

DIVERSITY & INCLUSIVITY POLICY

HOLLAND COLOURS NV

24 March 2026

1. INTRODUCTION

- 1.1 At Holland Colours NV (“**Holland Colours**” or the “**Company**”) we recognize the importance of diversity. A diverse workforce strengthens Holland Colours by bringing together a broad range of skills, experiences, and perspectives. A diverse composition enhances the quality of decision-making, improves the effectiveness of oversight, and contributes to the Company’s long-term value creation. This diversity supports balanced decision-making, enhances adaptability, and encourages independent and critical thinking. It also broadens our talent pool and supports the attraction and retention of qualified employees.
- 1.2 Diversity and inclusion are closely connected. An inclusive work environment fosters employee engagement, which in turn drives collaboration, innovation, productivity, and sustainable organizational performance.
- 1.3 Based on a variety of diversity aspects, Holland Colours is committed to maintaining and further developing its approach to diversity across the entire organization, including the Supervisory Board, the Board of Management and Senior Management.
- 1.4 This Diversity & Inclusivity Policy applies to Holland Colours NV and its subsidiaries, unless and to the extent that its application conflicts with applicable local laws or regulations, in which case such local laws and regulations shall prevail.

2. CONTENT

- 2.1 In line with the Dutch Corporate Governance Code (the “**Code**”), the Regulations of the Supervisory Board, the Supervisory Board has adopted this Diversity & Inclusivity Policy (“**D&I Policy**”), subject to Supervisory Board approval.
- 2.2 This D&I Policy addresses:
 - (i) the diversity and inclusivity aspects relevant to the Company;
 - (ii) the specific objectives set in relation to diversity and inclusivity; and
 - (iii) the implementation, monitoring and reporting of this D&I Policy.

3. DIVERSITY AND INCLUSIVITY ASPECTS

3.1 Diversity

At Holland Colours, our people are our most valuable asset. The diversity of backgrounds, experiences, perspectives, and talents within our workforce strengthens our culture, drives innovation and supports our long-term success.

3.2 Inclusivity

At Holland Colours, inclusivity is an integral part of who we are. We encourage our people to be themselves at work and foster an open, respectful environment where different perspectives are valued. By creating space for dialogue and collaboration, we strengthen innovation and create value for our customers, shareholders and employees.

We are committed to fostering an inclusive working environment in which everyone feels respected and valued. We embrace differences across age, nationality, educations, ethnicity, gender, sexual orientation, abilities, beliefs and socio-economic backgrounds, and we encourage all employees to contribute fully and authentically to our organization.

3.3 **Commitment**

Diversity and inclusivity are applied consistently throughout the organization, including recruitment, selection, development and appointment processes at all levels, from the Supervisory Board and the Board of Management to our global divisions.

In line with these principles of the Company's HR framework, Holland Colours promotes inclusivity more broadly through equal opportunities, an open culture, and a safe work environment for all employees.

4. **DIVERSITY AND INCLUSIVITY PRACTICES AND HR FRAMEWORK**

4.1 **Recruitment and Selection**

The Company strives to attract and retain a diverse workforce that reflects the markets in which we operate. Recruitment, selection, internal mobility, and promotion are based on objective and transparent criteria.

Each vacancy is supported by a clear job profile and interviews are conducted using the STAR method. All vacancies are published internally to ensure equal access for employees. This approach is applied consistently and fairly across the organization.

4.2 **Performance and Annual Appraisal**

Performance and behavior form the sole basis for the annual performance appraisal at Holland Colours. Performance reviews are conducted using objective criteria and behavior-based assessments, based on the Company's Winning Behaviors as translated into competences. This approach ensures that employees are evaluated in a fair and transparent manner. Calibration takes place as part of the appraisal process.

Personal characteristics such as gender, age, background, sexual orientation, physical ability or beliefs never influence appraisal, promotion or termination decisions.

4.3 **Compensation and Benefits**

Remuneration at Holland Colours is determined by the responsibilities of the role, the employee's experience and individual performance. All roles are evaluated, and each location applies a salary structure. Together, these elements ensure fair and equitable compensation across the organization.

4.4 **Development and Training**

Holland Colours encourages continuous learning and development. All employees, regardless of background or education, are supported in creating their own development plan as part of the Better Together Dialogue cycle. Training needs and development opportunities are discussed during the annual dialogue. To support this, Holland Colours allocates 2% of annual wages to training and development.

5 DIVERSITY AND INCLUSIVITY OBJECTIVES

5.1 Diversity Objectives

5.1.1 Supervisory Board

The Supervisory Board maintains a diversity and inclusivity policy for its own composition and for the composition of the Board of Management.

The Company aims for a gender-balanced composition of the Supervisory Board with the objective that at least one-third of the Supervisory Board members are women and at least one-third are men. This target aligns with the Code and reflects the Company's commitment to balanced oversight and effective supervision.

5.1.2 Board of Management and Senior Management

For the combined group of the Board of Management and Senior Management, the objective is that at least one-third of its members are women and at least one-third are men.

This target reflects the importance of diversity in broader leadership and ensures a sustainable talent pipeline.

5.2 Inclusivity Objectives

Inclusivity is a key element of the policy, including promoting a culture in which employees feel respected, valued and safe.

5.2.1 Equal Opportunities

We ensure that all employment decisions (recruitment, promotion, appraisal and compensation) are based solely on objective, job-related criteria, providing equal opportunities for all employees.

5.2.2 Fair Performance Process

Performance reviews are conducted using objective appraisal criteria, calibrated assessments and competence-based evaluation methods.

5.2.3 Inclusive Development and Growth

We provide all employees, regardless of background, education or personal characteristics, with equal access to learning, development and internal mobility opportunities.

5.2.4 Integrity Complaints

We ensure that every integrity complaint is treated equally and assessed in a fair, objective, and confidential manner, using the same procedures and standards across the organization.

6. IMPLEMENTATION

6.1 Meeting the D&I Objectives

To achieve and maintain the D&I objectives, the Company:

- considers D&I aspects, as referred to in clause 3, in all processes related to recruitment and nomination;
- enhances the Company's HR framework with inclusive and objective selection criteria;
- promotes equal opportunities for career development, succession planning, and mentoring;
- supports a safe, inclusive culture through training, communication, behavior guidelines, and leadership engagement;
- integrates D&I considerations into talent attraction, development, retention, and leadership programmes.

Together, these measures strengthen diversity and inclusivity and support sustainable progress towards the Company's composition objectives.

7 REPORTING AND TRANSPARANCY

7.1 The Company reports annually on the following:

- the results of its D&I Policy in the previous financial year;
- the measures and timelines implemented or planned to achieve the Company's composition targets;
- the approach to achieving the D&I objectives;
- the rationale for the chosen qualitative and quantitative objectives;
- the diversity targets applicable for statutory reporting under the *SER-Diversiteitsportaal*;
- relevant disclosure obligations under the Code and, where applicable, the CSRD/ESRS S1 standards.

8. REVIEW AND UPDATES

The Board of Management, in consultation with the HR Committee of the Supervisory Board, reviews the D&I Policy and its implementation annually. The policy is updated where necessary, taking into account the guidance and feedback of the Supervisory Board. This approach supports the continuous improvement of the Company's diversity and inclusivity initiatives.

Policy updates are made as necessary, taking into consideration:

- legal and regulatory developments;
- insights from governance validation reviews;
- progress toward the Company's D&I objectives;
- best practices and benchmarks in the Dutch small-cap market.