

Diversity Policy Royal Schiphol Group N.V.

in respect of the Supervisory Board,
Management Board, Executive
Committee, Senior Management and
the total workforce

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1. Definitions and interpretations

- 1.1 In this Policy capitalised terms have the meaning as set out in Schedule 1.
- 1.2 Any reference in this Policy to “*in writing*” means in writing or by other reproducible electronic communication.
- 1.3 Any reference to “*including*” means including but not limited to.
- 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. (“Schiphol”) has an important societal role and therefore the responsibility to actively pursue diversity, equity and inclusion (“DEI”). Furthermore, DEI is a prerequisite for successfully implementing Schiphol’s strategic plan, since only diverse, equal and inclusive teams can meet stakeholders needs and therefore ensure ‘happy travellers, airlines and employees in balance with its environment’.
- 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 DEI is 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, the Executive Committee, Senior Management and the total workforce. The Supervisory Board believes that the Company’s business benefits from a wide range of skills and a variety of backgrounds. A diverse composition of the Supervisory Board, the Management Board, the Executive Committee, Senior Management and the total workforce 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 scope of this Policy but should extend to all areas of the Company’s business, including but not limited to other management positions and traineeships.
- 2.1.5 Moreover, the Supervisory Board emphasizes the importance of equity and inclusion as well. The Company is actively working on creating an equal and inclusive environment for its employees and other stakeholders, regardless of gender, cultural background, age, sexual orientation and physical/mental abilities. However, this document primarily focuses on gender 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, the Executive Committee, Senior Management and the total workforce.
- 2.2.2 The Policy addresses:
- (i) The diversity aspects relevant to Schiphol;
 - (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 Schiphol and its business, considering the market in which Schiphol operates and the diversity of its customer base.

- (i) Gender;
- (ii) Cultural background;
- (iii) Age;
- (iv) Sexual orientation;
- (v) Physical and mental abilities; and
- (vi) Persons with a distance to the labor market

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

3.2 Diversity objectives

3.2.1 Specific targets are set for gender; there are internal targets for cultural background and age. Specifically for sexual orientation, physical/mental abilities and persons with a distance to the labor market, Schiphol has chosen not to set targets to ensure focus and for privacy reasons.

3.2.2 The following specific diversity objectives have been identified to improve the diversity within the Supervisory Board, the Management Board, the Executive Committee, Senior Management and the total workforce:

- (i) Ensure that the gender diversity within the Supervisory Board is such that at least 35% of the Supervisory Board will consist of women and at least 35% will consist of men;
- (ii) Ensure that the gender diversity within the Management Board is such that at least 33% of the Management Board will consist of women and at least 33% will consist of men;
- (iii) Ensure that the gender diversity within the Executive Committee is such that by 2030 the Executive Committee will consist of at least 35% women and at least 35% men;
- (iv) Ensure that the gender diversity within Senior Management is such that by 2030 the Senior Management will consist of at least 35% women and at least 35% men;
- (v) Ensure that the gender diversity within the total workforce is such that by 2030 at least 33% of the total workforce will consist of women and at least 33% will consist of men;
- (vi) Schiphol pursues cultural diversity in appointments of Supervisory Board, Management Board and Senior Management. To do so, Schiphol has several internal targets;
- (vii) Schiphol pursues rejuvenation in appointments of Supervisory Board, Management Board and Senior Management. To do so, Schiphol has several internal targets.

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 will 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 Schiphol's corporate governance statement the Policy and the way it has been implemented in practice will 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, Schiphol's corporate governance statement will 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 2025;

“**Executive Committee**” means the executive committee of Schiphol;

“**Executive Committee Member**” means a member of the Executive Committee;

“**LT**” means Schiphol’s Leadership Team, consisting of the Management Board and Executive Committee Members, BA Directors and Head of (sub)departments related to operations, infrastructure and strategy;

“**LT-X**” means Schiphol’s Leadership Team-X, which is Schiphol’s top 130, consisting of all internal direct reports to Business Area Directors (non-CLA) or Executive Committee, internal members of the LT, internal direct reports to Chief Executive Officers of the regional airports and internal Finance Navigators.

“**Management Board**” means the management board (*bestuur*) of Schiphol;

“**Management Board Member**” means a member of the Management Board (*bestuurder*);

“**Policy**” means this diversity policy, as amended from time to time;

“**Schiphol**” means Royal Schiphol Group N.V.;

“**Senior Management**” means Schiphol’s LT and LT-X;

“**Supervisory Board**” means the supervisory board (*raad van commissarissen*) of Schiphol;

“**Supervisory Board Member**” means a member of the Supervisory Board (*commissaris*).