

diversity policy Aalberts Industries N.V.

in respect of the Management Board and the Supervisory Board

1 introduction

1.1 general

- 1.1.1 The supervisory board of Aalberts Industries N.V. (the “**Supervisory Board**”) recognizes the importance of diversity within the Supervisory Board and the management board of Aalberts Industries N.V. (the “**Management Board**”) and believes that the business of Aalberts Industries N.V. (the “**Company**”) benefits from a wide range of skills and a variety of different backgrounds. A diverse composition of the Supervisory Board and the Management Board contributes to a well-balanced decision-making process and proper functioning of the boards. The Supervisory Board is also aware that the pool of candidates in terms of knowledge, skill set and industry experience is limited for the Supervisory Board and Management Board.
- 1.1.2 The Supervisory Board furthermore recognizes that diversity should not be limited to the Supervisory Board and the Management Board, but should extend to all areas of the Company’s business.

1.2 content

- 1.2.1 In line with best practice provision on diversity in the Dutch Corporate Governance Code, the Supervisory Board has adopted this diversity policy for the composition of the Supervisory Board and the Management Board (the “**Diversity Policy**”).
- 1.2.2 The Diversity 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 Diversity Policy.

2 diversity aspects and diversity objectives

2.1 diversity aspects

- 2.1.1 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) education/experience;
 - (ii) nationality/cultural background;
 - (iii) gender;
 - (iv) age.
- 2.1.2 The diversity aspects referred to in Clause 2.1.1 shall be considered when composing the Supervisory Board and the Management Board and selecting persons for the appointment as member of the Supervisory Board and the Management Board.

2.2 diversity objectives

- 2.2.1 The following specific diversity objectives have been identified to improve the diversity within the Supervisory Board and the Management Board:
- (i) maintaining a sound balance of nationality and cultural background within the Supervisory Board and the Management Board;
 - (ii) increasing the gender diversity within the Supervisory Board and the Management Board, such that at least 30% of the Supervisory Board and the Management Board will consist of women and at least 30% of the Supervisory Board and the Management Board will consist of men;

(iii) increasing the age diversity within the Supervisory Board and the Management Board.

3 implementation and reporting

3.1 meeting the diversity objectives

3.1.1 In order to meet the diversity objectives, the diversity aspects referred to in Clause 2.1.1 shall be considered and be taken into account for recruitment, talent development, appointment to roles, attraction and retention of employees, mentoring and coaching programs, succession planning, training and development.

3.2 review and updates

3.2.1 The Supervisory Board shall review the Diversity Policy and the implementation of this policy regularly. The Supervisory Board shall update or amend the Diversity Policy if and when necessary.

Effective as of 14 December 2017