

Diversity policy

InstallatørGruppen A/S
(CVR No. 43 89 18 71)

1 Purpose

- 1.1 This policy sets the framework for InstallatørGruppen A/S' ("InstallatørGruppen") diversity and inclusion efforts and establishes targets and a policy for increasing the proportion of the underrepresented gender in its management levels in accordance with the Danish Companies Act, section 139 c and section 99 of the Danish Financial Statements Act. The policy is designed for incorporation into InstallatørGruppen's governance documents and supports progress towards a balanced gender representation at the InstallatørGruppen's board of directors (the "Board of Directors") and across other management levels.
- 1.2 This policy supports compliance with the Danish Corporate Governance Recommendations, as applicable from time to time, on diversity and inclusion.

2 Scope

- 2.1 InstallatørGruppen aims to be an attractive, responsible and diverse workplace where everyone has equal opportunities regardless of gender, age, ethnicity, nationality, sexual orientation, gender identity, disability or other characteristics.
- 2.2 The companies in InstallatørGruppen currently have a very low proportion of the underrepresented gender. This mirrors the situation in similar companies in our industry and reflects a broader structural challenge: far too few women choose technical education and careers. Achieving a more balanced gender representation therefore requires both a strong internal effort on recruitment, development and culture, and a wider, long-term effort by the industry to increase the number of women entering technical professions.
- 2.3 The purpose of this policy is to set simple and clear principles for how we work with equality, diversity and inclusion across InstallatørGruppen, including in:
 - The Board of Directors
 - Executive Management
 - Other management levels and employees

This policy applies to all employees in InstallatørGruppen, and all legal entities controlled by the group.

3 Core principles

- 3.1 We work according to the following principles:

- Equal opportunities: Recruitment, promotion, development and dismissal are based on qualifications, experience, areas of responsibility and performance – not on gender or other characteristics unrelated to the job.
- Diversity as a strength: Different perspectives and backgrounds contribute to better decision-making, innovation and understanding of customers and partners.
- Inclusion in practice: Everyone should experience a respectful working environment and professional tone, where discrimination, harassment and exclusionary behaviour are not accepted.
- Compliance with standards: We respect international human rights and labour standards as well as applicable national legislation

4 Diversity in Leadership

Board of Directors

- InstallatørGruppen aims for a Board of Directors that reflects a diversity of competencies, experience and backgrounds.
- We aspire to achieve a balanced gender composition on the Board and, as a minimum, to have each gender represented by at least 40% by 2030.
- When nominating new board members, shortlists should, as far as reasonably possible, include qualified candidates of both genders.

Executive Management

- InstallatørGruppen aims to have an Executive Management team that is diverse both professionally and personally.
- We aspire that the currently underrepresented gender is represented in the Executive Management by 2030.
- In recruitment for Executive Management positions, we will actively seek qualified candidates of both genders.

Management level reporting to Executive Management

- The management level reporting directly to Executive Management is an important pipeline for future top management.
- We aspire to achieve a more balanced gender representation at this level, so that the underrepresented gender constitutes at least 40% by 2030.

- When filling management positions at this level, we will always aim to have a field of qualified candidates from both genders.
- Progress against these ambitions and the development in gender composition in leadership will be reported annually, for example in the annual report/ESG disclosures.

5 Recruitment and Development

5.1 To support equality and diversity, we focus on:

- Recruitment: Job advertisements are formulated in neutral and inclusive language, aiming to appeal to a broad range of candidates. Where possible, we aim to invite qualified applicants of both genders for interviews for management and key positions.
- Development and careers: All employees should have access to relevant development, training and career opportunities based on role, potential and performance – regardless of gender or background.
- Employees returning from longer periods of leave (e.g. parental leave) should be given appropriate support and conditions to reintegrate effectively into their role.

6 Working Environment, Flexibility and Pay

- Working environment and tone of voice: We expect a respectful, professional and inclusive tone in all internal and external communication. Harassment, bullying, discrimination or degrading language are not tolerated.
- Flexibility: Within the constraints of operations and tasks, we support flexible working arrangements that contribute to a healthy work–life balance.
- Pay: Pay and terms of employment are determined on the basis of role, responsibilities, competencies and performance – not gender or other irrelevant factors. We aim to ensure that employees in comparable roles with similar qualifications are remunerated on a consistent and fair basis.

7 Responsibilities, Reporting and Follow-up

Responsibilities:

- The Board of Directors of InstallatørGruppen approves this policy.
- Executive Management holds overall responsibility for implementation.
- Managers at all levels are responsible for applying the policy in day-to-day management.

- HR supports implementation with guidelines, tools and data.

8 Channels for concerns

Employees who experience breaches of this policy may raise concerns with their line manager, HR, or through InstallatørGruppen's whistleblowing/complaints channel.

Reports are handled confidentially and in accordance with applicable rules.

9 Effective date, revision and disclosure

9.1 This policy takes effect on the date of adoption as stated below.

9.2 The Board of Directors will revise the rules, when necessary, but at least once a year, and the policy will be reviewed and updated upon material organisational or corporate changes within the InstallatørGruppen and its group.

As adopted by the Board of Directors of InstallatørGruppen A/S on 1 June 2026.