

adform

Gender Diversity Policy 2025

Adform A/S

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1. Purpose

The purpose of this policy for Adform A/S and its subsidiaries (the “Company”) is to ensure that Adform has a diverse and balanced workforce at all levels of the group with the goal being that women in all leadership positions within the Group reflect the overall ratio between men and women employed within the Group. Albeit the Company is not required to report pursuant section 139c(1) of the Danish Companies Act (*in Danish "Selskabsloven"*), the Company has decided to do so anyway.



2. Targets

2.1 The board of directors

In accordance with section 139a of the Danish Companies Act, the Company's board of directors has issued the following target figure for the board of directors:

- 40 % within the next 3 years, corresponding to 2 board members elected by the general meeting.

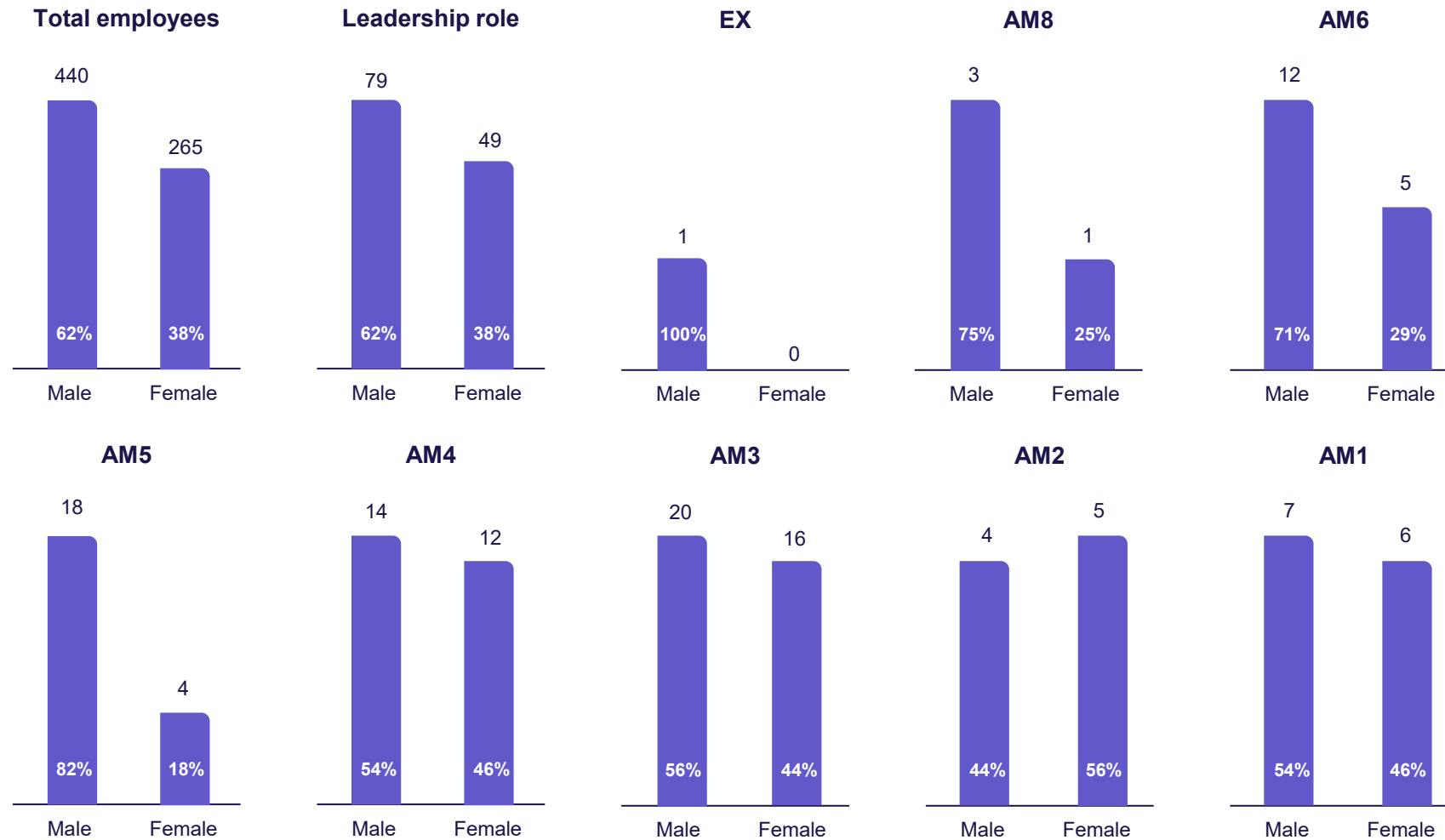
As one of the female members of the board of directors resigned from in May 2024 due to a new engagement, Adform does not live up to its gender distribution target by end of 2025.

All of Adform's board members were selected based on competences, experience and industry knowledge given the specific circumstances required by the Company. In case of any replacement of board members, this policy will be taken into consideration as one of the factors.

*click [here](#)



Percentages of gender ratio as of 31 December 2025



*AM1-AM8 – Managers levels, with AM1 being the lowest and AM8 being the highest management level below EX. EX – Executive management. Adform has during 2025 amended the manager levels to the ones set forth above.

In 2025, the goal set has been achieved. 39% of all leadership positions within the Adform group is held by females, which was higher than the overall split between men and women in the overall workforce.



In 2022 the Company set the ambition of having women in leadership positions to reflect the overall ratio between men and women across the organization. Since the goal has been set, Adform has reached or exceeded this every year.

In 2025, 39% of all leadership positions within the Adform group has been held by women, which was higher than the overall split between men and women in the overall workforce.

Adform will in 2026 continue its efforts to keep the level of females at management at or above the ratio of the female distribution of all employees in the Group.

Adform's overall target for the upcoming 3 years is to:

- keep or exceed the goal of having women in leadership positions to reflect or increase the overall ratio between men and women across the organization; and
- for the two management levels below the board of directors, to ensure that Adform work towards a distribution of the underrepresented gender as provided by the Danish Business Authority, as can be found in the annual report for the Group for 2025 as disclosed here: [Annual Reports - Adform](#).

3. The persons covered

3.1 In addition to setting targets for gender diversity on the board of directors, the purpose of this policy is to serve as a guideline for the Company's initiatives to increase the number of women in all leadership levels.

4. Focus areas/activities

4.1 As part of continuous effort to ensure fair gender representation in Adform's leadership positions, in 2026 the Company will:

- (i) Run an open and transparent recruitment process for both internal and external candidates.
- (ii) Continue to include personality assessment in the recruitment and promotion process and thereby reduce unconscious bias during these processes.
- (iii) Continue to follow the global respect policy and cultural business guide released in 2024, which, amongst others, aim to ensure that our employees are feeling happy, safe, respected, included, and valued.
- (iv) Continue to include unconscious bias perspective, cultural understanding and respectful behavior in all leadership training programs.

