

Employee Engagement and Inclusion Policy



PURPOSE

HARDI Group (HARDI) is committed to attracting, retaining, and developing a high-performing, inclusive, and engaged workforce. It reflects our responsibility to promote equal opportunities, invest in employee growth, and foster a respectful, safe, and motivating work environment. The policy applies to all HARDI employees - permanent, temporary, part-time, and apprentice - across all functions and locations, and aligns with the broader expectations set out by EXEL Industries.

ATTRACTIVENESS AND RETENTION OF EMPLOYEES

HARDI is committed to being an employer of choice by creating conditions that foster long-term engagement, satisfaction, and loyalty among employees. The core principles include:

- Offering fair and equitable compensation packages
- Ensuring transparent and inclusive recruitment and onboarding processes, including clear communication of job expectations
- Equipping managers to foster supportive and inclusive team environments
- Recognising performance and contribution through structured feedback and reward mechanisms

TRAINING AND HUMAN CAPITAL DEVELOPMENT

HARDI supports continuous skills development and leadership growth to build organisational resilience and drive innovation. This includes commitment to providing access to modern, state-of-the-art software systems, where relevant, to enable digital and technical development. The core principles include:

- Providing access to training, upskilling, and reskilling opportunities
- Ensuring learning is aligned with both role requirements and career aspirations
- Encouraging knowledge-sharing across teams and, where appropriate, integrating mentoring or coaching
- Encouraging internal promotions and lateral mobility to broaden skills, and support career progression
- Monitoring training participation and evaluating learning effectiveness

DIVERSITY, INCLUSION, NON-DISCRIMINATION, AND DISABILITY

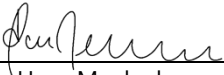
HARDI is dedicated to creating a work environment that values individual differences, promotes equal opportunities, and supports inclusive leadership through the following core principles:

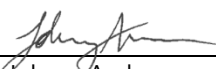
- Upholding a zero-tolerance approach to discrimination, harassment, and bias
- Ensuring fair treatment regardless of background, identity, or ability
- Supporting accessibility and reasonable accommodation for employees with disabilities
- Improving balance among underrepresented groups
- Training leaders and employees on inclusive practices and anti-bias awareness

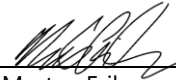
Employees who experience or witness discrimination, harassment, or unfair treatment are encouraged to report concerns to HR, a manager, or through formal channels. Reports are handled confidentially, fairly, and without risk of retaliation.

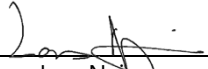
Responsibilities

The implementation of this policy is a shared responsibility between management, human resources, and individual employees. HR is responsible for maintaining and updating this policy, monitoring its effectiveness, and ensuring compliance with Group-level commitments.

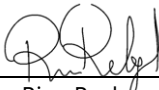

Hans Meulenkamp
President & CEO

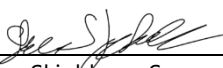

Johnny Andersen
VP, CFO Global Finance


Morten Eriksen
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