



TALENT ACQUISITION AND DEVELOPMENT POLICY

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1.	INTRODUCTION	1
2.	SCOPE AND OWNERSHIP	1
3.	ATTRACTING THE BEST TALENTS.....	1
4.	DEVELOPING EXCITING CAREER OPPORTUNITIES	2
5.	FOSTERING LEARNING AND DEVELOPMENT.....	3

1. INTRODUCTION

Attracting, retaining and nurturing high quality talent is fundamental to delivering Euronext’s strategic plan. People are at the core of Euronext's business, with both customers and stakeholders benefiting from the expertise, commitment and innovation Euronext employees bring.

2. SCOPE AND OWNERSHIP

Euronext’s Talent Acquisition and Development Policy is implemented and owned by the Chief Talent Officer and supported by all relevant departments and business lines.

It is applied comprehensively, covering all of the company’s activities, operations and encompasses all geographies and employees across all jurisdictions in which the Group operates.

3. ATTRACTING THE BEST TALENTS

Euronext’s staffing requirements are anticipated through strategic workforce planning with monthly forecasting utilising a Workforce Strategic Planning tool. These regular updates ensure an accurate estimation of specific staffing needs across various business units and geographic locations.

Euronext is committed to being an equal opportunity employer. The Group's recruitment processes and tools are designed to value the diversity of backgrounds in each of its functions and countries. Euronext's Human Resources team, as well as its recruiting partners, are engaged to build diverse shortlists for all roles. At all stages of the recruitment process, Euronext endeavours not to discriminate.

Euronext develops its talent pool by reinforcing referral, internal mobility and recruitment partnerships with best-in-class agencies. Euronext has also established partnerships with schools or organisations to co-develop

projects and improve our visibility as an attractive employer in different locations. Finally, Euronext participates in university job fairs.

Communication on existing opportunities is reinforced through weekly newsletters highlighting open jobs. As such, our Talent Acquisition policy helps Euronext management to ensure they make strategic recruitment decisions, conduct recruitment in a time-efficient, cost-effective, fair and transparent way and operate in accordance with all legal requirements and best practice.

Euronext is equipped with a wide set of policies and processes to ensure its workforce can onboard efficiently, grow fast and develop expertise, always benefitting from our federal model and its wide diversity of roles to grow their career, while being strongly committed to being an equal opportunity employer.

New employees are offered induction programmes with a mix of online and onsite resources, industry knowledge, and onboarding on all company policies, and compulsory training on compliance matters.

4. DEVELOPING EXCITING CAREER OPPORTUNITIES

Euronext is also committed to building a comprehensive Talent Development approach for employees to shape the future for Euronext and for themselves.

Euronext encourages international mobility opportunities between its different locations to reinforce its federal model and to leverage on the variety of cultures and expertise within the Group.

Euronext employees benefit from three exciting international mobility schemes:

- **International Graduate Programme:** to enable young Europeans graduates to benefit from an international experience of between 6 and 24 months, with possible rotations from one country to another.
- **Short-term assignment:** enabling employees to spend up to 5 months in another country of the Group within the framework of a specific project.
- **Long-term relocation:** enabling employees to continue their career in another country of the Group.

Euronext is committed to support employees' career development. In addition to international mobility opportunities, employees also have the opportunity to grow in their job through new projects, the enlarged scope of the Group, innovation workshops, and exposure to new products and technologies.

Euronext ensures that the workforce strategic planning process, talent reviews, training plans and succession plans are formalised every year within each business line or support function to provide opportunities and support our colleagues to build their career. In particular, to implement this:

- **The career framework** offers all employees an overview of the existing professional roles and suggestions for potential career development paths. The career framework is revised every year to ensure it accurately reflects the evolution of jobs in the company. All individuals can leverage on this additional tool to support their development path. This path is designed with an equal split between managerial and specialist paths, as Euronext values both management and specialist expertise equally.
- **The annual performance and development process** covers all permanent and fixed term employees. Annual and mid-year performance reviews include internal mobility and professional development discussions between employees and managers.

- Specific succession planning and individual development plans are drafted to develop our key leaders. This process reinforces mobility across functions and ensures development plans to enforce managerial/leadership development opportunities for the key resources. This is the occasion also to anticipate short-term and long-term employment needs and any specific skill requirements.
- Workforce strategic planning is conducted annually in preparation for the budget to estimate and anticipate the specific needs related to organisation transformation in the different businesses and geographies, and anticipate needs for different skills.

5. FOSTERING LEARNING AND DEVELOPMENT

Euronext rolls out a wide range of core training initiatives to sustain the delivery of the strategic plan, including investment on some specific IT and business expertise and to empower our people to grow, perform and innovate to support the company's cultural transformation and deliver the strategic objectives.

The key building blocks of the training offering cover specific business expertise, core Euronext fundamentals and development priorities identified in line with the Group's strategy.

Training programmes are provided by best-in-class educational institutions, together with selected internal Euronext experts, and are developed with the intention to ensure the current and future employability of our employees, and to foster internal mobility.

The wide range of core training initiatives includes:

- Technical skill conferences, innovation workshops and online courses to foster knowledge sharing on Euronext core businesses, market infrastructures, IT and financial products;
- Leadership, coaching and mentoring and team management programmes to provide a path and empower the managers and leaders of the organisation in their professional development. A continuous effort is made to develop engaged and inclusive leaders through a journey with dedicated customised training designed with international primary learning providers recognised for their expertise, regular workshops to sustain them in the core HR processes, cross-cultural training workshops and conferences to develop a global understanding of the cultural specificities of the Euronext federal model and best practices for efficient collaboration;
- Project management programmes to train the project management community according to the Euronext Project Management Policy;
- ESG programmes to develop climate change awareness and the ability to act across all our employees as well as unconscious bias training sessions to reinforce the equality by design approach in all our processes;
- Mandatory training is set every year through the Euronext Academy for all employees, to improve our risk and compliance approach and provide regular and updated content on Information Security, GDPR, Conflict of Interest. In some cases employees are required to earn a dedicated annual certificate;
- Job-specific training programmes are provided at functional and/or local level for employees affected by change initiatives, to equip them for transition management.

All employees have access to the Euronext Academy, the Group's e-learning platform, which offers hundreds of training courses built by internal and external experts. Employees are also invited to join Learning Weeks and business knowledge sessions, which include sessions focused on ESG and innovation, capital markets and new technology trends, amongst others.