

DIVERSITY POLICY

Gabriel Holding A/S

1. Purpose

This policy covers the entire Gabriel Group (Gabriel) and aims to promote diversity in Gabriel and is closely linked to Gabriel's overall Code of Conduct and the continuation of long-term work on values and behavioural codes, as well as the basic attitude that in workplaces in Gabriel there must be no discrimination of any kind. Gabriel's strategy is to grow with the largest market participants and Gabriel sees diversity as a strength as well as a prerequisite for making the right decisions and ultimately promoting value creation in Gabriel for the benefit of all stakeholders. At the same time, Gabriel's business strategy is supported through the policy by attracting, motivating, and retaining qualified employees and board members.

2. Overall objectives

Gabriel will promote a diverse workplace and an inclusive working environment, including work to promote the number of the underrepresented gender in all employee groups, including senior management (other management layers, executive management, and board of directors). Gabriel wants to ensure that all employees can make the best use of their skills regardless of gender, ethnicity, religion, political view, age, functional impairments, sexual orientation, etc. The same principles are applied to recruitment processes and promotions, where all applicants are treated equally, and diversity is prioritized.

The goal for the underrepresented gender on the Board of Directors of Gabriel Holding A/S (The Company) is equal to gender distribution in accordance with current legislation. At the same time, it is recommended that half of the board members elected by the general meeting should be independent, cf. the recommendations on corporate governance.

3. Achieving goals

The policy is presented by the Governance, Remuneration & Nomination Committee and approved by the Board of Directors of the Company. Executive Management is responsible for the implementation of the policy and defines specific objectives as well as planned and ongoing activities and action plans derived therefrom.

Diversity implies a clear focus in relation to the recruitment process, where Gabriel focuses on competences, development potential and the individual's contribution to diversity, for the benefit of the bottom line. In addition to matching qualifications and competences, it is a priority that a candidate can identify with Gabriel's values and have the right social and personal skills.

4. Reporting

Each year in the annual report, the Company will describe the work of the past year with diversity in the senior management body of Gabriel Holding A/S cf. the Danish Financial Statements Act section 107d (Statutory Statement on Diversity). The diversity policy in force at any time can be found on Gabriel's website www.gabriel.dk

Thus, adopted at the Board meeting on 8 May 2025