

## **Diversity Policy**

**Cementir Holding N.V.**

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## 1 INTRODUCTION

1.1.1 The board of directors (the "**Board of Directors**") of Cementir Holding N.V. ("**Cementir**") has adopted this diversity policy (the "**Diversity Policy**") on [13] November 2019. The Diversity Policy sets out the rules regarding the diversity of the composition of the Board of Directors. This Diversity Policy has been established in accordance with best practice provision 2.1.5 of the Dutch Corporate Governance Code (the "**Code**"). The Diversity Policy is published on the Company's website.

1.1.2 The Board of Directors acknowledges the importance of diversity among all individuals who are working for Cementir. The Board of Directors should have a diversified composition, bringing along a well-balanced decision-making process and proper functioning of the respective boards. The purpose of this Diversity Policy is therefore to lay down the aspects and objectives of diversity within Cementir and the intended implementation and reporting on it.

## 2 DIVERSITY ASPECTS

2.1.1 Considering the market in which Cementir operates, the following diversity aspects have been identified as relevant for Cementir and its business and will therefore be considered by the Board of Directors when selecting persons for the appointment as member of the Board of Directors:

- (a) nationality;
- (b) age;
- (c) gender; and
- (d) education and experience.

2.1.2 Cementir has the objective to achieve diversity within the Board of Directors, more specifically Cementir would seek to:

- (a) increase the gender diversity so that at least 30% of the Board of Directors together consists of men and at least 30% of the Board of Directors consists of women; and
- (b) increase the nationality and age diversity as well as creating and maintaining a variation in education and experience within the Board of Directors.

## 3 IMPLEMENTATION AND REPORTING

### 3.1 Meeting the diversity objectives

In order to meet the objective as referred to in art. 2.1.2, the diversity aspects referred to in art. 2.1.1 will be taken into account for recruitment, talent development, appointment to

roles, retention of employees mentoring and coaching programs training and development.

### **3.2 Review and updates**

Any former policy on this subject is superseded by this Diversity Policy. This Diversity Policy and its implementation will be reviewed on a regular basis and may be amended if deemed necessary by the Board of Directors or else in compliance with the Group policy setting the rules for updating Cementir's procedures and having obtained the required approvals.