



ISS WORLD SERVICES A/S

Diversity Policy

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Diversity Policy of ISS World Services A/S

As one of the largest private employers in the world with operations in more than 50 countries, ISS is committed to fostering, cultivating and preserving a culture of Diversity and Inclusion and Belonging. With around 378,000 employees, ISS embraces and encourages diversity in its broadest terms, including age, gender, ethnicity, nationality, culture, language, religion, sexual orientation, physical ability, education and skills.

ISS' global approach to diversity and inclusion is grounded in:

- Our Values
- Our commitment to the UN Global Compact
- Our commitment to respect human rights according to the UN Guiding Principles on Business and Human Rights
- Our global framework of labour relations policies that form part of our internal governance framework and apply to our employees globally
- Our Environmental, Social and Governance (ESG) Framework and targets

ISS recognises its diverse workforce as a key competitive advantage. We consider our employees our most valuable asset. Diversity and Inclusion and Belonging makes ISS creative, productive and more attractive to its workforce.

In ISS it is part of our leadership principles to treat people with respect. All our employees have a responsibility to treat others with dignity, fairness and respect, and ISS tolerates no form of discrimination against employees in respect of employment and occupation. All employees are entitled to fair and equal treatment.

Gender diversity

In ISS, some of our management levels reflect that we operate in a traditionally male dominated and global industry. Therefore, our focus has been on increasing gender representation at all management levels of our organisation, and as we move forward, we are focussing on building a culture of inclusion for all colleagues across five dimensions of inclusion including Gender balance in our organisation.

ISS recognises the importance of promoting gender diversity at management levels. When making nominations/appointments to the Board of Directors or management level positions at ISS, ISS is committed to selecting the best person for the role based on qualifications, experience and competencies as well as other factors such as diversity.

At ISS, as part of our talent process, we work to and will actively promote that we have diverse panels across many dimensions of diversity and inclusion and to have internal interview panels that are diverse.

Board of Directors

ISS World Services A/S has reached its target of at least two female members on the Board of Directors (elected by the general meeting) by the annual general meeting in 2021 and the gender distribution on the Board of Directors is considered equal according to the Danish Business Authority's guidelines on target figures and policies. The Board of Directors of ISS World Services has set a target of reaching 40% female members of the Board of Directors by 2025.

In selecting new board members, ISS remains committed to always selecting the best person for the Board of Directors based on all of the above-mentioned factors.

Management levels

ISS has a global diversity and inclusion target of achieving at least 40% gender balance within all management level positions by 2025. The management level positions are defined in accordance with the Danish Companies Act and includes the Executive Group Management and their direct reports with employee responsibility.

In order to promote, facilitate and increase the number of women in management level positions at ISS, ISS will pursue the following objectives:

- Increase percentage of women at management levels as vacancies arise, subject to identification of candidates with relevant skills, and in this connection ensure that engaged search and selection firms are requested to identify female candidates for such positions. All internal and external searches for vacant positions shall include at least one female candidate on the short list, subject to identification of candidates with relevant skills and use of balanced pipeline and balanced interview panel.
- Develop succession planning with the aim of identifying gender balanced successors for management level positions by building and developing balanced pipeline.
- Ensure strong representation of gender balanced participants at ISS' leadership development and ensure this by using cognitive diversity insights and mentorship and sponsorship opportunities.
- Actively engage with comparative companies and external bodies promoting women in leadership as well as engaging with our Gender Balance ERG and develop global learning and awareness on gender balance at all levels.
- Maintain the Diversity and Including committee to the Executive Group Management, which actively promotes and monitors diversity, including gender diversity. The Diversity and Inclusion Committee reports to the Executive Group Management on a regular basis.

Adopted by the Board of Directors of ISS World Services A/S on 6 March 2013 and amended on 27 February 2014, 10 February 2016, 8 March 2017, 13 April 2021 and 7 April 2022.

