

DIVERSITY POLICY

Gabriel Holding A/S

1. Purpose

This diversity policy covers the entire Gabriel Group (Gabriel) and aims to promote diversity, equity and inclusion in Gabriel. The policy is closely linked to Gabriel's Code of Conduct and the continuation of long-term orientation in regard to organisational culture, its values, behavioural codes, as well as the attitudes among and towards employees. The policy aims to ensure a workplace free from harassment and discrimination of any kind. Also, the policy seeks to communicate the organisation's commitment to the promotion of equal opportunities and involvement of all stakeholders that are related to Gabriel no matter the race, colour, gender, age, religion, sexual orientation, identity or expression, national origin, functional impairments or marital status.

Gabriel's strategy is to grow with the largest market participants; hence Gabriel sees diversity, equity and inclusion as a strength as well as 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 and target

Gabriel encourages a diverse workplace and an inclusive working environment with equal opportunities for everyone. Gabriel respects and supports cultural and personal values as well as differences of its employees, thus does not tolerate any kind of discrimination, harassment or victimisation. Therefore, the objective is to report on the number of discriminations, harassment and violations, and to ensure the critical and fast solutions towards it. Gabriel works on promoting the number of the underrepresented gender in all employee groups, including senior management, other management layers, executive management, and board of directors.

Gabriel aims 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, educational background etc. The same principles are applied to recruitment processes and promotions, where all applicants are treated fairly, and with respect and dignity.

Policy for increasing the proportion of the underrepresented gender on the Board of Directors

The long-term target of the underrepresented gender on the Board of Directors of Gabriel Holding A/S is equal gender distribution 50/50. In accordance with the Danish Business Authority's Guidelines of 3 December 2022, which specifies that in a board of directors where there are more than 5 members elected by the general meeting, this means that the proportion of the underrepresented gender must be at least 40%. If the number of board members during the period changes upwards or downwards, the target will be 50/50. Gabriel aims to reach the target in 2026/27.

It is also 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, planned and ongoing activities as well as action plans derived therefrom.

The Group's policy on diversity, equity and inclusion implies a clear focus in relation to the recruitment process, where Gabriel focuses on competencies, development potential and the individual's contribution to the diversity, equity and inclusion agenda for the benefit of the bottom line. In addition to matching qualifications

and competencies, it is a priority that a candidate can identify with Gabriel's values and have the right social and personal skills.

With respect to targets and goals for diversity and equal gender distribution, the following plans are in place:

- When recruiting, Gabriel will post the position internally, externally and broadly
- When recruiting, Gabriel will consider all qualified applicants irrespective of gender, ethnicity, religion, political view, age, functional impairments, sexual orientation etc. for the position
- When recruiting, Gabriel will have interviews with at least two candidates of the underrepresented gender if possible
- When using head-hunters/external recruiters, we will require that at least 50% of the field of candidates must be of the underrepresented gender, if possible

4. Reporting

Each year in the annual report, the Company will describe the work of the past year in regard to the diversity, equity and inclusion agenda in Gabriel Holding A/S cf. the Danish Financial Statements Act section 107d (Statutory Statement on Diversity) and section 99b (Statutory Statement on gender balance). The policy in force at any time can be found on Gabriel's website www.gabriel.dk

Thus, adopted at the Board meeting on 16 November 2023.