

RBD DIVERSITY POLICY

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Owner:	Board of Directors	Approved by:	Board of Directors

1. POLICY STATEMENT

Restaurant Brands New Zealand Limited and its subsidiaries (**RBD**) has a strong commitment to diversity and recognises the value of attracting and retaining personnel with different backgrounds, knowledge, experiences and abilities. Diversity contributes to RBD's business success and benefits individuals, customers, teams, shareholders and other stakeholders.

RBD's business policies, practices and behaviours promote diversity and equal opportunity and create an environment where individual differences are valued and all personnel have the opportunity to realise their potential and contribute to RBD's success.

This diversity policy (the **Policy**) has been approved by the Board of Directors of Restaurant Brands New Zealand Limited (the **Board**) and applies to all directors, officers, employees, contractors and agents of RBD (**Partners**).

2. OBJECTIVES

The purpose of this Policy is to outline RBD's commitment to providing an inclusive and diverse environment throughout the organisation. Fostering an inclusive and diverse workplace is consistent with the core guiding values of RBD - in particular, the values of:

- Fairness – we honour our dues, live an honest life and do right by all; and
- Loyalty – respecting our company, employees and partners through our commitments and interactions.

The practical implementation of this commitment at RBD involves:

- fostering an inclusive workplace that embraces individual differences and is therefore free from discriminatory behaviours and business practices (including discrimination, harassment, bullying, victimisation and vilification);
- maintaining equitable frameworks and policies, processes and practices that limit potential unconscious bias;
- promoting equal employment opportunities based on capability and performance;
- recognising the different needs of Partners and implementing flexible work practices and policies that take into account these differences; and
- attracting and retaining a diverse range of talented people.

3. POLICY OVERVIEW

The Board is committed to promoting inclusiveness and diversity of thinking and skills across RBD. RBD has a diverse workforce and the Board recognises that that everyone has individual differences that can be leveraged to (among other things):

- create more resilient teams;
- provide different viewpoints and perspectives to assist with better decision making and greater innovation; and
- allow RBD to better understand the needs of its customers and stakeholders and respond more effectively to them.

The Board believes that recognising and embracing these differences is essential to the long term success of RBD and the delivery of sustainable value to RBD's shareholders.

RBD is a multinational organisation with operations located in jurisdictions outside of New Zealand. This Policy sets out the expectations of the Board for all Partners but recognises that individual RBD entities (**Local Operating Divisions**) may want to establish further standards or procedures that complement, enhance or provide practical guidance in relation to this Policy. Partners should therefore read this Policy in conjunction with any applicable Local Operating Division standards or procedures.

To the extent that any Local Operating Division standards or procedure conflicts with the content or objectives of this Policy, the requirements of this Policy shall prevail.

4. POLICY GUIDELINES

What is Diversity?

At RBD, diversity means the variety of characteristics that make individuals unique. RBD recognises that diversity encompasses but is not limited to gender, age, ethnicity, sexual orientation, religious beliefs and cultural background.

Diversity recognises and values the contribution of people with differences in background, experience and perspectives.

Recruitment

The Board expects candidates for roles to be selected based on their merits and the value they can bring to RBD. As part of this process, all Partners involved in recruitment and development processes at RBD are expected to uphold the principles in this Policy and take into consideration the value of diversity within a team and the work environment when considering candidates. Partners involved in recruiting for roles within RBD are also encouraged to actively seek out candidates with diverse skills, backgrounds and capabilities.

Workplace

Partners are treated equally and with respect at RBD and diversity is embraced and recognised as adding value to the organisation. RBD's leadership and HR personnel are encouraged to implement policies which support diversity within their businesses.

People Development

RBD invests in its Partners to challenge them and help grow their talents. The Board expects career development opportunities to be offered to Partners based on merit, unhindered by any individual differences that are not relevant to work performance.

Recognition and Reward

RBD's remuneration practices are based on merit with rewards based on individual and organisational achievements and performance. RBD's leadership and HR personnel shall ensure that remuneration practices remain free of conscious or unconscious biases that might lead to outcomes inconsistent with the objectives of this Policy.

Board's Responsibilities

The Board is responsible for promoting diversity within RBD's culture and monitoring the effectiveness of this Policy.

The Board will, from time to time, provide management with appropriate guidance in order to foster a value for diversity within its management culture. The Board will also develop initiatives that will promote and achieve diversity goals.

Management's Responsibilities

Management are expected to role model behaviours consistent with the objectives of this Policy and are responsible for implementing initiatives to promote and achieve diversity goals. Management are also responsible for ensuring that other RBD employees, contractors and agents are committed to the objectives in this Policy.

Remuneration and Nominations Committee's Responsibilities

The Remuneration and Nominations Committee will recommend to the Board a set of measurable goals designed to drive achievement of the objectives of this Policy.

The Remuneration and Nominations Committee is also responsible for reviewing this Policy and will report back to the Board on the status of diversity within RBD and the effectiveness of this Policy in achieving its objectives.

Partners' Responsibilities

All Partners are required to act in a manner that supports diversity within the workplace and promotes the objectives set out in this Policy. Partners are encouraged to provide feedback to management regarding programs or initiatives which will improve this Policy or assist with achieving its objectives.

5. REVIEW

This Policy will be reviewed every two years. Comments and queries in relation to this Policy should be directed to the Chief Legal and Compliance Officer.