



Equality and diversity policy

February 2025

Purpose and application

Diversity, equal opportunities and inclusion are fundamental elements of a healthy working environment. The purpose of the gender equality and diversity policy is to set the framework and rules within the area for MT Højgaard Holding and its subsidiaries (hereinafter 'the Group').

The Group's ambition is to be an attractive and diverse workplace with equal opportunities, conditions and development for everyone regardless of gender, age, race, ethnicity, place of birth, sexual orientation, disability and other markers of diversity. It is the Group's belief that equality and diversity, in addition to a healthy working environment, contribute to a better understanding of customer needs and thus better solutions.

This policy is the Group's commitment to uphold and promote equality principles and diversity at all levels of the Group. The Group also follows the standards of the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises and the ILO Guidelines on International and Core Labour Standards.

Focus areas

Gender balance at Management Level

The Group strives for diversity in the board and management to ensure a broad representation of competences and perspectives. The Group has an ambition to promote a more equal distribution of gender on the board and management and increase diversity across parameters such as age, experience, educational background and cultural diversity.

The diversity in management bodies, as required by section 107 d of the Danish Financial Statements Act, is included in the Annual Report's ESG statement. The ESG report also constitutes the Group's statutory report on corporate social responsibility, required by section 99a of the Danish Financial Statements Act, and reporting on section 139c of the Danish Companies Act.

The proportion of women in the Group

The desire to ensure a more balanced gender representation and increased diversity applies not only to management, but to all professional groups in the Group. Especially among hourly paid employees on construction sites, the proportion of women is very low. A gender-segregated education and labour market makes it difficult to recruit more women, which is why a wide range of targeted initiatives in relation to recruitment, inclusive culture and training are in focus.

Career development

The Group wants to ensure equal opportunities and access to promotion and career development, regardless of gender, age and background. The Group supports this through appraisals, focus on competence-enhancing courses and learning, and talent development programmes. The Group also wants to ensure that employees who have been away from the workplace for a longer period,

typically due to leave, have the best possible framework for returning quickly and getting up to speed after their leave.

Flexibility

The Group wants to support a flexible work culture where, within the framework of projects and tasks, there is a good balance between work and private life, and where it is possible to adapt work to the individual's life situation.

Remuneration

The Group wants to ensure fair remuneration based on clear criteria for salary formation that reflect the specific work performed. Pay and working conditions must always be in accordance with national regulations and relevant collective agreements. The Group wants employees with the same competences, professionalism and job title to be paid equally regardless of gender, age and background. The Group performs internal controls in parts of the value chain to ensure that remuneration complies with applicable collective agreements.

Tone

The Group wants to promote a respectful and inclusive environment where employees demonstrate good behaviour and inclusiveness in oral and written communication, both internally and externally. The Group encourages a behaviour that promotes cooperation and recognises differences. Derogatory, threatening or exclusionary language is not tolerated, regardless of intent.

Reporting and monitoring

A number of measures have been established across the Group to monitor and follow up on equality and diversity issues.

The Group has an internal control function that investigates and follows up on aspects of equality and diversity. This also applies to the Group's business partners in the value chain where the policy has an impact. The Group has also established several complaint channels where it is possible to anonymously express concerns regarding equality and diversity for both Group employees and the value chain.

Procedures have been established for reporting and data collection across the Group to measure the impact of the Group's policies, including equality and diversity. Parts of this reporting are included in the ESG statement in the Annual Report.

The policy is approved by the Board of Directors of MT Højgaard Holding and is reviewed once a year. If you have any questions about the policy, please contact the Strategy and Sustainability department.

Søborg, February 2025