



Diversity, Equity, and Inclusion Policy

Diversity, Equity, and Inclusion

Key to our long-term success is cultivating an inclusive environment — one designed with equity in mind. This philosophy is also reflected in the Adyen Formula wherein we stress the importance of involving others to sharpen our ideas. The broader the set of philosophies and cultural backgrounds the team encompasses, the better we can foster innovation and avoid groupthink. In 2020, we founded the Diversity, Equity, and Inclusion (DEI) working group — a team of global Adyen colleagues that help identify key areas to improve on from a DEI perspective.

Since we founded Adyen, we focused on cultivating a culture of diversity and inclusion. We view this as a responsibility of the entire Adyen team, for which we are collectively accountable. Our goal is to have everyone contribute to build a team with Diversity, Equity and Inclusion at its core.

Designing for diversity: building a fair and inclusive Adyen

In line with the Adyen Formula to include different people to sharpen our ideas, we strive for diversity in all dimensions, including but not limited to race, ethnicity, gender, sexuality, age, culture, disabilities, religion, interests and upbringing. Our guiding principles are:

1. Improving diversity is a top priority for us. We actively include a diverse group of people to sharpen our ideas, strengthening our team by considering all perspectives when making decisions.
2. We proactively look for ways to add diversity to our teams. During the hiring process, our diverse hiring team assesses individuals based on the same performance, skills and formula fit criteria.
3. When we hire, promote or reward, we question who else was considered, whether we were fair, and why we made this decision. We provide credit where credit is due, and explain the reasoning to all that were considered in the process.
4. We treat each other fairly and adapt our approach to individual needs. We support each other in navigating the normal course of life.¹
5. With an annual DEI survey, we measure progress and aim to improve upon our efforts with every cycle, to build a more inclusive Adyen.
6. We make a conscious effort to avoid making decisions based on unconscious bias.

These principles also form the basis of the Equal Employment Opportunity Policy which applies throughout the organization, including for potential members of the Management Board and Supervisory Board.

The Inclusion Policy is guided by three core principles that center around equity — Equal Pay, Equal Chance, and Normal course of life. The principles are being monitored by the DEI working group focusing on improving Adyen's DEI efforts across the organization.

¹ There is no one-size-fits-all approach when dealing with life events such as starting a family or coping with challenging times that we all inevitably face. We don't believe in strict and rigorous policies to guide these themes — we believe in helping people to navigate these moments. As everyone's life situation is different, we maintain a tailor-made approach and strive for flexibility.



We are aware that all aspects of diversity are vital to the business, enabling the Boards and the Company to look at issues and opportunities from different angles and to respond to challenges in new ways. Diversity is a key driver for innovation and allows Adyen to attract and retain our talented people.

Commitments

Adyen believes in the benefits of a diverse workplace and strives for diverse teams at all levels.

- We are committed to maintaining a Supervisory Board that is at least one-third female, in line with the statutory diversity quota.
- We are committed to increasing the gender balance of our Management Board and Senior Management together to consist of at least one-third female members (Senior Management includes, but is not limited to, direct reports to the Management Board, Critical Roles, as well as members of the Strategy Planning Group).
- We are committed to hiring, promoting, and enabling underrepresented groups across all levels of the organization.
- We are committed to including diverse candidates in our hiring process, meaning that we measure the diversity of our candidate pipelines when possible and strive for no more than 70% representation of any one group.
- We will ensure that those from underrepresented groups can be themselves, are able to speak up and be heard, and excel at all levels of the organization.

Each year, with the input and recommendations of the DEI working group, we formulate an action plan, taking account of the diversity targets that we have set for ourselves. Initiatives in the field of recruitment, equal pay, employee training and surveys will be reflected.

We conducted our first DEI survey in January 2021 and will use its insights as a quantitatively validated baseline that informs our improvement efforts, providing valuable input for reflecting on our progress, running it on an annual basis. Moving forward, we will provide updates on how these efforts advance in our annual reports.

The Company's Supervisory Board has drawn up the Diversity, Equity, and Inclusion Policy, which has been established in accordance with Best Practice Provision 2.1.5. of the Dutch Corporate Governance Code. The Diversity, Equity, and Inclusion Policy shall be published on the Company's website.