



JDE PEET'S N.V. DIVERSITY, EQUITY & INCLUSION

Category: Policy
Global Responsible: CHRO
Global Accountable: CEO
Version: 2

Classification: Public
Local Responsible¹: HRD
Local Accountable²: General Manager / Country Manager
Effective date: 13 December 2023
Supersedes: Current JDE Peet's Diversity policy

PURPOSE

At JDE Peet's (the "**Company**") we aim to create a better future where we authentically serve, reflect and embrace everyone. We believe in fostering a more diverse, equitable and inclusive organisation where our people feel comfortable to truly be who they are and unleash their full potential.

This Policy explains our commitment to Diversity, Equity and Inclusion (DE&I), defines our ambitions, our approach and focus areas, as well as the behaviours and actions we expect from employees. Together with our DE&I strategy it constitutes the basis for the deployment of DE&I throughout JDE Peet's.

POLICY SCOPE

This DE&I policy (the "**Policy**") applies to employees, directors and officers of JDE Peet's.³

DEFINITIONS AND ABBREVIATIONS

- **Diversity** describes the parts we all bring as an individual or group that make each of us unique. At JDE Peets, diversity is the blend that demonstrates the representation we collectively bring and that defines who we are as a company.
- **Equity** is about fostering fair access, opportunity and advancement for all and in order to do this, we need to be supportive of differences. Equity is about identifying and eliminating potential barriers that may hinder fair access and opportunities for anyone.

¹ *Local Responsible* is the functional Director or Manager.

² *Local Accountable* is the General Manager or Country Manager or Commercial Director as appropriate

³ Although this Policy applies globally, it is also intended to satisfy the Company's legal obligations under, amongst others, the Dutch Act on Gender Diversity, effective as of January 1, 2022 ("Act on Gender Diversity"). To the extent that any applicable laws or regulations governing our operations outside The Netherlands conflict with this Policy, the Company will fully comply with such laws and regulations.



- **Inclusion** is the conscious act of creating a culture of belonging at JDE Peet's, where all associates can be their true selves and are celebrated for who they are. Inclusion is also about listening, learning and making the voices of everyone heard. Inclusion requires each of us at JDE Peet's to take active steps to counteract biases and stereotypes.

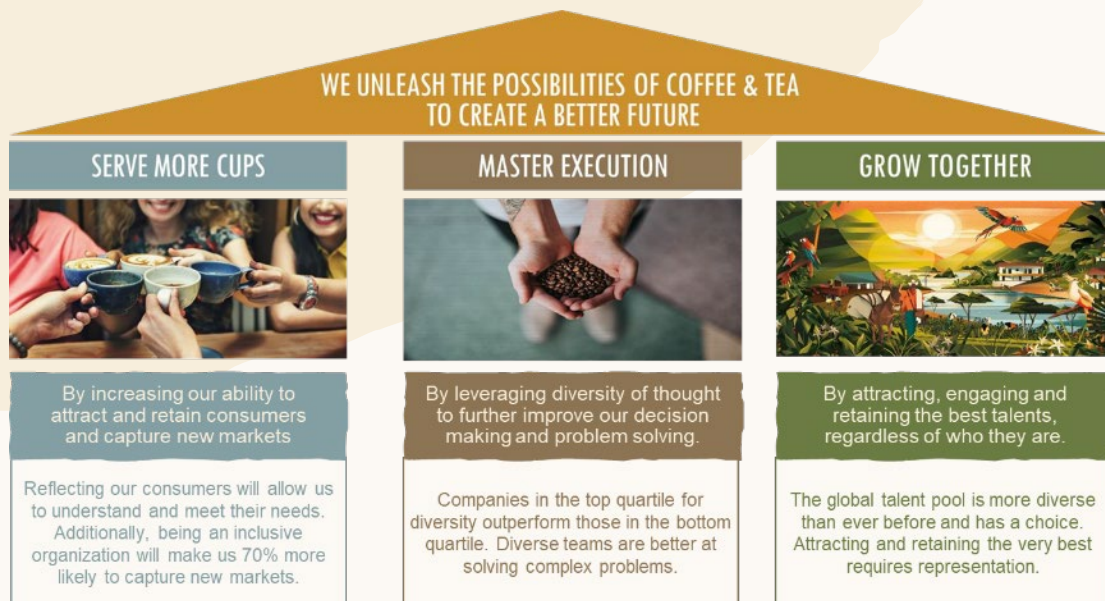
OUR APPROACH

The Company recognises that differences in skills, experience, education, ethnic background, social origin, nationality, age, race, colour, gender, sexual orientation, marital status, religion, political affiliation, disability and other characteristics of people are important and enable the Company to look at issues and to solve problems in different ways, to respond better to challenges, and to take more robust decisions.

All these different skills and backgrounds that are collectively represented in the Company reflect the diverse nature of the environment in which the Company and its stakeholders operate. These improve effectiveness through diversity of approach and thought and enable the Company to attract and maintain the best talented people.

The Company is committed to providing equal opportunities in employment and does not tolerate any form of unlawful discrimination. This means we will not tolerate any form of discrimination against individuals based on ethnic background, social origin, nationality, age, race, colour, gender, sexual orientation, marital status, religion, political affiliation, disability, or any other legally protected factor.

DE&I is recognised as a key business enabler and contributor to each pillar of our strategy:



In order to live up to our commitment throughout our organisation, our DE&I strategic framework focuses on our workforce, workplace, marketplace and supply chain:



WORKFORCE & WORKPLACE

By reflecting the world we live in through the composition of our workforce, we are better able to serve our increasingly diverse consumer base and deliver on our vision “A coffee & tea for every cup”. By living our values, we make sure that we are an organisation free of potential barriers, where all employees can use their talents, we all take responsibility to progress our commitments, and where we stand together in our differences.

Reinforcing our commitment to contribute to the United Nations Sustainable Development Goal #5 on Gender Equality, we believe there should be no barriers for women to grow into leadership positions. This is why our ambition is to ensure that the representation of women in leadership positions is reflective of our total workforce.

Consistent with the Act on Gender Diversity, which applies to us as a company headquartered and based in the Netherlands, we will continue to ensure that:

- at least one-third of the non-executive directors on the Board are women and at least one-third of the non-executive directors on the Board are men (in each case rounded up);
- if more than one executive director is appointed, at least 30% of the executive directors on the Board are women and at least 30% are men;
- at least 30% of the positions in the Executive Committee are held by women and at least 30% are held by men; and
- at least 30% of the positions in the Global Leadership Team are held by women and at least 30% are held by men.

We are proud that at the time of publishing this policy, we are ahead of the above requirements. The latest available information of women in leadership positions can be found in our annual report available at www.jdepeets.com.

The Company continuously raises awareness on gender bias which enables us to organically drive representation of women in leadership positions as further explained below. Beyond gender, we continue to look at opportunities to raise awareness about other dimensions of diversity and we will continue to further evolve also those dimensions in strategic pillars as defined earlier in this policy.

Throughout the entire employee lifecycle, from recruitment to performance and talent management, we place DE&I at the core of our global people processes and we expect from



our employees and people managers to do the same. This enables us to drive objectivity and eliminate bias in decision making so we can ensure balance in the requisite expertise, experience and diversity in our workforce as well as an inclusive experience in the workplace. For instance, dedicated training is created and rolled-out to the relevant talent review and performance calibration facilitators ahead of the annual processes, with standard global communication - and training materials cascaded based on the annual approach, including deep dive sections on DE&I. Additionally, we train our hiring managers and recruiters on and against bias, and we encourage everyone involved in the interviewing process to consider diverse cultures and backgrounds, and to challenge and mitigate the potential impact of biases.

At JDE Peet's, we are also committed to employees receiving equal pay and treatment for carrying out the same work or work of equal value. We measure the impact of our pay practices through periodic gender pay equity analysis across JDE Peet's endorsing our commitment to fairness and inclusive ecosystems where individual ideas, perspectives and backgrounds are valued equally.

MARKET PLACE

In the communication through our brands, we encourage human diversity in all forms, and we do not tolerate offensive marketing and advertising content. We seek to convey a good and fair representation of modern family life, including but not limited to sexual orientation, marital status, religion, disability.

SUPPLY CHAIN

Through our Common grounds program, we actively drive and foster women empowerment and youth inclusivity at origin for farmers and their families. For more information on our initiatives, see www.jdepeets.com.

IMPLEMENTATION

DE&I is everyone's responsibility. We have developed activation toolkits to deploy our DE&I strategy throughout our organisation. These toolkits are leveraged by our DE&I Change Makers and our DE&I Champions across the Company. The toolkits outline a pragmatic and systemic approach for local DE&I activation, based on a maturity model with four stages. The toolkits provide guidance on topics such as communication and activation, strategy and KPIs, governance structure and inclusive culture training, leveraging internal case studies and best practices.

Every market, segment, site or team is empowered and expected, in addition to the gender balance ambition set on a global Company level, to define their local focus areas on a yearly basis, fitting their social context.

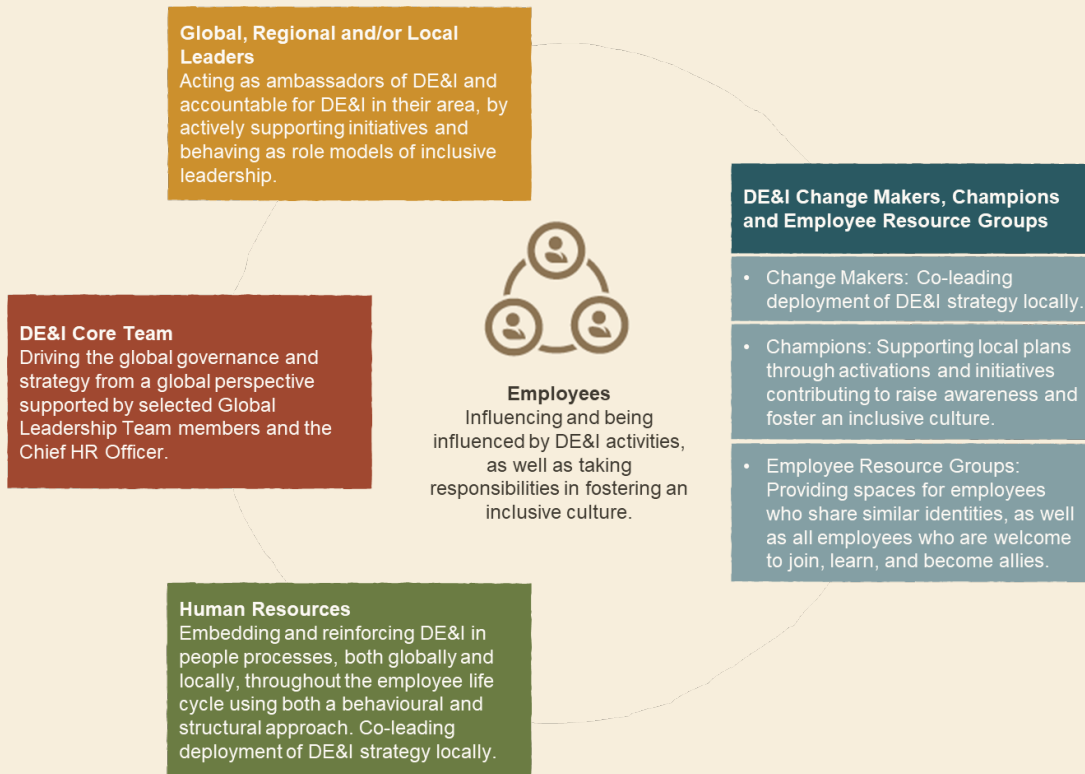
From a diversity perspective, this also means we empower all units to define what 'good' looks like, leveraging representation from within the unit or across society at large. Additional input is collected directly from our employees through dedicated surveys, focus groups or listening sessions.

We expect every employee to take responsibility for contributing to, and making progress on our commitments amongst others through the yearly individual objective setting process.

This is why we have put in place governance, leveraging not only the human resource function but also the rest of our organisation, at a variety of levels. At local level, our DE&I Change Makers, DE&I Champions and Employee Resource Groups deliver a range of DE&I initiatives, including on gender equality and women's empowerment.

This governance enables us to ensure meaningful progress globally and exchange best practices between markets, sites or countries so we can drive excellence.





MONITORING AND REPORTING

The progress made on the objective of this Policy, any ambitions that are defined and how these have been implemented in practice, will be reported in the annual report.

The progress report will be based in part on data delivered as part of a self-assessment that the markets execute on a yearly basis.

For our global KPI on the representation of women in leadership positions, quality assurance for reporting is ensured through robust measurement against a set of metrics, including the definitions, scope, internal controls, evidence and calculations for this KPI.

The Remuneration, Selection and Appointment Committee will review the Policy, including its effectiveness, as appropriate and recommend any revisions to the Board for approval.

REPORTING SUSPECTED INAPPROPRIATE BEHAVIOR

When employees are not sure what to do, they can report potential or suspected policy violations or illegal activity. For more guidance, see our [Speak Up Policy](#).

HOW CAN I LEARN MORE?

For more information on DE&I, employees can visit the company's Central Policies Intranet Site to learn more about the Governance & Compliance framework and reporting mechanisms such as the Alert line.

Employees can also visit our DE&I Hub and our internal Workplace Group for DE&I for more information on Diversity, Equity and Inclusion.

DOCUMENT HISTORY

VERSION	EFFECTIVE DATE	CHANGES WITH RESPECT TO PREVIOUS VERSION
2	13 December 2023	Replaces the JDE Peet's Diversity Policy

