

# Equal Pay statement DSM

## 1. Introduction

DSM is committed to the principle of equal opportunities for all employees and workers. This statement is intended to set out how the organization will demonstrate its commitment to equal pay.

## 2. Our commitment

As part of our commitment to equal opportunity, we believe that all employees should receive equal pay for equal work. This means that both men and women are paid the consistently for performing the same work of equivalent skill.

Equal pay means all forms of contractual remuneration (including contractual bonus payments, overtime rates, holiday pay) and contractual benefits in kind. To make sure we have this in place DSM operates with a fair and transparent pay system based on objective criteria and free from gender bias. DSM will do this by:

- evaluating job roles and pay grades, where appropriate, to ensure that these are structured fairly, using benchmarks, where applicable;
- conducting an annual gender pay gap analysis; if a potential gender pay gap is discovered, study and if needed taking prompt action to remedy it;
- integrating equal pay in People and Organization (P&O) requirements and audit systems;
- providing sufficient guidance on equal pay issues for all managers and other employees who are involved in salary reviews;
- informing employees how their pay has been determined in each salary review;
- dealing with any grievance in relation to equal pay

DSM will discuss equal pay issues with recognized trade unions or works council where appropriate.

## 3. Complaints

Any employee who believes that he or she is not being paid equally to another employee should raise this at first within their own organization, line management and/ or P&O. Open discussion is the basis for a good working environment and finding the right answers together. When concerns remain, employees should report the dispute, complaint, concern or breach to their direct manager, the higher management or their P&O manager. If employees fear that such reporting may have repercussions for them, they can use the DSM Alert System (DSM.Alert@dsm.com). Employees who raise concerns in good faith will be protected from retaliation.

## 4. Responsibility

The Executive Vice President Group People & Organization is responsible for equal pay within the organization and will review and ensure compliance with DSM's policies.

## 5. Gender pay reporting

We plan to start reporting our equal pay ratio annually in the Integrated Annual Report as of 2019/2020. To ensure an accurate and transparent reporting we base our ratios on the GRI standard (G405-2).