

A large, dark blue speech bubble with a white border, centered on the page. The text "Diversity, Equity and Inclusion Policy" is written in white, bold, sans-serif font inside the bubble.

Diversity, Equity and Inclusion Policy

Diversity, Equity and Inclusion (DEI) Policy

1. Policy statement:

At JYSK, we believe that a strong focus on Diversity, Equity and Inclusion (DEI) will contribute to an attractive and balanced place to work, which ensures that we achieve better results. We want to mirror our customers and their diversity in our employee composition, as we believe it gives a better customer experience.

JYSK wants to create a workplace where all current and future employees meet equal opportunities, feel respected, valued and included without experiencing any form of harassment or discrimination due to age, class, ethnicity, gender, physical and mental ability, race, sexual orientation or religion.

This policy is supported and brought to life through our JYSK Values and JYSK Leadership.

This policy ensures that JYSK acts in accordance with the requirements stipulated by the relevant laws and regulations regarding DEI.

DEI Core Principles

In JYSK, we want to live DEI through the following Core Principles:

1. See **DEI** as a **Strength**
2. **Everyone's** responsibility, starting with **Leadership**
3. **Spread the word** through **Transparency**
4. Take advantage of **Data** to support **Decisions**
5. Think **Global**, act **Local**
6. It's a **Marathon**

DEI Attitudes

This is how we understand and practice DEI in JYSK

Diversity

At JYSK, our employees should reflect the different populations of all the various communities where we are present.

Equity

At JYSK, everyone should have equal opportunities, fair treatment and mutual respect no matter who you are.

Inclusion

At JYSK, we should ensure a workplace where any individual is welcomed, respected, supported and has a sense of belonging.

2. Scope:

This policy applies to all of JYSK's own workforce, both employees and non-employees.

The policy is available on MYJYSK (intranet available for everyone in all locations).

3. Objectives and Targets:

At JYSK, we have set targets to ensure a more balanced gender representation:

1. The JYSK board aims to be equal (at least 60-40) by the end of 2028
2. The JYSK Executive Management Team (EMT) aims to have a male/female representation rate of 70/30 by the end of year 2028
3. JYSK Management Team (JMT) aims to have a male/female representation rate of 70/30 by end year 2028

In the annual report, JYSK will account for and provide an update on the development in relation to the objectives and targets on gender balance on a yearly basis.

4. Actions, strategies, processes:

In JYSK, we have various initiatives that support DEI.

- Recruiting and screening
- Employee Satisfaction Survey every 2nd year
- Onboarding programmes
- Promotion, development and retention
- Flexible working conditions
- Working cross cultures trainings
- Handling harrassment
- Whistleblower setup

Recruiting and screening

At JYSK, we place a special emphasis on embedding initiatives into our recruitment processes that minimise bias and promote diversity and inclusion. In that way, we ensure that we achieve the best conditions for attracting and recruiting candidates with the best competencies for the specific job function. We do this in line with JYSK recruitment concept by ensuring that:

- our applicant field for vacant positions is widely represented in terms of e.g. gender, age, ethnicity and educational background.
- our recruitment and hiring processes are not intentionally influenced by bias, prejudice, or prejudice.
- our internal promotions and performance management processes are not influenced by bias, prejudice, or prejudice.
- every applicant is treated respectfully.
- ensuring that our recruitment process is driven by objective evaluation criteria that emphasises the candidate's competencies, experience, and potential.
- formulating job postings in a way that is appealing to a broad and diverse applicant field.
- ensuring that spokespersons, pictures, and material in our external communication, job postings, and PR reflect a diverse workplace with room for differences.
- all our managers are trained in our recruitment concept, which ensures recognising and diminishing bias, prejudice, or prejudice.

Onboarding programmes

We do this by ensuring that each individual employee gets introduced to and trained in JYSK Values and JYSK Leadership, which clearly describe what behaviour we expect from each employee and each manager. This includes JYSK expectations towards DEI.

We measure understanding of our JYSK Values and JYSK Leadership in many ways, e.g. through our Employee Satisfaction Survey (ESS – conducted every second year) and the annual MYDEVELOPMENT Dialogue (MDD).

Partnership

JYSK has partnerships with several organisations evaluating employer policies and workplace. These organisations are internationally recognised to provide audit of companies' policies and practices.

Part of the audit is also areas of Ethics & Integrity; Diversity, Equity & Inclusion and Sustainability, where JYSK policies and procedures are reviewed by international standards.

JYSK's employee satisfaction survey is managed by a well-known external consultancy. This consultancy gathers data from leading organisations across the world and benchmarks JYSK with their results. This gives JYSK perspective on where we are top in class and where we need to focus more. Our external partner is certified according to several international standards, such as ISO norms, SOC 2, Ecovadis and WCAG 2.2.

Promotion, development and retention

At JYSK, every decision related to employees must solely be based on the employee's performance, attitude, professional qualifications, experience, education, and development potential seen in relation to the specific job function.

We do this by ensuring that:

- our staff policies do not favour some employee groups more than others.
- we have a diverse representation of candidates for our leadership development programmes.
- management candidates are assessed, e.g. through the annual MYDEVELOPMENT Dialogue (MDD) and MYPIPELINE evaluation, based on the candidate's potential as a leader and not only by their prior experience.

Flexible working conditions

Our employees are JYSK's most valuable resource, but every employee is an individual and has different ways in which they excel. Therefore, while we consider the operation of the company, we strive to offer working conditions that make it possible for the individual employee to fit work into personal life and needs.

We do this by ensuring that:

- every employee is provided with the opportunity to ask their manager for more flexibility in terms of working conditions.
- we offer senior employee schemes.
- we offer adjustments of working conditions for the people on long-term leave.
- we offer adjustments of working conditions with regards to the actual health condition.

Working cross cultures trainings

We offer specific training to all employees working with colleagues from various cultures. The training supports understanding of how culture can influence behaviour and how to handle it in daily work.

Handling harassment

Harassment is behaviour that demeans, humiliates or embarrasses a person such as aggressive pressure or intimidation.

It directly conflicts with JYSK Values, and JYSK does not tolerate any kind of harassment.

Discrimination based on race, gender, religion, disability, sexual orientation or age is also seen as harassment and treated as such in JYSK.

Examples of harassment in the workplace include derogatory jokes, personal insults and expressions of disgust or intolerance towards a particular group. Abuse may range from mocking a worker's accent to psychologically intimidating employees by making threats or displaying discriminatory symbols.

It is the responsibility of each manager to prevent harassment, and if it occurs, it is expected that each manager will take appropriate action. Harassment of an employee may result in disciplinary action being taken.

Sexual harassment

Sexual harassment unfortunately occurs often in explicit or implicit forms, and must be treated like harassment.

Some examples of undesired behaviour that is classed as sexual harassment:

- unwanted touching
- lack of respect for colleagues' personal space
- condescending / sexualizing language
- to cause a person to feel humiliated or degraded
- unwanted behaviour of a sexual nature or other gender-based behaviour and bullying that violates the dignity of women or men

5. Governance

The most senior responsible for implementation of this policy in JYSK is the EVP HR. It is the local (country/distribution centre/head office) management teams that are responsible for localisation and execution of this policy.

This policy describes the minimum frames within DEI and should be adjusted locally to law, agreements, and market situation.

It is to be published in local language on the country MYJYSK site.

The manager is responsible for the DEI in their own business unit. The HR Manager is responsible for the overall frame, and that the minimum requirements are kept.

Role	Responsible	Responsibility
Policy owner	EVP HR	Provides strategic oversight and ensures alignment with corporate goals. Most senior level responsible for the implementation of the policy in JYSK.
Policy approver	Sustainability Management Group	Reviews and approves policies, ensuring consistency and compliance on policy form.
Policy responsible	HR department	Drafts and revises policy.
Policy implementation	HR organisation	Ensures the policy is enforced throughout JYSK own operations. Local country/DC management teams are responsible for localisation and execution of this policy.

6. Compliance and grievance mechanisms

We strive to be tolerant of the employees' individuality, and we do not tolerate differential treatment, bullying, or harassment of employees.

JYSK ensures compliance through different channels:

- Onboarding of new employees
- Regular trainings, both online and offline
- Follow up by the line managers and HR

Tracking compliance:

- Onboarding interview (follow up on onboarding programmes)
- Exit interviews
- Employee Satisfaction Survey
- Exit survey

Grievance mechanism:

- JYSK Values and JYSK Leadership are foundation for grievance mechanism
- Direct manager to handle cases reported by employees with supervision of 2nd level manager
- HR departments in case line management is not acting
- Whistleblower application
 - o If you observe a colleague being harassed, you have to use your right and duty to speak up and address the harassment directly to the harassing person, or report the harassment to the colleague's manager or "grandparent" (the

- manager's manager). Alternatively, report the harassment to HR or use JYSK Whistleblowing service at <https://whistleblowersoftware.com/secure/JYSK>
- If you as an employee feel harassed, then you should contact your nearest manager or "grandparent" as soon as possible and inform about the particular case. Alternatively, report the harassment to HR or use JYSK Whistleblowing service at <https://whistleblowersoftware.com/secure/JYSK>
 - All cases are treated with maximum confidentiality and sensitivity.

7. Reporting and transparency

- BI reporting on gender and age composition of employees
- Employee Satisfaction reporting
- MYLEARN (Learning management system) reporting

All of the above are available to all relevant stakeholders according to their area/organisation of responsibility.

8. Related policies

- Employee Code of Conduct
- Salary and Benefits Policy
- Learning and Development Policy
- Human Rights Policy

Approval and updates:

This policy has been approved by JYSK EMT and is valid from September 2025 and will be revised no later than 2027.