

Diversity and Inclusion Policy

Purpose

The Diversity and Inclusion Policy sets out the rules regarding the diversity and inclusion of the composition of the Management Board of the Company, the executive committee of the Company (the “Executive Committee” and each member (not being a Managing Director) an “Executive Committee Member”), the senior management of the Company (the “Senior Management”) and the Supervisory Board. This Diversity & Inclusion Policy has been established in accordance with the best practice provision 2.1.5 of the Dutch Corporate Governance Code (the “Code”). The diversity & Inclusion Policy is published on the Company’s website.

A management team is installed per business unit (each a “Management Team”). Each Management Team is supported by dedicated employees of corporate support functions (together with the Management Team defined as the “Extended Management Team”).

In light of the above and the updated Dutch Corporate Code, the Diversity and Inclusion Policy is updated.

The Senior Management, as described in the Code of Conduct and article 2:166 of the Dutch Civil Code, consists of:

- each executive committee member; and
- each member, not being a Managing Director, of the Extended Management Teams

The Supervisory Board acknowledges the importance of diversity and inclusion among all individuals who are working for the Company. The Management Board, the Executive Committee, the Senior Management and the Supervisory Board 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 and Inclusion policy is therefore to lay down the aspects and objectives of the diversity and inclusion within the company and the intended implementation and reporting on it.**

Key Objectives

The objective of this Diversity and Inclusion Policy is to create equal opportunities within CM.com for all (future) employees by fostering a culture of belonging, fairness, and respect across all levels of the organization.

Document Control

Policy Expert	Grace Mather
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Framework Reference

Standard / Legislation	Chapter / Paragraph
Dutch Corporate Governance Code	2.1.5

Definitions

Term	Definition
Diversity	Diversity refers to the presence of differences within a given setting. In the workplace, this includes differences in race, ethnicity, gender, age, sexual orientation, disability, socioeconomic status, education, nationality, religion, and other unique characteristics. It's about recognizing and valuing a range of perspectives and experiences.
Inclusion	Inclusion is the practice of creating an environment where all individuals feel welcomed, respected, supported, and valued. It goes beyond simply having diverse representation and ensures that everyone has equal opportunities to contribute, participate, and thrive. Inclusion fosters a culture of belonging and engagement.

Principles

Diversity Aspects

Considering the market in which the Company operates, the following diversity aspects have been identified as relevant for the Company and its business and will therefore be considered by the Management Board and the Supervisory Board when selecting persons for the appointment as Managing Director, Executive Committee Member, Senior Management or Supervisory Director as applicable:

- nationality
- age
- gender (identity) and
- education and experience

The company has the objective to achieve diversity within Management Board, the Executive Committee, the Senior Management and the Supervisory Board, more specifically the Company would seek to:

(a) increase the gender diversity so that at least 30% of the Management Board, the Executive Committee and Senior Management consists of men and at least 30% of the Management Board, the Executive Committee and Senior Management consists of women,

(b) maintain the gender diversity so that at least 33% of the Supervisory Board consists of men and at least 33% of the Supervisory Board consists of women; and

(c) increase the nationality and age diversity as well as creating and maintaining a variation in education and experience within the Management Board, the Executive Committee, Senior Management and the Supervisory Board

Inclusion Aspects

The Company strives to have an inclusive culture, in which all employees feel welcome and appreciated, regardless of any differences in background.

Implementation and Reporting

Meeting the diversity and inclusion objectives

In order to meet the objective as referred to in paragraph 2.1.2, the diversity and inclusion aspects referred to in paragraphs 2.1.1. and 3 will be taken into account for recruitment, talent development, appointment to roles, retention of employees, mentoring and coaching programs, training and development.

Founder Committee Appointments

The founder committee of the Company (the “Founder Committee”), if installed, shall take this Diversity & Inclusion Policy into consideration when exercising the right to appoint up to one-third of the Supervisory Directors.

Diversity & Inclusion Taskforce

The Diversity & Inclusion Taskforce is a diverse group of individuals from across CM.com dedicated to discussing, addressing, and driving improvements on Diversity & Inclusion initiatives. The Diversity & Inclusion Taskforce can be reached via diversityandinclusion@cm.com.

The Taskforce has a General Confluence space where additional information can be found.

Review and Updates

The supervisory Board and/or Management Board shall review this Diversity & Inclusion Policy and its implementation on a regular basis. The Supervisory Board is authorized to amend this Diversity & Inclusion Policy, where applicable to the Management Board and/or Supervisory Board. The Management Board is authorized to amend this Diversity & Inclusion Policy where applicable to the Executive Committee, Senior Management and/or the rest of the workforce with the prior approval of the Supervisory Board

Reporting

If an employee observes that someone is not compliant with the following policy they may report through the following:

- Speak Up Tool, further details in Speak Up Policy.
- Their direct lead;
- HR Business Partner;
- Head of HR;
- Head of Risk and Compliance or Risk Manager;
- ESG Manager;

- Confidential Advisor;

Training

The Diversity and Inclusion Policy is part of the Leadership Training and will continue taking on more trainings around biases and inclusion. These trainings emphasize the importance of a safe and inclusive organization where every employee, regardless of background, location, or role, feels valued, supported, and empowered to contribute to CM's success.

Participation in the trainings is mandatory, as stipulated in the Training Policy, and is monitored to ensure accountability and compliance.

Roles & Responsibilities

Roles	Responsibilities
CM.com Employee	Every CM.com employee should be aware of the Diversity & Inclusion Policy.
D&I Taskforce	The D&I Taskforce develops, implements, and maintains the Diversity and Inclusion Policy, they create awareness by promoting a culture of D&I awareness. They also implement D&I training, monitor workforce diversity metrics, and address concerns to foster an inclusive and supportive environment.
HR	HR serves as the implementors of the Diversity & Inclusion (D&I) Policy, integrating its principles into recruitment, talent development, and workplace culture to ensure fair and equitable opportunities for all employees.
Management Board of CM.com	The Management Board of CM.com should ensure that diversity and inclusion is integrated with the organization's governance structure.