

## AkzoNobel HR Policy

We drive a leading performance culture where our people embrace change, learn quickly, grow, are recognized and proudly deliver on their commitments. We aim for a simple, reliable, engaging and empowering employee experience. This policy explains our key HR principles.

#1

**Talent acquisition:** We attract diverse talent through simple recruitment and selection practices, delivering reliable outcomes, engaging and empowering candidates and a positive hiring manager experience.

#2

**Talent management:** We offer diverse career paths and experiences in order to grow and maximize the long-term employability of our employees and ensure sustainable leadership succession.

#3

**Performance management:** We drive performance and accountability by setting stretch objectives, providing continuous feedback and evaluating employee performance against set objectives and behavioral framework.

#4

**Learning and development:** We continuously invest in the personal and professional development of our employees through various learning and development opportunities in order to maximize their performance.

#5

**Diversity & Inclusion:** We create a working environment where people feel included, respected and engaged, which enables us to capitalize on the rich diversity of our employees and their ideas.

#6

**Culture and change:** We equip our leaders to accelerate business change, aligned with our high-performing organization ambition. We respect and protect employee rights and cooperate with co-determination bodies.

#7

**HR planning and analytics:** We deliver fact-based people data and train and equip our HR organization to fully utilize available tools that support a data-driven culture.

#8

**Organizational health:** We frequently measure progress in accelerating our transformation on the behaviors required in leaders and employees to help us deliver sustainable company growth, balancing both performance and organizational health.

#9

**Rewards:** We develop and manage Total Reward policies and programs to help our company attract, engage and retain employees with the required skills and behaviors to drive growth and value creation.

#10

**Business support:** We partner with the business to understand their needs, provide tactical and strategic advice on people and organization development, to ultimately deliver profitable performance, change management and transformation support.