

## Diversity and Inclusion

### Purpose

The Board of Directors of H. Daugaard have adopted a Diversity and Inclusion Policy with the aim of defining how H. Daugaard will work going forward to ensure a workplace that promotes equal rights across human differences. We firmly believe that a diverse workplace delivers the best results, and unjustified discrimination has therefore never been accepted at H. Daugaard. This is reflected in our Code of Conduct, which all employees are introduced to upon hiring and are reintroduced to at regular intervals.

As part of the transport and logistics sector, which has historically faced challenges in attracting employees from diverse backgrounds - particularly in terms of gender - we see it as our responsibility to actively promote awareness of the many job roles that make up our organization and to ensure equal opportunities for recruitment, development, and advancement.

H. Daugaard's core values are People, Performance, and Precision—because we know our employees play a vital role in our success. Decision-making at our company is based on collaboration, and we believe that the quality of those decisions is enhanced when they include input from people with different backgrounds.

### An Attractive Industry

In recruitment and employment, H. Daugaard's policy is always to hire the most qualified candidate. All hiring decisions must be based on the skills and experience that best match the job description. As part of our competency assessment, all relevant applicants must complete a test to identify their strengths. The purpose of this is to strengthen our understanding of the applicant's competencies.

We recognise the diversity challenges in the transport and logistics sector and aim to address them. This includes ensuring that job postings are as inclusive as possible to attract a wide and diverse pool of applicants. Furthermore, it is important that we engage in active dialogue with educational institutions to make our industry more appealing to a broader group of future professionals.

## Gender Balance

Our ambition to achieve greater gender balance across our offices, warehouses, and among our drivers is fully compatible with our principle of hiring the most qualified candidates. On the contrary, we believe that better gender balance will lead to stronger outcomes. We therefore have a declared goal of creating greater gender balance among our employees.

We report annually on gender distribution and view year-on-year changes as an indicator of our ability to attract a more balanced pool of candidates to our open positions. Gender balance shall be reported across all employee levels and measured against our 2030 targets, which are:

- Board of Directors: At least 40% representation of the underrepresented gender
- Other management levels: At least 40% representation of the underrepresented gender

## Promotion and Development

It is important to us that managers and HR personnel are aware of the unconscious biases that may occur during recruitment and promotion processes. All managers shall therefore receive training in diversity and inclusion. This training will focus on the value of a diverse and inclusive workplace and the importance of recognising one's own potential biases—even when these are unconscious.

Creating a strong and trusting relationship between managers and employees is a key part of H. Daugaard's leadership vision, as we believe such relationships foster employee happiness and engagement. A close understanding of each employee is also essential to ensure that the right tools and support are provided so each individual can reach their potential and maintain a continued interest in learning and growth.

## Reporting

The Board of Directors shall be briefed quarterly on how the Diversity and Inclusion Policy is being integrated into the daily operations of the company. The Board shall also be involved in the development of new initiatives. Gender balance and progress will be publicly reported annually as part of our ESG report, starting from the year 2023, and benchmarked against our targets.

## Responsibility

The Board of Directors holds overall responsibility for compliance with this policy and will review it annually as part of the company's annual policy review.

This policy applies to all employees and managers across the H. Daugaard Group, including executive management and the Board. It is the responsibility of each manager to implement the policy in daily work with their employees, including during recruitment. Managers are also responsible for ensuring their departments operate in accordance with the policy.

It is the responsibility of each employee to report any issues that conflict with this policy to their manager or HR representative. Reference is made to our whistleblower procedure, which allows for anonymous reporting, if desired.