

# DIVERSITY POLICY

## Green Hydrogen Systems A/S



## 1. Introduction

- 1.1 The Board of Directors of Green Hydrogen Systems A/S (the “Company”) has established this policy on diversity (the “Diversity Policy”) setting out the Company’s overall principles on how to increase diversity, including gender distribution, at the different management levels in the Company.
- 1.2 This Diversity Policy is adopted in accordance with the Danish Committee on Corporate Governance’s Recommendations on Corporate Governance.

## 2. Purpose

- 2.1 The Board of Directors has prepared the Diversity Policy for the purpose of promoting inclusion and diversity amongst the Board of Directors, the Executive Management and other management levels as well as implementing a sound and strong diversification within the entire organisation of the Company.

## 3. Values and principles

- 3.1 The Company is of the opinion that diverse perspectives and ways of working create the best possible decisions and results required for fulfilling the Company’s mission of offering affordable green hydrogen for contributing to a sustainable energy utilization worldwide. Accordingly, the Company strives to having its organisation reflecting the societies within the countries in which the Company operates.
- 3.2 The business of the Company is based on the following core principles ensuring that the Company is guided towards the desired level of diversity and inclusion within its organisation:
- Diversity steers and drives creativity, innovation, performance and decision-making.
  - Equal opportunities apply for everyone pursuing a career in the Company.
  - Inclusion and diversity are an inherent part of the Company’s way of working, both internally and externally.

## 4. Approach and measures

### 4.1 Management

- 4.1.1 The Company believes that diversity and inclusion must be anchored at management level in order to ensure that the entire organisation ultimately will reflect the Company’s values and principles for diversity and inclusion. Accordingly, the Board of Directors and the Executive Management are continuously evaluating the composition of the management bodies of the Company when assessing how new competencies and qualification can be brought into play. Furthermore, the Board of Directors has prepared target figures for increasing the share of the underrepresented gender and prepared a policy to increase the share of the underrepresented gender at all management levels of the Company.

4.1.2 All members of the Executive Management team and the senior management team are required to prepare plans for ensuring that proper diversity and inclusion measures are duly implemented within the organisation of the Company.

#### 4.2 Training and recruitment

4.2.1 For the purpose of creating an inclusive and diversified organisation at management level as well as at other levels of the Company's organisation, the Company continuously train its employees in various aspects of diversity and inclusion and how to practically adopt diversity and inclusion principles into their day-to-day operations.

4.2.2 As part of the Company's recruiting, all applicants are encouraged to apply. Proper procedures are implemented to the effect that the Company's recruitment is not affected by the applicants' race, gender, sexual orientation, national origin, social origin, ethnicity, religion, disability and/or any other personal attribute. The Company continuously reviews and adapts, as necessary, its recruitment process and guidelines to neutralize any potential biases and to promote diversity and inclusion.

4.2.3 The Company has prepared guidelines for head-hunters, recruiters etc. to ensure that the Company's diversity and inclusion principles are followed when engaging external advisors for recruiting.

#### 4.3 Monitoring

4.3.1 The Company continuously monitor and track the level of diversity and inclusion within the organisation, specifically at management level. For ensuring that the Company's diversity and inclusion outlook is future-proofed, the Company periodically tracks its talent pool and succession pipeline in order to adequately prepare succession plans taking into account diversification.

### 5. Review and amendments

5.1 The Diversity Policy is continuously reviewed and assessed by the Company. Any amendments to the Diversity Policy must be approved by the Board of Directors.

### 6. Publication

6.1 This Policy shall be made available on the Company's website.

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Adopted by the Board of Directors on 7 April 2021

**The Board of Directors**

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Thyge Boserup

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Troels Øberg

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Thomas Thune Andersen

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Lars Valsøe Bertelsen

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Christian Clausen

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Jakob Fuhr Hansen

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Simon Krogsgaard Ibsen

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Karen-Marie Katholm