
DIVERSITY, EQUITY AND INCLUSION POLICY ("DEI Policy")

Franchise Group, Inc. ("FRG" or the "Company") is dedicated to fostering, cultivating, preserving and celebrating a culture of diversity, equity and inclusion ("DEI"). This DEI Policy encompasses FRG's commitments and our initiatives with respect to diversity, equity and inclusion. The DEI Policy is overseen by FRG's Board of Directors through its Nominating and Corporate Governance Committee and the executive management team. This DEI Policy is embedded in FRG's Code of Conduct and Associate Handbook.

Our human capital is the most valuable asset we have. Maintaining a diverse leadership and employee base that reflects the world's diverse population allows FRG to take advantage of the array of innovation, creativity and talent of our human capital. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities and talent that our employees invest in their work represents a significant part of not only our culture, but our reputation and the Company's achievement as well.

Our Commitments

Our commitment to DEI aligns with our values and is reflected in our Company Code of Conduct. We respect and value diverse life experiences and heritages and seek to ensure that all voices are valued and heard. In respecting and valuing the diversity among our employees, and all those with whom we do business, managers and employees are expected to seek to ensure that there is a work environment free of all forms of discrimination and harassment.

FRG commits to:

1. A nondiscriminatory approach and providing equal opportunities for employment and advancement in all of our departments, programs and worksites.
2. Promote a working environment free of bullying, harassment, victimization and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the contributions of all employees are recognized and valued. This commitment includes training managers and all other employees about their rights and responsibilities to help ensure a work environment free of all discrimination and harassment.
3. Strive to create a working environment that reinforces a culture of inclusion, embraces diversity and multiculturalism, seeks to ensure that every employee is treated with dignity and respect, and that seeks to ensure that the contributions of all employees are recognized and valued.
4. Investigate complaints of bullying, harassment, victimization and unlawful discrimination by fellow employees, customers, suppliers, visitors, the public and any others in the course of the

Company's business activities. Such acts will be dealt with as misconduct under the Company's Code of Conduct disciplinary procedures, and appropriate action will be taken.

5. Make opportunities for training, development and progress available to all employees to help and encourage them to develop their full potential, so their talents and resources can be fully utilized to maximize the efficiency of the Company.
6. Review employment practices and procedures when necessary to ensure fairness, and also update them and the DEI Policy to take account of changes in the law.
7. Monitor the make-up of our workforce utilizing available and voluntary information such as age, sex or gender, gender identification, ethnic background, sexual orientation, national origin, citizenship, military service and veteran status, marital status or disability, to encourage equality, diversity and inclusion, and meet the spirit set out in this DEI Policy. Monitoring will also include assessing how this DEI Policy, and any supporting action plan, are working in practice, reviewing them annually, and considering and taking action to address any issues.

Our Initiatives

FRG's DEI initiatives are applicable—but not limited—to our practices and policies on recruitment and selection; compensation and benefits; professional development and training; social and recreational programs; and the ongoing development of a work environment built on the premise that encourages and enforces:

1. DEI as a recognized business interest, with every level of the organization holding responsibility.
2. Respectful communication and cooperation between all employees regardless of title or level.
3. An environment where employees feel that their background and lifestyle do not affect perceptions of them as a professional or affect their opportunities for development and promotion.
4. Teamwork and employee participation, permitting the representation of all groups and employee perspectives.
5. The availability of flexible working practices where appropriate, to accommodate employees' varying needs.
6. Employer and employee contributions to the communities we serve to promote a greater understanding and respect for DEI.

Our Disciplinary and Grievance Procedures

All employees of FRG have a responsibility to treat others with dignity and respect at all times. All employees are expected to exhibit conduct that reflects inclusion during work, at work functions

on or off the work site, and at all other Company-sponsored and participative events.

Employees with concerns about behavior that may violate the Company's DEI Policy and initiatives of prohibiting discrimination and harassment can report through various options including: (1) contact with their direct supervisor; (2) report using the Company's anonymous ethics hotline at (844) 989-1499 or website at <https://franchisegroup.ethicspoint.com>; (3) contact the Human Resources department; or (4) contact the Company's Deputy General Counsel. Any employee found to have exhibited any inappropriate conduct or behavior against others may be subject to disciplinary action as provided for in the FRG Associate Handbook and Code of Conduct.