

Diversity policy for the Aarsleff Group

The purpose of our diversity policy is to describe the Aarsleff Group's overall position on diversity as well as our goals and the commitment we expect from our managers and employees to ensure that we offer equal opportunities while creating a diverse and inclusive culture in the Aarsleff Group.

Our employee composition is generally characterised by its breadth, and we need as many skilled and talented employees as possible to achieve the Aarsleff Group's strategic goal to create value to society with the focus on responsibility and results matching comparable companies within our industry.

We want to be a responsible workplace that recruits, promotes and allows our employees to develop their skills in a way which underpins diversity. This means that we aim at ensuring that our recruitment and appointment procedures, promotions and potential dismissals are carried out regardless of age, nationality, ethnicity, social origin, gender identity, physical abilities or disabilities, religious beliefs, educational background, family status, political views or ideology.

How we work with diversity

We strive to obtain diversity among managers as well as employees. Our work is based on the following principles and by means of the following efforts:

- We want to offer equal opportunities to everybody and at all levels of the organisation.
- We want to be an attractive and inclusive workplace, regardless of the employee's background, education and experience and regardless of where the employee is in their course of life and of the position the employee is hired for.
- To the widest extent possible, we want to take into consideration the individual employee's personal affairs, e.g. when the employee starts a family, approaches the retirement age or experiences other life-changing circumstances.
- We recognise our social responsibility, and we want to give our employees with special needs or challenges or permanent physical disabilities the possibility to develop in order to fulfil their potential even more.
- We want an employee composition consisting of both young and experienced employees, who may inspire each other and contribute to learning, education and development.
- We arrange courses for our managers in inclusive management and in how to understand and be attentive of unconscious bias and barriers of opinion that would restrict diversity.
- We ensure that remuneration is gender neutral.
- We have appointed a diversity committee with the CEO as chairman. The committee must help ensure the progress of more diversity.
- We have joined the Confederation of Danish Industry's Diversity Pledge and the 16 principles.
- We are a member of the Danish Construction Diversity Day Association, which works to promote diversity in the construction industry.

Special efforts in relation to the underrepresented gender

It is characteristic of the construction business that the share of female employees and especially female managers is relatively low. That is also the case at Aarsleff where women are the underrepresented gender.

We believe that diversity leads to better decisions, promotes innovation and contributes to growth and value creation. In order for the Aarsleff Group to stay competitive and attractive in future, it is important that we focus on utilising the full talent from both genders – when we recruit apprentices, engineers or managers, but also when we inspire employees to become managers or when they express a wish to pursue a career in management.

This allows us to ensure that we always have the right qualifications and expertise among our employees and that we are able to maintain and utilise talent.

The underrepresented gender at management level

At management level, we work with the following efforts to ensure a more equal distribution between the genders:

- When we recruit managers, we strive to always have at least one woman among the final candidates.
- When we promote or appoint employees at management level, we follow a transparent process to ensure equal opportunities and thus more women in management positions.
- That the gender distribution at the two top management levels consists of at least 40% of each gender at the end of the financial year 2026/27.
- That the proportion of the underrepresented gender consists of at least 40% of the shareholder-elected board members in the Aarsleff Group's companies at the end of the financial year of 2026/27.

Anchoring, follow up and reporting

The Board of Directors of Per Aarsleff Holding A/S must approve this policy, and at least once a year it must be reassessed with a view to ensuring that it continues to comply with statutory requirements and the Aarsleff Group's policies, values and goals.

In our annual report, we will report on the share of female managers and inform about specific efforts, and in addition we will follow up on the development internally twice a year.