



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.

Ambition
Chr. Hansen is committed to promoting diversity and inclusion to strengthen our business
Operational Goals
<u>Board of Directors:</u> <ul style="list-style-type: none">By 2021/22 the Board of Directors aims at having at least three women¹ among the Board members appointed by the Annual General Meeting
<u>Top management and key positions:</u> <ul style="list-style-type: none">Increase the diversity of corporate management teams² from 50% in 2011/12 to 80% in 2021/22Increase the number of non-Danes in key positions from 40% in 2011/12 to 55% in 2021/22Increase the number of women in key positions from 17% in 2011/2012 to 30³% in 2021/22Increase the number of women in management to equal the distribution in Chr. Hansen in general by 2021/22The number of non-locals in key positions to be at 50% in 2021/22Monitor the distribution of age at all levels of the company
Key initiatives
<ul style="list-style-type: none"><u>Policies and procedures:</u> We will integrate Diversity & Inclusion considerations into our existing Human Resource policies and procedures<u>Measure and monitor:</u> We will measure and monitor our Diversity & Inclusion performance and communicate on progress in our annual sustainability report<u>Culture and awareness:</u> We will raise awareness on Diversity & Inclusion at all relevant levels of the organization

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, top Management and employees in key positions. In addition, specific initiatives were outlined to ensure further integration of Diversity & Inclusion into Chr. Hansen's policies, processes and culture.

The Diversity & Inclusion objectives are reviewed by the Board of Directors on an annual basis. For more information about Chr. Hansen's diversity & inclusion initiatives and the current status on our objectives, please consult the latest annual sustainability report at <https://www.chr-hansen.com/en/sustainability/reporting-and-disclosure>.

¹ The goal was changed from two to three women by the Board of Directors in October 2015.

² Diverse teams are corporate management teams reporting to vice president level and above that include at least one woman and one non-local. The percentage of diverse teams is calculated at the end of the financial year.

³ The goal was changed from 25% to 30% by the Sustainability Board in April 2018.