



Competencies and diversity policy for the Board of Directors and other management levels of ISS A/S

ISS A/S

CVR no. 28 50 47 99



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 and inclusion. ISS embraces and encourages diversity in its broadest terms, including age, gender, ethnicity, nationality, culture, language, religion, physical ability, education and skills.

ISS recognises its diverse workforce as a key competitive advantage and we consider our employees our most valuable asset. Diversity 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' activities to ensure relevant diversity at other management levels of ISS.

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:

1. 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
2. Diversity (including in respect of age, gender, new talent and international experience) as well as diversity of perspectives brought to the Board of Directors or the Executive Group Management Board, as applicable, by the individual members.
 3. Personal characteristics matching ISS' values and leadership principles.

Cultivating gender diversity – target for the under-represented gender

The current gender distribution on the Board of Directors of ISS is considered equal according to the Danish Business Authority's guidelines and the target of reaching at least 40% women on the Board of Directors (elected by the general meeting) was reached at the annual general meeting in 2020. ISS A/S aims to maintain the representation of at least 40% women on the Board of Directors (elected by the general meeting). In nominating 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.

Policy for the under-represented gender on other management levels

As ISS A/S does not have any employees, a policy promoting gender diversity at other management levels has not been adopted. Reference is made to the diversity policy for ISS World Services A/S.

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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 and 13 April 2021.