

adform

Gender Diversity Policy

Adform A/S

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1. Purpose

1.1 The purpose of this policy for Adform A/S (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.

1.2 The Company is subject to section 99b of the Danish Financial Statements Act. Due to the mandatory requirements from the Danish Business Authority, Adform’s reporting under section 99b of the Danish Financial Statements Act can be found in Adform’s Annual Report for 2023, which can be found [here](#).





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:

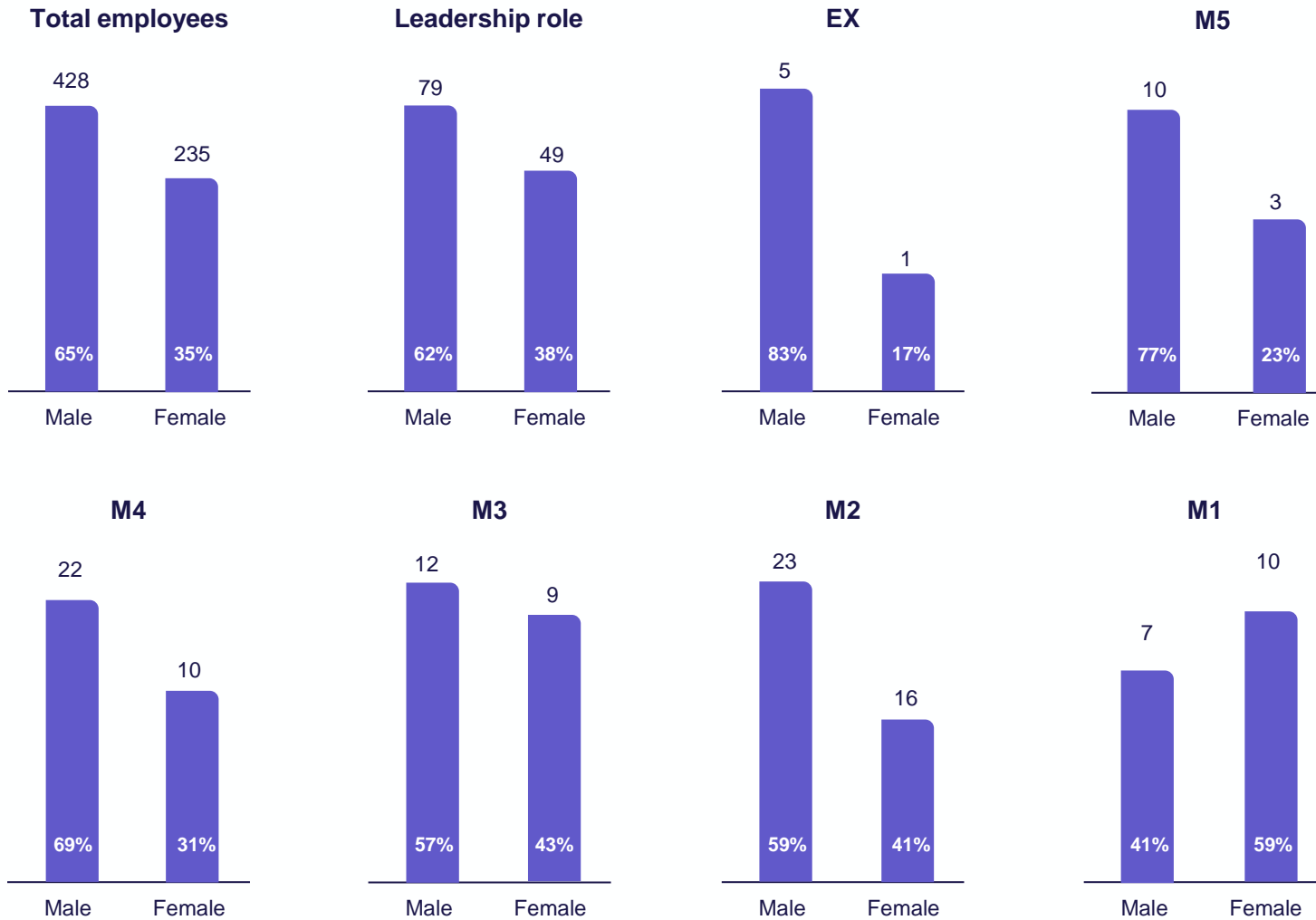
- 40 % within the next 3 years, corresponding to 2 board members elected by the general meeting.

According to the Danish Business Authority's guidance*, Adform's distribution comply with the guidance provided to Danish companies, and consequently, the goal set has been reached.

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 2023



*M1-M5 – Managers levels, with M1 being the lowest and M5 being the highest management level before EX. *EX – Executive level

In 2023, the goal set has been exceeded as overall 38% of all leadership positions within the Adform group is held by females, with females accounting for 35% of the overall work force.



In 2022 the Company had set the ambition of having women in leadership positions to reflect the overall ratio between men and women across the organization. Adform reached this goal in the reporting for 2022 for the first time. In the reporting for 2023, Adform has exceeded the goal, as overall 38% of all leadership positions within the Adform group is held by females, with females accounting for 35% of the overall work force.

Hence, Adform's efforts in 2023 has materialized, as the proportion of females on the leadership level has increased.

Adform will in 2024 continue its efforts to keep the level of females at or above the ratio of all employees.

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 2023 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 To ensure that the proportion of women in management leadership levels stays high, the Company will:

- (i) Run an open and transparent recruitment process for both internal and external candidates.
- (ii) Annually monitor the development in diversity, including gender distribution.
- (iii) Continue to include personality assessment in the recruitment and promotion process and thereby reduce unconscious bias during these processes.
- (iv) Launch a global respect policy, which, amongst others, aim to ensure that we continuously train and communicate that we believe in equal opportunity for all. Furthermore, we will update Adform's monthly employee engagement survey with a question on employees feeling respected at work.
- (v) Adform will launch a global bias training for all leaders, which will focus on both the recruitment of new employees and training on unconscious bias in general.
- (vi) Adform will initiate an assessment as to whether a gender pay cap exist within the Group and assess if the right advance metrics are in place to for promotion purposes.