



# 'Come As You Are' Policy No. P&O 1

March 2025 | Version 2.0



## 1. Purpose

This policy outlines our approach to embracing difference and the actions we are committed to take to ensure everyone can 'come as they are'.

## 2. Scope and Applicability

This Policy applies to all employees, consultants, contractors, interns, or any other person associated with Flora Food Group.

## 3. Overview

**We are the next generation of food. All faces. All ages. All tastes.**

As a global business with products sold in over 100 countries, embracing difference is a concept central to our core values of Performance, Passion and Care. Our commitments on embracing difference cover our entire workforce, as well as the impact we can have on representation in our external environment through marketing communications and our work with external partners. As a branded food champion delivering the next generation of food we know that our products are essentials in the kitchen and are loved by consumers from all different demographics and backgrounds. We strive to reflect that in the way we do business.

We have a responsibility to ensure that demographics and decision-making processes within our business reflect our broad, diverse consumer base. As a growth-orientated company, it is important to us to depict and champion people from all walks of life, while breaking down negative stereotypes through our advertising and marketing campaigns.

Finally, our value chain stretches far beyond our own operations, and we can work with the communities in which we operate to encourage practices that embrace difference.

**We embrace difference in all its forms:** it is about all the characteristics that make us who we are. This includes the identities we have according to traditional demographics like age, ethnicity, gender, religion, disability, and sexual orientation but also other things such as our socioeconomic or education background, caring responsibilities, gender expression, personality, mental health, physical appearance and more.

## OUR PRINCIPLES

### Attracting and Developing Diverse Talent

We believe in equality of opportunity for all employees, regardless of gender, ethnicity, age, sexual orientation, disability religion or socio-economic or education background. Creating equal opportunities for all is not only the right thing to do, but also is best for business. We know that representing all demographics leads to diversity of thought, and that an inclusive culture leads to a flourishing workforce and one that accurately represents our diverse consumer base.

To create equal opportunities in terms of recruitment and development for all, we commit to the following actions:

- Where appropriate we aim to measure the different demographics represented across our workforce, and the culture of belonging we are able to create. This enables us to understand our culture and the experience of different groups within Flora Food

Group. It enables us to set stretching ambitions, and to track and disclose how we are progressing.

- We are committed to removing barriers in recruitment. We recruit based only on merit: qualifications, performance, skills, behaviours, experience, knowledge and alignment with our values. We ensure job adverts are free from unintentional bias. We remove requests for non-essential qualifications. We train our hiring managers and recruiters and recruit from a broad range of locations. No personal characteristics should be a barrier to joining Flora Food Group.
- We aim to use “balanced slate” for all job applications, whereby half of the shortlisted applicants for each advertised role are women.
- We keep up-to-date records on recruitment, training and promotion in order to track the employees being hired, trained and promoted throughout the company. We track promotion in regards to gender.
- Finally, we want our physical workplaces to be an inclusive environment for a diverse workforce. As such, we ensure that our physical environment is adapted for those with disabilities, in accordance with local regulation.

### **Embedding Culture Through Training and Learning**

We provide learning opportunities to strengthen our capabilities and understanding of how we embrace difference. We encourage continuous improvement and embed the concept of embracing difference throughout our operations.

- We provide specific leadership training on embracing difference, including to our entire Executive Committee.
- We require that all employees globally undertake training on our non-discrimination policies. This training is also provided to hiring managers and recruiters.

### **Gender Balance and Compensation**

We have a bold ambition to reach a 50/50 gender balance for manager level roles and above by the end of 2030. This goal includes managerial levels within our manufacturing sites, which have traditionally been male-dominated areas. A business that empowers women at the decision-making level is beneficial for everyone.

We strongly believe that people should receive the same compensation for the same work, based on merit. We commit to analysing the compensation of employees holding positions of equivalent responsibility, to track any gender disparities and close the gap in compensation. We will maintain gender pay balance through equal promotion and salary review practices, and through establishing and maintaining competitive salary bands across the company.

### **Supporting All Parents and Families**

Parenting has no gender, sexual orientation or marital status. Families come in all shapes and sizes. We want to support all types of parents with the important role of raising the next generation and supporting equality of opportunity. As such:

- Our parental leave policies apply to all parents equally and do not differentiate between “primary carers” and “secondary carers.”
- We provide a minimum of 12 weeks full paid parental leave for all parents globally, including for adoptive parents or parents planning to have a child through surrogacy.

## **A Flexible Workplace For All**

It is important to support Associates' overall health by providing a flexible workplace that caters to all lifestyles. As such, we offer:

- Sabbatical leave for all employees who have been with us for over 3 years.
- For employees who have experienced a bereavement (including miscarriage) we offer higher than the statutory days of paid leave in each market, in line with our Flora Food Group's Care Guidelines.

## **Encouraging Feedback**

We want employees to feel that they are able to learn in order to grow. As such, we encourage an open and honest culture whereby employees can feel free to "call out" behaviour that could be construed as discriminatory. This feedback can be used to direct employees to more positive practices around language, treatment, and bias. We ensure sensitivity and anonymity through our "Speak Up" service: a company-wide mechanism to facilitate confidential, anonymous feedback.

Where grievance processes are needed, we ensure that feedback about biased or discriminatory behaviour based on gender, race, sexual orientation, disability or any other factor can be given in confidence to our People and Organisation function. Grievances are handled sensitively, and recourse is provided to remedy the situation. Local context and culture is taken into account when handling grievances.

## **Measuring Belonging**

We operate a company-wide survey collecting insights about belonging, embracing difference and non-discrimination and aligns with our culture of 'come as you are'. Disclosure of personal demographics is voluntary, anonymous and in accordance with local cultures and sensitivities. The index measures how different groups experience life at Flora Food Group, and how inclusive we really are. Using this data, we commit to work to improve our corporate practices regarding culture and embracing difference.

## **Breaking Down Stereotypes in Marketing and Advertising**

Our brands are household names, known and loved by across the world. This visibility comes with a responsibility to use our brands' voices for good.

It is our responsibility to ensure our advertising and marketing communications actively represent modern families and break down stereotypes. We want to champion a world in which cooking responsibilities are shared fairly between partners, in which families do not all look the same, and in which anyone can hold the top jobs in the professional dining sector.

Our external marketing and advertising commitments are:

- We commit to representing a broad range of people and families, embracing difference across race, sexual orientation, disability and gender, while working against negative stereotypes.
- Ensure our advertising and marketing communications actively represent modern households and break down stereotypes.

### Working with External Partners

We work with a large number of suppliers, vendors, agencies and consultants across our business. These partners are essential in sourcing ingredients and packaging materials, as well as providing services. We require suppliers and business partners to sign up to our Business Partner Code of Conduct, which strictly prohibits discrimination in the workplace.

Our business has the potential to foster a diverse supply chain, and we take this responsibility seriously. We partner with a broad range of direct and indirect suppliers, including women-led businesses.

We undertake audits of our suppliers to improve and increase our support for minority-owned businesses.

### 4. Related Documents

For more information about Flora Food Group’s positions, including our position against harassment, discrimination and retaliation, please see our Code of Conduct, our Business Partner Code of Conduct and our Human Rights Policy.

### 5. Governance

Flora Food Group’s Chief People and Organisation Officer is responsible for implementing the ‘Come As You Are’ policy.

The Compliance Committee includes representatives of Flora Food Group’s Board and Executive Committee is involved in the approval process for the Come As You Are Policy. The Compliance Committee is accountable for Flora Food Group’s policy framework.

<b>Policy Number:</b>	P&O 1.0
<b>Policy Ratified on:</b>	25 March 2025
<b>Version</b>	2.0