

 ANADOLU EFES HUMAN RESOURCES DEPARTMENT	POLICY & PROCEDURE	NO:
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	GENDER EQUALITY POLICY ON THE BOARD OF DIRECTORS	APPLICATION:
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As Anadolu Efes, we focus on increasing our positive impact on the environment, employees, and society which we have shaped around our sustainability strategy. As a signatory of the United Nations Global Compact and Women's Empowerment Principles, and as the holder of the "Equal Women at Work" certificate given by the Equal Opportunity Model, Sustainability Academy and Intertek (developed by the World Bank and led by KAGİDER); we set goals, create measurable action plans and follow them up in order to create social impact ensure gender equality and empower women.

Within the framework of these objectives;

- With the awareness that one of the greatest contributions we can make to both our employees and the society we live in is in the field of gender equality, we have published 'Anadolu Efes Equality, Diversity and Inclusion' (ED&I) policy, which shapes and protects our working culture principles, as well as all human resources practices.
- We aligned all our strategies for attracting talent, recruiting, developing, creating career plans, compensation, and benefits with the policy objectives in order to provide a suitable environment for ED&I.
- In order to ensure that women's competencies and experiences are best represented, we have identified the correct planning of their development and career as a business priority. With the awareness that our steps in this area are meaningful as long as they are concrete and measurable, we aimed to certify all Anadolu Efes countries on gender equality as part of our sustainability goals.
- Working with the goal of increasing the number of our female employees to 51% by 2030, we determined our focus areas and plans, especially in areas with less female representation.

In connection with all these goals, we manage our membership processes in the Board of Directors with the awareness that diversity will bring the highest efficiency in the development, decision-making and implementation of the winning strategy. 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.

In this context, the representation of female members in Anadolu Efes' Board of Directors has been determined as a priority ED&I target. In this context, the focus areas to be implemented in a sustainable way are as follows:

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- The nomination and member selection process for Anadolu Efes Board of Directors is carried out in accordance with the relevant regulations, primarily the Turkish Commercial Code, the Capital Markets Law and the Corporate Governance Principles, and the provisions of the company's articles of association.
- 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.
- We aim to reach 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.