

Diversity, Equity, and Inclusion Policy

Designing for diversity: building a fair and inclusive Adyen

In line with the Adyen Formula, we seek out different perspectives to sharpen our ideas. This means striving for diversity across all dimensions, including but not limited to race, ethnicity, gender identity, sexual orientation, age, cultural background, disability, neurodivergence, and religion.

We view diversity and inclusion as the responsibility of the entire Adyen team – one for which we are collectively accountable. Our goal is to have everyone contribute to building a Company with diversity, equity, and inclusion at its core, and to continuously embed it throughout the organization.

Our guiding principles are:

1. Improving diversity is a top priority for us. We actively include a diverse group of people and perspectives to sharpen our ideas 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 was considered, whether we were fair, and why we made each 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. By conducting an annual Culture and Inclusion survey, we measure progress and aim to improve upon our efforts with every cycle to build a more diverse and inclusive Adyen.
6. We make a conscious effort to avoid making decisions based on unconscious biases.
7. We take every form of discriminatory attitudes or harassment seriously, including microaggressions in the form of jokes or insinuations, based on an individual's protected characteristics.

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 overseen by a range of teams within Adyen. Equal pay means; same impact, same role, same pay. Equal chance is defined as the same opportunities for every employee irrespective of their race, ethnicity, gender identity, sexual orientation, age, physical or

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.

mental condition, or cultural background. And the *Normal Course of Life* supports employees navigating significant life events by acknowledging there is no one-size-fits-all approach. As everyone’s life situation is different, we strive for flexibility and to support our teams when possible.

We are aware that all aspects of diversity are vital to the business, enabling the Board 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 ensuring our senior leadership (Global Leadership Team, Management Board, Supervisory Board) is a fair representation of the Company. We have defined the “subtop” as our Global Leadership Team. Therefore:
 - We commit to having a Global Leadership Team (“subtop”) with no more than two thirds of its members identifying as a single gender identity (66%) by 2028.
 - We commit to having a Management Board with no more than two thirds of its members identifying as a single gender identity (66%) by 2030. The current size and composition of the Management Board requires Adyen to set a longer time horizon to achieve this commitment.
 - We commit to having a Supervisory Board with no more than two thirds of its members identifying as a single gender identity (66%) by 2028. This is in line with Dutch statutory diversity targets.
- We are committed to hiring, promoting, and enabling growth of underrepresented groups across all levels and geographies of the organization.
- We aim to include underrepresented candidates in our hiring process, meaning that we measure the diversity of our candidate pipelines when possible and strive for a minimum of 30% of candidates to come from an underrepresented group considering relevant local demographic context and regional/functional objectives.
- We will ensure that individuals from underrepresented groups can be themselves, are able to speak up and be heard, and thrive at all levels of the organization.

Each year, with the input and recommendations of our Regional DEI Councils and ERGs, we formulate an action plan that takes into account the diversity targets we have set for ourselves.

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 is published on the Company’s website.

Version management

Version:	Drafted/changed by:	Approved by:	Date of approval:
Version 1	Nomination & Remuneration Committee	Supervisory Board	December 2021
Version 2	Nomination & Remuneration Committee	Supervisory Board	December 2023

