

Diversity, Equity, and Inclusion (DE&I) Policy for
THE PEOPLE BEHIND BEAUTY

IT'S PERSONAL

At DOUGLAS, Diversity, Equity, and Inclusion (DE&I) are not just buzzwords—they are the pillars of our culture and future success.

Our commitment to DE&I is deeply personal, reflecting our belief that every individual brings a unique perspective, making our company stronger, more innovative, and more compassionate.

As Europe's leading premium beauty retailer, we have a societal responsibility to live and breathe DE&I, embodying these principles in everything we do. This is not only about being successful as a company – it is about making life more beautiful for everyone.

This policy is our pledge to creating an environment where every person feels safe, valued, and empowered to express their true selves. It serves as a foundation for how we treat each other, ensuring that we embody our purpose – **Make Life More Beautiful** – every day.

Mareike Mende-Ratnam, CHRO DOUGLAS Group

Preamble

At DOUGLAS, **Make Life More Beautiful** is not just a slogan - it is our **purpose**. It shapes everything we do, from how we interact with our customers to how we support and uplift one another within the organization. Beauty is subjective, and for us, living a beautiful life means growing through differences and celebrating unique knowledge, perspectives and experiences.

Diversity, equity and inclusion are essential to achieving this vision. Our values—**Appreciation, Ownership** and **Passion** - guide us in celebrating diverse perspectives, fostering an inclusive culture and taking responsibility for driving meaningful change. In doing so, we not only meet the needs of our customers, but also create a more innovative and resilient organization.

This policy reflects our commitment to making DE&I a core part of who we are and provides a guiding framework for every employee working for DOUGLAS.

Introduction

At DOUGLAS, our purpose to **Make Life More Beautiful** also stands for our commitment to **Diversity, Equity and Inclusion (DE&I)**. We recognize that a diverse, equitable and inclusive workforce strengthens our business and enables us to better serve the diverse communities and customers across Europe.

DE&I is fundamental to our purpose and to maintaining our leadership as Europe's leading beauty retailer.

This policy outlines how we embed DE&I into our collaboration for our business, ensuring that we create a workplace where every individual is valued, respected and empowered to reach their full potential. It provides guidance for all DOUGLAS operations in the 22 European countries in which we operate.

Scope

This policy addresses all employees, contractors, stakeholders and leaders across our operations in Europe.

It governs recruitment, leadership development, promotion practices and day-to-day employee relations ensuring compliance with European regulations and the specific local cultural nuances.

Definitions of DE&I@DOUGLAS Group

Diversity@DOUGLAS

The presence of differences within our workforce, including gender, race, age, ethnicity, disability, sexual orientation and more. Diversity fuels creativity and innovation, enabling us to better serve our diverse customer base across Europe.

Pledge for Diversity

We are committed to building a workforce that reflects the diversity of our customers across Europe, particularly at leadership levels.

- **Target:** Increase proportion of under-represented groups in leadership roles by 20% over the next three years, as set out in our ESG strategy.
- **Initiative:** Develop inclusive recruitment strategies and fair processes tailored to local demographics ensuring fair and unbiased hiring practices at all levels.

Equity@DOUGLAS

Fair treatment and access to opportunities for all employees, recognizing that different individuals may require different resources and support to succeed. Equity is about breaking down barriers that hold certain groups back and ensuring that everyone has an equal chance to thrive.

Pledge for Equity

We will establish processes to ensure that every employee has fair access to career development, promotions and compensation, addressing any systemic barriers to success.

- **Target:** Implement programs to support gender equity and the advancement of underrepresented groups.
- **Initiative:** Implement job levels and market conform salary bands to ensure equal pay for jobs at the same level. Implement cluster -specific action plans based on internal surveys identifying and removing barriers to equity across all regions.

Inclusion@DOUGLAS

A culture where everyone feels welcome, valued and respected. Inclusion at DOUGLAS means creating an environment where every voice is heard and every individual can make a meaningful contribution.

Pledge for Inclusion

We are committed to fostering a culture of belonging where all employees feel empowered to express themselves and contribute to the company's success.

- **Initiative:** Launch inclusive leadership training across all clusters and train employees on unconscious bias.

Legal Compliance

The leadership of our Douglas entities across Europe is responsible for complying with all applicable European Union regulations and national anti-discrimination laws in the 22 countries where we operate.

Our DE&I policy provides a global framework that emphasizes the importance of equal treatment for all parts of the organization.

Roles & Responsibilities

Leadership Accountability

The DOUGLAS Leadership Team is responsible for driving DE&I at all levels. Leaders are held accountable for promoting DE&I within their teams. They establish transparent processes enabling their organization to comply with local directives and labor laws.

Employee Responsibility

Every employee has a role to play in upholding our DE&I values. We encourage everyone to actively participate in DE&I initiatives and foster a supportive and inclusive workplace.

DE&I Governance Structure

Group ESG Committee: Oversees DE&I activities across the DOUGLAS Group and ensures alignment with the overall ESG strategy.

Cluster Management Team: Implement and adapt DE&I initiatives locally, ensuring that they are relevant and effective in their specific cultural and legal contexts.

Recruitment & Hiring Practices

We are committed to eliminating bias from our hiring processes and ensuring that all candidates have equal access to opportunities, regardless of their background. Recruitment and promotion decisions will be based on skills, experience and potential, and we will implement specific measures to increase the diversity of our candidate pools.

Initiative: Ensure that under-represented groups are well represented in all candidate pipelines. When there are more applicants in a process, diversity in the shortlist is a must.

Employee Development & Training

We will offer continuous learning opportunities, with a focus on ensuring equitable access to training and development for all employees, particularly those from under-represented groups. Leadership trainings will include a mandatory part of inclusive leadership.

Initiative: DE&I trainings will be part of the DOUGLAS Academy, ensuring that it is available at all levels in all regions, from headquarters to retail stores.

Inclusive Workplace Culture

At DOUGLAS, we strive to create an environment where every employee feels they belong. Our Employee Resource Groups (ERGs) will provide a platform for employees to connect and discuss common experiences, thus contributing to a more inclusive workplace.

Grievance Mechanism

DOUGLAS encourages employees to report any incidents of discrimination, harassment, or violations of this policy. All reports will be treated confidentially and whistleblowers will be protected from retaliation.

Measuring Progress

We will regularly measure our DE&I efforts using our employee engagement survey and seek feedback specifically from our employees on this topic.

Annual Reporting

As part of our **Sustainability Report**, we will publish our progress on our DE&I commitments and actions.

Continuous Improvement

Our DE&I strategy will be regularly reviewed and updated to ensure it remains in line with best practices, evolving regulations and employee feedback. We are committed to learning and growing in our DE&I efforts.

Stakeholder Engagement

We will maintain ongoing engagement with employees, external partners and stakeholders to ensure our DE&I strategy is effective and responsive to the needs of our diverse workforce.

Conclusion & Commitment

At the DOUGLAS Group, DE&I is at the heart of our culture. We are committed to creating a more diverse, equitable and inclusive workplace that reflects the richness of the customers and communities we serve. Together, we will MAKE LIFE MORE BEAUTIFUL by ensuring that every individual is empowered to thrive and contribute to our collective success.

Together, we MAKE LIFE MORE BEAUTIFUL across Europe.