



FrieslandCampina 
nourishing by nature

FrieslandCampina Global Diversity, Equity & Inclusion Policy

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At Royal FrieslandCampina N.V. (“FrieslandCampina”), we value the uniqueness of everyone and uphold “the Power of We”. We aspire to create a working environment that allows all people to bring their best and authentic selves to work to drive a better and more sustainable business performance.

For us:

Diversity means employing people with various characteristics (e.g. racial, ethnic, socioeconomic, and cultural backgrounds; as well as various lifestyles, experience and interests) and a balanced representation of gender, age, race, socio-economic status, religion and political perspectives.

Equity means fair treatment for all people, so that the norms, practices, and policies in place ensure identity is not predictive of opportunities or workplace outcomes.

Inclusion refers to the behaviours and social norms that ensure people feel welcome. It unlocks the power of diversity through mindsets, skillsets, practices, structures and policies.

FrieslandCampina's Diversity, Equity & Inclusion (DE&I) strategy has three focus areas:

- We have a diverse workforce – build on mutual differences
- We are inclusive – each individual belongs and has identical opportunities
- We grow together – our culture reflects every individual's best self

The following 2030 targets are set for the composition of our management and supervisory bodies¹:

- At least **one-third** of FrieslandCampina's Supervisory Board is represented by women and at least one-third by men;
- At least **thirty percent** of FrieslandCampina's Executive Board and Executive Team respectively is represented by women and at least thirty percent by men;
- **Fifty percent** of FrieslandCampina's senior management² is represented by women and fifty percent by men;
- At least **fifty percent** of FrieslandCampina's senior management is represented by different nationalities;
- Everyone at FrieslandCampina experiences an equal opportunity to succeed, regardless of background > 80 in annual employee survey Over2You.

¹ The targets are set and as part of this policy based on Article 2:142b and Article 2:166 of the Dutch Civil Code, and the Dutch Corporate Governance Code.

² Senior management refers to employees with a job grade equal to and above Hay grade 20.

This policy applies to FrieslandCampina, FrieslandCampina's subsidiaries, and other legal entities where FrieslandCampina has management control. We also expect our business partners to value and continuously drive diversity, equity & inclusion within the meaning of this policy.

This policy supports our [Compass for Good Business Conduct](#) that includes our commitment towards workplace respect and also links to our global [Human Rights Policy](#), especially the topic of non-discrimination and equality.

Implementation of this policy is under FrieslandCampina's global social sustainability governance and specified by the annual global DE&I action plan, and will be reported in the annual report.

In case employees or other stakeholders have concerns about potential violations of the values diversity, equity and inclusion, they are encouraged to raise these in our [Speak Up procedure](#).

The Executive Board, together with the Supervisory Board, of FrieslandCampina may amend, update, revise and/or revoke this policy as deemed appropriate.