



GENDER EQUALITY POLICY

FOR COLAS DANMARK A/S

BACKGROUND

Diversity in the management team is important to Colas Danmark A/S. The composition of the management team must reflect society to ensure the best possible competitiveness, innovative thinking and ultimately management of the company and financial performance.

The purpose of the gender equality policy is to increase the proportion of the underrepresented gender so that Colas Danmark A/S achieves a balanced gender distribution in the management team, cf. Section 99 b of the Danish Financial Statements Act and Section 138 c of the Danish Companies Act. According to the legislation, the largest Danish companies and companies in the financial sector must set a target figure and prepare a policy for increasing the proportion of the underrepresented gender and report on this.

The regulations also apply to Board members elected by the general meeting. According to the regulations, Board members elected by employees cannot be included in the target figure.

THE INDUSTRY AND COLAS DANMARK A/S

Women and female managers are underrepresented in the industry as a whole and this is also reflected in the composition of Colas Danmark A/S' workforce.

Colas Danmark A/S has seen an increase in the number of women in salaried positions and will continue to strive to close the gap. In 2020, 75% of Colas Danmark A/S' salaried employees were men and 25% were women. In 2023, the breakdown was 70% men and 30% women.

In the autumn of 2023, a new Executive Board took office at Colas Danmark A/S. The previous Executive Board consisted of one man and one woman. The new Executive Board, consisting of the CEO and CFO, comprises two men. There are 12 people in Colas Danmark A/S' management team, 25% are women.

GOALS

1. Colas Danmark A/S has asked the Board of Directors to aim for female representation of at least 25% on the Board of Directors in connection with the election of new Board members. The Board has been set the goal of achieving this goal by 1 May 2026.
2. Colas Danmark A/S is striving to increase the proportion of female managers at all levels. Our goal is to aim for 25% of the management team being women by 1 May 2027.



ACTION PLAN

Colas Danmark A/S will base its goal on the existing setup, which we work with at all levels of the organisation:

Retention of existing employees

We constantly review Colas Danmark A/S' employee policy to ensure that there are equal career opportunities for both genders in the company. Colas has policies for flexible working hours, leave options, stress management initiatives, access to health insurance, etc.

We have committed to participation in a joint Nordic group project to inspire and share new initiatives focusing on gender diversity. In 2022, we also introduced a new set of flexible working guidelines to make it easier for employees to request flexible working.

Once a year, managers and employees hold a performance and goal review. Four quantitative questions about work-life balance were included for the first time in 2023.

Recruiting new employees

Colas Danmark A/S seeks to attract more female applicants by encouraging applications regardless of possible traditional perceptions of the industry. The company also encourages everyone, regardless of race, ethnicity, nationality, age, gender, etc., to apply for our positions. Recruitment adverts state that the company sees a diverse workforce as an asset.

Colas Danmark A/S ensures that internal candidates are considered for positions by

advertising both management and non-management positions on the intranet.

The HR department and selected employees attend education fairs with a view to changing the perception of the industry and communicating opportunities regardless of gender.

Salaries

The HR department and Executive Board review the pay process and pay levels annually and endeavour to ensure that there is no gender pay gap for similar work.

Employee development

It is important for Colas Danmark A/S to ensure opportunities for training and development within the company. This includes creating opportunities for female employees to take on management roles. That does not mean just education/training, but also flexibility and responsiveness to the obstacles that may cause women to opt out of a career at Colas Danmark A/S.

Communication

Colas Danmark A/S assesses and minimises bias in its communication, profiling and physical office environment. When choosing images and writing copy, the focus is on bias-free communication.

Well-being survey Dialogue

Colas Danmark A/S conducts an anonymous employee survey every year. The survey measures satisfaction with Colas Danmark A/S as a workplace, including inclusion and diversity, and whether employees feel that there are equal opportunities for all.

EVALUATION AND REPORTING

The policy is evaluated annually to ensure that we achieve our own goals. The goals and their achievement are included in the annual CSR report, which is published at the same time as the annual report.

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Jan Johansen, CEO