 ANADOLU EFES HUMAN RESOURCES DEPARTMENT	POLICY & PROCEDURE	NO:
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The purpose of the Equity, Diversity, and Inclusion (ED&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 ED&I is valued, executed and encouraged. This policy is binding for all Anadolu Efes countries. 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 encounter as part of their jobs and treat everyone fairly and equally.

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

- create a culture where all employees can 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 to challenge the idea of the glass ceiling.

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- ensure diversity of thought; refer to the range of mindsets, thought processes and perspectives, often directly benefits commercial performance by involving individuals with varied skillsets and backgrounds in decision-making.


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 regarding 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. To ensure the suitable environment for ED&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: We aim to reach at least 30% of female members by 2030. The Board of Directors will be evaluating the progress achieved and sharing the results with the public. The target can be reconsidered when necessary. During the nomination process for Anadolu Efes Board of Directors, it is aimed to ensure diversity of race, ethnicity and especially gender in candidates who have the sufficient knowledge, experience and competence required by the task, and who have the qualifications to protect the interests of all stakeholders, according to the company culture, size, and activities. In the nomination process, female candidates are given priority among candidates who have the same qualifications in terms of knowledge, experience, and competence. In our membership nominations and within our board members, we ensure that there is diversity of age, language, race, socioeconomic background, professional and industrial background, geographical experience and expertise, gender, seniority, ethnicity, and diversity of thought. By ensuring diversity of thought we refer to the range of mindsets, thought processes and perspectives, often directly benefits commercial performance by involving individuals with varied skillsets and backgrounds in decision-making.

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 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 are aligned with this ED&I approach.

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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 & Benefit: Strategies and executions in the C&B area must ensure the equal opportunities for each 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. To ensure the sustainability of the execution of the equal pay approach we follow up the process with regular health checks.