A photograph of two men sitting at a desk in an office, engaged in a conversation. The man on the left is wearing a yellow sweater and looking towards the man on the right. The man on the right is wearing a blue denim shirt and has his hand to his chin in a thoughtful pose. On the desk, there are two laptops, a pair of headphones, and a glass of water. The background shows a bright office environment with large windows and other people working.

How we interact

Sub-code 1

How we interact

We treat each other with respect and speak up in case of any misconduct

We take responsibility for our performance and the reputation of KPN

Contents:

- | | |
|---|---|
| 1. Teamwork | 3 |
| 2. Safety and security | 4 |
| 3. Extracurricular activities | 5 |
| 4. Information, advice and reporting | 6 |

The KPN Code of Conduct is applicable to all KPN employees, including the Board of Management, the Supervisory Board and temporary staff. Supplementary rules apply to certain specific functions and positions. These rules are set out in separate codes, entitled 'Insider Trading', 'Retail', 'Customer Service' and 'Engineers'. The staff concerned will be given further information by their line managers.

1. Teamwork

1.1 General

At KPN, we work as a team and we learn from each other. Together, we ensure that being part of the team is enjoyable and fulfilling. This is a shared responsibility. Employees are encouraged to speak up about any inappropriate conduct and, if necessary, report it. Line managers are expected to promote a work environment in which issues can be discussed openly and honestly.

We respect each other in every sense. We appreciate each other's qualities. We acknowledge and exploit the value of difference and diversity. We treat each other as equals, and do not discriminate on the basis of age, race, gender, religion, appearance, disability, sexual orientation, or other. We are aware of each other's vulnerabilities and we maintain a flexible approach.

We work together in a pleasant, safe and secure manner. This includes how we communicate with each other, our way of working, and the effects our demeanour and performance will have on ourselves and others.

1.2 Etiquette

We protect each other against inappropriate behaviour, such as:

- ♦ Sexual harassment: offensive, unwelcome or suggestive remarks, requests for sexual favours, or any other form of verbal or non-verbal behaviour with sexual connotations;
- ♦ Intimidation: verbal, non-verbal or physical pressure intended to coerce someone into acting in a certain way or making a certain decision;
- ♦ Aggression and violence: verbal, non-verbal or physical threats, or any other encroachment on another person's integrity;



- ♦ **Discrimination:** differentiating between people on the grounds of irrelevant characteristics. All forms of discrimination are wholly unacceptable. Discriminatory behaviour or remarks are degrading because they imply that a person is inferior to others.

1.3 Diversity

We believe that diverse teams are more effective. They are better able to appreciate our customers' requirements because customers are themselves diverse. Working at KPN means contributing added value based on individual talents. While one person's knowledge and skills are important, it is the combined knowledge and skills of the entire team or department that really make the difference. The whole is greater than the sum of the parts. Working alongside people with different backgrounds, ideas and approaches is not only interesting and fulfilling, but is likely to lead to innovation. Diversity encourages creativity and flexibility.

1.4 New Living and Working

At KPN, we wish to embrace the principles of 'New Living and Working' as much as possible. This modern concept is a flexible approach to work in which staff enjoy considerable autonomy. It offers everyone the freedom

and confidence to organize their own activities and (in consultation with colleagues and line management) to decide when, where and how they work. It may, for example, be possible to work at home. The employee, line manager and other team members discuss matters such as working hours, contact between themselves and the resources needed in the (home) office. They ensure that work is conducted effectively in a safe and healthy environment. Successful implementation of 'New Living and Working' is in the interests of the organization and everyone within it. We are all jointly responsible for making it work.

2. Safety and security

2.1 Emergency Response

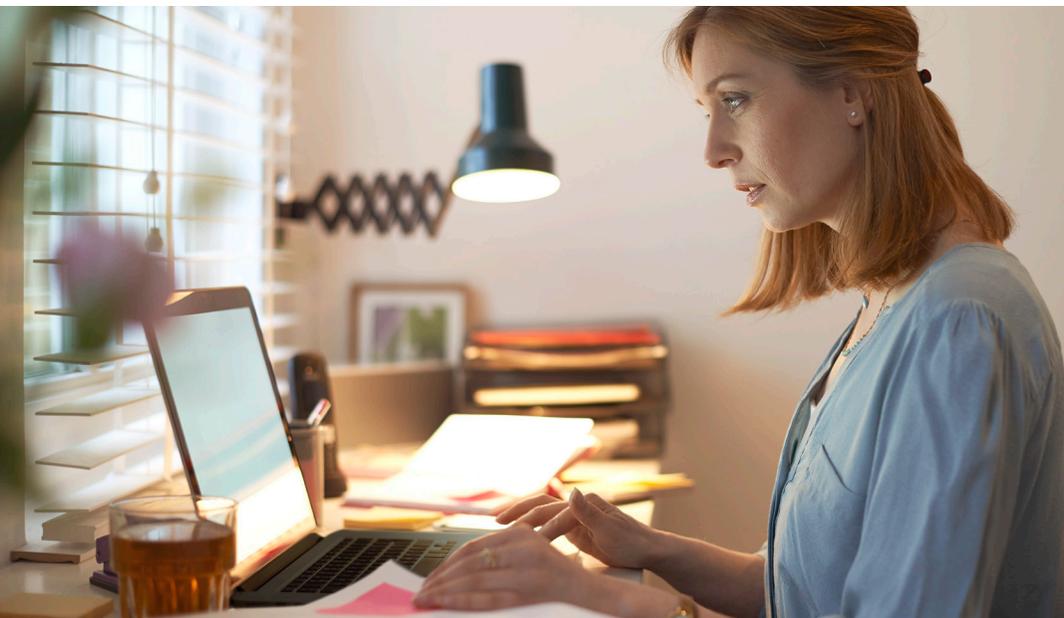
All KPN offices and locations have an in-house emergency response team. It is essential that we all know what to do in the event of fire, accident or security alert, especially when the evacuation alarm sounds. You should be aware of the emergency phone numbers, safety instructions, evacuation plans and escape routes for all locations at which you work or are likely to visit on a regular basis. Always follow the instructions of the emergency response teams, fire crews, police officers or other emergency service personnel.

2.2 Alcohol and drugs

It is forbidden to work when under the influence of alcohol, recreational drugs or prescription medication which may affect either safety or effectiveness.

2.3 Access control

The KPN Company Card is strictly personal and non-transferable. Keep it safe and never give it to anyone, including colleagues. Always carry the KPN Company Card when on KPN premises and show it on request. All visitors must sign in at reception or the security desk, and be escorted by a member of staff at all times.



3. Extracurricular activities

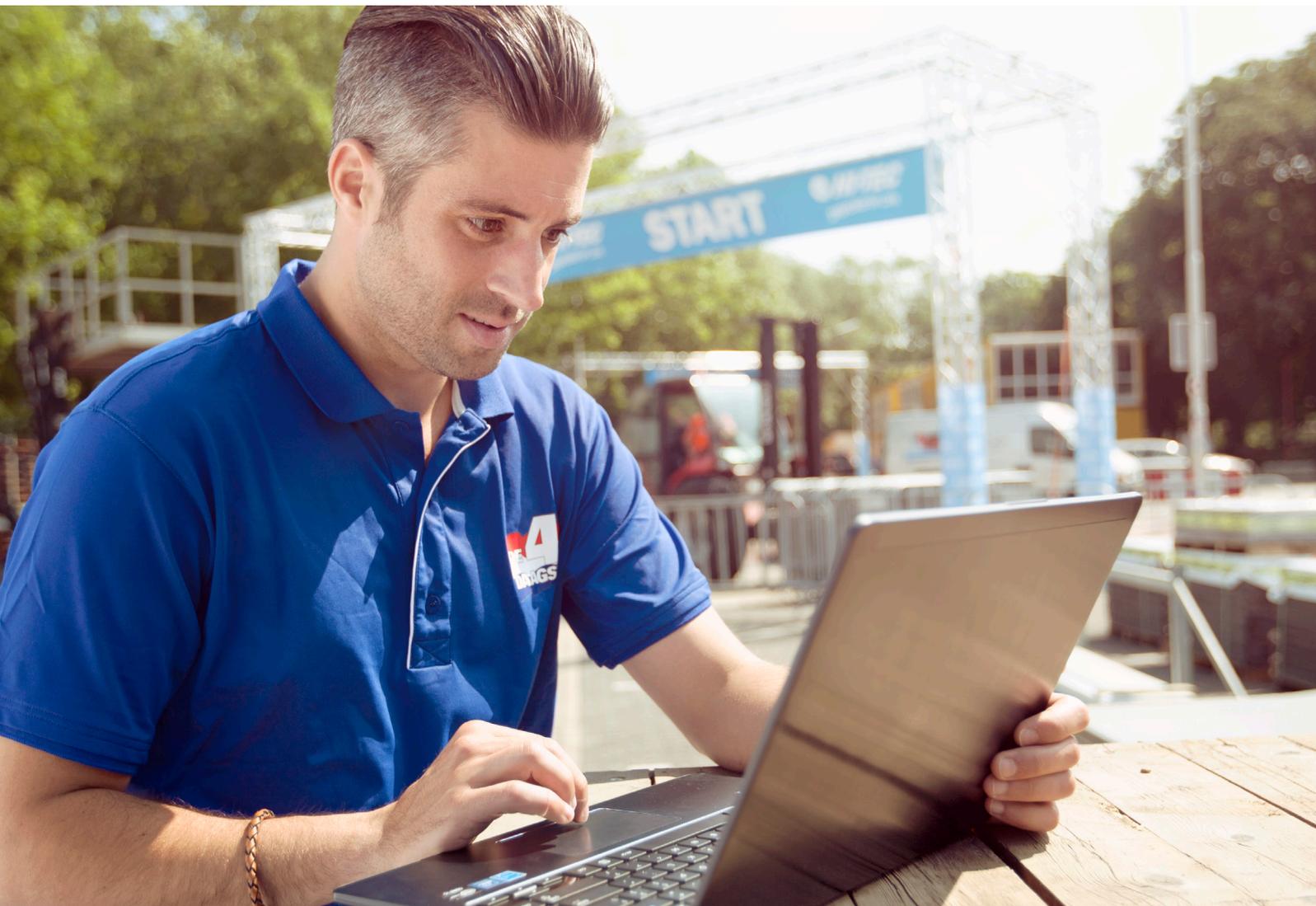
KPN stands at the very centre of society and wishes to make an active contribution to that society. KPN therefore encourages employees to become involved in committee work, volunteering or political causes. However, it

is important that extracurricular activities do not conflict with the interests of the organization or prevent staff from discharging their professional responsibilities.

We therefore think carefully about whether extracurricular activities fit in with our work at KPN and with our personal circumstances. We consider not only the nature of the activities, but also the additional demands they will place on our time and energy. Activities which compete with the interests of KPN are not permitted. We also avoid any appearance of conflict of interest.

Proposed extracurricular activities must be discussed in advance with the line manager to discuss conditions and risks. Employees are required to register extracurricular interests and activities using the 'MijnHR' module. The line manager's permission is also recorded.

Any income from external activities which are based on the employee's affiliation with KPN need to be handed over to KPN. For example, this would apply when you are invited to give a lecture or write an article, even if you do so in your own time, if the invitation is based primarily on your position at KPN or knowledge you have gained while working for KPN.



4. Information, advice and reporting

We speak-up about compliance with the KPN Code of Conduct and sub-codes, regardless of position or function within the organization. You must familiarize yourself with the content of the relevant codes, and comply with it at all times. Line managers oversee compliance and create an atmosphere in which matters can be discussed openly. If you disagree with a colleague and are unable to resolve it, contact your line manager, HR consultant or the confidential advisor (staff counsellor).

If you have any questions about a code or are experiencing an (ethical) dilemma you do not wish to discuss with your line manager, contact the KPN Security, Compliance and Integrity Helpdesk. You can also [report any irregularities](#) anonymously via the SpeakUp Line.

The KPN Code of Conduct and sub-codes present rules of conduct. These rules are binding and compliance is mandatory. Based on reports of (suspected) misconduct, the activities and behavior of employees can be investigated taking due account of the applicable procedures. Any violation can lead to disciplinary action as provided by the KPN Collective Labour Agreement (CAO). Depending on the circumstances, sanctions range from a written warning to instant dismissal.

Information, advice and reporting

1. Contact your immediate line manager
2. Contact the KPN Security, Compliance & Integrity Helpdesk [0800 - 40 40 442](tel:0800-4040442) or securityhelpdesk@kpn.com
3. Contact the confidential advisor: see [KPN Vertrouwenspersoon](#)
4. Anonymously, via the KPN SpeakUp Line: [0800 - 02 22 931](tel:0800-0222931) (login code 57660)

