

# 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 the board composition since 2016 and thus we still work towards the target of having a 40% female representation in the Board before the end of 2021.
- 1.2. The Managerial position below the Board of Directors only consists of men at year-end. The gender diversity in the Management Group is unchanged since 2019. At the Management Group level, our goal is to have a minimum of 10% female representation by 2022.
- 1.3. As the company grows and we implement measures to support more women in other leading positions, the numbers are expected to increase in the coming years. The goal is to have a minimum of 35% women employed as heads of departments by 2022. As of year-end, women represented 30% of EE’s Heads of Departments. This increase, above the 25% target we had set for 2020, is the result of the commitment shown towards building a more diverse leadership workforce.
- 1.4. EE’s total ratio between men and women is 60/40 and total number of employees end of year is 203 in the EE Group, which is considered satisfactory. The average age is 41 years old for all 203 employees from 20 different nationalities as of year-end in the EE Group.

### 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. As such, the 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 consists 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 2020, 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 significantly lower than the number of men, and consequently the pool of qualified female candidates for top positions may be lower than in other businesses.
- 3.4. EE will seek to achieve its newly established goals 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 eight additional directors, each with its area of responsibility. Currently there are no female employees in the management group.

#### 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, age and nationality.
- 4.2. In order to be an attractive workplace for both men and women EE offers flexible working hours when practically possible, in order for employees to balance work and family demands.
- 4.3. In addition to the above, EE pays special attention to avoid barriers for women's opportunities to advance in their careers. EE seeks to ensure that all its employees are given the opportunity to experience different types of company operations during their careers.

#### 5. Diversity

- 5.1. Diversity is a key to EE's business both in terms of recruitment and development and we aim to create an inclusive and diverse workforce by attracting, developing, and retaining a diverse mix of talent.
- 5.2. 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 regards to gender. In addition, EE promotes diversity in the recruitment and selection of new employees. As an example, candidate pools for senior positions always include at least one candidate from the underrepresented gender.
- 5.3. Thus, EE bases all decisions regarding recruitment, retention and promotion on objective criteria such as experience, qualifications and performance. In 2021, EE commits to training hiring managers to minimize bias throughout any recruitment process.
- 5.4. In 2020, the company introduced a new people development concept. In 2021, we aim at continuing to build a company culture which encourages an open and productive discussion of difficult/challenging topics.
- 5.5. Our final goal for 2021 is to update and improve EE's visual design so that it targets a more diverse work force.