

Royal BAM Group

Diversity and Inclusion Policy Statement

The Executive Committee of Royal BAM Group is committed to diversity and inclusion.

The BAM approach to diversity and inclusion is guided by relevant standards, laws and regulations, including the Dutch Corporate Governance Code, EU directive on CSR reporting and European and local Gender Pay Gap reporting.

This policy is applicable to all Royal BAM Group activities and all its companies, employees and any other representatives (hereafter 'BAM').

BAM's key diversity and inclusion principles are:

- BAM is committed to creating and maintaining an inclusive culture which will enable a diverse workforce to deliver BAM's purpose, in an environment where employees thrive.
- BAM is committed to ensure that employees have the knowledge and skills to do their best work, and that the training provision is inclusive and accessible to all.
- BAM is committed to ensure that recruitment practices are inclusive, fair, transparent, and open to all.
- BAM is committed to retain the best talent and works hard to ensure that even when employees choose to leave BAM, they do so having had a good experience and the opportunity to provide feedback on their time with BAM.
- BAM prides itself on having a healthy balance of support and challenge. On occasion conflict can occur and when this happens, there is an aim for this to be resolved as quickly as possible so that teams can focus on achieving BAM's purpose; mechanisms and support structures are in place to provide employees with a course of action if required.
- BAM does not tolerate discrimination, bullying, and/or harassment.

BAM's approach provides the framework to set and monitor objectives with key focus on:

Golden thread

- BAM builds inclusion into every aspect of the business. BAM puts an inclusion lens on all activities and ensures that work is aligned to BAM's values and behaviours framework to embed inclusion.

People and communication

- Ensure awareness, knowledge and skills of BAM's employees on the benefits of an inclusive and diverse organisation and support individuals to understand the role they play.

Governance and accountability

- Create structures and multi-disciplinary teams which will enable BAM to deliver against its ambitions and meet the reporting requirements on inclusion.
- Undertake a regular Return on Inclusion audit to independently assess and verify BAM's approach.

Review and adapt

- Review the way of working and adapt any areas where issues or barriers are identified preventing BAM from becoming a truly inclusive organisation.

Data and metrics

- Use data and metrics, including workforce representation and beyond, to identify where BAM is at, evidence the progress, and inform future initiatives.

This policy is achieved by effective operation of the integrated management systems together with the active leadership, participation, professionalism and commitment of all internal stakeholders involved. The management systems aim to meet the requirements of BAM, its clients and other external stakeholders.

The Executive Committee regards the responsibility of management in implementing this policy statement to be fundamental to BAM meeting its standards and commitments.

BAM has appointed a Director Diversity and Inclusion for the Group to ensure awareness of this policy is promoted throughout the company, the effectiveness is monitored and areas for continual improvement identified and implemented.

Ruud Joosten

Chief Executive Officer

For and on behalf of the Executive Committee of Royal BAM Group



This policy statement has been approved electronically. Proof of approval can be seen upon request.