

Code of Conduct

Values at work



Purpose

The purpose of the Code of Conduct (Code) is to set out Hort Innovation's expectations as to how team members carry out their duties and responsibilities.

Scope

This Code applies to all Hort Innovation team members, including:

- Directors (collectively known as the Board)
- Employees, officers (an 'officer' being any person who makes or participates in decision making that affects the whole or a substantial part of Hort Innovation's business), and interns/work experience students (collectively known as employees) and
- Contractors and consultants of Hort Innovation (collectively known as contractors).

This Code **does not** apply to research providers, vendors, contractors, consultants, agents, and other service providers, who are separately covered by the Hort Innovation Supplier Code of Conduct.

This Code applies to conduct and behaviour engaged in while Hort Innovation team members are 'at work' or representing the company.

This includes occasions when team members are entertaining or being entertained by stakeholders or attending events (such as marketing events, Hort Innovation social events, industry conferences or dinners), whether at the workplace (that is, in Hort Innovation's physical premises or other locations where Hort Innovation work is being performed), Board or Committee meetings, or elsewhere and whether inside or outside of normal working hours.

Message from the Chair



Hort Innovation aims to ensure that high ethical standards and practices are adopted across its business and that a strong culture of respect, integrity, and fair dealing is promoted at all times.

Our vision is for a prosperous and sustainable horticulture industry built on innovation. As the recipient of significant amounts of funds from growers, co-investors and taxpayers, it is imperative that everything we do builds trust with these stakeholders and the broader Australian community.

This Code sets out the way in which we will build this trust and achieve this vision.

The Board has an important role in setting out the type of behaviour that is to be encouraged and applauded and, just as importantly, the type of behaviour that is unacceptable. As Directors, we hold ourselves to these same standards of behaviour. On behalf of the Board, I thank you for your commitment to the positive behaviours outlined in this Code.

Julie Bird
Chair

Message from the CEO



Hort Innovation is a great place to work for many reasons. Our vision, goals and values attract a diverse range of people to our company, all committed to a prosperous and sustainable horticulture industry built on innovation.

Cohesive teamwork depends on trust. This means we can trust our fellow team members to do the right thing. As well as the positive behaviours referred to above by Julie, this Code outlines the key policies, procedures and practices that you need to understand and comply with in order to be a successful team member. It also outlines the steps you should take if you become aware of anyone not complying with them.

On behalf of the executive team (to whom it also applies), I encourage you to read this Code closely, along with the associated policies and procedures. Each year we will ask you to attest to your compliance with it. This is another way in which we build a culture of quality compliance and governance at Hort Innovation.

Brett Fifield
CEO



Our strategy

Hort Innovation Strategy 2024-2026



OUR VISION

A prosperous and sustainable Australian horticulture industry built on innovation

OUR STRATEGIC IMPERATIVES

Enhance and safeguard supply

- **PRIORITY 1.1**
Lead world-class innovation to ensure Australian horticulture is globally competitive
- **PRIORITY 1.2**
Partner with industry on their sustainability priorities and research needs to support social and environmental stewardship
- **PRIORITY 1.3**
Excel in breakthrough research to strengthen industry's readiness for existing and emerging opportunities and threats
- **PRIORITY 1.4**
Collaborate with industry to bolster resilience and future-proof supply chain disruptions

Accelerate local and global demand

- **PRIORITY 2.1**
Access and expand high-value markets to deliver profitability and sustainability for industry
- **PRIORITY 2.2**
Drive consumption through high-impact, evidence-based domestic and export marketing campaigns
- **PRIORITY 2.3**
Deliver valuable data and insights that transform decision making
- **PRIORITY 2.4**
Advance solutions to reduce and utilise waste to deliver new revenue streams for growers

Maximise and diversify investments

- **PRIORITY 3.1**
Partner with industry to deliver Annual Investment Plans ensuring industry levy-funded projects deliver impact at scale
- **PRIORITY 3.2**
Build strategic partnerships to deliver bigger, bolder investments in innovation for Australian horticulture
- **PRIORITY 3.3**
Create a flexible investment framework attracting new partners and alternative funding resources

Make the culture thrive

- **PRIORITY 4.1**
Collaborative and customer focused
- **PRIORITY 4.2**
High performance, inclusive culture
- **PRIORITY 4.3**
Empower our people
- **PRIORITY 4.4**
Invest in industry capability

Work simply and effectively

- **PRIORITY 5.1**
Quality compliance and governance
- **PRIORITY 5.2**
Transparent relationships
- **PRIORITY 5.3**
Minimise complexity

OUR ROLE

We advance Australia's \$16.3 billion horticulture industry by investing in research and development, marketing and trade to build a prosperous and sustainable future for growers.

We partner with Australian and international co-investors including government, leading science, technology, and consumer strategy experts to anticipate future challenges and opportunities.

Our role is to capture value from the investments we make to benefit all levy payers.

OUR GOALS

- **Foster collaborative relationships** – stakeholder engagement > 60 per cent
- **Strong teamwork and shared purpose** – employee engagement > 70 per cent
- **Deliver real impact for growers** – Benefit Cost Ratio > 5:1
- **Live our values** – focus on our customers and innovation
- **Satisfaction with service** – partner and member rating > 60 per cent
- **Execute for industry** – Strategic Investment Plans delivered on time and on budget
- **Help grow value** – preference for Australian horticulture in key markets
- **Be ambitious** – 100 per cent annual investment target and attract new partners

OUR GUIDING VALUES

- We are focused on the future
- We work as one team
- We act with respect and integrity
- We make a positive difference

Hort Innovation
horticulture.com.au

Our values

We focus on the future

- We seek to understand
- We are solutions focused
- We are committed to our own growth.

We are one team

- We put the grower at the heart of what we do
- We collaborate to build positive partnerships
- We celebrate growing and achieving.

We act with respect and integrity

- We are authentic and honest
- We show genuine care for one another
- We appreciate the value each other brings.

We make a positive difference

- We choose to bring our best
- We are courageous when making decisions
- We do what we say.

What this means for you – team member accountabilities and responsibilities

The Board of Directors (the Board) of Hort Innovation:

As a collective, the Board is accountable for the management and control of the business and affairs of Hort Innovation.

Directors of Hort Innovation:

The main responsibilities of individual Directors of Hort Innovation are set out in the Board Charter. The Board Charter requires that the individual directors comply with this Code, including the Directors' Addendum on page 8.

Hort Innovation employees:

All employees have a duty to serve Hort Innovation with fidelity and loyalty. This means always acting in Hort Innovation's best interests, covering a wide range of behaviours, which are outlined below.

Personal and professional behaviour

Team members are expected to act consistently with Hort Innovation's values. This includes:

- Operating within the law at all times
- Behaving honestly and with integrity at all times while you are at work or when you are representing Hort Innovation
- Carrying out your work to a high standard
- Ensuring that Hort Innovation's records are true and accurate and not engaging in any conduct that would result in Hort Innovation's records being inaccurate; this includes side deals, side letters or off-book transactions, contracts or dealings
- Not making representations about Hort Innovation or its operations which are untrue or misleading
- Not intentionally misleading stakeholders, suppliers, colleagues or the community
- Not taking advantage of the property or information of Hort Innovation or its stakeholders and industry partners for personal gain or to cause detriment to Hort Innovation or its stakeholders or suppliers
- Not taking advantage of your position in Hort Innovation or the opportunities arising therefrom for personal gain
- Not engaging in violence, intimidation, threats or harassment
- Not acting in any way that undermines or threatens the productive working relationships that Hort Innovation has with its stakeholders, suppliers, and industry partners or that reflects poorly on Hort Innovation.

Policies and procedures

Hort Innovation team members are required to comply with the terms of all company policies and procedures. This includes the duty:

- To respect others in the workplace and not engage in bullying or harassing conduct
- To not discriminate on the basis of race, sex, age, disability, family responsibilities, political affiliation or other 'protected attributes' under discrimination legislation
- To report and appropriately manage conflicts of interest including any secondary employment
- To exercise caution in giving or receiving business-related gifts
- To always expend Hort Innovation corporate funds in a prudent manner consistent with community expectations
- To maintain confidentiality of Hort Innovation intellectual property and other personal and sensitive information
- To take all necessary steps to protect Hort Innovation's assets and resources including technology and data assets
- To take reasonable care for your safety and the safety of others in the workplace
- To refrain from alcohol or drug abuse, including at work-related social functions
- To not engage in fraud, bribery, corruption or facilitation payments and to report suspected instances of fraud, bribery, corruption and facilitation payments
- To comply with all relevant laws and regulations
- To maintain integrity in financial reporting
- To at all times protect Hort Innovation's reputation.

These duties are set out in Hort Innovation's various policies and procedures which are therefore considered to be part of this Code.

The Hort Innovation Quick Conduct Test

To help guide you in decision-making and compliance with the Code, you can ask yourself the following five questions which form Hort Innovation's Quick Conduct Test.

If you answer 'no' to any of these questions, then you should reconsider the behaviour or decision, or seek advice.

- 1. Is this behaviour or decision in line with our company values?**
- 2. Would I be comfortable telling my family about this, or seeing it in the media?**
- 3. Is it in line with our policies and procedures?**
- 4. Is this the right thing to do for levy payers and taxpayers?**
- 5. Is it right that I am the most senior person who knows about this? Or do I need to report it to someone else?**

Annual Code of Conduct declaration

Each year team members will be required to complete a declaration that they have behaved in a manner consistent with the behaviours outlined in this Code.

The 'fine print'

While this Code is not intended to create any contractually binding obligation on Hort Innovation and is not incorporated into any contract of employment, where it requires an action or the refraining from an action, it constitutes a direction from Hort Innovation, which must be complied with or face possible disciplinary action. Disciplinary action may include termination of employment or engagement.

Speaking up

Personal work-related grievances

A personal work-related grievance means a complaint about any matter in relation to the team member's employment having (or tending to have) implications for the team member personally.

These kinds of matters should be reported to the team member's People & Culture representative (or the Company Secretary in instances involving Directors) and will be handled under Hort Innovation's Grievance Resolution Policy.

Whistleblower disclosures

Matters concerning alleged dishonest, fraudulent or corrupt activity and unethical conduct are called 'disclosable matters' and will be handled under Hort Innovation's Whistleblower Policy.

Team members who have reasonable grounds to suspect any such activity should report any disclosable matter of which they become aware in the following ways:

Report to the Whistleblower Protection Officer – this is the GM People & Culture:

Phone: +61 2 8295 2342

Address: Level 7, 141 Walker Street North
Sydney 2060

Email: whistleblower@horticulture.com.au

Reporting anonymously to Stopline (Hort Innovation's independent and confidential whistleblower service):

Email: horticulture@stopline.com.au

Mail: Hort Innovation c/o Stopline, PO Box 403, Diamond Creek, Victoria, 3089, Australia

Phone (with interpreter services):
1300 30 45 50



Addendum – for Directors

1. Board of Hort Innovation:

- 1.1. The board is accountable for the management and control of the business and affairs of the company.

2. Directors of Hort Innovation:

- 2.1. The main responsibilities of Directors of Hort Innovation are set out in the Board Charter. The Board Charter requires that the individual directors comply with this Code.

- 2.2. While Directors and officers must comply with the general terms of this Code, they are also expected to comply with the following specific requirements:

- Comply with the spirit, as well as the letter, of the law
- Act honestly, in good faith and in the best interests of Hort Innovation as a whole
- Use due care and diligence in fulfilling the functions of their office and exercising the powers attached to that office, including use of powers of their office for a proper purpose
- Recognise that confidential information received in the course of the exercise of their duties remains the property of Hort Innovation and it is improper to disclose it, or allow it to be disclosed, unless that disclosure has been authorised by Hort Innovation, or the disclosure is required by law
- Respect the confidentiality and privacy of all information as it pertains to individuals
- Not take improper advantage of their position as an officer or director to gain advantage for them or for any other person
- Recognise that while their primary responsibility is to Hort Innovation's members, they must also have regard, where appropriate, to the interests of all its stakeholders
- Disclose any personal or business interests which may give rise to actual, potential or perceived conflicts of interest, as soon as they arise
- Not allow personal or business interests, the interests of any associated person or the interests of a third party, to conflict with the interests of Hort Innovation, or compromise their ability to act in its best interests

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- Exercise independent judgement and make decisions fairly, impartially and promptly, considering all available information, legislation, policies and procedures
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- Take responsibility for contributing in a constructive, courteous and positive way to enhance good governance and the reputation of Hort Innovation, the Board and team members
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- Act in a financially responsible manner, applying due diligence to the scrutiny of financial reports, audit reports and other financial material that comes before them.
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2.3. Each Director has an obligation to:

- Take all reasonable steps to be satisfied as to the soundness of all decisions made by the Board
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- Support, adhere to and not contradict the formal decisions of the Board made in its meetings
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- Not make any unauthorised public statements regarding the business of Hort Innovation.
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