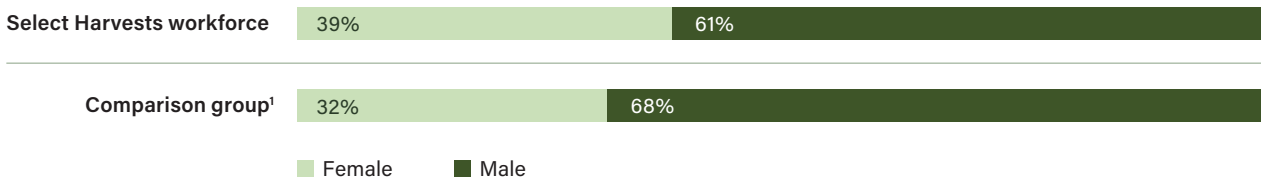
# 2023-2024 data

1 April 2023 to 31 March 2024

## Gender pay gap

	Select Harvests	Comparison group
Average total remuneration	13.6%	13.0%
Median total remuneration	8.0%	8.0%
Average base salary	12.3%	12.3%
Median base salary	5.4%	5.4%

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 specific focus on the gender pay gap within the business in 2024 has produced a notable improvement in gender pay equity at both the executive and senior management level.**

The Select Harvests Board of Directors is now 60.0% male and 40.0% female.

At the senior management level, the business has recorded a significant reduction in the gender pay gap of 14.6%, to now be just 2.7%. The business engaged several new female senior managers in the reporting period, reflective of broader efforts to foster an inclusive workplace.

The total remuneration difference for general management staff is currently 6%, primarily due to the timing of new female managers starting their roles part-way through the year, which made them ineligible for bonus payments during this period. However, when comparing base salaries, the difference is only 1%.

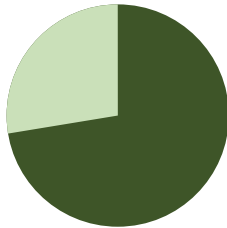
In our WGEA Executive Summary, the average mean total remuneration gender pay gap is 13.6% and the median is 8.0%. On average, Select Harvests has reduced the gap, however, we have seen increases in both the median total and median base salary. This was expected with the improvement of data collection and this greater level of accuracy will provide the business with a strong baseline for continued improvement.

Note: Data is based on Select Harvests employees in Australia and represents the 2023–24 reporting period.

# Gender composition

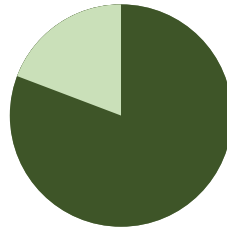
## FY 2023–24

Executive Leadership Team (ELT)



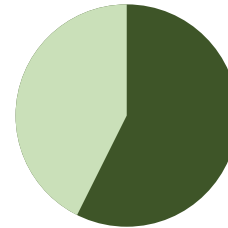
29% Female 71% Male

Management



19% Female 81% Male

Non-management



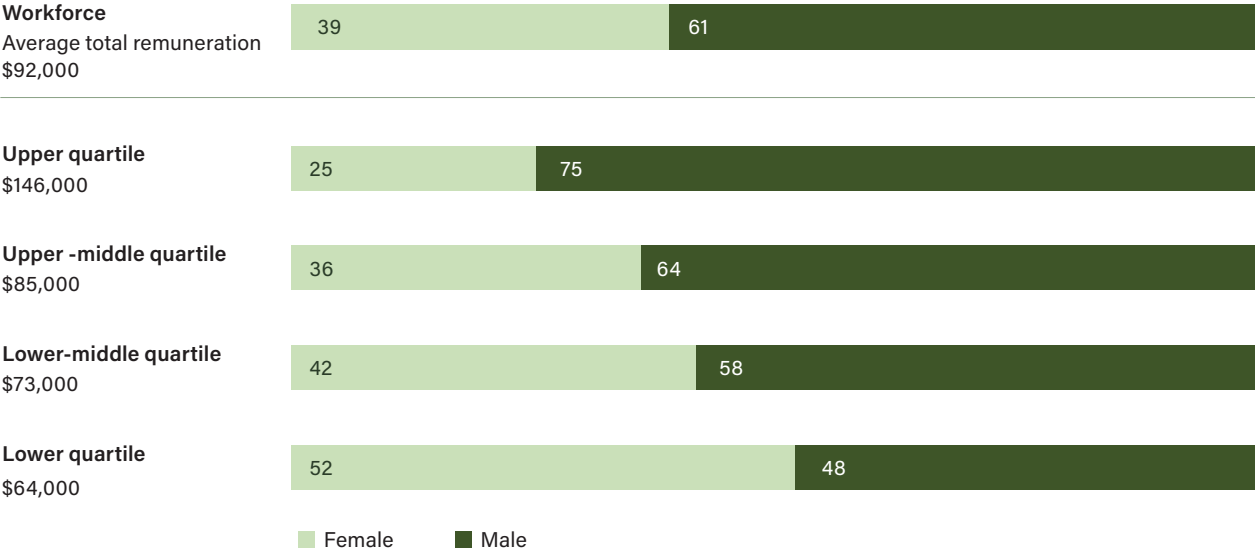
43% Female 57% Male

### Relevant insights

Select Harvests has recorded year-on-year improvements in the gender composition of the business for three consecutive years.

The number of females in management roles has increased from 11.0% in 2021–22 to 19.0% in 2023–24, and females in non-management positions has increased from 34.0% in 2021–22 to 43.0% in 2023–24.

# Gender composition by pay quartile



Notes:  
Total remuneration for part-time/casual/part-year employees is converted to annualised, full-time equivalent amounts. The gender composition and average total remuneration calculations do not include voluntary data submitted for overseas reporting managers (OSM).

The average total remuneration is rounded to the nearest \$1,000.

**Relevant insights**

As of 30 April 2024, the Select Harvests workforce was 61% male and 39% female, with no employees identifying as non-binary.

When assessed against the WGEA Employer Gender Pay Gaps Snapshot, the Select Harvests gender pay gap of 13.6% is better than one relevant industry sector and comparable to the other:

- manufacturing 18.1% gap
- agriculture 10.2% gap.

# Actions

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

Our recent analysis highlights significant progress in closing the gender remuneration gap and improving gender representation across all levels of the business.

## 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**  
Deliver diversity and inclusion training to all employees addressing topics including anti-discrimination, harassment and bullying.
- **Policy reviews**  
Commit to the ongoing development, implementation, and regular review of policies aimed at promoting gender equity, such as parental leave. By continuously evolving our practices, we ensure that Select Harvests remains a workplace of choice for all employees, fostering an inclusive and supportive environment.
- **Gender pay equity analysis**  
Conduct an annual analysis to identify gender pay gaps within the business through our Annual Remuneration Review to continually improve pay equity.
- **Community engagement and scholarships**  
Collaborate with local schools to sponsor programs that encourage female students to explore careers in horticulture. This initiative aims to inspire young females by providing educational opportunities, hands-on experiences, and mentorship. By partnering with schools, we can nurture the next generation of female leaders in the industry and contribute to a more diverse and inclusive workforce. Participate in career days at local schools and TAFE campuses in the Sunraysia region to promote careers for females in the agriculture and manufacturing sectors. The business also welcomes school visits to its almond orchards and Carina West processing facility.
- **Mentoring program**  
Incorporate mentoring into staff professional development plans, with a particular emphasis on supporting middle-management, team leaders, supervisors and trades. This initiative aims to enhance gender diversity and inclusivity by providing tailored mentoring opportunities that foster professional growth and leadership development for underrepresented groups.
- **Culture surveys**  
Analyse Diversity, Equity and Inclusion (DEI) related responses to Select Harvests' culture surveys and use this information to develop further actions to foster an inclusive and equitable workplace culture.

## Looking ahead

Select Harvests will continue to prioritise gender equality as a core value of the business, regularly reviewing our policies and practices to ensure they promote fairness and inclusivity.