



# Global diversity & inclusion policy

The purpose of this policy is to describe how Ørsted will ensure equal opportunities, build an inclusive culture and contribute to the societies in which we operate.

Ørsted's Global diversity & inclusion policy builds on:

- a firm commitment to equal opportunities for all and the conviction that everybody should be recognized and respected for who they are,
- the belief that diversity and inclusion are preconditions for Ørsted's successful development in the global market and
- the wish to ensure that Ørsted is a contributor to social sustainability in the societies in which we operate.

Diversity is when different perspectives, backgrounds and experiences come together. Inclusion is the deliberate act of valuing diversity and creating an environment where everyone can thrive and succeed. Diversity, equality and inclusion are integral to our culture and the way we do business.

At Ørsted, we encourage and value diversity of thought so that everyone feels free to openly share their ideas and input. We believe that a combination of different perspectives creates better solutions.

Diversity plays an important part in mobilising our organisation to create a world that runs entirely on green energy. Realising this mission is dependent on the inclusion, retention and attraction of all varieties of talent and thus Ørsted will continuously strive to ensure that the talent pool is diverse and reflects today's society.

## **Equal opportunities for everyone**

Ørsted commits to providing equal opportunities irrespective of ethnic background, race, religion, age, gender, disability, sexual orientation, outlook or social status.

## **Zero tolerance of bullying and discrimination**

Ørsted commits to creating a working environment free of bullying, harassment, victimisation and discrimination, promoting mutual respect and ensuring that the contributions of all employees are recognised and valued.

All employees are obliged to contribute to a positive, open-minded and constructive working environment. Managers must take complaints of bullying, harassment and unlawful discrimination by employees, customers and suppliers seriously and ensure that they are handled properly.

In our annual People Matter survey, we measure and follow up on bullying and harassment. Read Ørsted's policy on bullying and harassment [here](#).

## **Women in management**

Ørsted is committed to working towards increasing the share of women in executive and managerial positions. Gender representation at mid and top-level management has not been – and is still not in 2018 – satisfactory and does not represent the current ratio in Ørsted's employee population where one third are women. Ørsted aims to have 22% women in top 100 management positions and 30% women at mid-management level by 2023.

## **Sexual orientation and gender identity**

Ørsted welcomes people of all sexual orientations and gender identities. Ørsted has adopted the UN's LGBTI Standards of Conduct for Business in 2018 and aims to support equal rights for the LGBTI community through targeted initiatives.

## Nationality

Ørsted aims to create an inclusive environment that attracts and retains talented people from all backgrounds and cultures. Ørsted is committed to diversity in top management and thus focuses on ensuring variety in talent programmes and leadership training.

## Special focus on inclusive recruitment

Ørsted provides all managers with non-discriminatory tools and guidelines for objective recruitment to mitigate unconscious bias. This helps to ensure that when managers recruit, they consider all qualified candidates fairly and equally. Ørsted monitors its recruitment practice to ensure that all recruitment is consistently fair and inclusive.

Ørsted requires that at least two qualified female applicants must be invited for interviews and that external recruiters live up to the same standard in their selection of candidates. In cases where industry-related factors make this difficult, hiring managers are still expected to do their utmost to live up to this requirement.

## Initiatives to support a diverse and inclusive workforce

Ørsted has implemented concrete initiatives and follow-up activities and informs employees of their rights and responsibilities under the Global diversity & inclusion policy. Current diversity and inclusion initiatives include among others the following:

Initiatives to promote women in management:

- High potential female talents are identified and have a structured dialogue about development wishes and possibilities through the People Review and People Development Dialogue.
- Ørsted has reserved one third of the seats on our internal High Potential development programmes for female talents.
- For senior female managers, Ørsted has initiated a 'Female Spotlight Initiative' that prepares talented women for senior leadership positions.
- Ørsted has joined the UN Convention on Discrimination against Women.

Other initiatives:

- In Denmark, employees voluntarily coach expat spouses and immigrants.
- Ørsted was sponsor of Copenhagen Pride Week 2018.
- In the UK, Ørsted is partnering with the Teach First organisation to assist teachers in local communities in inspiring and engaging students in disadvantaged areas.
- In Denmark, Ørsted helps military veterans identify new job opportunities through targeted mentoring.

## Expectations towards business partners

Ørsted has a clear expectation that business partners promote diversity and inclusion, which is clearly expressed in our Code of Conduct.

We expect Ørsted business partners to treat employees fairly and provide a workplace which supports diversity, and which is free from discrimination in hiring, compensation, access to training, promotion, termination, retirement, working conditions, job assignments, benefits and discipline based on personal characteristics. This includes ethnic background, race, religion, age, gender, disability, sexual orientation, outlook or social status.

## Social sustainability

To Ørsted, doing business also means taking social responsibility in the local communities where we operate. From country to country and dependent on where we can specifically support, Ørsted thus engages with societal stakeholders, e.g. together with schools, research institutions and social organisations.

*(Approved by the Board of Directors on 14 December 2018)*