

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.
External reference	The Danish Companies Act, section 139C, the Danish Financial Statements Act, section 107D, 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 employees.
Classification	Public document available on Solar's Intranet and at solar.eu
Latest update	April 2026
Approved by	Board of Directors, May 2026
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 racial or ethnicity, sex, sexual orientation, gender identity, disability, age, religion, political opinion, national extraction, social origin, gender balance or any other grounds protected by union regulation or national law.

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 objective is to achieve a gender balance where each gender constitutes at least 40% and no more than 60% of the Board by the end of 2029. As this objective has not yet been achieved, the Board remains committed to progressing towards this target.

If the target is not reached, the selection process will be reviewed and conducted in accordance with the Danish Gender Balance Act. Clear, neutrally formulated, and objective criteria for the nomination and election of all board members are implemented.

If two or more candidates are equally qualified, preference will be given to the candidate of the underrepresented gender, in accordance with applicable legislation.

As of June 30, 2026, the share of the underrepresented gender among general-meeting-elected members is 29%.

. The above principles apply to general-meeting-elected members of the Board of Directors.

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% and no more than 60% of management positions, where feasible.

For level 1 & 2 management in the Danish parent company, our long-term target is to achieve an overall gender balance. Our target by end of 2029 is 33% women in senior management. When the target is reached a new target will be implemented with the purpose of reaching a minimum 40%/60% gender balance.

As of June 30, 2026, the share of the underrepresented gender at management level 1 & 2 is 29%.

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 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.