
DIVERSITY & INCLUSION POLICY

January 2026

ACKERMANS VAN HAAREN

An aerial photograph of a city skyline, likely Amsterdam, featuring a prominent building with a tall, dark, conical spire. The building is surrounded by other urban structures, and the sky is a clear, light blue.

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Purpose

Long-term value creation is only possible if we attract and retain great competence and talent. Talent Management is identified as a material topic in the double materiality analysis (DMA) at group level.

Ackermans & van Haaren (AvH) aims to be an organization where diversity and inclusion (D&I) are drivers of innovation, engagement and sustainable growth. Diversity refers to the traits and characteristics that make people unique, while inclusion refers to the behaviours and social norms that ensure every colleague feels welcome and supported to reach their full potential.

AvH actively seeks complementary skills and viewpoints, convinced that diversity of thought strengthens our ability to address complex challenges and deliver lasting results.

Principles

- **Respect and Equity:** Every colleague is entitled to equal opportunities to thrive, irrespective of gender, cultural background or personal circumstances.
- **Inclusive Talent Management:** Recruitment, onboarding, development, promotion, and compensation processes must be designed and applied in a way that is fair, inclusive and free from bias.
- **Language as an Enabler:** English is adopted as the corporate language to ensure equal access to information and opportunities across nationalities.
- **Bias Awareness:** AvH is committed to systematically addressing unconscious biases through awareness, training and processes that neutralize their effects.
- **Inclusive Leadership:** Leaders at AvH and in portfolio companies are expected to actively rolemodel inclusive behaviours, foster psychological safety and support healthy and sustainable work conditions.
- **Equitable Development:** AvH acknowledges that individuals may require different types of support to flourish and commits to providing tailored development opportunities where needed.
- **Fair Pay:** Equal pay for equal work is a nonnegotiable standard.
- **D&I Governance:** Diversity and inclusion will be a standing topic on AvH's governance agenda and will be promoted across its portfolio companies.

Strategic Importance

AvH pursues this policy because it is aligned with its core values and because:

- Maintaining societal relevance requires reflecting the diversity of the communities in which we operate.
- Two-thirds of job seekers take a company's diversity into account when choosing where to work.
- An inclusive workplace increases retention by fostering belonging and engagement.
- Diversity of thought and perspective drives innovation, productivity and risk awareness.
- A visible commitment to inclusion enhances AvH's attractiveness as an employer and partner.

Scope

This policy applies to the directors and staff of AvH and its sub holdings and serves as a framework for encouraging and supporting diversity and inclusion initiatives across the various portfolio companies.

Commitments

AvH commits to:

- Establishing hiring practices that ensure diverse candidate pools and diverse interview panels.
- Embedding cultural and gender neutrality in communication, job descriptions and branding.
- Providing employees with the opportunity to strengthen their English language skills.
- Ensuring that training on unconscious bias and inclusive leadership is accessible to colleagues and provided for leaders.
- Creating balanced workplaces free of discrimination, with attention to the value of diversity and personal well-being.
- Supporting individual's development through both shared and personalized initiatives.

Monitoring and review

On an annual basis, the remuneration committee and the executive committee review performance and monitor adherence to this policy.

The board of directors approved the Diversity & Inclusion Policy at the meeting of the board of directors of 13 January 2026. This policy will be evaluated on a regular basis and updated where necessary.