



CNH INDUSTRIAL N.V.

POLICY ON DIVERSITY AND INCLUSION

1. Introduction

This is the policy of CNH Industrial N.V. (the "Company") in respect of diversity and inclusion established pursuant to best practice provisions 2.1.5 of the Dutch Corporate Governance Code. This Policy has been adopted by the Board of the Company and is published on the company's website, www.cnh.com.

2. Definitions

Unless otherwise stated, in this Policy the following words or expressions are defined as follows:

'**Board**' means the board of directors of the Company

'**CEO**' means the Chief Executive Officer of the Company

'**Code**' means the Dutch Corporate Governance Code approved on December 20, 2022, and its subsequent amendments

'**Company**' means CNH Industrial N.V. and its subsidiaries

'**D&I**' means diversity and inclusion

'**D&I Officer**' means the Company's Chief Diversity & Inclusion, Sustainability & Transformation Officer or any other senior leader of the Company who, from time to time, will be assigned the role of oversight on Company's D&I matters

'**ESG Committee**' means the ESG Committee of the Board, or any other Committee of the Board that from time to time would be vested with the role of advising the Board of D&I and corporate governance matters

'**HR**' means Human Resources department of the Company

'**SLT**' the Senior Leadership Team of the Company or any other senior leadership committee that, from time to time, will be vested with the role of overseeing the day-to-day management of the Company

'**Subsidiary**' means any company directly or indirectly controlled by the Company

3. General Statement

The Company rejects all forms of discrimination based on race, ethnicity, gender, sexual orientation, personal or social status, health, physical condition, disability, age, nationality, religious or personal beliefs, political opinion or against any other protected group. The Company is therefore committed to creating a truly diverse and inclusive workplace where everyone benefits from equal opportunities based on their abilities and skills. Offering career and advancement opportunities free from discrimination while encouraging and respecting diversity are integral part of the Company's culture. This commitment to D&I is also affirmed in the Company's Code of Conduct and specific policies (e.g., CNH Industrial's Human Capital Management Guidelines and Human Rights Policy), available on the Company's website and Intranet portal ensure that the same standards are applied worldwide.

Given the Company's global presence, there may be significant differences in legislation among countries where the Company operates, as well as different levels of awareness, concern, and ability among employees in applying the principles of non-discrimination. While the Company intends to respect local legislation and culture, it strives to apply its D&I principles and practices across all jurisdictions.

4. Board Composition

In light of the size of the Company, the complexity and specific characteristics of the segments in which it operates and the geographic distribution of its businesses, the Board should be composed of individuals with skills, experience and cultural background, both general and specific, acquired in an international environment and relevant to an understanding of the macro-economy and global markets, more generally, as well as the industrial and financial sectors, more specifically. An appropriate and diversified mix of skills, professional backgrounds, and diversity factors (inclusive of age, nationality, religious or personal beliefs, political opinion or belonging to other protected groups) are fundamental to the proper functioning of the Board as a collegial body.

On the basis of the proposal made by the ESG Committee, the Board, taking also into consideration the annual performance assessment, annually evaluates these factors and proposes for appointment (or re-appointments as the case may be) a number of directors, including the executive directors, deemed appropriate for the effective functioning of the Board and its Committees and respect of D&I characteristics.

5. Role and Responsibilities in the Implementation of this Policy in the Company's Activities

To further strengthen the governance of D&I efforts and outcomes, the Board, with the support of the ESG Committee, reviews at least annually the Company's D&I targets, plans, and initiatives.

To ensure proper governance the Company's D&I activities, the CEO and SLT hold quarterly reviews chaired by the CEO and co-chaired by the D&I Officer. In its day-to-day activity, the D&I Officer works in conjunction with the SLT to create diversity, equity, and inclusion programs and initiatives and to promote such a culture at all levels within the organization.



HR leaders collaborate with the Company's management to ensure that, in every aspect of the employment relationship – be it recruitment, training, compensation, promotion, or relocation – employees are treated based on their ability to meet the requested job skills and requirements.

6. Diversity and Inclusion Targets

The Company-wide D&I goals to be achieved by year-end 2024 are:

- Women holding 20% of leadership roles
- Increase year-over-year women representation in the workforce
- Institutionalize gender equality practices on career and compensation
- Expand participation and scope of Employee Resource Groups (ERGs)
- 100% of employees trained in unconscious bias
- 100% of employees trained in "speak up".

Individual D&I targets are annually established for each SLT member and included in the Performance Management Process.

7. Implementation of this Policy

7.1 Scope

Subject to local mandatory legislation this Policy is applicable to the Company and its subsidiaries. The Company will exert its best efforts to introduce D&I commitments and policies in any entity in which it holds a minority capital investment.

7.2 Annual Initiatives

Every year the Company organizes various initiatives aimed not only at achieving its D&I targets, but also at fostering a D&I culture. Such initiatives include workshops, interactive discussions, and online training for employees at all levels, to spread a D&I culture and build awareness of the importance of a diverse and inclusive workforce across the organization. The Company also actively engages with external partners and networks globally to advance D&I efforts and outcomes.

The Company's Sustainability Report discloses on an annual basis further detail on the implementation of this Policy in the previous financial year.

7.3 Disciplinary measures

The Company uses every reasonable action to prevent and any behavior not respectful of this Policy. In the event of violations (or attempts of violations) of such Policy, the Company, subject to any mandatory law or applicable collective employment agreement, will have the right to take adequate disciplinary measures against employees held responsible of such behaviors.

Such disciplinary measures may vary on a case-by-case basis, taking into consideration elements such as the gravity and duration of the behavior and any other relevant circumstance. In any event, such measures will be applied against anyone who engaged in behaviors conflicting with this Policy, irrespective of the role held within the Company.



7.4 Whistleblowing

The Company's Compliance Helpline allows any stakeholder to report issues and concerns concerning potential violations of our Code of Conduct. The appropriate functions of the Company, under the supervision of the Company's Global Compliance and Ethics Committee, investigate all reports submitted through such Helpline.

8. Amendments

The ESG Committee of the Company is vested with authority of administering this Policy. Any material amendment of such Policy will be subject to the approval of the Board. Amendments to this Policy will be published on the Company's website.