

## Chr. Hansen's Diversity & Inclusion Objectives

Chr. Hansen recognizes the importance of a diverse workforce in delivering better business results and ensuring access to talent as we grow and develop our business.

In 2012, the Board of Directors at Chr. Hansen approved the company's first long-term objectives on Diversity and Inclusion (D&I) with focus on gender, nationality and age. The objectives apply to the Executive Board and to top management and employees in key positions. In addition, specific initiatives were outlined to ensure further integration of D&I into Chr. Hansen's policies, processes and culture.

Ambition	Chr. Hansen is committed to promoting diversity and inclusion to strengthen our business
Operational goals	<p><b>Board of Directors</b> By 2019/20 the Board of Directors aims at having at least three women* and one non-local member among the Board members appointed by the Annual General Meeting</p> <p><b>Top management and key positions</b></p> <ul style="list-style-type: none"> <li>• Increase the diversity of corporate management teams from 50% in 2011/12 to 80% in 2019/20</li> <li>• Increase the number of non-Danes in key positions from 40% in 2011/12 to 55% in 2019/20</li> <li>• Increase the number of women in key positions from 17% in 2011/12 to 25% in 2019/20</li> <li>• Increase the number of women in management to equal the distribution in CH in general by 2019/20</li> <li>• Monitor the distribution of age at all levels of the company</li> </ul>
	<p><b>Key initiatives</b></p> <ul style="list-style-type: none"> <li>• <b>Policies and procedures</b> - we will integrate D&amp;I considerations into our existing HR policies and procedures</li> <li>• <b>Measure and monitor</b> - we will measure and monitor our D&amp;I performance and communicate on progress in our annual report</li> <li>• <b>Culture and awareness</b> - we will raise awareness on D&amp;I at all relevant levels of the organization and integrate D&amp;I into our biannual employee survey ('inclusiveness index')</li> </ul>
*The goal was changed from two to three women by the Board of Directors in October 2015	

The D&I objectives are reviewed by the Board of Directors on an annual basis and will be taken up to consideration again by end 2016. For more information about Chr. Hansen's diversity & inclusion initiatives and the current status on our objectives, please consult the latest annual CSR report on [www.chr-hansen.com](http://www.chr-hansen.com)