

Diversity & Inclusion at Avantium

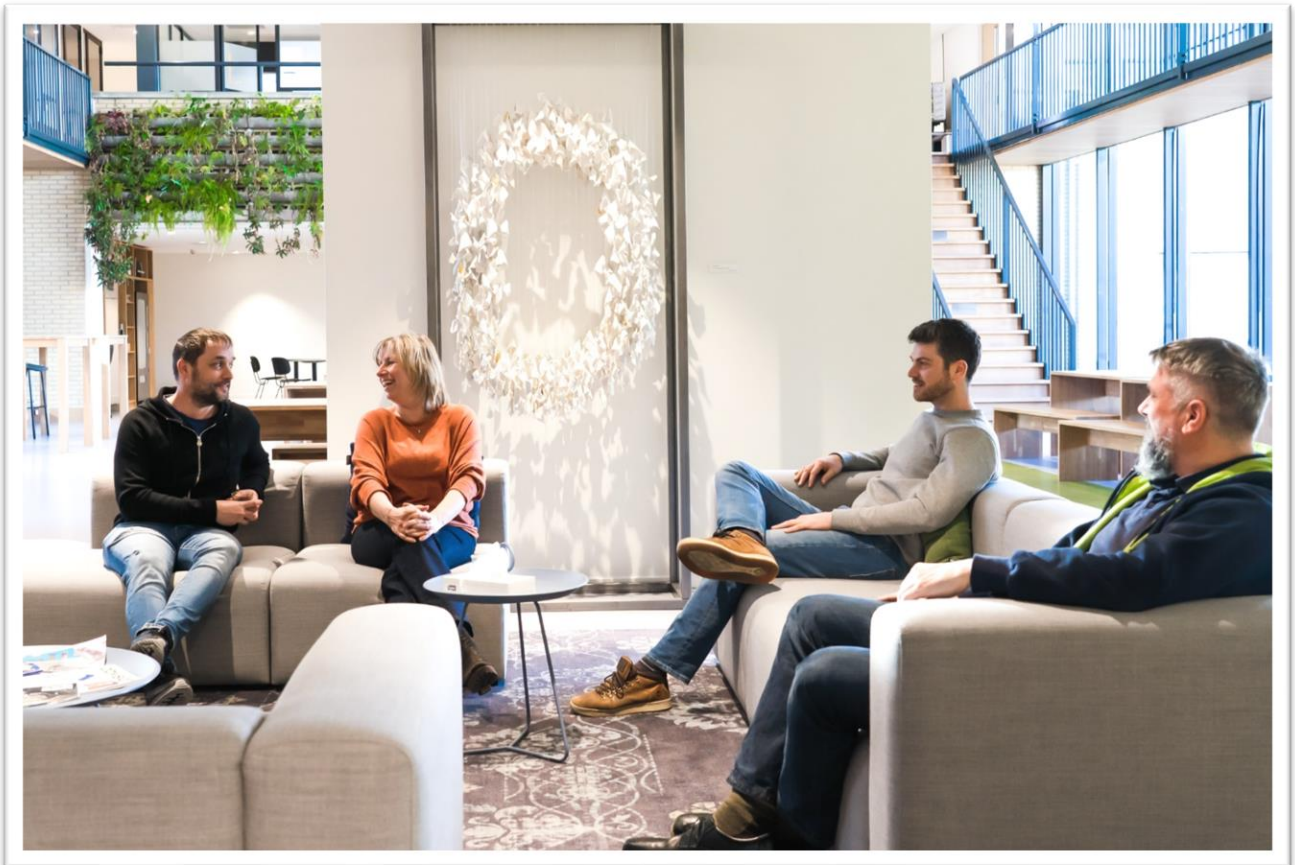




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1. What we stand for

Avantium is an innovation-driven company dedicated to developing and commercializing breakthrough technologies. We are an international community with a universal goal: to create a fossil-free chemical industry. We believe our mission, strategy and objectives can only be achieved through highly talented, motivated and engaged employees. By fostering a safe, inclusive and inspiring workplace, we attract talented colleagues from diverse backgrounds and create an environment where everyone can reach their full potential. We aspire to be a welcoming community for people from all nationalities, social, cultural and ethnic backgrounds, sexual and gender identities, age groups and education levels.

Fostering and encouraging a diversity of perspectives is fundamental to reach our goals. The fundamental principles of Avantium's D&I policy are: to maintain a balanced workforce composition based on age, gender, cultural or ethnic origin, physical and mental capacity, beliefs and working styles; to provide equal development opportunities for all employees; and to promote a balanced composition in leadership positions through a policy of gender and cultural diversity

Diversity	Equality	Inclusion
<p>Diversity means all aspects in which people differ from each other. These can be along the dimensions of cultural, social, and ethnic backgrounds, sexual and gender identities, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. We acknowledge that categories of difference are not always fixed but also can be fluid. We respect individual rights to self-identification, and we recognize that no one is superior to another.</p>	<p>Equality means creating a fair playing field for everyone. Everyone's contribution is of equal value and everyone has equal opportunities.</p>	<p>Inclusion means a culture in which the mix of people and their different perspectives and views can come to full potential; where differences are acknowledged, valued and used. A culture in which everyone feels comfortable and confident to be themselves and work in a way that suits them. And where no one is excluded.</p>

2. Why diversity, equality and inclusions matters

Diversity, equality and inclusion are more than just the right thing to do; it is essential for achieving our mission, strategy and objectives. By having an inclusive culture, we bring the diversity of perspectives and views to its full potential with an engaged workforce. At Avantium, we are pioneers and we know that our differences strengthen us and that



diversity of thought breeds creativity and drives innovation. It also leads to better problem solving, better understanding of the needs and perspectives in society, and more fun. It helps us meet the needs of our customers, partners and stakeholders. That is why we cultivate inclusion, equality and diversity for all in our workplace.

3. Our culture and values

At Avantium, we have five core values that define what we stand for and how we work with each other, our customers and our partners. Our values foster careful listening and understanding, valuing complementary talents, different perspectives, unconventional solutions, team work, ethical behaviour and an open mind:

1. We make a lasting impact:
We think big. We understand our customers through and through. We improve the world around us. We drive - and thrive on - change. We have an impact on the environmental footprint of the wider industry.
2. We are determined team players:
We embrace challenges. We value complementary talents and diverse perspectives. We actively engage with partners. We work in teams to solve problems. We go the extra mile to deliver results.
3. We do the right things right:
We behave ethically. We make bold choices. We take responsibility for our actions. We operate safely.
4. We are pragmatic idealists:
We always find a way. We think outside the box, but never lose sight of reality. We keep our feet on the ground. We always sail towards our destination, adjusting course when necessary.
5. We have fun and the rest of the world is a little bit weird:
We disrupt. We appreciate unconventional solutions. We celebrate success and learn from setbacks. We view things with a positive eye and an open mind.

4. Our objectives

We are proud to be a diverse and inclusive company, but we believe we can always do more. In our Chain Reaction 2030 sustainability plan, we have therefore committed ourselves to improve upon our baseline of being an inclusive and diverse company, ensuring that we are representative of the societies and communities we operate within. To achieve this, we have set the following sub-targets:

- Gender equality in leadership positions by 2030
- Maintaining the diversity of nationalities within our company



- Refine Diversity & Inclusion KPIs, conduct a baseline assessment and establish a plan for improving this baseline

In 2022, we have set the following stringent diversity, equality and inclusion targets for the next two years, against our 2021 baseline:

- Ensure at least 33% of our Supervisory Board are women and at least 33% are men.
- Ensure at least 33% of our Management Team are women and at least 33% are men.
- Ensure a minimum 2% year-on-year increase of women in senior management who report directly to the Management Team.
- Ensure a minimum 2% year-on-year increase of women in our total workforce.
- Maintain the diversity of nationalities within our company.
- Ensure equal pay for equal work (as assessed by an independent external party every three years).
- Conduct a Trust Index survey with Great Place to Work every two years. In the Diversity & Inclusion module, we measure progress within the organisation against the following statements:
 - I. People here are treated fairly regardless of their age.
 - II. People here are treated fairly regardless of their race.
 - III. People here are treated fairly regardless of their gender
 - IV. People here are treated fairly regardless of their sexual orientation.
 - V. If I am unfairly treated, I believe I will be given a fair shake if I appeal.

The yearly progress on those targets is reported in the Annual Report.

5. Our commitments

We are committed to weaving diversity & inclusion into the fabric of our business.

Ensure equal opportunities

We are committed to providing equal opportunities to our staff, contractors, agents of and applicants to the company, and to not discriminating on the basis of age, gender, race, disability, faith, beliefs or sexual orientation. Avantium aims to ensure that its employees are selected, trained, compensated, promoted or transferred solely on the basis of abilities, qualifications and merit.

All vacancies are first posted internally before we post those externally and internal candidates get priority over external candidates if they bring the same experience, skills and competency level as external candidates. We also make sure that there is a diverse composition of interviewers in the job application process to ensure that our procedures are objective and transparent.

To secure a diverse talent pipeline for the future, we have also need to engage with students at key moments throughout their education to encourage a better gender balance studying STEM subjects. In our sustainability plan Chain Reaction 2030, we have set ourself the



target that by 2030, 100,000 students will have been engaged by Avantium on using chemistry for a fossil free world.

Training and development

As well as attracting the best talent for our company, we have a duty to ensure we help all Avantium colleagues reach their full potential, no matter their role in our business. We provide all employees with access to the online training platform GoodHabitZ, home to more than 80 personal development programmes. We also have a 'Lead to Grow' series, which aims to bring leaders in the business together, helping them focus on personal growth, leadership skills and relationship-building. We encourage leaders to work together to solve business challenges, which contributes towards a shared leadership consciousness that thrives at Avantium. There is development budget available that allows employees to take part in specific training sessions. This encourages our colleagues to stay curious, take ownership of their work and drive their own career paths in the direction they choose.

Ensure a supportive working environment for employees in different phases of their life
We have an age-conscious personnel policy. This policy focuses on sustainable employability of each employee, regardless of age. In line with the company values, Avantium strives to make the best possible use of the employees at all stages of their working life in a way that does justice to their well-being, motivation, experience and knowledge. Our age-conscious personnel policy has roughly 4 phases: the development phase (first run), the rush hour phase (growth in employment, start families and changing family composition), the balance phase (acquired positive work-life balance) and the senior phase (changes in physical capacity, opportunities for older employees).

During the first phase, we offer the employee the opportunity to quickly learn and grow, by offering a combination of challenging assignments, training and supportive mentoring. During the second phase, we offer the employee the opportunity to work part-time and take parental leave. Also, we support breast-feeding mother's in returning to work. During the third phase we offer the employee the opportunity for personal development and assignments outside their comfort zone. In the fourth phase, we hold pragmatic discussions with the employee to assess what changes he/she may need in their working conditions.

Integration Dinner

Diversity is a key factor in the depth of our talent pool, and Avantium is proud to attract candidates from all over the world. Every year, Avantium organises a National Integration dinner. During this integration dinner we encourage our employees to cook a and serve a traditional dish. During the dinner we appreciate each other's specialties and share knowledge around traditions and cultures.

Support and sponsor ideas

At Avantium we encourage all employees to contribute to diversity, equality and inclusion. In 2021 we established a workgroup that will help the company improve on diversity, equality and inclusion with ideas from employees.

Code of Conduct



The Avantium Code of Conduct guides our actions and decision. It is a reflection of our beliefs and values. Every Avantium employee must follow the letter as well as the spirit of this Code. The Code covers a range of areas including but not limited to integrity at work, age discrimination, working conditions, equal opportunities, conflicts of interest, privacy, financial practices, discrimination, harassment and bullying, and complaints procedures.

Confidants

Employees who feel they have suffered or witnessed harassment, discrimination, bullying or victimisation, or who struggle with dilemmas in this field, can contact one of our Confidants to address their situation and/or follow Avantium's complaints procedure. The Confidant acts according to our Confidant Regulations, keeping all discussions and information shared strictly confidential and trying to advise the employee under the conditions described in the Confidant Regulations.

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