

ISS A/S

# Competencies and Diversity Policy for the Board of Directors and other management levels of ISS A/S

CVR no. 28 50 47 99



## Competencies and Diversity Policy of ISS A/S

As one of the largest private employers in the world with operations globally, the ISS Group is committed to fostering, cultivating and preserving a culture of diversity, inclusion and belonging. ISS embraces and encourages diversity in its broadest terms, including age, gender, ethnicity, nationality, culture, language, religion, physical ability, sexual orientation, education and skills.

ISS's 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.

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.

## Competencies and diversity in the Board of Directors and other management levels of ISS A/S

The Board of Directors of ISS A/S is responsible for annually determining the appropriate qualifications, experience and competencies required of the members of the Board of Directors as well as the Executive Group Management Board in order for the Board of Directors and the Executive Group Management Board to best perform their tasks, taking into account ISS' needs and the existing composition of these boards. Nomination of Board candidates to be submitted to the general meeting shall be prepared in light hereof.

Furthermore, the Board of Directors shall annually discuss ISS A/S' activities to ensure relevant diversity at other management levels of ISS A/S.

When considering qualifications, experience and competencies of the Board of Directors or the Executive Group Management Board candidates, the Board of Directors will (based on a recommendation from the Nomination Committee) consider the following factors in addition to such other factors that the Board of Directors may deem relevant:

## Experience and expertise in:

International service industry  
Strategy and value creation  
Leadership of large international, multicultural companies  
Transformational change and operational alignment  
People development, succession planning, diversity and remuneration  
Sales and marketing, including complex, large-scale sales processes  
IT, technology and digitisation  
Financial, accounting and tax matters  
Investors and capital markets relationships  
Risk management  
Corporate responsibility and Sustainability

## Diversity

Including in respect of age, gender, new talent, international experience, ethnicity, sexual orientation and ability as well as diversity of perspectives brought to the Board of Directors or the Executive Group Management Board, as applicable, by the individual members.

## Personal characteristics

Personal characteristics matching ISS' values and leadership principles.

## Cultivating gender diversity – target for the under-represented gender of the Board of Directors

The current gender distribution on the Board of Directors of ISS A/S (elected by the general meeting) is considered equal according to the Danish Business Authority's applicable guidelines. The Board of Directors of ISS A/S aims to maintain an equal gender representation of 40/60% among the members of the Board of Directors (elected by the general meeting) in accordance with the Danish Business Authority's applicable guidelines.

In nominating new board members, ISS A/S remains committed to always selecting the best candidate for the Board of Directors based on all of the above-mentioned factors. The Nomination Committee supports a balanced pipeline in its selection of the new directors.

## Target and policy for the under-represented gender on other management levels

As ISS A/S has less than 50 employees and the other management levels consists of less than three people, ISS A/S has not adopted a company specific target or a company specific policy promoting gender diversity at other management levels.

Adopted by the Board of Directors of ISS A/S on 27 February 2014 and amended on 10 February 2016, 12 December 2018, 2 April 2020, 13 April 2021, 7 April 2022 and 14 December 2022.