



TOPSOE

GLOBAL DIVERSITY POLICY

FEBRUARY 2021

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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 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.

An inclusive working environment is key to leverage the insights of diverse competencies and thinking. Additionally, the most engaged and motivated employees are those working in an open, fair, and diverse environment.

Workplace diversity refers to the variety of differences between people in an

organization. Diversity is an understanding that each individual is unique, and a recognition of individual differences. These differences can include ethnicity, gender, sexual orientation, age, physical abilities, family status, religious beliefs, educational background, perspective, experience, or other ideologies.

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 2020 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, ethnic origin etc.

Our policy sets out Topsoe's policy for diversity 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 career 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 awareness
- Talent attraction
- Leadership pipeline

Our efforts are overseen and directed as part of our Diversity Framework which includes the detailed descriptions of our initiatives, plans for these and the related targets.