

APPLICABLE FROM: 26 AUGUST 2025

Diversity, Equity and Inclusion (DEI) Policy

Purpose and scope

At Palsgaard, we are committed to fostering a workplace where everyone experiences a **diverse, equitable, and inclusive work culture** and where every colleague contributes to feeling **valued, respected, and empowered**. We are committed to cultivating an environment where all our people feel they **belong**.

The Schou Foundation strives to uphold the Schou family's **commitment** to uplifting our community, continuing a **legacy of improvement** across all business areas. Since 1957, the Foundation's statutes have worked to preserve and develop Palsgaard as a **pleasant workplace for all** and maintain and build upon Palsgaard's cultural values; **loyalty, commitment and responsibility**. Our values form the foundation of our company motto, '**Heart working people**', which drives us to make a positive impact on those around us by doing extraordinary things for our business, our customers, and our communities.

This policy applies to all Palsgaard colleagues, contractors, and stakeholders across our global operations and outlines our dedication to integrating DEI principles into all aspects of our operations.

It also directly supports Palsgaard's ESG strategy and our Heart Working Commitment *to put safety, health and well-being first and set high standards for human and labour rights*. By embedding DEI principles into our workplace, we ensure that psychological safety, fairness, and a sense of belonging are integral parts of a healthy and supportive environment.

Statement

WE STRIVE TO:

- **Promote Diversity** by embracing and celebrating the unique backgrounds, perspectives, and experiences of our workforce.
- **Ensure Equity** by providing fair access to opportunities, resources, and advancement for all colleagues.
- **Foster Inclusion** by cultivating an environment where all individuals feel welcomed, respected and supported.

COMMITMENTS:

- **Equal Opportunity:** We provide equal employment opportunities regardless of age, disability, gender, identity, marital status, pregnancy, race, religion, or sexual orientation.

- **Zero Tolerance for Discrimination:** Discrimination, harassment, or victimisation of any kind is not tolerated and will be addressed promptly.
- **Inclusive Practices:** Implement hiring, promotion, and compensation practices that are fair and based on merit.
- **Strong Leadership:** Demonstrate inclusive behaviour, foster psychological safety, and uphold equitable practices, while embodying our core leadership behaviours of **empowerment, collaboration, and integrity.**
- **All colleagues:** Uphold the principles of this policy in daily interactions and report any concerns.

Feedback and review

We welcome feedback on our DEI efforts and are committed to **continuous improvement**, and you are always welcome to contact the People & Culture team.

At Palsgaard, we want to do business in accordance with current laws and **ethical standards** and in line with our culture and traditions. Therefore, and as part of our **Code of Conduct**, we have implemented a complaint system (whistleblower policy) to allow all employees, managers and business partners to report alleged violations or violations of our ethical guidelines if they feel uncomfortable using the standard channels for communication.

The scope of the policy is the entities Palsgaard A/S with subsidiaries, The Schou-Foundation, Palsgaard Estate A/S, Nexus A/S and all management and employees.

This policy will be reviewed annually to ensure its effectiveness and relevance.