

# INCLUSION AND DIVERSITY POLICY

## 1. PARTICULARS

<b>Risk category</b>	Compliance
<b>Risk assessment</b>	Non-compliance with this policy may cause reputational damage, lack of business opportunities and failure to comply with current legislation.
<b>External reference</b>	The Danish Companies Act, section 139C, the Danish Financial Statements Act, section 107D, Corporate Governance Recommendation, section 3.1.2
<b>Target group</b>	The Inclusion and Diversity Policy applies to Solar Group and covers our employees.
<b>Classification</b>	Public document available on Solar's Intranet and at solar.eu
<b>Latest update</b>	June 2025
<b>Approved by</b>	Board of Directors, August 2025
<b>Responsible</b>	CEO
<b>Contact person</b>	Vice President, Group HR

## 2. OBJECTIVE OF THE POLICY

The objective of this policy is to ensure that all Solar Group employees are treated equally, irrespective of racial and ethnic origin, colour, sex, sexual orientation, gender identity, disability, age, religion, political opinion, national extraction or social origin, or other forms of discrimination covered by union regulation and national law, thereby ensuring equal opportunities for engagement, terms of employment, training, and promotion.

## 3. SCOPE OF THE POLICY

Solar wishes to ensure a high level of diversity and an inclusive culture. Solar hires the most qualified candidate for the job, regardless of gender, age, race, religion etc.

### 3.1. Board of Directors

The Board of Solar aims to promote equal gender representation among board members elected by the Annual General Meeting whilst ensuring it has a broad portfolio of skills and experience. Our aim is to ensure that women are not underrepresented on the Board of Directors. Since Solar's Annual General Meeting in 2022, women constitute 33% of the Board of Directors which according to Danish legislation is an equal distribution given the current number of Board of Directors members.

### 3.2 Other management levels

Other management levels (level 1 & 2 management) are defined as two management levels below the Board of Directors. The first management level (level 1 management) below the Board of Directors includes the Executive Board and the persons who are

organisationally at the same management level as the Executive Board. The second management level (level 2 management) below the Board of Directors includes individuals with staff responsibility who report directly to the first management level (level 1 management).

For level 1 & 2 management in the Danish parent company, our aim is to achieve an overall distribution of women and men of >25% by 2026.

### **3.3 Actions to ensure diversity and inclusion**

Solar encourages the career development of managers, project workers and specialists, and thus enables an underrepresented gender to have the right opportunities to develop and advance within the organisation.

We arrange internal management training and webinars as well as onboarding for all new managers, which provides the right tools and qualifications for further managerial development.

Our employee performance appraisals focus on the development of both skills and competences to ensure alignment with our company values.

Our group recruitment processes ensure transparency and credibility across the group. It ensures that HR and the managers responsible for recruitment take into account diverse backgrounds and qualifications, with a view to matching the markets and lines of business relevant to Solar now and in the future. This includes training on how to source/hire inclusively and awareness of unconscious bias. Our job advertisements

specify that Solar seeks to achieve a diverse representation in all positions. We require that candidate shortlists for managerial positions include at least one member of the underrepresented gender. We have an ambition to raise entry level to 40% by 2026.

Solar encourages all managers to engage in our professional network, which promotes exchange of experience and mentoring.

As far as possible, Solar has an open approach to flexible work plans and working conditions to support work-life balance, which we measure in our engagement survey.

## **4. DEVIATIONS FROM THE POLICY**

No deviations from this policy are allowed.

## **5. DIVISION OF RESPONSIBILITIES**

The CEO is accountable for this policy. It has been approved by the Board of Directors. Day-to-day accountability for ensuring that the contents of this Policy are adhered to has been delegated to VP, Group HR. The policy applies to all legal entities in Solar.

This policy is reviewed annually.