

# VKR Holding Diversity and Inclusion Policy

Approved by the Board of Directors  
of VKR Holding A/S on 18.12.2024

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The VKR Holding D&I Policy outlines the  
general principles governing our approach to diversity and  
inclusion. It applies to VKR Holding A/S

Connecting  
buildings  
with nature

  
VKR

# VKR Holding Diversity and Inclusion Policy

## 1. Introduction

Our Model Company Objective, which serves as the compass for our actions, is the foundation of our culture. It sets the overall ambition for all VKR Group Companies to operate responsibly and maintain financial independence.

This Policy governs VKR Holding A/S' ("VKR Holding") approach to diversity and inclusion.

It is our overall Policy to foster a diverse and inclusive workplace where each individual feels valued and respected. This Policy applies only to VKR Holding.

## 2. Diversity and Inclusion Principles

In VKR Holding, diversity is defined as the representation of various differences among individuals, such as age, culture, disability, ethnicity, gender, job role, personality type, religion, thinking style, work style, and more.

Inclusion, to us, is the practice of valuing and leveraging the differences and similarities among individuals, to foster a strong sense of belonging.

VKR Holding adheres to the following principles:

- We recognize and embrace the diverse qualities among individuals.
- We ensure fair treatment and provide fair and equal opportunities for all employees, encouraging them to excel and achieve their full potential.
- We recognize that different individuals or groups may require different treatment to ensure that everyone has the opportunity to succeed
- We foster and sustain a workplace in which all employees feel included, respected, and valued, enabling full participation and contribution.

- We comply with applicable legislation<sup>1</sup>, including regulation on gender diversity in boards and senior management positions.

### 3. Roles and Responsibilities

Ultimate accountability for this Policy rests with the Board of Directors of VKR Holding, while the responsibility for policy implementation and compliance lies with Executive Management. These responsibilities may be delegated to one or more functional leaders as needed.

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<sup>1</sup> In Denmark these are currently the Companies Act and the Financial Statements Act