

Board and Executive Committee Diversity and Inclusion Policy

Scope : This policy applies to the Board and Executive Committee of A.G. Barr p.l.c. (“the Company”)

1. Purpose

This Board and Executive Committee Diversity and Inclusion Policy (the “Policy”) sets out the approach to diversity and inclusion in respect of the Board of Directors (the “Board”) and the Executive Committee of the Company.

2. Scope

The Policy applies to the Board and the Executive Committee. It does not apply to diversity and inclusion in relation to other employees of the Company, which is covered by the Company’s Diversity, Equality and Inclusion Policy.

3. Policy Statement

Building a diverse and inclusive culture is integral to the success of the Company. Diversity includes aspects such as diversity of skills, perspectives, industry experience, educational, professional and socio-economic backgrounds, gender, ethnicity, disability, sexual orientation and age. These aspects will be considered in determining the optimum composition of the Board and Executive Committee, with the aim of achieving an appropriate balance. All appointments to the Board and Executive Committee are made on merit, against objective criteria, and with due regard for the benefits of diversity.

The Company remains committed to the principle of diversity and aims to achieve at least 40% female representation on the Board and Executive Committee and at least one director from an ethnic minority background on the Board. It is recognised that periods of change in Board and Executive Committee composition may result in interim periods when these aims are not achieved.

4. Monitoring and Reporting

The Nomination Committee is responsible for overseeing the implementation of this Policy. The Nomination Committee will review this Policy at least annually to ensure its effectiveness; any amendments will be recommended to the Board for approval.

The Nomination Committee will report annually, in the Corporate Governance section of the Annual Report and Accounts, on this Policy. The report will include a summary of this Policy, how it has been implemented and the results in the reporting period.

Last Reviewed : March 2024

Last Updated : March 2023