

## Diversity Policy

### 1. Purpose

Our goal is to create an environment of inclusion and acceptance in JDE Peet's N.V. (the **Company**) in which each person is treated equally without discrimination. The Company therefore values and promotes diversity in the Company as a whole and at executive level including in its board (the **Board**) as well. The Company recognises that differences in skills, experience, education, background, nationality, age, race, gender, sexual orientation, religious beliefs, physical ability and other characteristics of people are important and enable the Company to look at issues and to solve problems in different ways, to respond better to challenges, and to take more robust decisions. All these different skills and backgrounds collectively represented in the Company reflect the diverse nature of the environment in which the Company and its stakeholders operate, and improve effectiveness through diversity of approach and thought. Diversity enables the Company to attract and maintain the best talented people. For that reason the Board has decided to adopt this diversity policy (the **Policy**) for the Board and senior management team that functions as the executive committee as referred to under the Dutch Corporate Governance Code (the **Senior Management Team**).

### 2. Current composition of the Board and objectives

Annually, the Board will assess the size and composition of the Board to determine whether there is a good balance and mix of sector knowledge, educational background, financial expertise, work experience, management capabilities and diversity. In addition, the Board will determine measurable objectives for achieving more diversity on the Board.

The current Board is considered well balanced in terms of professional expertise, nationality, age and educational background. At the date of adoption of this Policy, the Board's objective is to improve gender diversity by achieving at least 30% women representation in the Board.

The Company furthermore places high emphasis on ensuring the development of diversity in the Senior Management Team roles within the Company, and the Board supports and will monitor the Company's objective of ensuring that at least 30% of the positions in the Senior Management Team are (or continue) to be held by women.

Where searches for appointment to the Board or Senior Management Team are conducted by the Company or by search firms, they will identify and present qualified women and people with different nationality, age, education and work background.

### 3. Commitment, monitoring and reporting

The Board commits itself to diversity in skills, experience, education, background, nationality, age, race, gender, sexual orientation, religious beliefs, physical ability and other characteristics of directors and managers, when selecting new candidates for the Board and Senior Management Team. At the same time, the Board aims for retaining the balance in the requisite expertise, experience and diversity.

The Board will report annually, in the corporate governance statement in the Company's report of the Board, on the process used in relation to any Board appointments. Such report will include a summary of this Policy and how it has been implemented in practice in a particular financial year.

The Remuneration, Selection and Appointment Committee will review the Policy, including its effectiveness, as appropriate and recommend any revisions to the Board for approval.

This Policy has the full support of the Board.

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