

Diversity policy Royal Schiphol Group N.V.

26 August 2021

Diversity policy Royal Schiphol Group N.V. in respect of the
Supervisory Board, the Management Board and Senior
Management

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1. Definitions and interpretations

- 1.1.1 In this Policy capitalised terms have the meaning as set out in Schedule 1.
- 1.1.2 Any reference in this Policy to "*in writing*" means in writing or by other reproducible electronic communication.
- 1.1.3 Any reference to "*including*" means including but not limited to.
- 1.1.4 If there is a discrepancy between an English term and a Dutch term used to clarify the same, the meaning of the Dutch term shall prevail.

2. Introduction

2.1 General

- 2.1.1 Royal Schiphol Group N.V. (the “Company”) has an important societal role and therefore the responsibility to actively pursue diversity and inclusion. To this end, the Company included diversity and inclusion in its Destination, as this Destination embodies the Company’s intrinsic values. Since diversity and inclusion reflect both society and the Company’s customers, the Company believes that these are important preconditions for operating as a successful organization. On top of that, diversity and inclusion are important steering points in the relation with employees and other stakeholders, especially in terms of (personal) leadership.
- 2.1.2 To realize the foregoing, the Company will actively work with its employees on the culture of the organization and the processes, to create an organization where diversity and inclusion are self-explanatory; that is a representation of society and attractive to work for; where everyone feels at home; and works together in diverse and inclusive teams.
- 2.1.3 Therefore, the Supervisory Board recognizes the importance of diversity within the Supervisory Board, the Management Board and Senior Management and believes that the Company’s business benefits from a wide range of skills and a variety of different backgrounds. A diverse composition of the Supervisory Board, the Management Board and Senior Management contributes to a well-balanced decision-making process and proper functioning of the boards.
- 2.1.4 The Supervisory Board furthermore recognizes that diversity should not be limited to the Supervisory Board, the Management Board and Senior Management, but should extend to all areas of the Company’s business, including but not limited to management positions and traineeships.
- 2.1.5 Moreover, the Supervisory Board emphasizes the importance of inclusion as well. The Company is actively working on creating an inclusive environment for its employees and other stakeholders, regardless of gender, cultural background, age, sexual orientation and physical abilities through the Diversity & Inclusion (D&I) Board. However, this document mostly focuses on diversity.

2.2 Content

- 2.2.1 In line with best practice provision 2.1.5 of the Code, the Supervisory Board has adopted this Policy for the composition of the Supervisory Board, the Management Board and Senior Management.

2.2.2 The Policy addresses:

- (i) the diversity aspects relevant to the Company;
- (ii) the specific objectives set in relation to diversity; and
- (iii) the implementation of the Policy.

3. Diversity aspects and diversity objectives

3.1 Diversity aspects

3.1.1 The following diversity aspects have been identified as relevant for the Company and its business, considering the market in which the Company operates and the diversity of its customer base.

- (i) gender;
- (ii) cultural background;
- (iii) age;
- (iv) sexual orientation; and
- (v) physical abilities.

3.1.2 The diversity aspects referred to in Clause 3.1.1 shall be considered when composing the Supervisory Board, the Management Board and Senior Management and selecting persons for the appointment as member of the Supervisory Board, the Management Board or Senior Management.

3.2 Diversity objectives¹

3.2.1 The following specific diversity objectives have been identified to improve the diversity within the Supervisory Board, the Management Board and Senior Management:

- (i) maintain the gender diversity within the Supervisory Board such that at least 30% of the Supervisory Board will consist of women and at least 30% of the Supervisory Board will consist of men;
- (ii) maintain the gender diversity within the Management Board such that at least 30% of the Management Board will consist of women and at least 30% of the Management Board will consist of men;
- (iii) maintain the gender diversity within Senior Management such that at least 30% of the Senior Management will consist of women and at least 30% will consist of men;
- (iv) increasing the cultural diversity within the Supervisory Board, the Management Board and Senior Management such that by 2025 at least 15% of the Supervisory Board, the Management Board and Senior Management combined will consist of a combination of international and bi-cultural Supervisory Directors, Managing Directors and Senior Managers;

¹ A specific target is not included for both sexual orientation and physical abilities. Both diversity aspects are part of the inclusion objectives.

- (v) the Company pursues rejuvenation in appointments of Supervising Directors, Managing Directors and Senior Managers.

4. Implementation and reporting

4.1 Meeting the diversity objectives

4.1.1 In order to meet the diversity objectives, the diversity aspects referred to in Clause 3.1.1 shall be considered and be taken into account for recruitment, talent development, appointment to roles, retention of employees, mentoring and coaching programs, succession planning, training and development.

4.2 Review and updates

4.2.1 The Supervisory Board shall review the Policy and the implementation of it on a regular basis. The Supervisory Board shall update the Policy if and when necessary.

4.3 Corporate governance statement

4.3.1 In the Company's corporate governance statement the Policy and the way it has been implemented in practice shall be explained, addressing more specifically:

- (i) the objectives of the Policy;
- (ii) how the Policy has been implemented; and
- (iii) the results of the Policy in the past financial year.

4.3.2 If the composition of the Supervisory Board, the Management Board or Senior Management diverges from the objectives referred to in Clause 3.2, and if and to the extent that this is provided under or pursuant to Dutch law, the Company's corporate governance statement shall include:

- (i) an outline of the current state of affairs;
- (ii) an explanation as to which measures are being taken to attain the intended target; and
- (iii) by when this is likely to be achieved.

Schedule 1 - Definitions

Capitalised terms in these Rules have the following meanings:

"Code" means the Dutch Corporate Governance Code 2016;

"Company" means Royal Schiphol Group N.V.;

"Diversity & inclusion Board" means the diversity and inclusion board of the Company;

"Management Board" means the management board (*bestuur*) of the Company;

"Managing Director" means a member of the Management Board (*bestuurder*);

"Policy" means this diversity policy, as amended from time to time;

"Senior Management" means the layer below the Management Board, the Leadership Team Schiphol Group (LTSG);

"Senior Manager" means a member of Senior Management;

"Supervisory Board" means the supervisory board (*raad van commissarissen*) of the Company;

"Supervisory Director" means a member of the Supervisory Board (*commissaris*);

