

READ, UNDERSTAND, APPLY



POLICY



- Issuing Department:** - Group Policy, Guidelines and Procedures
- Corporate Process Owner:** - Group Chief Human Resources Officer
- Verified by:** - Group Chief Human Resources Officer
- Approved by:**
 - Group Chief Executive Officer
 - Global Diversity & Inclusion Council

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PURPOSE AND SCOPE

Lavazza recognizes the imperative of fostering a diverse, equitable and inclusive workplace since embracing diversity enhances creativity, innovation, and overall organizational performance. We envision a future where our organization reflects the diversity of the global community we serve, fostering an inclusive environment where every individual feels valued and respected.

This policy aims to articulate our commitment to creating a workplace that values diversity and promotes an inclusive culture. It outlines our global approach, strategies, and initiatives for embedding Diversity and Inclusion (D&I) across all aspects of our global operations.

This policy applies to all employees (regardless of the type of contract), leaders, and business units within our organization, spanning all geographical locations where we operate.

01 SECTION

GENERAL PRINCIPLES

The guiding principles underlying this policy drive from **Lavazza Group Code of Ethics**, built upon the four key Values (Authenticity, Passion for Excellence, Responsibility and Inventiveness) around which the identity of Lavazza Group revolves, and **Lavazza Group Diversity & Inclusion Manifesto**, which states where we stand when it comes to D&I and what it means for us to be a GAP FREE Organization.

LAVAZZA GROUP CODE OF ETHICS - AUTHENTICITY

Ensuring equal opportunities for all is one of the fundamental values and commitments of our Group. Through our actions and processes, we strive to empower people equally and assure gender equality throughout our organization....

...We strongly believe that all human beings must be given equal opportunities to develop their talent and make choices without the limitations of stereotypes, rigid gender roles, or traditional society prejudices.

...We draw on the power of diversity alongside our entrepreneurial spirit and heritage to create an inclusive environment where everyone can feel they belong and people are encouraged to express themselves freely and openly.

...We are committed to a culture of truly practiced Diversity and Authenticity. We are open-minded, treating each other and our stakeholders with respect, regardless of age, disability, gender identity, origin, religion, sexual orientation, social or occupational position, or language.

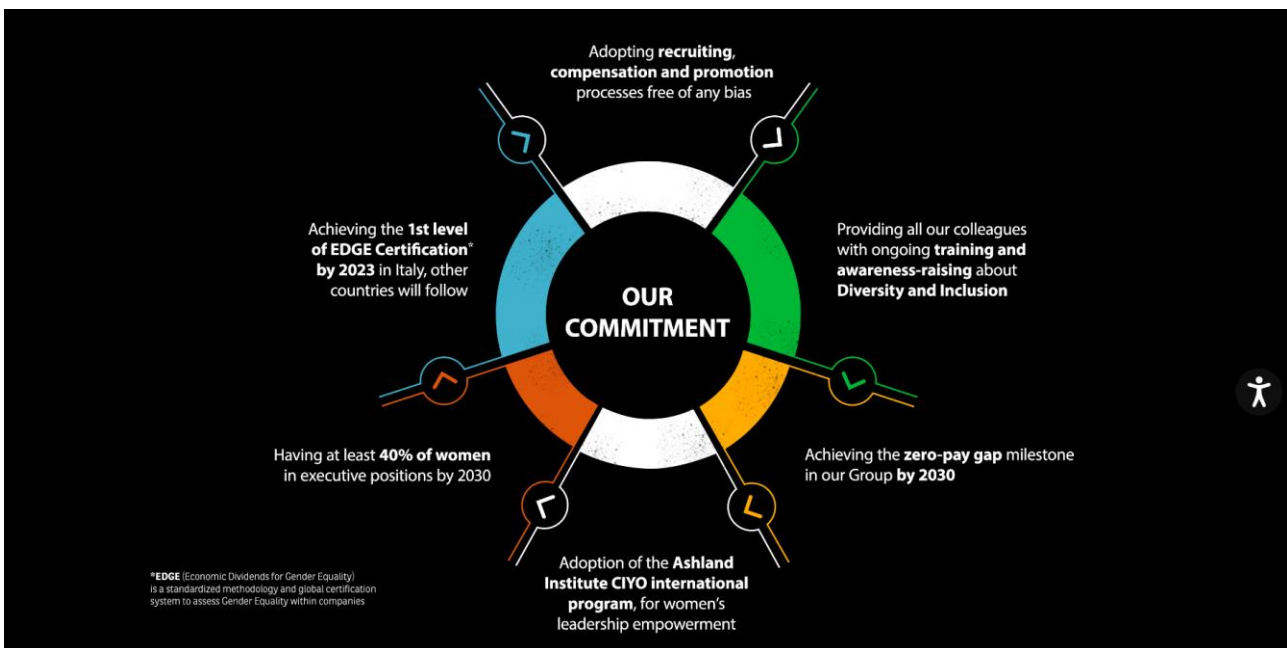
OUR DIVERSITY & INCLUSION MANIFESTO

We blend for better: We are a community of single origins united into a perfect blend. That’s what we are: humans enriching one another by our mutual diversities

<p>Inclusion, not acceptance</p>	<p><i>Everyone should feel unique and part of the amazing blend we form together.</i></p> <p>We do not just acknowledge each person’s uniqueness, but we cherish it in order for all voices to be heard and valued.</p>
<p>Free & Safe</p>	<p><i>We want to build a place where each one of us is safe and free to express thoughts and feelings. We treasure uniqueness: openness is our endeavour.</i></p> <p>Only by creating a working environment where people feel physically, psychologically and emotionally free and safe to be their real selves, we can truly achieve inclusion.</p>

<p>Equity is more than Equality</p>	<p><i>Each person should have the resources and opportunities they need to fulfil their purpose.</i></p> <p>While equality focuses on providing all people with the same tools and opportunities, equity is about taking into account each person’s unique needs to succeed and be their best.</p>
<p>Alliance</p>	<p><i>We believe that allyship is the way to fight underrepresentation and underprivilege. We will support our colleagues, allowing them to shine through respect, care and heed.</i></p> <p>It means using your personal privilege to support colleagues, wielding your influence to amplify the voices and elevate the experience of your marginalized or underrepresented coworkers.</p>
<p>Skills are values</p>	<p><i>Everybody should be granted access to opportunities to grow, based exclusively on skills and capabilities.</i></p> <p>Once we fight discrimination, biases and stereotypes, only then we can focus solely on skills and talent.</p>

Finally, our D&I Manifesto, includes 6 specific and measurable **Global Commitments** that guide our actions and strategy:



**WE BLEND FOR BETTER
DIFFERENCE IN OUR COMMUNITY MAKES US STRONGER**



Our Glocal Approach to D&I

We are committed to complying with all relevant local regulations related to diversity and inclusion. Recognizing that legal frameworks differ across regions, we ensure that our policies and practices adhere to local requirements. This includes addressing any unique reporting or documentation requirements related to D&I matters. While we are committed to complying with all relevant local regulations related to diversity and inclusion, our policies and practices may improve the local provisions, going beyond the minimum requirements, in compliance with local regulations

In acknowledging the diversity of our global workforce, we prioritize cultural sensitivity and awareness in our D&I efforts. We are committed to understanding and respecting the cultural nuances that influence the workplace dynamics in each locality. This involves engaging with local communities, seeking input from employees, and adapting our programs to align with local customs and values.

Setting global priorities and commitments while acknowledging local challenges and peculiarities is what our Glocal (*Global + Local*) Approach is about.

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GLOBAL REGULATORY CONTEXT

There are international principles which underlie policies relating to Human Rights and Diversity, Equity & Inclusion, and which should therefore be explained. These are the following:

- The United Nations Convention on the Elimination of All Forms of Discrimination Against Women, the International Convention on the Elimination of All Forms of Racial Discrimination, the Convention on the Rights of the Child and Adolescent, the Convention on the Rights of Persons with Disabilities, and the Convention on the Rights of Migrant Workers and Members of their Families;
- ILO Convention No. 190 of 2019 on the Elimination of Violence and Harassment in the World of Work, which aims to achieve a harmonious, productive, and collaborative work environment through preventing and combating violence and harassment in the world of work, including violence and harassment based on sex or gender;
- The UN Global Compact Principles, with particular reference to Principles 1 through 6, which promote respect for Human Rights and Labor Rights;
- The UN Guiding Principles on Business and Human Rights (UNGPs) and related Gender Dimensions, which define the duties and responsibilities of states and private companies to "protect, respect and remedy" through the identification and mitigation of risks of human rights violations in the context of business activities;
- The 2030 Agenda for Sustainable Development, whose Goals are closely linked to the promotion of diversity, equity and inclusion, with particular reference to Goal 5 on gender equality, Goal 8 on decent work and economic growth, and Goal 10 on reducing inequality;
- The ILO's Tripartite Declaration of Principles on Multinational Enterprises and Social Policy 8. "Gender Dimensions on the Guiding Principles on Business and Human Rights," 2019, which aims to encourage multinational enterprises to contribute positively to economic and social progress and the achievement of decent work for all, and to minimize and address the difficulties that their diverse activities may generate;
- The Women's Empowerment Principles, promoted by UN Women and the UN Global Compact as a pledge for gender equality in the private sector.

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GOVERNANCE

Our commitment to diversity and inclusion is also reflected in our **GOVERNANCE STRUCTURE**, which engages with the Executive Leadership teams to champion the cause and act as a catalyst for change while promoting inclusion. In this way, the Lavazza Group demonstrates its commitment to really “walk the talk” on D&I.

LAVAZZA’S APPROACH TO DIVERSITY & INCLUSION

At Lavazza we believe that in order to make a long-lasting impact, change must be steered from the top as much as from the bottom. Hence, if on one side we believe in the paramount importance of involving our Executive Team in committing to Diversity, Equity and Inclusion, proposing global actions and envisioning our long-term strategy, on the other side we acknowledge that real engagement and long-lasting change can only come when all our people are empowered to make an impact. Therefore, our D&I approach includes both top-down and bottom-up activities and initiatives. This is then reflected in our Governance structure and systemic approach to D&I.

Our Global Approach in our Governance Model

Our commitment to addressing local D&I peculiarities is an ongoing process. We actively seek feedback from employees across different regions to understand evolving needs and perspectives. This iterative approach allows us to adapt our practices to ensure they remain effective and resonate with the diverse communities we serve. This is also mirrored, just like our top-down and bottom-up approach, in our Governance model.

GOVERNANCE STRUCTURE

Our **approach** is also reflected in our **Group D&I Governance** model and it responds to two different, yet complementary needs:

- a **CORPORATE APPROACH**: to set a common Group direction and ensure that D&I initiatives are relevant wherever they are implemented –reflecting the Group Commitment-;
- a **LOCAL APPROACH**: to recognize that each country has unique challenges for inclusion and encourage a bottom-up approach to change.

This approach is mirrored in the different «bodies» that make up the D&I Governance structure:

CORPORATE LEVEL BODIES	LOCAL LEVEL BODIES
<p>SHAREHOLDERS' BOARD / BOARD of DIRECTORS to show vision and make the commitment visible, validating the overall strategy.</p>	<p>LOCAL D&I COUNCIL To adapt the global strategy to local culture, legislation and needs.</p>
<p>GLOBAL D&I COUNCIL It engages the Executive Leadership team to champion the cause and act as a catalyst for change creating a robust and authentic global diversity and inclusion (D&I) strategy.</p>	<p>EMPLOYEE RESOURCE GROUPS (ERGS) & ACTIVATORS Groups of employees within a country who, on a voluntary basis, meet to foster discussion, awareness and action on different D&I topics.</p>

SHAREHOLDERS' BOARD: This is the highest strategic and executional body of Lavazza Group. It receives and approves global actions and commitments proposed by the Global D&I Council and validates the overall group strategy. This body includes Lavazza's Group Chairman, members of the Lavazza Family, CEO, CFO and a number of independent directors.

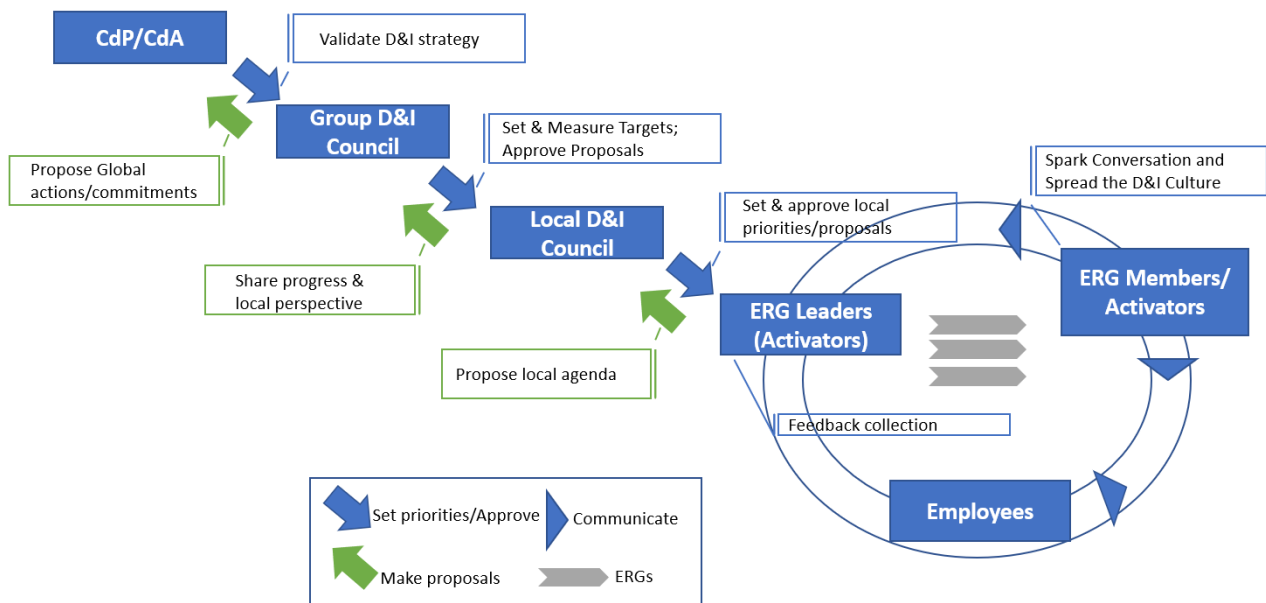
GLOBAL D&I COUNCIL: This body steers and guides the Group's D&I strategy, setting priorities, monitoring progress and KPIs, while approving and ensuring the implementation of global actions, guidelines and initiatives. It consists of the CEO, the Executive Leadership Team (our CEO's direct reports), 3 ERGs representatives (rotating), as well as the D&I Team and it meets twice a year.

LOCAL D&I COUNCIL: Local D&I Councils are responsible for the local implementation of the global D&I strategy, according to local culture and legislation, and for sharing the local progress and perspective with the Groups' Council. Local D&I Councils consist of the local Leadership Team (usually, the General Managers' direct reports), the local D&I representatives and local ERGs representatives. On top of Lavazza's Global D&I priorities, Local Councils may identify further priorities, based on each country's peculiarities and specific needs.

EMPLOYEE RESOURCE GROUPS (ERGS) & ACTIVATORS: Our D&I strategy and governance model is rooted in the belief that our people are essential for steering, promoting, and implementing positive change, this is why ERGs and Activators have a pivotal role in our D&I strategy and governance. ERGs are voluntary, employee-led groups formed to foster a sense of belonging, promote diversity, create awareness and celebrate the unique perspectives of underrepresented communities within our organization. These groups, usually led by our Activators (Lavazza's D&I Ambassadors), not only serve as a forum for open dialogue but, collecting local needs, also serve as a source of innovative ideas that via the local D&I Council help us adapt our global D&I strategy to the local culture as well as to the evolving landscape of diversity and inclusion.

Since the establishment of Employee Resource Groups (ERGs) is a fundamental part of our commitment to diversity and inclusion as they play a pivotal role in creating an inclusive workplace, at Lavazza we actively endorse and provide resources for ERGs to operate effectively, ensuring they have the necessary support to thrive.

Figure 2: Group D&I Governance model



TRACKING OUR PROGRESS: OUR D&I DASHBOARD

To keep track of our progress towards our D&I Group Commitments, we leverage a Global Dashboard¹ where we monitor:

- Gender Representation across all levels, generations, functions and legal entities of the Group;
- New Hires per gender across all levels, generations, functions and legal entities of the Group;
- Terminations per gender across all levels, generations, functions and legal entities of the Group;
- Turnover per gender across all levels, generations, functions and legal entities of the Group;

Once a year, we also track promotions, performance and succession planning.

All data contained in this dashboard is shared during the D&I Global Council at least yearly to drive global actions and initiatives.

REMEDIES

The Lavazza Group, in its Whistleblowing Policy, provides several channels through which potentially inappropriate, incorrect, or alleged violations of the principles outlined in the Code of Ethics, Group policies and procedures, and, in general, any potential violation of laws or regulations can be reported confidentially and privately:

1. Our online platform, Active 7 days a week, 24 hours a day, in Italian, English, French and German, where a report can be made anonymously;
2. Telephone, available in Italian and English;
3. Email;
4. Mail to a physical address.

For further details about our Whistleblowing procedure, please refer to our Whistleblowing Policy.

¹ Only data which is entered on SAP SuccessFactor is tracked through this Dashboard.

It is to be noted how reporting is not only required from Employees of the Lavazza Group, but also from anyone who conducts business with the Company (customers, suppliers, business partners...).

Finally, it is important to highlight how this specific remedy is to be used only for serious acts of discrimination in the workplace, whereas in case of doubt or other complaints all employees are encouraged to align with the HR Department and leverage the local ERGs (*see Appendix 1*).

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GUIDELINES

At Lavazza we are committed to fostering an inclusive and diverse workplace that values and leverages the unique perspectives and contributions of all individuals.

In order to achieve a diverse, fair and inclusive environment, four macro-areas of action have been identified:

● OUR EVERYDAY COMMITMENT

At Lavazza we strongly believe that successful efforts require a deep commitment from all, starting from our Leadership Team, but not limited to it, since through everyday actions all can actively contribute to the change. This is our every day commitment:

Inclusive Leadership

Though culture change is hard, at Lavazza we acknowledge that our top managers are the front line since they have the ability and the power to make our people feel truly “free and safe” and be able to thrive in the company to the best of their abilities.

Through our Performance Development Process we have clearly stated how Leaders at Lavazza are expected to create an environment that values diversity and inclusion and in which a diverse array of people are empowered to succeed.

Furthermore, we recognize that the association between leadership and masculinity is still strong and enduring. Stereotypes are not just descriptive (e.g. we are less likely to perceive women and minorities as leaders), they are also prescriptive and may affect the growth of our diverse talents. This is why at Lavazza we are committed to supporting and valuing different types of leadership through specific programmes (e.g. Lavazza’s Sponsorship Programme for Gender Balance) and awareness.

Work Life Balance & Hybrid Working Guidelines

World events in recent years have prompted all companies to fully rethink their traditional ways of working and introduce organisational management mechanisms to serve as an alternative to continuous physical presence at the workplace. In this context, the Lavazza Group has adopted, and promotes in all its companies a HYBRID WORK MODEL.

As clearly outlined in the “Hybrid Working Guidelines”, this model provides a flexible work management method which consists of the possibility of working for a few days a week (number depending on local regulations and customs) outside the “regular” workplace. This new work model promotes a better work-

life balance, generating positive impacts on our people in terms of responsibility, autonomy and inclusivity of the workplace.

In fact, one of the main aims of this hybrid model is to continue to enhance the commitment that the Lavazza Group has undertaken towards diversity and inclusion. One of its key goals is to ensure that all our employees are evaluated solely on the basis of their actual contribution to the organization, overcoming the logic of rewarding physical presence at the office.

The flexibility of this tool, makes it possible to achieve a proper work-life balance and meet different individual needs, thereby contributing to creating a working environment that is truly inclusive and enables everyone to perform to the best of their abilities, managing their work schedule according to their preferences or needs (as long as they do so within the company's regulatory framework).

Hybrid work is pivotal to support not only those who are more vulnerable and/or less represented (e.g., those with care roles in the family – women for the most part – and people with visible or invisible disabilities), but also male and female employees who prefer more flexible and asynchronous ways of working.

It should be noted, however, that by choosing to apply a hybrid work model, Lavazza also intends to acknowledge the value of in-presence work, on account of its fundamental role in strengthening human relations, reinforcing the relationships between team members and creating informal moments of exchange and sharing.

Moreover, when properly used, hybrid working should never penalise those who choose remote work by making them invisible and excluding them from the company's decision making processes: it should be a tool always aimed at achieving true inclusion of all our people.

Finally, Lavazza has released a set of Golden Rules to ensure the smooth and effective achievement of remote working for teams, managers and colleagues, to boost both our people flexibility and work-life balance.

Diversity in Panels

At Lavazza we firmly believe that diverse perspectives drive innovation, enhance decision-making and serve as role-models to the younger generations. In this spirit, we are dedicated to ensuring gender diversity in panels, discussions and events regardless of whether we are attending as participants or organizers. We actively seek to include a broad range of gender identities and experiences to better reflect the diversity of our employees, customers, and the world at large, and we are committed to ensure that no panel or event is disproportionately represented by one gender.

We will frequently review our workplace policies and practices to ensure we are creating a fair and transparent environment for all.

● PEOPLE

Talent Acquisition

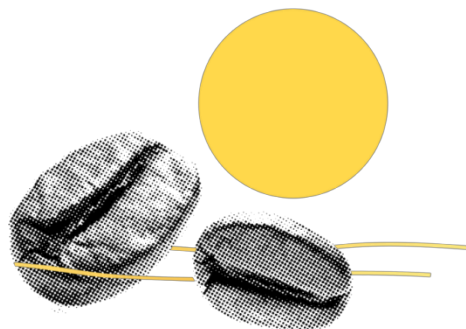
We commit to fair, unbiased and non-discriminatory hiring practices, ensuring that all candidates are evaluated based on their skills and qualifications regardless of gender, race/ethnicity, age, sexual orientation, disability (visible or invisible), nationality and any other characteristic.

In pursuit of attracting and ultimately hiring a diverse pool of candidates, Lavazza is unwaveringly committed to:

- **Gender-Inclusive Communication:** Utilizing gender-inclusive language and visuals in all job advertisements to foster an environment of equal opportunity.
- **Explicit commitment to Non-Discriminatory Practices:** Clearly stating our commitment to non-discriminatory hiring practices, welcoming explicitly applications from people with a disability or long-term health condition in every open position to uphold fairness and equality.
- **Relevant Inquiry Practices:** Abstaining from asking questions related to candidates' age, gender, race or ethnicity, religion or personal beliefs, sexual orientation, marital status, disability (visible or invisible), pregnancy and maternity, gender reassignment, or any other aspect of identity unless strictly pertinent to the role or in compliance with the local legislation (e.g., Apprendistato in Italy).
- **Diversity in Shortlists:** Ensuring that shortlists for candidates, ranging from junior to top management positions, reflect gender diversity for at least 30% of its composition. In cases where a shortlist comprises candidates of the same gender, managers and recruiters are required to justify the lack of gender representation and to go through the process in order to identify future improvements.
- **Equitable Economic Offers:** For candidates to be offered an equitable remuneration package based solely on their experience and competencies, Lavazza refrains from asking questions about current salary during the interview and selection process.
- **Disability:** Advertising our vacancies, whenever applicable, through a range of media and channels to appeal to a diverse audience.

If an external provider is in charge of the sourcing/interviewing process, the above-mentioned requirements should be included in the brief provided. If these requirements cannot be met, objective reasons must be provided.

The final decision for selecting a candidate should be based solely on their skills and qualities. The selection process should be conducted as impartially as possible, and in order to curtail biased decisions and recommendations of candidates, Lavazza commits to conducting training in unconscious bias in recruiting for Hiring Manager .



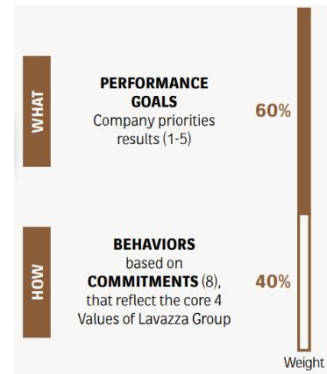
People Management

Performance reviews, development programs, and succession planning will be conducted without discrimination or bias, promoting equitable opportunities for all Lavazza employees regardless of gender, race/ethnicity, age, sexual orientation, disability (visible or invisible), nationality and any other characteristic protected under the laws of each of our countries of operation.

Performance Evaluation

Lavazza is committed to fostering a culture of diversity and inclusion that extends to all aspects of our workplace, including performance evaluations. Our Performance Evaluation Process is designed to ensure fairness, inclusivity and alignment with our values and group strategy.

Our people are assessed not only on the results they achieve (performance goals are worth 60% of the overall assessment), but also on *how* these results are achieved (behaviours are worth 40% of the overall assessment), so that adherence to our Values on their day-to-day activities is ensured.



The behaviours we assess our people on, which are driven from our commitment to our 4 values (Authenticity, Passion for Excellence, Responsibility, Inventiveness) translate into actions that for our People Managers are specifically related to inclusivity in the workplace:

INDIVIDUAL CONTRIBUTORS BEHAVIORS	PEOPLE MANAGERS BEHAVIORS
<ul style="list-style-type: none"> Communicates openly and transparently Shows consistency in words and actions Actively listens, shows empathy, asks, and gives feedback 	<ul style="list-style-type: none"> Communicates openly and transparently and encourages others to say what they think, valuing all kinds of diversity (gender, race, sex, religions...) Shows consistency in words and actions and trusts others, thus encouraging them to do the same Actively listens, shows empathy, asks and gives feedback, motivates others understanding their needs and preferences
<ul style="list-style-type: none"> Teams up, cooperates with others, across functions and markets Supports others where needed, including in areas not directly related to personal objectives Makes others feel included, advocating for diversity 	<ul style="list-style-type: none"> Teams up, promotes and facilitates the cooperation across teams, functions and markets, putting the experience at the service of the Group Empowers others to work autonomously and to cooperate, supports them to give their best and take actions to align on priorities, motivation, aspirations, and wellbeing Promotes, supports, and drives inclusion in the organization

Furthermore, we leverage our “calibration process²” to ensure fairness and equity throughout the performance evaluation process. For key positions³ we commit to analysing the consistency between the representation of each gender and the performance results.

This is how, through our People Evaluation process, we encourage and foster inclusive leadership at Lavazza.

Professional Development & Talent Programmes

Lavazza’s People Managers are to be considered responsible for their team members’ professional growth. Lavazza’s Development and Talent Management policies and practices aim to ensure that all employees, regardless of their gender, age, race/ethnicity, sexual orientation, nationality, whether they

² Calibration Process: The calibration process provides a forum for discussion of employee's performance with the goal of making sure supervisors apply similar standards for all employees and eliminate biases to the greatest extent possible

³ Definition of Key Positions: Positions in the organization that have key responsibility for the business continuity and success.

are working with a disability or not, or any other characteristic, have equitable and systemic access to professional development opportunities and career-critical assignments⁴.

In order to ensure non-discrimination in Professional Development, Lavazza is committed to:

- Offer professional development opportunities without discrimination, including to those who are not available for national or global mobility;
- In open application processes, monitor applications to ensure the participation of a diverse pool;
- Ensure that any eligibility criteria – e.g. level of the organization, function, minimum tenure, minimum performance – are free from bias and do not unintentionally exclude under-represented groups;
- Ensure diverse representation among all the people involved in development programmes, not only among those who will directly benefit from it (e.g. Mentors in mentoring programmes).

Furthermore, in order to ensure equity in Talent Identification, Lavazza is committed to monitoring and ensuring at least 30% of gender representation in its talent pools. When gender diverse talent pools fail to be identified, we commit to ensure that this is highlighted and addressed to secure a diverse talent pipeline in the future.

Finally, Lavazza is committed to continuously offering a specific Female Inner Leadership Empowerment Programme to support authentic leadership (beyond stereotypes), leverage role-modelling and enhance female networking.

Promotions

Lavazza is committed to a fair and equitable promotion process in order to ensure a diverse flow of talent and improved representation in relation to gender, race/ethnicity, nationality, age, sexual orientation, disability and other diversities at every level in the organization. Ensuring non-discrimination is fundamental to assess people's eligibility to promotion based solely on their competencies, skills, performance and experience.

Promotion is to be considered a lateral or vertical movement in the organization's structure, regardless of the economic impact it may or may not have on the person.

In order to grow and motivate our internal talent, we commit to ensuring our people managers are trained and challenged to acknowledge the potential and eligibility of those who do not meet 100% of role requirements yet.

Moreover, if an employee working with a disability is promoted and has to move to another part of our organization, their new manager and/or HR Partner will need to know the adjustments they need as soon as possible. To address each case specifically, we always refer to local regulation.

Finally, Lavazza considers all associates eligible for promotion, including those who are currently on leave, who will soon be going on leave, or who have recently come back from maternity, paternity or parental leave.

⁴ Career-critical assignments are to be considered the assignments which position an employee for a promotion based on the complexity and visibility of the task in relation to their existing role.

Training

At Lavazza we recognize the importance of continuous learning and development for our employees and training initiatives can be both global and local, and are employee driven. While global learning contents are leveraged to deliver corporate actions and commitments, Local learning initiatives are leveraged to address local needs.

All our employees, regardless of their role and position in the organization, are encouraged to access our learning offers that they deem relevant for their own development on-demand. Our Training practices aim to provide training opportunities to all members of our diverse workforce regardless of gender, race/ethnicity, age, sexual orientation, disability (visible or invisible), nationality and any other characteristics protected under the laws of each of our countries of operation. We strive to offer training programmes that are accessible, unbiased, and reflective of our commitment to creating an inclusive environment.

Moreover, as part of our D&I Global Commitment, Lavazza provides training programmes and initiatives focused on building awareness around D&I topics, promoting cultural competence, and eliminating biases to ensure that all employees feel empowered to reach their full potential. Through targeted and inclusive training initiatives, we aim to cultivate an organizational culture that celebrates diversity and fosters an environment of respect, understanding, and collaboration.

To ensure representation and accessibility of our training offer, our Training team is committed to ensuring:

- Diverse representation in the online training offer;
- Adoption of inclusive language;
- Translation, whenever possible, of the training offer into the languages used by our people;
- Provide blended training offers⁵, whenever possible, to make our learning contents accessible to as many employees as possible.

Succession Planning

At Lavazza we recognize the critical importance of fostering diversity and inclusion not only in our day-to-day operations but also in our long-term strategic planning: this is why our Succession Planning policies and practices are integral components of our commitment to creating a workplace that reflects the rich tapestry of perspectives and talents. We want to ensure that succession planning processes for key positions, are conducted with a keen focus on diversity, equity, and inclusion. This involves identifying and developing a diverse pool of talented individuals across various backgrounds, experiences, and perspectives regardless of their gender, race/ethnicity, age, sexual orientation, disability (visible or invisible), nationality and any other characteristic. Our goal is to cultivate a leadership pipeline to effectively navigate the challenges and opportunities of our dynamic business landscape.

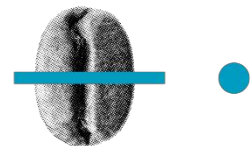
To ensure equitable identification of successors and remove biases from the process, Lavazza commits to:

- recognize that people need to make their own career decisions as well as balance career and family responsibilities and keep an open dialogue so that no assumptions are made about employees' circumstances and aspirations;

⁵ Blended Training Offers

- recognize the growing needs of both employees and employers for flexibility and ensure eligibility of all associates across differing work patterns.

Moreover, at Lavazza we are committed to ensuring that the list of incumbents in succession plans is gender diverse (aiming to achieve at least a representation of 30%). When gender diverse successors fail to be identified as “ready now” or in the medium term, we commit to ensure that this is highlighted and addressed to secure a diverse talent pipeline in the future.



Rewards

We commit to providing equal pay for equal work and, in order to reach our Group goal of achieving the zero pay gap milestone in our Group Offices by 2030, to actively work to reduce and eliminate any gender pay gaps.

We are committed to equal pay for equal work regardless of gender, race/ethnicity, age, sexual orientation, disability (visible or invisible), nationality and any other characteristic protected under the laws of each of our countries of operation, clearly stated in our Lavazza Group Reward framework.

Our Reward Framework introduces a standard process of managing remuneration as we seek

to ensure all employees are paid equitably, based on the external market value for their role, capabilities, and performance.

In order to ensure equitable compensation practices and to keep track of the progress towards the Groups’ 2030 goal, Lavazza undertakes regular gender pay gap analysis on all employees at least on a yearly basis and to present the outcomes to the Global D&I Council and publish the results on its Sustainability Report.

If gender pay gaps are highlighted in the yearly analysis, we commit to take corrective actions.

Finally, in pursuit of fostering transparency and cultivating comprehensive awareness, all employees who have access to corporate devices, are granted access to dedicated training modules on Lavazza’s Group Reward Framework.



Valuing All People Needs and Characteristics

At Lavazza, we recognize the importance of tailoring our Diversity and Inclusion initiatives to the unique cultural, social, and regulatory contexts of the locations in which we operate. Our commitment to diversity, equity and inclusion extends beyond a global framework to incorporate the nuances of each local community. We understand that diversity and inclusion manifest differently across regions and that local context plays a crucial role in shaping our approach.

This is why, beyond our global commitment to Gender Equality, Lavazza encourages and supports individual needs and diversities. We do this within our Global Framework by allowing our local markets to act with freedom in developing local solutions, guidelines, best-practices and ERG's in order to reflect and embrace local particularities.

Hence we will implement best practices to address the unique needs of employees related to religion, culture, gender transition, MMMs (*Menstruation, Maternity and Menopause*), LGBTQ+ parental leave, stalking and gender violence, and other specific situations.

LGBTQI+

We are steadfast in our commitment to fostering an inclusive and diverse workplace that values and respects the contributions of individuals across the LGBTQI+ spectrum.

We recognize that diversity extends beyond the visible and into the realm of sexual orientation, gender identity, and expression. Our global Diversity and Inclusion policy actively promotes a workplace culture that is free from discrimination and bias based on sexual orientation or gender identity.

We celebrate the unique perspectives and talents that LGBTQI+ individuals bring to our organization and understand that diversity in this dimension is essential for innovation and success.

Our policies, Code of Conduct and Code of Ethics, encompass fair and equal treatment in all aspects of employment, including recruitment, career development, and benefits. We provide a safe and supportive environment where all employees can bring their authentic selves to work without fear of prejudice.

Through continuous education, training, and awareness initiatives, we strive to create an atmosphere of understanding and respect for the LGBTQI+ community. We are committed to staying abreast of best practices in LGBTQI+ inclusion, regularly reviewing our policies, and adapting to the evolving landscape to ensure that everyone, regardless of sexual orientation or gender identity, feels valued, included, and empowered to thrive within our global workforce.

At group level we commit to support LGBTQI+ families, in whichever form or legal status.

If relevant at local level, our subsidiaries may create specific ERGs or issue local guidelines and best practices to address this topic, in agreement with the Global D&I team.

Working Parents

We believe that all parents at Lavazza, whether biological or non biological, regardless of their gender, race/ethnicity, age, sexual orientation, disability (visible or invisible), marital status, should be supported by the organization.

We recognize the unique challenges and contributions of individuals who are parents, acknowledging the importance of creating a workplace that supports the diverse needs of working parents and we value the skills parents acquire and bring back to the organization upon their return. Our global Diversity and Inclusion policy is grounded in the belief that everyone, regardless of their parental status, should have equal opportunities to succeed and thrive within our organization. We understand that the responsibilities of parenthood extend beyond the workplace, and we are committed to fostering an environment that accommodates the diverse needs of parents, promoting work-life balance, and facilitating a supportive atmosphere.

Our policies aim to eliminate biases related to parental status, ensuring that all employees are treated with fairness and respect. We actively promote flexible work arrangements, parental leave policies, and family-friendly practices that enable parents to balance their professional and personal responsibilities. We recognize that diversity in parenthood encompasses a range of experiences, including adoptive parents, single parents, and those with non-traditional family structures, and we are dedicated to creating an inclusive space for all.

Through ongoing education and awareness programs, we seek to cultivate an understanding of the challenges faced by parents in the workplace and promote a culture of empathy and support. We are committed to continually reviewing and enhancing our policies to meet the evolving needs of our diverse workforce, ensuring that parents within our organization feel valued, respected, and empowered to succeed both personally and professionally.

Lavazza actively commits to:

- Ensure that mothers and fathers who return from parental leave maintain their former remuneration package with no alterations that may worsen their overall remuneration;
- Ensure that if any pay raises, bonus allocation and promotion decisions that reward long term contribution fall during parental leave then the leave should not exclude them from these decisions;
- Create an open culture where taking extended parental leave and adopting flexible working is a norm;
- Actively and systematically encourage men to make use of the parental leave available to them;
- Ensure that senior leaders are openly supportive of paternity leave, and take it themselves when relevant.

If relevant at local level, our subsidiaries may create specific ERGs or issue local guidelines and best practices to address this topic, in agreement with the Global D&I team and in compliance with local legislation.

Disabilities

At Lavazza we wish to make our workplace as inclusive as possible for people with different abilities, whether they may be visible or invisible, physical or non-physical.

In compliance with local legislation, and depending on the size and resources of the single Lavazza location, we commit to making reasonable accommodations to adjust any difficulties our people may encounter in working with a disability, always taking into account the person's specific and individual needs, rather than making assumptions about what adjustments are needed or feasible.

If relevant at local level, our subsidiaries may create specific ERGs or issue local guidelines and best practices to address this topic, in agreement with the Global D&I Team.

Neuro-diversities

Recognizing the importance of neuro-diversity, we strive to create an environment where individuals with diverse neurological profiles are welcomed, supported, and empowered to reach their full potential.

We actively seek to accommodate and celebrate the different strengths and capabilities that neuro-diverse individuals bring to our organization. By embracing neuro-diversity, we aim to cultivate innovation, creativity, and a workplace that reflects the richness of human experience.

Through ongoing education, training, and a commitment to accessibility, we endeavor to ensure that every employee feels valued, respected, and has the opportunity to thrive, regardless of their neurological differences.

In pursuing these objectives, we not only enhance the well-being and professional growth of our employees but also contribute to a global community that embraces diversity in all its forms.

If relevant at local level, our subsidiaries may create specific ERGs or issue local guidelines and best practices to address this topic, in agreement with the Global D&I team and in coordination with our Disability Manager.

Measures concerning gender violence & personal safety

At Lavazza we strive to create a workplace where everyone can feel “free and safe” both psychologically and physically.

This is why we commit, when feasible and in compliance with the local legislation, to put in place adjustments and measures (upon request) to protect our people who are victim of gender violence or stalking.

Some of these measures may include the extension of remote working beyond our internal policies, in order for the victims to safely leave, if necessary, risky situations and places, while maintaining their working routines and responsibilities; or providing specific psychological support; or any other measure suggested by local legislation and justice.

For this measure to be adopted, each specific situation will be subject to a case-by-case assessment and scrutiny.

Age and generations

At Lavazza we are dedicated to creating a workplace that embraces the diversity of generations, recognizing the unique strengths and perspectives that individuals from different age groups bring to our organization. We believe that a truly inclusive environment values the experiences of every generation, from Baby Boomers to Generation Z and whichever generation may come in the future.

Our commitment to generational diversity is rooted in the understanding that a multi-generational workforce fosters creativity, innovation, and resilience. We actively promote an atmosphere of mutual respect and collaboration, where employees of all ages can contribute with their skills, expertise and knowledge, learning from one another to drive our collective success.

Our inclusive practices extend to recruitment, professional development, and leadership opportunities, ensuring that individuals at every stage of their careers feel supported and valued.

Through ongoing education and awareness programs, we seek to eliminate stereotypes and biases related to age, fostering an environment that not only recognizes the unique attributes of each generation but also promotes intergenerational cooperation.

If relevant at local level, our subsidiaries may create specific ERGs or issue local guidelines and best practices to address this topic, in agreement with the Global D&I team.

Religion, philosophy, opinions and other personal beliefs

At Lavazza, we believe that all our people should feel “free and safe” to express their religion, philosophy, opinions and personal beliefs in the workplace. If relevant at local level, our subsidiaries may issue local guidelines or best practices to address this topic, in agreement with the Global D&I team.

Culture

At Lavazza, thanks to the broad-based distribution network that has always been a defining feature of our organisation, we distribute our products in over 140 markets, operating through direct subsidiaries in many of them and we have 8 production facilities in 5 countries.

Therefore we truly are a global organization and we are committed to nurturing a workforce that not only accepts and acknowledges, but that includes, values and leverages cultural diversity, considering it a strong competitive asset for the company.

If relevant at local level, our subsidiaries may create specific ERGs or issue local guidelines and best practices to address this topic, in agreement with the Global D&I team.

Race & Ethnicity

Lavazza is committed to create a working environment where all employees are treated with respect and dignity and all differences are valued, regardless of race or ethnicity.

From increasing business revenue, to thriving innovation and enlarging consumers’ pool, the benefits that ethnic and racial diversity brings into the working environment are well-documented⁶. Hence, we are committed to creating a workplace where all our employees regardless of their race or ethnicity have equal access to career-critical assignments, promotions and professional opportunities.

If relevant at local level, our subsidiaries may create specific ERGs or issue local guidelines and best practices to address this topic, in agreement with the Global D&I team.

Gender Affirmation

Lavazza commits to ensuring everyone feels that they can bring their whole, authentic selves to work. Gender affirmation is a process an employee undertakes to change the way they describe themselves. It is a personal decision and can involve navigating many life changes. It a process of self-

⁶ McKinsey D&I Report 2021

identification that must be led by an employee, at their own pace, but Lavazza is committed to supporting them in this journey.

Lavazza is committed to supporting the people going through this life-change with their new challenges, providing information to their managers on how to support them best and aligning systems and data to ensure the company's information matches the employee's new identity.

MMMs

At Lavazza we are committed to supporting and valuing individuals throughout every stage of their life and career, including the unique experiences related to Menstruation, Maternity, and Menopause (MMM). We understand that these natural life events can have a significant impact on the well-being and productivity of our employees.

Specific local guidelines or practices may ensure that individuals experiencing menstruation, maternity, or menopause are provided with a supportive, flexible and accommodating environment, access to relevant resources and open channels for communication, while working on promoting awareness and understanding to eliminate stigmas and biases that may exist.

Care-giving

Family care is one of the most mentally, emotionally, and physically challenging engagements of a lifetime.

At Lavazza we acknowledge that creating a workplace culture that supports family caregivers has important diversity, equity, and inclusion implications, especially considering that family caregiving disproportionately falls upon women.

Since we are committed to valuing people for all they are, we want to ensure our people are 'seen' in their multiple roles, acknowledging the challenges they might be facing in life and recognizing the extra-professional value an employee brings to the table.

We believe that awareness of the unique challenges faced by family caregivers of older adults can help us motivate and retain our workforce, becoming more inclusive and shaping a more equitable workplace for all.

If relevant at local level, our subsidiaries may create specific ERGs or issue local guidelines and best practices to address this topic, in agreement with the Global D&I team.

By addressing local D&I peculiarities, we reinforce our commitment to creating an inclusive workplace that embraces the richness of diversity in every corner of our organization.

- **BUSINESS**

We expect our business partners and clients to adhere to values aligned with diversity, equity and inclusion encompassed in this policy and the following internal documents:

- Compliance with Values in Dealings with Providers and Clients;
- Link with Ethical Code and Supplier Code of Conduct.

Furthermore, in line with our Supplier Code of Conduct provisions, we commit to take action (which in the most severe cases could even end with contract termination) against providers, partners and suppliers who, during the execution of a contract or agreement with Lavazza Group, fail to meet our values on D&I.

- **LANGUAGE & COMMUNICATION**

Language is integral to fostering inclusivity as it conveys ideas, philosophies and to address local peculiarities, we implement communication strategies that resonate with diverse audiences. This may involve multilingual communication, culturally relevant messaging, and the use of channels that are most effective in specific regions.

Appendix 1

Reports of non-inclusive behaviours

The Lavazza Group, in its Diversity and Inclusion (D&I) Policy -of which this document is an integral part-, outlines the principles, objectives, and activities essential to fostering an inclusive, fair, and equitable company.

In addition to fostering an inclusive culture, Lavazza has implemented specific remedies to ensure respect and has made them accessible to all employees without fear of retaliation.

Non-inclusive behaviours can be reported following the procedure outlined in this document.

What can be reported?

Here some examples of non-inclusive behaviors that could be reported:

1. **Discriminatory comments:** Comments or jokes that perpetuate stereotypes based on gender, ethnicity, sexual orientation or other personal characteristics.
2. **Social exclusion:** Team building activities or meetings where some employees are systematically overlooked or excluded.
3. **Offensive language:** Use of terms or expressions that may be offensive or disparaging toward certain groups.
4. **Unequal career opportunities:** Situations in which some employees are systematically given opportunities for training, advancement or interesting projects over others.
5. **Lack of accessibility:** Physically inaccessible work environments or technologies that exclude or limit the participation of people with disabilities.
6. **Lack of respect for diverse opinions:** Ignoring or downplaying ideas or opinions just because they come from people with different backgrounds.
7. **Failure to implement diversity and inclusion policies:** An environment that neglects the implementation of policies and programs to promote diversity and inclusion.
8. **Reducing roles to stereotypes:** Assigning tasks based on stereotypes rather than skills, e.g. assigning recurrently certain tasks to women or younger members of the staff, when this is not part of their role (such as making coffee, printing documents, welcoming guests, etc.).
9. **Lack of cultural sensitivity:** Ignoring or undervaluing different cultural practices, creating an environment that does not respect differences.

How to report

Lavazza Group requests non-inclusive behaviors to be reported as follows:

FIRST LEVEL REPORTING – for support and advise in managing the most common and less severe, non-inclusive behaviors one may come across in the workplace (examples include but are not limited to: witnessing unconscious biases, lack of cultural sensitivity, stereotyping, etc.). This level of reporting is also useful to understand whether it would be appropriate to reach the Second Level of Reporting:

- Reaching out to your HRBP or HR focal point;
- Writing an email to gap.free@lavazza.com , indicating "Reporting non-inclusive behaviors" in the subject line;

SECOND LEVEL REPORTING – for formal reporting of wrongdoing:

- Filing an “**Ordinary Report**” as outlined in Lavazza Group’s Whistleblowing Policy, through the following channels:
 - o the whistleblowing platform reachable through [this link](#);
 - o dedicated telephone line that can be reached through the number **800727428**;
 - o e-mails to the Ethics Committee's mailbox (comitatoetico@lavazza.com) indicating as "Confidential" the content of the communication;
 - o regular paper mail to be sent to the Ethics Committee: Via Bologna 32 - 10152 Turin - Italy, indicating "**Lavazza Group Ethics Committee**" as the recipient and "**Confidential**" as the content of the communication;
 - o requesting an **in-person meeting** to be held with the relevant personnel, which will be arranged within a reasonable time. The request can be sent using the **channels** listed above **or** by sending an **e-mail** directly to the **Compliance Function**, generically stating **the reason for the meeting request**.

Reporting requirements

In order to help the Company take up your report, we ask you to be as specific as possible in describing the fact and what you think is helpful to best understand the violation of DE&I principles and non-inclusiveness.

You may also submit anonymous reports, as long as the report is nonetheless substantiated. Please remember that false and defamatory reports are not allowed, for which the Company then reserves the right to activate an internal disciplinary procedure.

Management of the investigation

Upon receipt of the report, the Company will activate an internal investigation involving, depending on the report, the D&I Team, the HR management or ETHICS COMMITTEE.

Within a reasonable time of receipt of the report, the reporter, except in cases of complete anonymity, will receive appropriate notice of the opening of the investigation and who is the body in charge of it.

The investigation, may end either with the filing or with the adoption of a corrective measure and / or sanctions; in any case the reporter, always subject to anonymity, will receive the outcome of the investigation.

Lavazza also reminds you that

In addition to the channels and methods of reporting provided for, both by the relevant regulations and by company procedures, Lavazza Group encourages open dialogue and engagement as additional, secure means for employees to report incidents or seek clarification, whether through

the D&I Team, the Ethics Committee, or HR managers. Don't forget that to propose positive improvements and discuss culture proactively, you are encouraged to reach out to local ERGs.