

Koninklijke Vopak N.V.

Diversity Policy in respect of
the Supervisory Board and
the Executive Board

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This Diversity Policy was adopted by the Supervisory Board and is effective as of 1 January 2018. The policy is amended as per 1 January 2022.

1 Definitions

1.1 Capitalized terms used in the Diversity Policy (as defined below) have the meaning set forth in the list of definitions of the Rules of the Supervisory Board.

2 Introduction

2.1 General

2.1.1 The Supervisory Board recognizes the importance of diversity within the Supervisory Board and the Executive Board and believes that the Company's business activities benefit from a wide range of skills and a variety of different backgrounds. A diverse composition of the Supervisory Board and the Executive Board contributes to a well-balanced decision-making process and proper functioning of the boards.

2.1.2 The Supervisory Board furthermore recognizes that diversity should not be limited to the Supervisory Board and the Executive Board, but should extend to all areas of the Company's business.

2.2 Content

2.2.1 The Supervisory Board has adopted the diversity policy for the composition of the Supervisory Board and the Executive Board (the "Diversity Policy").

2.2.2 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.

3 Diversity aspects and objectives

3.1 Diversity aspects

3.1.1 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) Nationality and ethnic origin;

- (ii) age;
- (iii) gender (aiming for at least 30% male and at least 30% female members);
- (iv) educational background.

Other diversity aspects may also be considered to support the functioning of the boards.

3.1.2 The diversity aspects referred to in Clause 3.1.1 shall be considered when composing the Supervisory Board and the Executive Board and selecting persons for the appointment as a member of the Supervisory Board or the Executive Board.

3.1.3 The Dutch legal requirements are hereby taken into account.

3.2 Diversity objectives

3.2.1 The following specific diversity objectives have been identified to safeguard the diversity within the Supervisory Board and the Executive Board:

- (i) increasing the nationality, ethnic origin, age and gender diversity within the Supervisory Board;
- (ii) increasing the nationality, ethnic origin, age and gender diversity within the Executive Board.

4 Implementation and reporting

4.1 Meeting the diversity objectives

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

4.2 Review and updates

4.2.1 The Supervisory Board shall review and update the Diversity Policy if and when necessary.

4.3 Reporting

4.3.1 The Diversity Policy and the way it has been implemented in practice shall be explained externally addressing more specifically:

- (i) the objectives of the Diversity Policy; and
- (ii) how the Diversity Policy has been implemented.