



BRAND PROMOTERS POLICY



Introduction

Dedicated teams of Brand Promoters help sell our brands throughout the world and play an important role as ambassadors for our brands, promoting the moderate consumption of our products.

This Brand Promoters Policy establishes the principles and guidelines for the deployment of Brand Promoters. It is based on the values of HEINEKEN, what we stand for as a company and our commitment to Human Rights.

Wherever we operate we stand by our values: passion for quality, enjoyment of life, respect for people and the planet. We aim to treat all our employees with dignity and to ensure that they are safe in their working environment - Safety is our No.1 priority.

HEINEKEN recognises that there might be gaps between our rules and expectations and what happens in some of our markets. We are committed to taking further steps to address and improve the working conditions of Brand Promoters in collaboration with our agencies, outlet owners and joint-venture partners as well as other companies in the industry.

We believe promoting our brands should be an attractive professional step for both men and women. We want to give more Brand Promoters the opportunity to develop their careers and progress into other roles within our company. We also want to build more gender diverse teams of Brand Promoters over time that better reflect the broad diversity of our business. We recognise

that both these aspirations will take some time to achieve but we are committed to making them happen over time.

This Brand Promoter Policy was developed with the suggestions and advise of NGOs and Brand Promoters themselves. With their support we will start implementation and monitor compliance. Working together we will improve the working conditions of more people working in our industry.

Jan Derck van Karnebeek
Chief Commercial Officer

What is a Brand Promoter & what do they do?

- Brand Promoters play an important role promoting our brand portfolio to customers and consumers at point of sale and at events throughout the global HEINEKEN business.
- Their role is to promote our brands, provide samples, serve or sell drinks in bars, clubs, restaurants, shops or at events.
- In different countries, Brand Promoters are known by different titles including, but not limited to, Beer Promoters, Brand Ambassadors, Bar Teams, Promotions Girls (PG's), Hostesses etc.
- Brand promoters can be of any gender.
- Brand Promoters may be directly employed by any HEINEKEN Company or indirectly through Third Party Suppliers or specific Business Partners. They may be engaged through permanent contracts, fixed-term contracts or one-off agreements.
- They may be engaged for specific hospitality events or market activations or as waiters and waitresses at point of sale. Waiters and waitresses employed directly by outlets are not in scope of this Policy.
- They may work in either the on-trade or off-trade, or at events.

HEINEKEN's 7 Principles on Brand Promoters

PRINCIPLE 1

Brand Promoter safety comes first: Brand Promoters need to be able to do their work safely at all times. This includes all aspects of their role: working times, places, transport, uniform, compensation, tasks and behaviour. We will not deploy Brand Promoters if conditions for safety cannot be met.

PRINCIPLE 2

Support is always available: Brand Promoters will always be able to ask for support of a colleague or supervisor to assist, as the situation requires. They will also all have access to both HEINEKEN Speak-up and Local Support Line.

PRINCIPLE 3

Training is mandatory: Brand Promoters will be trained to perform their work and to be able to adequately deal with challenging and unforeseen situations.

PRINCIPLE 4

There are no exceptions: If a Brand Promoter works on behalf of a brand owned by or licensed to HEINEKEN, its subsidiaries or joint ventures, the promoter is in scope of our Brand Promoter Policy. No geography, channel or specific form of promotional activity is exempt from our Brand Promoters Policy.

PRINCIPLE 5

Management is always responsible: The OpCo Managing Director is accountable to ensure that this Policy is fully applied.

PRINCIPLE 6

Agencies must conform to our Policy and Outlets must be informed of our Outlet/Brand Promoters Standards: All third party Agencies contracted to arrange Brand Promoters for HEINEKEN must conform to this Policy. All outlets, where Brand Promoters are deployed, must be made aware of our Outlet/Brand Promoters Standards.

PRINCIPLE 7

We regularly monitor compliance: Compliance with this Policy will be part of our internal Excellent Outlet Execution EOE assessment cycle and internal audit process, and we will conduct periodic audits using an independent third party to assess compliance, and to advise on future steps/needs.

Principle 1: Brand Promoter safety comes first

Safe working environment

HEINEKEN is committed to ensuring that Brand Promoters have a safe, secure and healthy working environment. This includes minimising the risk of accidents, injury and exposure to health hazards. It also includes all aspects of their role: working times, places, transport, uniform, compensation, tasks and behaviour.

We ask our Third Party Suppliers (agencies) as well as outlet and/or venue to commit to the above through the HEINEKEN Supplier Code and the Outlet/Brand Promoters Standards (Appendix 2), respectively.

No Harassment

We do not tolerate physical, verbal, sexual or psychological harassment, abuse or threats. We do not tolerate such acts in the workplace, nor in any work-related circumstance outside the workplace, such as work-related events.

This is communicated to all HEINEKEN Employees

through HEINEKEN's Code of Business Conduct and its underlying policies. We ask our Third Party Suppliers (agencies) as well as outlet and/or venue to commit to this principle through the HEINEKEN Supplier Code and Outlet/Brand Promoters Standards (Appendix 2), respectively.

If a Brand Promoter suffers any harassment, unwanted attention or is exposed to an unsafe or insecure working environment, they should immediately report it to their supervisor and / or through the HEINEKEN Speak Up helpline and/or local support line.

The HEINEKEN Speak Up Policy/Procedure is applied for the follow-up and investigation of all cases reported.

Disciplinary measures, which may include dismissal, will be taken against employees where harassment is established.

The approach for non-compliances to this principle is incorporated in the Addendum to the Agency

Contract (Appendix 1) as well as Outlet/Brand Promoters Standards (Appendix 2).

Responsible Alcohol Consumption

During working hours, Brand Promoters are not permitted to drink alcoholic beverages and to sit or drink with consumers. Brand Promoters should not be pressured to drink to support sales or to please the customer or consumer.

Brand Promoters should only serve alcoholic drinks to individuals above the legal drinking age and, to individuals whose health or safety apparently would not be at risk and not to individuals who are evidently consuming irresponsibly.

Our Third Party Suppliers (agencies) as well as Brand Promoters are made aware about the above through the Addendum to the Agency Contract (Appendix 1) as well as the Brand Promoters Leaflet (Appendix 3), respectively.

Principle 1: Brand Promoter safety comes first

Transport

Brand Promoters are provided safe transport to and from home/pick-up points and between venues.

For travelling after 22:00 and/or to remote areas Brand Promoters have to either use their own transport, be granted a travel allowance or be provided safe transport.

OpCos should conduct a risk assessment to understand the best transport option in their own market, which might vary in different locations. The best transportation option is outlined in the Addendum to the Agency Contract (Appendix 1).

Brand Promoters should utilise the transport provided for their own safety.

Decent Uniforms

Brand Promoters receive branded uniforms to ensure that they are clearly visible and identifiable as Brand Promoters working on behalf of a brand

owned by or licensed to HEINEKEN. Brand Promoters do not wear these uniforms off-duty.

Uniforms are decent, culturally acceptable, and take into account the input from the Brand Promoters themselves. They should meet the Brand Promoter Uniform Rules (Appendix 4). Heineken® Brand guidelines can provide a guideline for other brands.

Our Third Party Suppliers (agencies) as well as Brand Promoters are made aware about the above through the Addendum to the Agency Contract (Appendix 1) as well as the Brand Promoters Leaflet (Appendix 3), respectively.

Employment Contract

Brand Promoters must be above 18 years of age or the legal drinking age of the country of employment, whichever is higher.

The Employer of the Brand Promoter (e.g. HEINEKEN Company or Third Party Supplier)

offers written employment contracts to the Brand Promoters. The employment status of Brand Promoters must comply with the applicable labour laws in the country of employment.

This employment contract should, as a minimum, cover the following aspects:

- Duration of the contract and conditions of termination;
- Description of duties and place(s) of work;
- Normal working hours per period and work schedule(s);
- Salary, allowances and other remuneration;
- Details of the grievance, Speak Up and local support process and phone number.

For Brand Promoters directly employed by HEINEKEN Companies, the OpCo shall ensure adherence to the above.

Our Third Party Suppliers (Agencies) are made aware about the above through the Addendum to the Agency Contract (Appendix 1).

Principle 1: Brand Promoter safety comes first

Fair wage

The Employer of the Brand Promoter (e.g. HEINEKEN Company or Third Party Supplier) pays the Brand Promoters fair wages for the work performed. A fair wage should be sufficient for a decent standard of living, enough to satisfy basic needs for the Brand Promoter and his/her family. The Employer observes the statutory minimum wage set in the country in which it operates. Where the statutory minimum wage is non-existent or not sufficient to ensure a decent standard of living, the Employer strives to pay Brand Promoters enough to meet this standard.

Specifically, Brand Promoters must receive a fixed base salary per hour in line with the (hourly) fair wage in the country. On top of this base salary, the Employer may pay a variable compensation (if needed) of up to a maximum of 20% of the base salary based on a mix of input and output KPIs.

Examples of input KPIs include but are not limited to: MSOP (Minimum Standards of Performance) e.g. attendance rate, on time to work, uniform according to standard. Examples of output KPIs include but are not limited to: sales volume, execution KPIs (e.g. consumer engagement rate, facings).

The Employer of the Brand Promoter ensures that the remuneration package is understood by and transparent to the Brand Promoter.

For Brand Promoters directly employed by HEINEKEN Companies, the OpCo shall ensure the adherence to the above.

Our Third Party Suppliers (agencies) are made aware about the above through the Addendum to the Agency Contract (Appendix 1).

Principle 2: Support is always available

Brand Promoters should always be able to ask for immediate support of their colleagues or supervisors, as the situation requires. Any grievances in relation to the execution of their duties should be reported immediately.

Brand Promoters can seek support via the following routes:

- Raising any concern through their Supervisor or Employer;
- Filing a report online at <http://speakup.heineken.com>;
- By calling the Support Line in the respective country.

Our Third Party Suppliers (agencies) as well as Brand Promoters are made aware about the above through the Addendum to the Agency Contract (Appendix 1) as well as the Brand Promoters Leaflet (Appendix 3), respectively.

Principle 3: Training is mandatory

Brand Promoters Training

To foster professional knowledge, skills and attitude, HEINEKEN will provide information, instruction and training on a regular basis on all aspects of brand promotion and other issues relating to these activities.

Before starting work as a Brand Promoter, they must complete as a minimum a mandatory baseline e-learning. This e-learning includes all key aspects of this Policy.

A Refresher training shall be organised at least every six months.

Additionally, it is an existing good and recommended practice to provide further trainings to Brand Promoters covering the following elements:

- Information on HEINEKEN, its business, company purpose and values.

- Product knowledge and information on how to sell specific brands in a wide variety of situations.
- Health & Safety and the HEINEKEN Life Saving Rules.
- Do's & Don'ts training on how to approach customers.
- Guidance on appropriate behaviour and dress.
- Alcohol and the importance of responsible consumption.
- Difficult customers: special training in managing difficult situations, especially with customers who may have consumed too much alcohol.
- How to deal with any form of harassment and other undesired or unwanted behaviour.
- Grievances – how to make a complaint or raise a grievance to supervisors and the use of the HEINEKEN Speak Up Policy.

A training record is kept to confirm Brand Promoter attendance.

HEINEKEN Commerce, Procurement and HR teams

All Commerce, Procurement and HR Teams, who are involved with Brand Promoters, must complete a mandatory baseline e-learning. This e-learning includes all key aspects of this Policy.

Principle 4: There are no exceptions

This Policy applies to all HEINEKEN Companies. This refers to each company that is majority owned and controlled, directly or indirectly, by HEINEKEN N.V.

This Policy also applies to specific Business Partners of HEINEKEN. This refers to HEINEKEN's Joint Venture Partners, Distributors and License Partners who sell brands owned by HEINEKEN.

The Scope of this Policy includes Brand Promoters directly employed by any HEINEKEN Company or indirectly through Third Party Suppliers (e.g. agencies).

Brand Promoters working on behalf of a brand owned by or licensed to HEINEKEN through specific Business Partners are also in scope of this Policy.

No geography, channel or specific form of promotional activity is exempt from this Policy.

Principle 5: Management is always responsible

The Managing Director of every HEINEKEN Company, that uses Brand Promoters, is accountable for ensuring the implementation of this Policy.

The Commercial Director of every HEINEKEN Company, that engages Brand Promoters through Third Party Contracts, is responsible for ensuring that these Third Parties have signed the HEINEKEN Supplier Code and Addendum to the Agency Contract (Appendix 1), which contains key elements of this Policy.

For each outlet, where Brand Promoters are deployed, the relevant Commercial

Director is responsible for ensuring that the outlet is informed about the Outlet/Brand Promoters Standards (Appendix 2).

OpCo Management is responsible for ensuring more gender diverse teams of Brand Promoters over time. The OpCo shall assess the current gender diversity of Brand Promoters teams and create a documented action plan for increasing the gender diversity ratio. Performance against the plan must be reviewed annually.

Principle 6: Agencies must conform with our Policy and Outlets must be informed of our Outlet/Brand Promoters Standards

Agencies

Where Brand Promoters are engaged through Third Party Suppliers (Agencies – e.g. BTL, Event, Temporary Labour), we ask these agencies to commit to the key principles outlined in this Policy.

In particular, signed Supplier Codes must be obtained from these parties as they contain key elements from HEINEKEN's Code of Business Conduct and its underlying policies (including Human Rights and Speak Up). Additionally, an Addendum to the Agency Contract must be signed, which includes, as least all provisions of Appendix 1.

OpCo management shall establish a process for monitoring adherence to the Agency contract.

In the event of non-compliance with the minimum standards, as defined in the HEINEKEN Supplier Code, as well as the Addendum to the Agency

contract, HEINEKEN will work together with the agency to take corrective action within an appropriate timeframe. If an agency is not able or fails to correct the non-compliance, HEINEKEN may end the relationship.

Outlet and/or venue owners or Managers

For every outlet and/or venue, where we deploy Brand Promoters, we ask the outlets to commit to the key principles outlined in this Policy.

In particular, they are informed about the key principles of this Policy through the Outlet/Brand Promoters Standards (see Appendix 2).

In the event of non-compliance with the Outlet/Brand Promoters Standards, HEINEKEN will work together with the Outlet to take corrective action within an appropriate timeframe. If an Outlet is not able or fails to correct the non-compliance, HEINEKEN will withdraw Brand Promoters from this Outlet.

Other Parties

For Distributors, who engage Brand Promoters promoting any brands owned by HEINEKEN, the same rules as described for agencies above apply.

For Joint Ventures, where HEINEKEN has a controlling interest, the Managing Director is accountable for ensuring the implementation of this Policy.

For Joint Ventures, where HEINEKEN does not have a controlling interest, as well as for License Partners the Trade Mark License Agreement (TMLA) for all brands owned by HEINEKEN shall incorporate a reference to this Policy. In the event of non-compliance with this Policy, HEINEKEN is entitled to withhold approval of the annual brand plan.

Principle 7: We regularly monitor compliance

We are committed to continuously monitoring compliance to HEINEKEN policies and to correct any situation that falls short. This Policy contains elements which are already addressed by the following HeiRules:

- HeiRule 1 Business Conduct: HEINEKEN Code of Business Conduct and its underlying policies including Human Rights and Speak Up Policy;
- HeiRule 2 Responsible Commercial Communication: Responsible Marketing Code.

Additionally, the Brand Promoters Policy is added to HeiRule 4 Commerce standards.

Monitoring of compliance to this Policy is embedded in the existing HEINEKEN Governance framework. In particular:

- Periodic HeiRules Control Self-Assessment in line with corporate instructions;
- Definition of corrective action plans in case of non-compliances as well registration of those issue in B Wise Issue & Task Management;

- Inclusion of this Policy in the Excellent Outlet Execution (EOE) assessment cycle. HEINEKEN Global Audit may include compliance audits on this Policy in its Annual Audit Plan, which is approved by the Audit Committee of HEINEKEN N.V.

External Third Parties may be engaged to provide additional independent assurance. The SMETA 6.0 (SEDEX Members Ethical Trade Audit) audit methodology is applied for such audits.

Applicability

This Policy is effective as from 11 June 2018 (after the Forum 2018). Amendments may be made from time to time as communicated.

All elements included in this Policy must be implemented at the latest till 31 December 2018.

If for any reason, this Policy cannot be enacted in full in any market or in any channel, then Brand Promoters shall not be used in that market or channel anymore, until the requirements of this Policy can be ensured.

Appendix 1

Template: Addendum to Agency Contract

Introductory note: *The following elements must be incorporated in the legal agreement (e.g. contract, amendment to the agency contract, annex to the agency contract) with every agency (e.g. BTL agency, Event agency, temporary labour agency), which engages Brand Promoters on behalf of HEINEKEN.*

It is OpCo responsibility to check the alignment with local laws and regulations (and possible local legal implications) before applying the Addendum on the right.

HEINEKEN SUPPLIER CODE

Agency warrants that it has acquainted itself with the contents of the HEINEKEN Supplier Code.

Agency warrants that the services provided in all respects comply with applicable laws and regulations, as well as the minimum standards set out in the HEINEKEN Supplier Code.

EMPLOYMENT TERMS BRAND PROMOTERS

Agency shall only employ Brand Promoters above 18 years of age or the legal drinking age of the country of employment, if this is higher.

Agency warrants that Brand Promoters will be offered written labour contracts, which will be signed both by the Brand Promoter and Agency as their employer. The contract should, as a minimum, cover the following aspects:

- Duration of the contract and conditions of termination;
- Description of duties and place(s) of work;

- Normal working hours per period and work schedule(s);
- Salary, allowances and other remuneration;
- Details of the grievance and HEINEKEN Speak Up process and/or local support line and phone number(s);

Agency shall make sure that each Brand Promoter understands its rights and duties incorporated in its labour contract (specifically the remuneration package), thus in case of illiteracy of the Brand Promoter, Agency will orally brief the Brand Promoter on the content of its labour contract.

Agency shall remunerate Brand Promoters with a fixed base salary of minimum [XX] per hour, provided this is sufficient for a decent standard of living, enough to satisfy basic needs for the Brand Promoter and his or her family.

Brand Promoters are not allowed to work on a commission basis. Agency shall only implement a

Appendix 1 Template: Addendum to Agency Contract

limited performance related bonus for Brand Promoters which shall be a maximum of 20 % of the base salary consisting of a mix between input and output Key Performance Indicators (KPIs). To be specified by the OpCo in case it is applicable.

Agency warrants to provide records on salary pay-out to Brand Promoters upon request of HEINEKEN.

WORKING PRACTICES

HEINEKEN does not tolerate any physical, verbal, sexual or psychological harassment, abuse or threats towards Brand Promoters, neither during working hours, nor in any work-related circumstances outside of working hours such as during work-related events.

During working hours, Brand Promoters are not permitted to drink alcoholic beverages and to sit or drink with consumers. Agency warrants that Brand Promoters shall not be put under pressure to drink in order to support sales or to please customers.

In this respect, Agency shall provide guidance and training to Brand Promoters on how to refuse drinks when offered and on what steps to take when they feel any pressure to drink.

Agency shall provide safe transport to Brand Promoters for travelling after 22.00 hrs and/or to remote areas. To be specified by the OpCo – either own transport, travel allowance or provided transport.

Agency shall arrange that Brand Promoters at all times are able to ask for immediate support of a colleague or a supervisor to assist, as the situation requires. Brand Promoters are clearly informed of the grievance procedure.

HEINEKEN shall provide the Agency with decent branded uniforms for all Brand Promoters. Agency warrants that Brand Promoters shall always wear this uniform during working hours and never outside of working hours.

TRAINING

Agency warrants that every Brand Promoters will complete as a minimum a mandatory baseline e-learning before starting work as a Brand Promoter. A Refresher training shall be organised at least every six months.

HEINEKEN shall provide Agency with information and materials for this e-learning.

Optional – to be specified by the OpCo: Agency warrants that every Brand Promoter shall complete a mandatory basic training before the start of their employment, including the following minimum requirements:

- Health & Safety and the Heineken Life Saving Rules;
- Information on HEINEKEN, its business, company purpose and values;
- Product knowledge and information on how to sell specific brands in a wide variety of situations;
- Do's and Don'ts training on how to approach customers;

Appendix 1

Template: Addendum to Agency Contract

- Guidance on appropriate behaviour and dress;
- Alcohol and the importance of responsible consumption;
- Difficult customers: special training in managing difficult situations, especially with customers who may have consumed too much alcohol;
- How to deal with any form of harassment and other undesired or unwanted behaviour;
- Grievances: how to make a complaint or raise a grievance to supervisors and the use of the HEINEKEN Speak Up Policy and/or local support line.

RESPONSIBILITIES BRAND PROMOTERS

Agency shall ensure that Brand Promoters in the performance of their activities shall always act in line with the following guidelines:

- The role of Brand Promoters is to promote HEINEKEN brands and promote moderate consumption of HEINEKEN products;
- Brand Promoters should only serve alcoholic beverages to individuals of the legal drinking age and to individuals whose health or safety

apparently would not be at risk. Serving alcoholic beverages to individuals who are evidently consuming irresponsibly should be avoided at all times;

- Brand Promoters should never consume alcoholic beverages during working hours;
- Brand Promoters should always make use of the transport provided for their own safety;
- Brand Promoters should wear the provided uniform during working hours and never outside of working hours.

Agency warrants that Brand Promoters will receive a Brand Promoters Leaflet, which includes the above responsibilities.

COMPLIANCE

Agency warrants full compliance with the HEINEKEN Supplier Code as well clauses included in this Contract.

If HEINEKEN becomes aware of any breaches against any Brand Promoter employed by the

Agency, an investigation shall be conducted by HEINEKEN. In case the breach is proven and related to negligence of Agency, HEINEKEN shall instigate an improvement plan or this agreement shall be terminated and Agency shall be liable for all damages related to the breach.

AUDIT

At any time during the term of the Agreement, HEINEKEN may perform audits to verify compliance the HEINEKEN Supplier Code as well as with this Contract.

Agency agrees to cooperate fully with the auditor in order to facilitate the audit, most particularly by granting the auditor access to any location, installation, documentation or information requested and by answering all questions of the auditor.

HEINEKEN will apply the SMETA 6.0 (SEDEX Members Ethical Trade Audit) audit methodology for such audits.

Appendix 2

Template: Outlet/Brand Promoters Standards

Introductory note: All Outlets, where Brand Promoters are deployed, must be informed at a minimum of the standards on the right.

Brand Promoters may be directly employed by any HEINEKEN Company or indirectly through Third Party Suppliers or specific Business Partners.

The HEINEKEN values are passion for quality, enjoyment of life, and respect for people and the planet. Living by our values means doing business with integrity and fairness, respecting human rights and putting safety first.

We count on you, to help us deliver on our values and commitments to responsible business conduct at all times.

When engaging with Brand Promoters, who are representing HEINEKEN brands, we expect you to respect the following standards.

Safe working environment

- Provide a safe, secure and healthy working environment.
- Do not ask Brand Promoters to engage in any activities, which are beyond their job responsibility.

No harassment

- Do not tolerate physical, verbal, sexual or psychological harassment, abuse or threats. This includes all efforts to prevent Brand Promoters

from exposure to such situations – be it outlet staff or outlet customers.

- In case of harassment or aggression, the outlet will take appropriate action to protect the Brand Promoters and inform his/her Supervisor immediately.

Responsible alcohol consumption

- Brand Promoters will never sit and drink with consumers and will not consume alcoholic beverages during working hours.
- Brand Promoters will only serve alcoholic beverages to people of legal drinking age and to people whose health or safety apparently is not at risk.

In the event of non-compliance with the minimum standards, as set-up above, HEINEKEN will work together with the Outlet to take corrective action within an appropriate timeframe. If an Outlet is not able or fails to correct the non-compliance, HEINEKEN may withdraw Brand Promoters from this Outlet.

Appendix 3

Template: Brand Promoters Leaflet

Introductory note: All Brand Promoters should receive a Leaflet (physically AND electronically – email, mobile phone), covering the elements on the right.

Your Role

- You are acting as an Ambassador of the HEINEKEN brands
- Your employer should provide you with a written labour contract
- Do not perform tasks beyond your assigned role

Speak Up!

- Do not accept physical, verbal, sexual or psychological harassment, abuse or threats
- Speak Up (either anonymously or not) if you are exposed to unsafe or insecure working environment
- What can you do?
 1. Raise a concern to your supervisor or employer; or
 2. File a report online at <http://speakup.heineken.com>; or
 3. Call the Local Support Line +123456789

Any concern will be dealt with **appropriately** and **confidentially**

Responsible Alcohol Consumption

- Do not consume alcoholic beverages during working hours
- Do not sit and drink with consumers
- Only serve alcoholic beverages to consumers of legal drinking age
- Do not serve alcoholic beverages to consumers whose health or safety apparently is at risk or who are evidently consuming irresponsibly

Training

- Complete the mandatory e-learning before starting to work as a Brand Promoter
- Repeat the training every 6 months

Decent Uniform

- Wear the provided uniform during working hours
- Never wear the uniform outside working hours

Transport

- Use the transport provided to and from the outlet for your own safety

Appendix 4 Brand Promoters Uniform Rules

The following rules are applicable for all Brand Promoters (male, female) uniforms for all markets and all brands:

- Brand specific uniform designs are to be designed case by case following this general rules;
- Uniform must be safe, functional and decent/ appropriate;
- All areas of the body indicated in red below must - at a minimum - be covered; this applies for the front and backside.
- Do not use super tight fit or high stretch materials;
- Do not use transparent materials, lace, latex, rubber, high gloss materials.

Overall, care should be taken to avoid any form of dressing that may come across as provocative or suggestive.

