

Equity, Diversity and Inclusion Policy

ANADOLU EFES EQUITY, DIVERSITY AND INCLUSION POLICY

The purpose of the Equity, Diversity and Inclusion (E&D&I) Policy is to define, explain and ensure the codes of the way we work at Anadolu Efes and set out what employees must do to ensure that all workplaces maintain an environment where E&D&I is valued, executed and encouraged. This policy is binding for all Anadolu Efes countries and all employees are responsible to act accordingly and report the violations to ethical line.

At Anadolu Efes we are committed to;

- achieve a culture where all individuals are treated fairly and respectfully. We are committed to celebrate their uniqueness regardless of race, color, gender, age, national origin, religion, sexual orientation, gender identity or expression, marital status, citizenship, disability or any other legally protected factor;
- providing equal opportunities to our employees, candidates, subsidiaries, third party contractors, upheld across our operations and value chain. We recognize that each business has the responsibility to respect human rights and the ability to contribute to positive human rights impacts;
- ensuring that all employees work in an environment that promotes diversity, where there is mutual trust, respect for human rights and equal opportunity. We respect the dignity and human rights of colleagues and all others they come into contact with as part of their jobs and treat everyone fairly and equally.

Anadolu Efes embraces every aspect of diversity and approaches E&D&I as a business priority to;

- create a culture where all employees are able to show up to work as their whole, authentic selves, and feel safe in doing so;
- serve all customers, shoppers and stakeholders in an inclusive way, bringing visibility to the uniqueness of their humanity;
- encourage the range of views, insights, perspectives and opinions as a part of business strategy that will improve the decision-making process and be of benefit to the company's customers, partners, shareholders and stakeholders;
- set the tone of the culture from the top by being the role models championing equity, diversity and inclusion;
- create role models representing each aspect of diversity in every level and role in order to challenge the idea of the glass ceiling.

In line with Anadolu Efes 'Positive Impact Plan' we put special emphasis on the gender inequality by prioritizing the advancement of women; making sure that their skills and insights are well represented throughout the Company. As a part of our sustainability efforts, all Anadolu Efes countries will be certified in regards to gender equality by 2023. Therefore, we strongly commit and contribute to the targets below as a part of our 'People' priority under our sustainability strategy and evaluate those targets crucial both as a part of business strategy and social responsibility. In order to ensure the suitable environment for E&D&I; talent attraction, hiring, talent management, compensation and benefits strategies are all aligned:

- Headcount: Overall target for the women percentage is determined as 51% as of 2030.

- Board of Directors: In Board member nominations, diversity criteria are taken into consideration in terms of gender, nationality, ethnicity, country of origin, cultural background. The board membership includes a diverse mixture of age, language, race, socio economic background, professional and industry backgrounds, geographical experience and expertise, gender, tenure, ethnicity and diversity of thought supported with sufficient global vision, knowledge and experience. We believe that ensuring a diverse representation in the Board of Directors, results in optimal decision-making and assists in the development and execution of a strategy which promotes the success. In principle, there are no barriers to or limitations on women serving as members of the Board of Directors provided that the ratio of female members is not less than 25% of the total number of members.

- Talent Attraction & Acquisition: Anadolu Efes does not only focus on enlarging the talent pool by being the employer of choice but also prioritizes creating awareness in order to eliminate social barriers on the job descriptions attributed to specific genders. Hence, NGO's such as Women in Sales Network, UNDP, LEADs, Yanındayız and university collaborations focusing on women students are prioritized. Empowering women in all areas of business and supporting a culture with genderless job understanding are crucial for the Company. Talent attraction strategies prioritize creating stronger awareness in the areas where women students have lower applications due to gender stereotypes. Hence, sales and production are determined as two focus areas where women talents should be encouraged to work.

- Hiring: For manager and above roles, 50% of the short list pool must consist of women candidates. If there is a shortage of women applicants, other aspects of diversity should be taken into consideration. All third party partnerships in the area talent acquisition is aligned with this E&D&I approach.

- Talent Development: For manager and above roles, succession plans must include at least 1 woman candidate. If there is a shortage of women successors, other aspects of diversity should be taken into consideration.

- Compensation and Benefit: Strategies and executions in C&B area must ensure the equal opportunities for each and every employee regardless of any difference in the scope of diversity. Anadolu Efes pays equal for equal roles and responsibilities and achieved 'Equality for Women at Work' certification in 2020. In order to ensure the sustainability of the execution of the equal pay approach we follow up the process with regular health checks.