

## People, Knowledge, and Organization Policy

---

Chr. Hansen aims to be an attractive workplace by providing an engaging, fair, respectful, inclusive, and safe work environment. We have a strong and meaningful purpose that is expressed in everything we do for -and with, our people. We provide development opportunities to our employees that are consistent with the needs of the business, thereby enabling individuals to grow in a way that directly impacts the value of their delivery on Chr. Hansen's ambitious goals.

Knowledge is a key competitive advantage and essential for Chr. Hansen's workforce to successfully execute our strategy, create organizational excellence and remain competitive.

Knowledge expansion is as important in helping our people maintain their employability and we strive to continuously support employees to develop their competencies and expertise.

We find it is critical that all People, Knowledge and Organization initiatives align within a framework that strongly supports the achievement of the company's strategic ambitions, thus creating a concentrated effort around building ONE Chr. Hansen. As such, we expect our employees to uphold and act in accordance with the existing global positions and policies in their local practice.

---

### **Talent Acquisition**

- We believe our employees are the most valuable assets and the very cornerstone of the company's future success
- We always strive to attract, engage, and retain employees with the right profile and match to our culture, who actively contribute to the execution of our company's strong purpose and ambitious strategy
- We continuously invest into building a diverse and talented workforce across all roles and broad functions, therefore creating a strong employee pipeline

### **Total Rewards**

- We believe it is vital to reward and recognize our people for the value they bring to our organization
- We offer Total Reward packages to our employees, which, in addition to pay, provide a range of programs, employment benefits and conditions designed to make them successful at work and support their well-being

- We are committed to providing fair, sustainable and market competitive rewards aligned with the skills and experience of our employees and reflecting their levels of performance, behavior, and ongoing contributions to our company's success

### **Leadership**

- We need leaders who can successfully perform in an increasingly complex and changing global context, and will do so in a human-centric way
- We encourage our leaders to be comfortable with their own unique leadership style whilst acting as role models in everything that relates to upholding our company, our culture, our people, and the fulfillment of their leadership role
- We expect all leaders to uphold and apply the six Chr. Hansen Leadership Essentials of Direction, Empowerment, Progress, Feedback, Learning and Collaboration

### **Learning & Development**

- We aspire to have the best and most talented people in all fields and at all levels, to deliver on our strategic ambitions and ensure we remain competitive
- We believe a highly competent workforce is characterized by a mindset of natural curiosity, openness to growth and a continuous drive for learning and development
- We expect our employees to take personal charge of their own learning and development, while we ensure opportunities for development exist and are known

### **Engagement**

- We believe that a fully engaged and enabled workforce is crucial for the long- and short-term success of our organization as it leads to increased employee well-being, higher levels of productivity, performance, and results
- We strive to create an engaging work environment, where employees feel connected to the company's purpose through a strong sense of belonging, are enabled to perform at their best and feel valued for their contributions
- We apply a dynamic approach to foster engagement through ongoing dialogue between leaders and employees, placing engagement at the forefront of the leadership agenda

**Organizational excellence**

- We strive to create a versatile organizational setup that will ensure an efficient, adaptive, and agile organization who is well prepared to deliver on our purpose, as expressed by our current and future strategic ambitions
- Our organizational environment fosters a strong focus on high performance, collaboration, and intercultural understanding
- We prepare for transformations that are [re]shaping the future of work, whilst balancing internal resources and our capacity to deliver on critical business objectives and changing priorities

---

**Monitoring and targets**

---

Status and progress on the overall People, Knowledge and Organization elements are reported to the Board in line with the annual People Process wheel, and to the Corporate Leadership Team on a quarterly basis.

**Governance**

Chr. Hansen's People, Knowledge & Organization Policy is further detailed in our positions. Below is a full overview of the positions in Chr. Hansen:

- Talent Acquisition
- Total Rewards
- Leadership
- Learning & Development
- Engagement
- Organizational Excellence

---

The principles apply to all employees and leaders in Chr. Hansen.

---