

INCLUSION AND DIVERSITY POLICY

1. PARTICULARS

Risk category	Compliance
Risk assessment	Non-compliance with this policy may cause reputational damage, lack of business opportunities and failure to comply with current legislation leading to fines or claims for compensation.
External reference	The Danish Financial Statements Act, sections 107D and F, Corporate Governance Recommendation, section 3.1.2, the Danish Gender Balance Act.
Target group	The Inclusion and Diversity Policy applies to Solar Group and covers our board of directors of the Danish parent company, Solar A/S, (the "Board of Directors"), management and employees.
Classification	Public document available on Solar's Intranet and at solar.eu
Latest update	September 2025
Approved by	Board of Directors, November 2025
Responsible	CEO
Contact person	Vice President, Group HR

2. OBJECTIVE OF THE POLICY

Solar is committed to ensuring equal treatment and opportunities for all employees, regardless of race or ethnicity, sex, sexual orientation, gender identity, disability, age, religion, political opinion, national extraction, social origin, or any other grounds protected by union regulation or national law, and to ensuring gender balance.

Our policy promotes fairness, equality, inclusion, and non-discrimination at every stage of employment from recruitment and onboarding to development and advancement.

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

We are committed to promoting balanced gender representation in the Board of Directors. Our aim is to ensure that the underrepresented gender constitutes at least 40% of the shareholder-elected members and of the employee-elected members of the Board of Directors, respectively, by the end of June 2026.

If the target is not reached, the selection process will be reviewed. Clear, neutrally formulated, and objective criteria for the nomination and election of all board members will be implemented. If two or more candidates are equally qualified, preference will be given to the candidate of the underrepresented gender.

3.2 Other management levels

We are committed to promoting balanced gender representation at senior management level. We aim to ensure that the underrepresented gender constitutes at least 40% of management positions, where feasible.

For level 1 & 2 management in the Danish parent company, Solar A/S, our long-term target is to achieve an overall gender balance. Our target by end of June 2026 is 25% women in level 1 & 2 management (senior management). When the target is reached or expired, a new target will be implemented with the purpose of reaching a balanced gender representation (i.e. a minimum 40%/60% gender balance).

At Solar, we are actively working to improve gender balance across our leadership levels. Our initiatives include training on bias in recruitment for leaders, talent development programmes, and the use of clear and gender-neutral language in job advertisements. We also conduct ongoing monitoring and follow-up on gender representation to ensure continuous progress.

Requirements for the actual recruitment process are outlined in Solar's Recruitment Policy.

3.3 Actions to ensure gender balance, 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 aim to ensure 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 Group (save for the specific gender balance requirements to the Board of Directors and level 1 & 2 management under the Danish Gender Balance Act which only applies to the Danish parent company, Solar A/S).

This policy is reviewed annually.