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## Neste Just Transition Statement

At Neste, future readiness means delivering on [our climate commitments](#) to lead the transformation towards a carbon neutral value chain by 2040. We recognize the importance of ensuring that this global transformation is a [just transition](#) as envisaged by the Paris Agreement, one which delivers green and decent jobs and creates resilient communities where everyone can thrive.

Neste's transformation into the world's leading producer of sustainable aviation fuel and renewable diesel and a forerunner as a producer of more sustainable raw material solutions for the polymers and chemicals industry began decades ago. This journey has already resulted in a number of green jobs and developing and upskilling our talent pool. Our transformation has also been one of the reasons why talented people choose to join Neste.

### Engagement with our Employees

- Neste promotes a people-first approach in our just transition planning, underpinned by our [commitments to respect human rights](#), promote decent work, and address inequalities across the value chain. We are committed to active communication, dialogue and cooperation with internal stakeholders, including employees, line managers and employee representatives on the social impacts of our transformation towards a carbon neutral value chain.
- We engage with our employees in various ways, including a broader annual [employee survey](#) complemented with shorter pulses and other targeted employee surveys covering Neste's strategy and values, as well as the pace of change of our business transformation and clarity on job roles. We conduct team and individual discussions, surveys gathering onboarding and offboarding experiences, and internal info sessions and town hall meetings to discuss the changes to Neste's business related to our transition to net zero.
- We are in continuous social dialogue with employee representatives and through unions on topics including business updates, competence and skills development and wellbeing at work. Neste is committed to following applicable, local collective agreements and also has local cooperation bodies in Finland, Rotterdam Refinery and Singapore.
- Diversity, equity, and inclusion are central to ensuring meaningful participation by everyone in our transformation. We are committed to developing an inclusive culture that fully leverages the benefits of diversity, one in which all Neste employees are given equal opportunities to pursue and thrive in their careers.

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## Developing our People

- Neste's transformation and growth offer our people many career opportunities and personal growth possibilities in new projects. We are committed to developing our talent to meet business targets, and to prepare our workforce for the growing and changing demands of future work and low carbon transition. A practical tool to ensure this is regular Forward Discussions between leaders and employees where development and career plans are annually updated.
- Neste has established systems for competence building and training for our processes and operations. We ensure that our employees have individual development plans, and we have processes in place to continuously support them in their development, taking individual situations into account.
- We offer company-wide development programs and tools to support the needed strategic capabilities in the company. In addition, there are several development initiatives designed in the business units and functions.

## Porvoo transformation

- Neste has an ambition to make Porvoo the most sustainable refinery in Europe aiming to reach carbon neutral production by 2035. A strategic study on transitioning our Porvoo refinery to a renewable and circular site and ending crude oil refining in the mid-2030 is ongoing. These developments would significantly contribute to the realization of Neste's climate commitments, and make Neste a global frontrunner in the transformation of the fossil fuel industry.
- Ongoing and planned changes provide new opportunities and learning possibilities for Oil Products personnel and also for many other Neste employees. As part of the changes we are committed to ensuring that people are capable of performing and adapting to changes.
- We are implementing development initiatives to support change leadership by training more than 300 key people on the topic, and are broadly engaging people bringing cross unit know-how, key experts and field operations together to discuss the transformation and its effects on everyone.
- All of our teams have mandatory team value discussions on diversity, equity and inclusion, an important element in our just transition planning for Neste's transformation.

Neste is a responsible employer and we seek to find sustainable solutions by resourcing and planning both long and short term time horizons and taking into account natural turnover. We offer career development opportunities for our people to move across businesses and functions to support growth of the people and business.