

KENDRION N.V.

**DIVERSITY POLICY FOR THE SUPERVISORY BOARD
EXECUTIVE BOARD AND MANAGEMENT TEAM**

General

Kendrion values a diverse workforce both across the Kendrion organisation as a whole and at the level of the Supervisory Board, the Executive Board and the Management Team¹.

Under the value creation pillar 'Social and Human Capital' that forms part of Kendrion's sustainability program, the further advancement of diversity across the organisation is a priority. A diverse range of competences and skills and a variety of backgrounds contribute to effective decision-making and consequently value creation.

On the basis of a variety of diversity aspects, Kendrion is committed to maintain and further progress its approach to diversity within the entire organisation, including the Supervisory Board, the Executive Board and the Management Team.

Content

In line with best practice provision 2.1.5 of the Dutch Corporate Governance Code, this diversity policy was adopted for the composition of the Supervisory Board, the Executive Board and the Management Team.

More specifically, this diversity policy addresses:

- a. Diversity aspects relevant to Kendrion
- b. Objectives set in relation to diversity for the composition of the Supervisory Board, the Executive Board and the Management Team
- c. Implementation of Kendrion's diversity policy

Diversity aspects

Diversity aspects considered most relevant for Kendrion and its business include **gender**, **nationality** and **background** (i.e. education, (work) experience). These aspects shall be considered when selecting persons for appointment as member of the Executive Board and the Management Team.

In addition to considering the abovementioned diversity aspects, when selecting persons for appointment as member of the Supervisory Board, due consideration shall also be given to the 'Profile outline' for the Supervisory Board as published on the corporate website at www.kendrion.com.

Diversity objectives

This diversity policy together with other relevant Kendrion policies, such as applicable remuneration policies and incentive schemes, serve to recruit and retain diverse, qualified and experienced supervisors and executives in order to deliver Kendrion's long-term value creation strategy.

¹ Kendrion's Management Team comprises representatives of each business unit and certain functional representatives (e.g. IT, HR).

Taking account of the abovementioned diversity aspects, the following diversity objectives shall be considered when composing the Supervisory Board (in addition to the 'Profile outline' for the Supervisory Board), the Executive Board and the Management Team:

a. **Gender**

At least 30% of the Supervisory Board shall consist of women

Gradual improvement of gender diversity within the Executive Board and Management Team

b. **Nationality**

Maintaining appropriate nationality diversity within the Supervisory Board and Executive Board

Nationalities from at least two regions where Kendrion is active shall be represented on the Management Team

c. **Background (i.e. education, (work) experience)**

The composition of the Supervisory Board shall be consistent with the requirements described in the 'Profile outline' for the Supervisory Board

At least one member of the Executive Board shall have experience in international industrial and/or automotive business or an industry adjacent thereto²

At least three members of the Management Team shall have experience in international industrial and/or automotive business or an industry adjacent thereto

Meeting the diversity objectives

With a view to meeting the abovementioned objectives, each of the diversity aspects **gender**, **nationality** and **background** (i.e. education, (work) experience) will be taken into account when considering candidates for (re)appointment as a member of the Supervisory Board, the Executive Board and the Management Team (as the case may be).

Review and updates

The Supervisory Board shall review this diversity policy and the implementation thereof at regular intervals. The diversity policy shall be updated if and when necessary.

Reporting

In Kendrion's annual integrated report, this diversity policy and the way it has been implemented in practice shall be explained, including a description of the progress made during the year under review.

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² Objective based on an Executive Board consisting of two members.