

Report according to section 99b of the Danish Financial Statements Act regarding diversity in the management

Diversity Goals and Policies

1. Reporting

- 1.1. The top management at European Energy A/S (“EE”) consists of 5 men in the board of directors. There have been no changes in 2017. The target is still to have at least one woman included in the board of directors before the end of 2020.
- 1.2. Managerial position below top management only consists of men at the end of the year. The diversity among gender in the Management Group is unchanged compared to 2016, due to the fact that the Management Group is not increased in 2017 and only one person has left his position. EE does not expect the Management Group to expand or change significantly in the coming years.
- 1.3. As the company growth and the measures to support more women in other leading positions the numbers is expected to increase in the coming years. The goal is to achieve at least 25% women in other leading positions.
- 1.4. EE’s total ratio between men and women is 55/45, which is considered satisfactory.

2. Increased focus on promoting gender diversity

- 2.1. By these diversity goals and policies, EE aims to promote and develop the share of women in EE’s managerial positions. The goals and policies apply to EE and EE’s group companies (companies included in the annual report for EE and its group).
- 2.2. The goals and policies intend to support the recruitment, development and retention of female talent in order to support diversity and thereby generate better and more innovative and competitive business results as well as generally supporting the social development of more women in management positions. In addition, the diversity goals and policies improve corporate governance by promoting and ensuring equal opportunities and non-discrimination. While actively working on fulfilling the diversity goals set out below, it is stressed that the opinion of EE remains to be that gender shall in no event be a qualification in itself and election of

candidates both for top management and other managerial positions shall always be based on objective criteria, such as the candidates' professional and personal qualifications.

- 2.3. The goals and policies are prepared in accordance with section 99b in the Danish Companies Act, according to which EE's board of directors are required to (i) set out quantitative targets for the share of the underrepresented gender in EE's board of directors, and (ii) implement a diversity policy to increase the share of the underrepresented gender at other management levels.

3. Target for women in EE's management

- 3.1. EE's top management is the board of directors which consist of the three shareholders of EE, who also participate in the day-to-day business of the company, and two external board members. Currently there are no female board members.
- 3.2. EE focuses on increasing the share of women in management at different levels, as EE aims to have a more balanced gender composition to fully realize the potential of our leadership capabilities. EE has incorporated several measures as described in these policies to change the division of gender in the future.
- 3.3. In 2017, EE has further professionalized the recruitment process, securing that all candidates receive equal opportunities, when applying for a position at the company. The number of women in the engineering- and renewable energy business is significant lower than the number of men, and consequently the pool of qualified female candidates for top positions may be lower than in other businesses. Due to the current composition of the board and the limited number of women in the business, EE targets that at least one woman is included in the board of directors before the end of 2020.
- 3.4. EE will seek to achieve this goal by continuing its non-discriminating hiring policy and by seeking to increase the number of women in other management positions, thereby increasing the pool of female recruitment material for the top management. Currently, the day-to-day management of the company is carried out by the company's CEO and six additional directors with each their area of responsibility. Currently there are no female members of the daily management, but EE hopes that this will change with the incorporation of these policies.

4. Recruitment, retention and development of women

- 4.1. In order to increase the pool of women qualified for managerial positions, EE has incorporated various policies with the aim of making EE an attractive workplace for candidates regardless of gender and for equally promoting career opportunities for all employees regardless of gender. Furthermore, in 2017, EE has increased the number of employees in HR from 1 to 3, ensuring that the recruitment, onboarding, retention and hereby also development is prioritized.
- 4.2. Both in terms of recruitment, retention and development, EE considers equal opportunities for men and women as a core corporate value, and EE has a general principle of non-discrimination, which also applies with regard to gender. Thus, EE bases all decisions regarding recruitment, retention and promotion on objective criteria such as experience, qualifications and performance. In addition, EE promotes diversity in the recruitment, search and selection of new employees. As an example, candidate pools for senior positions always include at least one candidate from the underrepresented gender.
- 4.3. In order to be an attractive work place for both men and women EE offers flexible working hours when practically possible, in order for employees to balance work and family demands. In addition, EE has with effect from 1 January 2017 adopted improved conditions for maternity, paternity and parental leave arrangements. In addition to improving the conditions for women's maternity and parental leave, EE has also found it important to improve the conditions for men's paternity and parental leave in order to encourage male employees to engage in family care, thereby supporting the promotion of equality between women and men at the work place.
- 4.4. In addition to the above, EE pays special attention to avoid barriers for women's advancement in management position at organizational levels. To increase the base of skills and talent among its female workers, EE seeks to ensure that women are exposed to different types of company operations during their careers in order to gain sufficient experience in general management across several functional areas. In order to gain the experience needed to hold managerial and other leadership positions, it is pursued to assign women various tasks, projects and responsibilities covering a wide range of the business.
- 4.5. Finally, in 2017 EE initiated a new structured appraisal process in all departments, securing the professional and personal development of both men and women.

- 4.6. EE further supports both men and women to engage in relevant courses and networking to develop their general skills and leadership competences and provides internal mentoring from management to employees interested in developing their competences and qualifications in terms of management and leadership skills.