

1. SUMMARY STATEMENT

- 1.1 We want to be a diverse and inclusive business that respects and values difference to allow all of our people to perform at their best.
- 1.2 We aspire to have a diverse workforce because, in our view, diversity enables better business outcomes. We also believe that a more inclusive workplace, where people of different backgrounds work together, ensures better outcomes for everyone.
- 1.3 Our behavioural framework is central to our diversity, equity and inclusion ambitions and will support our commitments in this area.

2. DEFINITIONS

- 2.1 **Diversity** means encouraging employees to develop their full potential and use their unique talents. Diversity is about recognising and valuing individual differences, views and contributions.
- 2.2 **Equity** means fairness in the way people are treated and includes equality of opportunity through a consistent approach to our policies and procedures.
- 2.3 **Inclusion** means creating a culture that is receptive, welcoming and inclusive of all our people.

3. SCOPE

- 3.1 This policy covers all employees, contractors, temporary workers and job applicants, as well as people working on our premises through a third party. It applies to all aspects of employment (as applicable), from recruitment and selection through to termination of employment.

4. AIMS

- 4.1 Our aim is to ensure that all employees and job applicants are treated fairly. In particular, we are strongly opposed to any employee, job applicant or supplier being treated less favourably on the grounds of gender, age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, ethnicity, race, nationality, religion or belief, or sexual orientation.
- 4.2 Embracing diversity means that we value and respect everyone's differences, allowing us to make the most of individual talent. We welcome different and fresh ways of thinking, encourage innovation and a culture of speaking up when things can be done better.
- 4.3 We want a work environment that is inclusive of all our employees, where people feel they can be themselves at work and their opinions count.

5. POLICY

To achieve these aims, the Company commits to the following:

- The principles of this policy are embedded in our HR Strategy and all HR policies and procedures are regularly monitored and reviewed.
- To provide awareness training and guidance to all employees and managers to ensure our commitment to diversity and inclusion is known and understood. This will be achieved through diversity awareness training, policy updates and guidance which will be communicated to all employees and available on the HR pages of our intranet, HiVE.
- To promote a culture where each employee is treated with respect and dignity and where we recognise the value that a diverse workforce can bring.

5.1 Recruitment

From application to interview, we place inclusion at the heart of our recruitment process. In particular, we seek to attract suitably qualified applicants from a wide range of backgrounds to apply and we also aim to have balanced shortlists.

All permanent vacancies/promotions will be advertised internally. A vacancy may be advertised to a restricted distribution in areas which are undergoing a restructuring process or an internal reorganisation in which headcount increases are not possible.

Throughout the recruitment process internal and external candidates are invited to request reasonable adjustments if they have a disability, health or mental health condition that should be considered.

Furthermore, selection methods, including interviews, are conducted using documented and standardised procedures, designed to ensure that discrimination forms no part of the recruitment process.

Overall, the Company's recruitment and selection procedure is based on the necessary and justifiable job requirements and the individual's suitability for the role.

5.2 Learning and Development

Through our performance management and development process, we will ensure that all employees are given fair opportunity to:

- take part in job specific training; and
- have an individual performance plan in Clear Review designed to support and promote growth opportunities in the organisation.

5.3 Selection Processes

Whenever undertaking processes to select between groups of employees, for instance for promotion or in redundancy situations, we undertake to ensure that a fair and consistent procedure is applied. In these circumstances, the selection criteria applied is free of discrimination and based on objective assessments of competence.

5.4 Flexible Working

The Company recognises the benefits of flexibility in working arrangements and our Flexible Working Policy sets out that individuals can apply for alternative work patterns and requests will be treated fairly and consistently, balancing the needs of the individual and the needs of the business.

5.5 Reasonable adjustments

When an individual with a disability or anyone with particular requirements applies for a job at A.G. Barr plc, we always consider the application based on relevant skills, experience and knowledge. If you have a disability or have particular requirements, we will do our best to adapt the job and the workplace to meet the needs of individuals.

5.6 Pay Awards

The Company's arrangements for determining employees' salaries are based on applying a fair and consistent framework of pay and reward for all employees. We operate a variety of pay review mechanisms, some of which include union involvement. These arrangements are designed to ensure

that pay awards are based on objective criteria, free from discrimination and have due regard to the principle of equal pay for work of equal value.

5.7 Grievance and harassment

While it is the intent that most problems relating to employment in the Company can be resolved on an informal basis, the Grievance Procedure exists so that complaints of genuine concern can be dealt with equitably. Any employee who believes they have been discriminated against should raise the matter under:

- the Grievance Procedure, or where appropriate,
- the Harassment at Work policy, or
- the Speaking Up Policy (where any employee can discuss any matter with their manager or another manager or any Director, in complete confidence).

By having clear and well-publicised grievance and harassment procedures in place, the Company ensures that every opportunity is given to addressing any area or situation where discrimination is perceived to have arisen.

5.8 Disciplinary Procedure

The Company takes a serious view of any discrimination. Breaches of this policy are deemed to be misconduct. Any reported discrimination will be investigated as possible disciplinary offences and dealt with in accordance with the Company's disciplinary procedures.

6. RESPONSIBILITIES

All employees have a shared responsibility to ensure that this Diversity, Equity and Inclusion Policy is adhered to and to promote dignity and equality of opportunity at work.

Whilst we all have a collective responsibility to ensure this policy is successfully adopted, there are specific responsibilities within this area:

6.1 Managers

All managers are responsible for implementing this policy and ensuring that their teams and employees are aware of their responsibilities. Managers should promote, respect and encourage each employee to reach their full potential and deal appropriately with any breach of this policy.

Managers will ensure all employees are made aware of this policy, through diversity awareness training (where applicable), and our employee policies found on HR Connect via Hive.

6.2 Employees

All employees of the Company, at every level, have an individual responsibility for ensuring fairness and adherence to this policy. This can be achieved by respecting the right to work in an environment free from prejudice and discrimination, exhibiting the correct behaviours and challenging colleagues who fall short of these expectations.

6.3 Human Resources

This policy was developed for the business by the HR team. The HR team is responsible for its effective implementation and regular review and will:

- continuously review all related policies;
- monitor employment practices; and
- provide relevant advice and support to managers in championing DE&I across the Company.

Policy title : Diversity, Equity and Inclusion Policy (DE&I)

We will continuously review this policy, together with all of our employment policies and practices to maintain our focus on fairness. To ensure that this policy and other procedures are operating effectively, HR will continue to benchmark our performance as a Company and ensure that any patterns or trends are identified and resolved.

Last reviewed : March 2023

Last updated : November 2021