



Human Capital Policy

Version June 2025

Human Capital Policy

This Human Capital Policy (“**HC Policy**” or “**Policy**”) applies to JAB Holding Company S.à r.l. and its wholly owned subsidiaries (“**JAB**”) and their directors, officers, full-time, part-time and seconded employees (“**JAB Personnel**” or “**Personnel**”).

JAB acknowledges the importance of its Personnel for all business operations and wishes to provide an excellent workplace for all Personnel and support mental, physical and financial well-being, while also complying with all relevant laws and regulations. The practices to pursue this aim have been adopted in this HC Policy.

1. Definitions

Compensation Committee means the committee responsible for deliberating on compensation level and structure of the Personnel.

2. Application

This HC Policy provides an organizational and joint framework with respect to the following non-exhaustive list of topics related to talent management, considering the nature and size of the activities of the business of JAB:

- recruitment;
- engagement and performance; and
- development and retention.

This HC Policy lays out the procedures and processes JAB has in place to ensure its commitments are adequately addressed and appropriately communicated to stakeholders including its Personnel.

Personnel are expected to act in a manner that will enhance JAB’s reputation for honesty, integrity and reliability. JAB’s HC Policy applies in all countries in which JAB operates or conducts business. When the laws and regulations of those countries require a higher standard, the local standards will take precedent. If Personnel acts in violation with the HC Policy, policies and procedures or any of the laws that govern JAB’s business, JAB will take immediate and appropriate action up to and including termination of employment.

JAB’s HC Policy will not give answers for every ethical or legal situation. In case you have any doubt, inquiries may be directed to JAB’s Chief Legal Officer.

JAB will periodically review and update the HC Policy.

3. Roles and Responsibilities

It is the responsibility of JAB to:

- encourage ethical conduct and lead by example (tone from the top);
- provide leadership and promote adherence to this HC Policy among its Personnel;

- approve and/or review matters related to human capital, such as: incentives, promotions, Terms of Employment;
- support the JAB Partner who oversees all Human Capital topics (“**HR Partner**”) in their activities;
- assess and discuss periodically the risks identified by the HR Partner, and other matters that may arise; and
- monitor and enforce compliance with JAB’s HC Policy by JAB’s Personnel, approve recommendations, including (risk) mitigations and corrective actions (including appropriate disciplinary actions) for significant non-compliance, illegal or unethical conduct identified/reported.

It is the responsibility of the HR Partner to:

- assist JAB’s Personnel to understand the importance and requirements of JAB’s HC Policy and how to apply them in practice;
- ensure compliance with all relevant labor laws, regulations, rules and professional standards applicable to JAB; and
- identify risk of non-compliance within JAB based on the requirements imposed by local labor laws and regulations.

4. Commitments

JAB is committed to identify and eliminate systemic barriers along the entire employee life cycle and to create a workplace in which our people feel engaged, empowered, confident and realize their full potential.

JAB is committed to have an inclusive culture and a high-performing team, which is demographically, culturally and cognitively diverse.

JAB is committed to treat colleagues and third parties with dignity and fairness and not to condone discrimination, harassment or any other unlawful or unethical behavior.

JAB considers equal compensation regardless of gender as an important issue. Both gender pay equality and closing the gender pay gap are important for JAB. JAB is therefore committed to strive for gender pay equality, thereby aiming to ensure that there are no disparities. Compensation is monitored and organized in terms of seniority level, function, and geographic location, with limited practical possibilities for pay gaps.

Our commitments are achieved through our day-to-day behaviors and the culture of JAB. In addition, our global presence provides a footprint for hiring talent of diverse demographic profiles.

5. Talent Management

JAB recognizes that attracting people with the right skill but also training and retaining those team members is at the bedrock of our long-term journey. To develop Human Capital effectively, JAB formulates human capital targets in the strategy and objectives of JAB.

Recruitment

Attracting diverse talents is at the core of JAB's philosophy, combined with a strong belief in meritocracy. Talent identification and selection is undertaken in an open, fair, and transparent manner to enable this.

Engagement and performance

- JAB strives to always have the best person for the role, to maintain a high-performing team which is demographically, culturally and cognitively diverse and to empower and give confidence to the team so that everyone can bring their best and realize their full potential.
- JAB strives to be a non-bureaucratic organization. JAB's leadership team keeps an "open-door" approach towards the team and encourages open dialogue across all levels. As such, all JAB Partners regularly conduct conversations with their Personnel to monitor topics such as job satisfaction and engagement, adherence to values, among others.
- Personnel are free to convene in networking groups or other forms of employee resource groups to share interests and experiences.
- Other engagement activities include periodic town halls and strategy days to update and engage all of JAB's Personnel.
- Human capital is monitored periodically to identify risks and opportunities within the skills and capacity of the workforce.
- For all permanent employees working for JAB, ongoing performance reviews are conducted during which the performance of the employee is evaluated. In parallel, these performance discussions act as an opportunity to receive feedback from the employees and discuss their future goals and career development milestones.
- The Compensation Committee meets annually or on an ad-hoc basis to discuss and deliberate on the Employee's level of compensation and its main component.

Development and retention

JAB views the development opportunities for its Personnel as critical factors to retain its talent and aims to create a work environment that allows everyone to fulfil their full potential. JAB offers personal development opportunities through which Personnel can continue to make progress both in the professional and personal sphere. These development opportunities and benefits include:

- coaching on the job and/or coaching with external professionals;
- mentorship programs on an ad-hoc basis, including mentorship with senior executives or externally recognized experts in the field;
- sponsorship of various upskilling courses and programs on personal needs basis;
- an attractive investment program: JAB encourages selected Personnel to invest in JAB and the investment is matched by JAB, which is an excellent mechanism for talent retention; and
- comprehensive private medical health insurance.

Safe working environment

JAB is committed to offering a working environment without fear of discrimination or harassment. This applies to all aspects of the working relationship with respect to:

- terms of employment;
- training opportunities, career development and promotion;
- work practices, conduct issues, allocation of tasks, discipline and grievances;

- social events organized by JAB; and
- termination of employment and related issues.

Parental support

To foster engagement among its workforce, JAB is committed to supporting its Personnel as they embark on the journey to combine an exciting career with building a family. JAB offers all its Personnel parental support in the form of parental mentoring and coaching pre and post leave, parental benefits, and parental leave. The parental leave includes six months of fully paid leave for the primary care giver and four weeks of fully paid leave for the secondary care giver.

Grievance reporting and escalation tools

All career related concerns and questions, including the ones related to labor relations and career perspectives, can be addressed with the HR Partner or Chief Legal Officer, in a confidential manner, to support employee satisfaction and employee retention. Personnel who wish to address concerns anonymously can use the reporting tool for career concerns operated by an external provider. All reported issues are followed up and addressed. With regards to a safe working environment, (suspected) misconduct can be reported confidentially to the Chief Legal Officer or by using the Whistleblower system as stated in the Code of Conduct. JAB will not retaliate against any person who raises concerns and questions in good faith. For further detail, please refer to the Speaking Up - Whistleblowing Policy.

6. Monitoring, Reporting and Communication

JAB monitors compliance with the relevant labor laws, regulations, rules, and professional standards applicable to JAB, mitigates identified risks and communicates results, where needed, to its Personnel.

Pay Equality Program and Pay Gap Analysis

Pay equality is understood as equal compensation for equal work performed with no discrimination on grounds of gender or any other form of discrimination. The pay gap reflects the deviation from pay equality. JAB believes compensation should fairly reflect an employee's skills, education and experience and should not be subject to any form of discrimination.

JAB performs a compensation review and conducts an annual pay gap analysis by comparing the average compensation of men versus women considering the particularities of role, geography, and level of experience of each professional. The pay gap analysis compares the ratio of pay of men to women in specific positions, seniority level, and geography and indicates the global average and median pay gap. The objective of JAB's pay gap analysis is to evaluate differences in compensation of men and women and to identify necessary adjustments to close the pay gaps when they exist.

- A meaningful (comparable) pay gap analysis requires a statistically significant number of Personnel, a clear function house and relatively similar responsibilities, competencies, and function descriptions, among others.
- In a 50-60 people organization with offices located in six different countries, statistically significant analyses are more challenging and therefore, given the relatively limited number of Personnel, JAB's pay gap analysis focuses mainly on position and geography.

Several initiatives in place to monitor, remediate and explain any existing pay gaps to reach no unexplained pay gap for our Personnel. Beyond those, initiatives to eliminate pay gap may include:

- Targeted pay increases to adjust for gaps when they appear
- Equal compensation for partners at the same level

The results of the pay gap analysis are published periodically in JAB's disclosures.

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