

This document is relevant for all employees working for Norsk Hydro ASA and its wholly owned subsidiaries, including all temporary personnel, consultants and others who act on behalf of or represent Hydro. It is also relevant to the employees of partly owned companies if, and to the extent, approved by the governing body of such companies. For legal entities where Hydro holds less than 100 percent of the voting rights, Hydro's representatives in the boards of directors or in other governing bodies will endeavor to follow the principles and standards in this document.

Hydro's Diversity, Inclusion and Belonging Policy

Purpose

The purpose of this document is to define Hydro's commitment to diversity, inclusion and belonging.

We will, in all our operations, seek to uphold the principles and requirements in this document to foster and maintain an inclusive workplace, in compliance with laws applicable in the jurisdictions in which we operate.

Context

Hydro's purpose is to create a more viable society by developing natural resources into products and solutions in innovative and efficient ways. We depend on utilizing the diverse perspectives our workforce represents to achieve this. We further recognize that a more viable society is one that is accessible for all. Therefore, we are continually developing our organization into an increasingly open, diverse, and inclusive environment.

We believe that true progress happens when we embrace diversity, equity and inclusion to create a sense of belonging, empowering every individual to reach their full potential. Inclusive leadership and culture are key to our success, strengthening decision making, fueling innovation, and helping us drive meaningful change.

Definition of DIB

Diversity is the people our workforce represents. It encompasses both characteristics (such as gender identity, age, ethnicity, sexual orientation) and factors (such as education, work experience, language).

Diversity competence is the understanding of the strengths and perspectives diversity entails. It is the ability to be open, humble, show curiosity, respect, and be flexible in meeting our fellow human beings.

Equity is about empowering all individuals to perform at their best.

Inclusion is the environment we create which is designed to enable all individuals to contribute to their full potential. It is about giving all individuals a voice.

Diversity leadership is the behavior needed to promote and encourage the potential leadership in our diverse workforce.

Belonging is the perception that the individuals' contributions matter. It reflects the need to be part of a group and that individual voices are heard.

Our approach to DIB

Our approach to DIB shall be integrated in all our operations and business partnerships.

We recognize the importance of working collaboratively across our industry to promote diversity, inclusion and belonging – particularly when it comes to under-represented groups.

Hydro focuses on Diversity, Inclusion and Belonging to create a sense of belonging and business value by embracing differences and unlocking individual potential. All Hydro sites shall focus on:

- **Diversity hiring:** Hydro needs access to the best talents in the market. All recruitment practices in Hydro shall always be merit-based, focused on qualifications, while simultaneously seeking a diversity of backgrounds among candidates and in succession pools. Local units are responsible for setting up relevant diversity hiring targets while complying with local laws and regulations.
- **Inclusive workplaces:** all sites in Hydro shall foster local DIB awareness for all employees by offering:
 - Personal Protective Equipment (PPEs) available for all body types and genders
 - DIB communication observing Hydro's annual "DIB Celebration Days" or locally relevant days (accessible to all employees and

- translated to local language when applicable)
- DIB trainings for all employees at least every two years
- DIB training for leaders at least once a year
- Inclusive leadership: In Hydro, leaders are responsible for implementing and monitoring the above requirements, while also being role models for inclusive leadership behaviors as stated in Hydro's Leading the Hydro Way framework. DIB shall be discussed in leadership team meetings at least twice a year.

Roles and responsibilities

- DIB is part of [Hydro's Code of Conduct](#), with which all employees are required to comply with.
- Hydro's Code of Conduct is approved by Hydro's Board of Directors. Hydro's Governance Documents concerning DIB are approved by the relevant Executive Vice President (EVP).
- Group People and Organization has a responsibility in shaping, safeguarding, and advising through the development and implementation of appropriate global governing documents, processes, and procedures.
- Implementation of governing documents, processes and procedures developed by Group People and Organization related to DIB is a line management responsibility. Each business area has a DIB roadmap owned by the respective EVP. Line management is responsible for developing and implementing local processes and procedures where relevant.
- Information pertaining to Hydro's most salient DIB risks and work is to be communicated to the board of directors, the Executive Leadership Team, business area management teams, union representatives and other stakeholders.
- Training on the Code of Conduct shall be provided to all employees. In addition, more specific training on DIB shall be available to all users of our human capital management system (ONE) and further training shall be available to educate our entire workforce on DIB.

Due diligence

- Diversity, inclusion and belonging (DIB) shall be integrated in all of Hydro's People processes.
- We shall develop KPIs (Key Performance Indicators) specifically related to DIB parameters and shall conduct DIB analyses periodically.
- We shall measure inclusion annually through our Inclusion Index. The Inclusion Index will be used

as a metric in internal board meetings with the aim of improvement.

- Progress shall be followed up through internal board meetings.

The responsibility of leaders

Hydro's Executive Leadership Team (ELT) has a particular responsibility for DIB, and each member has signed a [letter of commitment to diversity, inclusion and belonging](#).

We expect our leaders to follow the three D's of Leading the Hydro Way in DIB:

'Driving Change' by role modeling diversity leadership and to engage in transparent and consistent communication of training, awareness, reports, events, and actions on the subject.

'Develop People' by demonstrating the behavior needed to release the full potential of our diverse workforce, and to 'Deliver Results' by demonstrating the DIB practices in a manner consistent with the guidelines in this policy.

Leaders are further expected to promote fair and inclusive recruitment, promotion and succession processes alongside Group People and Organization.

The responsibility of all employees

All employees are responsible for creating an inclusive work environment. Employees who exhibit behavior in conflict with Hydro's Code of Conduct, where DIB is central, may face disciplinary action.

Stakeholder engagement

- We engage and collaborate with stakeholders both internally and externally where relevant to inform us about and evaluate the effectiveness of our own DIB work. This may include civic organizations, NGOs, unions, local associations, authorities, etc.
- We engage in dialogue where relevant with employees' representatives, employee forums or unions. Hydro has a Global Framework Agreement with certain international and national unions, as well as an agreement with the European Works Council.
- We aim to contribute to the economic and social development of our employees, our partners, and the communities in which we operate, and promote principles of good governance in doing so.

Grievance mechanisms and remediation

As stated in Hydro's Human Rights policy, we have a company-wide AlertLine for reporting concerns involving illegal, unethical, or unwanted behavior. This is available on an identified or anonymous basis, for employees, on-site contractors, and other members of the public on a 24/7 basis in multiple languages.

The principles set forth in this document are generally derived from the following Hydro Governance Documents:

- *Code of Conduct*
- *The Hydro Way and Governance System*
- *Hydro's Sustainability Directive*
- *Hydro's People Directive*
- *Health, Security, Safety and Environment Global Directive*
- *Hydro's Human Rights Policy*

Reference list:

- International Bill of Human Rights
- ILO Declaration on Fundamental Principles and Rights at Work (Core Labor Standards)

This document will be reviewed by Group People and Organization periodically, including as needed to address any significant changes in our DIB policy, and not less than every two years.