



TOPSOE

GLOBAL DIVERSITY & INCLUSION POLICY

SEPTEMBER 2025

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Introduction

At Topsoe, we recognize that diversity is a fundamental strength that drives innovation, enhances decision-making, and improves overall organizational performance. We believe that fostering an inclusive and equitable workplace is essential to achieving our mission and delivering sustainable value to our stakeholders. As part of this commitment, Topsoe has joined DI's Diversity Pledge, reinforcing our dedication to promoting diversity and inclusion across all levels of the organization.

This policy outlines our commitment to creating a diverse, equitable, and inclusive working environment that respects and values the unique contributions of every individual.

Purpose

The purpose of this policy is to establish a framework for embedding diversity, equity and inclusion into our business practices, ensuring that all employees feel valued, respected, and empowered to contribute to our success.

This policy applies to the operations under our direct control, including employees and

at our manufacturing sites, warehouses, R&D site, and offices. It also extends to our joint ventures where we have operational control.

Objective

We are committed to fostering a workplace culture that is welcoming and inclusive for all, regardless of gender, age, race or ethnicity, sexual orientation, religion, political opinions, or any other personal characteristic.

Our objectives are to:

- Create an inclusive working environment where everyone feels safe, valued, respected, and empowered to thrive.
- Foster a culture of inclusion where everyone can flourish at work and feel a true sense of belonging.
- Leverage the diverse competencies, perspectives, and experiences of our workforce to drive innovation and business success.
- Ensure equal opportunities for all employees, enabling them to grow and succeed on merit.
- Build a workforce that reflects the diversity of our customers and the communities we serve, enhancing

ability to understand and meet their needs.

Our Approach to Diversity and Inclusion

To ensure Topsoe remains an attractive and inclusive workplace, we focus on the following global priorities:

- *Global mindset* – embracing cultural diversity and fostering collaboration across regions
- *Gender diversity* – Promoting gender balance at all levels of the organization

We are committed to attracting, developing, and retaining the most talented employees, regardless of their background or personal characteristics. This includes setting measurable targets for gender diversity and ensuring that our recruitment, development, and promotion are free from bias.

Commitment to Continuous Improvement

Topsoe's leadership, including the Board of Directors and senior management, is dedicated to advancing diversity, equity, and inclusion. This commitment is not only a core value but also a regulatory requirement in the EU where our headquarters are located.

We set annual targets for gender representation

at all management levels and in our Board of Directors. Progress is monitored, reported and disclosed annually in our statutory reporting.

To achieve our goals, we ensure that all employees are aware of and actively contribute to our diversity objectives.

Actions and Initiatives

To meet our diversity and inclusion goals, we will implement initiatives in the following areas, supported by specific measures and regular follow up:

- *Awareness and Education* - increasing awareness of diversity, equity and inclusion across the organization.
- *Talent attraction* – expanding our talent pool to include candidates from diverse backgrounds.
- *Leadership development* – Building a diverse leadership pipeline through targeted programs.
- *Mentorship programs* – Supporting career development through structured mentorship opportunities.
- *Unconscious Bias Training* - Educating managers to recognize and mitigate unconscious bias in recruitment,

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performance reviews, and decision-making processes.

Accountability, Governance and Transparency

Accountability for our diversity, equity, and Inclusion efforts lies at the highest levels of the organization. The Chief Human Resources Officer (CHRO) holds responsibility for reviewing and updating this policy, while the Chief Executive Officer (CEO) and the DE&I Committee provide endorsement and support. Additionally, the Senior Leader-ship Team (SLT) is tasked with setting the strategic direction and defining targets for DE&I initiatives.

Progress is reviewed annually to ensure alignment with our commitments and targets.

This policy is published on our intranet and website to ensure transparency and accessibility for all stakeholders.

We report on our progress annually, including gender representation in management and the Board, as part of our sustainability and statutory reporting.

Supporting Policies and Standards

This policy is supported by internal policies and standards, including:

- Topsoe Anti-harassment Policy
- Topsoe Supplier Code of Conduct
- Topsoe Code of Conduct

Harassment and discrimination are not in line with Topsoe's Diversity, Equity, and Inclusion values and are therefore not tolerated at Topsoe. We encourage all employees to report any observed or experienced discriminatory behavior or harassment to the [Topsoe Compliance Hotline](#)

Conclusion

At Topsoe, we believe that diversity, equity, and inclusion are essential to our success and sustainability. By fostering an inclusive culture and taking deliberate actions, we aim to create a workplace where everyone can thrive, feel respected, and contribute to our shared goals.