



KARDAN N.V.

DIVERSITY POLICY

Name	Diversity Policy
Revision	1
Date	28 August 2024

1 General provisions

1.1. In this Policy, the following words shall, unless the context requires otherwise or unless specified otherwise in this Policy, have the following meanings:

Board	the board of directors of Kardan;
Board Member	an executive or non-executive member of the Board;
Group	Kardan together with any company that is affiliated of Kardan in a group as referred to in section 2:24b of the Dutch Civil Code;
Kardan	Kardan N.V., a public company with limited liability, having its official seat in Amsterdam;
Policy	this diversity policy, including any subsequent and future amendments thereto;

1.3. Whenever applicable, the masculine shall be deemed to include the feminine.

2. Background

2.1. The Board has taken notice of the legislation in sub 7 from article 166 of book 2 of the Dutch Civil Code which obligates 'large' companies to set "appropriate and ambitious goals" in the form of a target number to balance the male-female ratio within their board and senior management. This has been implemented by setting target numbers for the Company's Board and management of all companies within the Group with employees.

3. Targets

3.1 Due to the fact the Company only has one executive Board Member, who has the ambition to stay within the Company for a long time, the Company does not pursue a target number for the executive Board Members.

3.2 When nominating and appointing non-executive Board Members, the Company aims for a balanced composition within its non-executive Board, ensuring that 50% of the positions are held by women and 50% by men.

3.3 Within the Group's management, the Group strives to achieve a balanced ratio as much as possible, in compliance with legal regulations. In this respect, the goal is that 40% of the positions within the Group's management are held by women.

4. Measures

4.1 To maintain the 40% target for women in the Group's management, several measures have been implemented by the Group. These include childcare support, paid parental leave, home working arrangement and flexible working hours arrangement to encourage female and male members of the management. Furthermore, when recruiting employees to a management position, the Group applies a strict policy of equal pay for male and female employees for work of the

same value, which is monitored annually. In addition, the Group's Code of Conduct includes a prohibition of discrimination and transgressive behaviour. The Group rejects all forms of discrimination, exclusion or preferential treatment that could undermine equality of opportunity or fair treatment in employment.

- 4.1 The Board will continue to monitor diversity within the Group and, if necessary, take new measures.