



Diversity policy

Lotus Bakeries Group has more than 2,000 employees in over 50 countries around the world. Through its recruitment and diversity policy, Lotus Bakeries aims to bring together a diversified and talented group of people that carry the TOP values (Team spirit, Open dialogue, Passion) at heart.

Our approach towards attracting diverse talent



A key challenge for Lotus Bakeries is to attract competent employees who reflect the TOP values. When selecting new employees, the competencies of the applicant and the TOP corporate values are paramount. During the selection process, the applicants meet several Lotus Bakeries employees and undergo an external assessment adapted to the role for which they are applying. This way, the candidates get a better idea of the corporate values and culture.

Attention for diversity is key to our recruitment process, via which we aim to select candidates with the best set of skills and competencies for the role in question. At the same time, the knowledge and experience within existing teams is taken into account, as well as the desired competencies, knowledge and/or experience of the candidate.

This way, we create a broad platform for attracting a diverse and talented group of people with a balanced gender diversity:



¹ The group of the Executive Committee, the General Managers and the Corporate Directors.

Board of Directors, Board Committees, Executive Committee

Lotus Bakeries ensures the presence on the Board of Directors, the Board Committees and the Executive Committee (EXCO) of critical members with specialist knowledge of the various areas relevant to Lotus Bakeries.

Certain diversity criteria are imposed by law and are naturally adopted by Lotus Bakeries. Moreover, skills, competencies and diversity are paramount in the selection of members of the Committees, the Executive Committee, and in the selection of candidates for the Board of Directors proposed to the General Meeting.

A. Gender diversity

First and foremost, Lotus Bakeries fulfils the diversity criteria regarding the number of directors of a different gender. Lotus Bakeries declares that the composition of its Board complies with the requirement for at least **one third of directors to be of a different gender** than that of the other members. The aforementioned obligation is contained in Article 7:86 of the Companies and Associations Code.

B. Independent directors

Lotus Bakeries moreover points out that 4 out of 10 members of the Board **fulfil the independence criteria** of Article 7:87 of the Companies and Associations Code and the Corporate Governance Code 2020.

C. Knowledge and experience

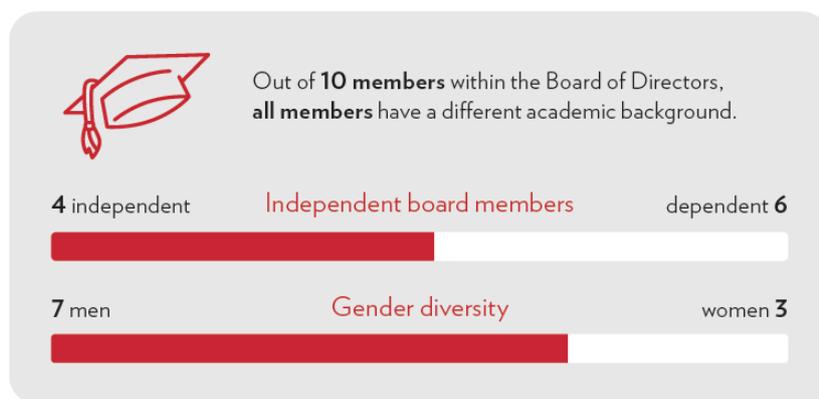
Besides the diversity criteria enshrined in law, Lotus Bakeries also aims for diversity in knowledge and experience and – when selecting candidates for the Board, the Board Committees and the EXCO – performs a thorough assessment based on competencies which would additionally benefit the company in view of the existing competencies among the members of the Board, the Board Committees and the EXCO.

In defining the appointment procedure and selection criteria for candidates for the Board, the following principles are always applied:

- The candidate must be expert in a field pertaining to the company's activities;
- The competencies, knowledge and/or experience which the candidate possesses must complement the competencies already present in the Board;

- In the interests of diversity on the Board, the Board shall consider different nominations, taking into account diversity in terms of gender, age and background, for example;
- Each candidate must have sufficient availability to fulfil his/her obligations properly, while non-executive directors must hold no more than five directorships in listed companies.

The results of this policy are illustrated in the CVs of the Board members, as described in the Annual Report 2020, pp. 140-141. This means Lotus Bakeries has a balanced Board of Directors in which the majority shareholder, the independent directors and the executive board are sufficiently represented.



Moreover, the Remuneration and Nomination Committee selects the members of the Executive Committee on the basis of knowledge, competencies, experience, background and skills, and aims for diversity in these areas so as to have all knowledge in house to manage Lotus Bakeries with a team specialising in all relevant areas. Within the Executive Committee, there is currently a good balance between members with a financial background and members with a marketing and/or sales background. A good proportion of members with a long history in the company and members with a fresh view of matters is also ensured.

