



TOPSOE

GLOBAL DIVERSITY & INCLUSION POLICY

DECEMBER 2023

GLOBAL DIVERSITY & INCLUSION POLICY

Objective

At Topsoe we believe that diversity is an asset to the organization linked to better financial performance. Diverse teams, such as a management group, work in a more innovative way, make better decisions, and are more productive. Having a diverse management group leads to a more diverse organization.

We value diversity and believe that diversity is a strength. We are committed to creating a workplace that is welcoming and inclusive for all our people, irrespective of age, gender, race or ethnicity, sexual orientation, religion or any personal characteristics.

An inclusive working environment is key to leverage the insights of diverse competencies and thinking. We believe that everyone working for Topsoe should feel safe, valued, respected and included. We are committed to creating a culture of inclusion so everyone can flourish at work, exactly the way they are and feel they belong.

We embrace differences and recognize that our employees should to a reasonable extent reflect our customers and their local communities, and we believe that building a diverse and inclusive workforce is very likely to result in improved service for our customers, as we should be able to understand them better.

Working with diversity is a strong desire of both the Topsoe Board of Directors and senior management as well as a regulatory requirement for our company to report on the gender representation in management and in our Board. We communicate the gender representation in management annually in connection with our annual statutory reporting and set targets for both our Board and management as required.

Our current target for gender representation is that by 2024 at least 30% of all leadership positions should be occupied by women, and that we should aim for a ratio reflecting the share of men and women employed at Topsoe.

In order to reach our goal, it is important that everyone in the company is aware of and focuses on the company's diversity objective.

Our approach to diversity

We want to ensure that Topsoe continues to be an attractive place to work where we recognize the value of a diverse and skilled workforce. Our current global focus areas are the following, and over time we will expand our approach to other relevant areas:

- Global mindset
- Gender diversity

Topsoe's key focus is at all times to be able to attract, develop, and retain the most talented employees with the right competencies irrespective of age, gender, ethnicity etc.

Our policy sets out Topsoe's policy for diversity and inclusion in general and for increasing the gender diversity at all

management levels in the organization. The ambition is to do this by creating equal opportunities for men and women and ensuring that our general procedures in terms of employment provide equal careers opportunities for all.

Our actions

In order to obtain this, we will work on initiatives within the following areas, for which we will be setting up specific targets, measures and follow up:

- Diversity and inclusion awareness
- Talent attraction of a more diverse talent pool
- Leadership pipeline
- Mentor programs
- Educating managers to minimize unconscious bias in e.g., recruitment and performance reviews

Our efforts, plans and initiatives are evaluated yearly to ensure alignment with our commitment and targets.