

Statement on gender balance 2016/17 for the management of Gabriel A/S pursuant to Section 99b of the Danish Financial Statements Act

This statement is an integral part of the management commentary of Gabriel Holding A/S' annual report for the 2016/17 financial year.

The numerical targets which have been set for the top management levels apply to the parent company, while the targets and action plans for other management levels apply to the entire Group. The status in the statement applies to all consolidated companies in the Group.

The adopted policy on diversity applies to the Group.

Definitions of management levels

According to the Gabriel Group definition, "A manager is either responsible for other employees or occupies a position which allows him or her to act on behalf of Gabriel".

There are three management levels in the organisation: Board of Directors, Executive Board, and middle management, which consists of function managers/heads of function or site managers.

Policy

We want to promote a diverse workplace and work to enhance the number of the under-represented gender in managerial positions. We want to enable all our employees to put their skills to the best possible use, irrespective of gender, ethnicity, religion, political view, age, disabilities, sexual orientation etc.

General targets

In 2013, the Board of Directors set the following targets for the gender balance in the Group's management:

Gender balance targets for 2017	M/F (%)
Board of Directors	40%
Top managers/the Executive Board	30%
Middle management	30%

A concrete action plan was established to achieve the targets. The action plan was made in the knowledge that the Gabriel Group's staff turnover is low, while the expected increase in business and geographical area would require an overall increase in the number of middle managers. In addition, many employees

have more than 10 years of service, and it is often employees who have served for many years who fill the company's managerial positions. Employing external managers in the original part of the business is thus not customary and the turnover of these managers is very low.

Status on general targets

Gender balance in the management of Gabriel Holding A/S was as follows at the end of the 2016/17 financial year:

Gender balance	M	F	Total	M/F (%)
Board of Directors	3	1	4	25%
Top managers/Executive Board	3	0	3	0%
Middle management ¹⁾	7	3	10	30%
Total	13	4	17	24%

The Board of Directors of Gabriel Holding A/S consists of four members elected by the general meeting and two employee representatives. One of the four members elected by the general meeting is a woman, i.e. 25%, and the target is thus not met.

The Executive Board consists of three men, and the target is thus not met.

Three middle managers are women, equivalent to 30%, and the target is thus met.

Status on the action plan

At the ordinary general meeting in December 2016, a new female member of Gabriel Holding A/S' Board of Directors was elected. The composition of the Board of Directors is evaluated once a year and candidates are proposed for election at the general meeting on the basis of the skills which are considered necessary.

Recruiting at other management levels is done in accordance with the action plan, i.e. weight is primarily placed on the candidate's professional and personal qualifications. An equal gender distribution is sought where possible and we also have an eye on the relevant company's/department's staff composition with a view to promoting diversity.

In all of the Group's companies, initiatives are in place to retain and develop female employees at middle management level:

- The HR department in the individual company advises managers and employees on skills development.
- Skills development is a point always covered by the annual development dialogues to identify and develop potential employees with a talent for management.

- It has been clearly indicated that it must be possible to be a manager and still keep a good balance between job and family life.
- Relevant continuing education has been discussed with female managers. Agreements on skills development are always made in close collaboration between manager and employee.

General targets for the future

New targets are not set for the Board of Directors and Executive Board, since the skills required for the position in question are considered to be essential for the decision on choosing a candidate for the job.

The following new target is set for middle managers:

- The proportion of female middle managers in the Group will be increased to 40% and the aim is that by 2022 the distribution of men and women at management level will reflect the distribution of men and women in the Group in general.

Action plan

No new target has been set for the Board of Directors, since the statutory requirements are met. Consequently, there is no action plan.

With respect to targets for the other management levels, the following action plans will continue:

- Guidelines for recruiting new managers:
 - When recruiting, we will post the position internally, externally and broadly.
 - When recruiting, we will consider all qualified applicants irrespective of gender, ethnicity, religion, political view, age, disabilities, sexual orientation etc. for the position.
 - When recruiting externally, we will have interviews with at least two female candidates if possible.
 - When using headhunters/external recruiters, we will require that at least 40% of the field of candidates must be women, if possible.
- We continue the work of developing the functions, skills and development plans of all employees in the Group. This work will contribute to the following:
 - an objective assessment of skills in connection with internal recruitment so that the sexes are assessed on an equal footing,
 - focus on increasing female employees' incentives to seek career development to management level,
 - increased focus on strengthening current female managers' personal and professional skills and agreeing on any further development, and
 - follow-up on the status of the targets set.

Responsibility, reporting, evaluation and revision

Gabriel's top management has the general responsibility for compliance with the internal guidelines for female managers.

The HR departments of the respective group companies are responsible for implementing the action plan's various initiatives and the continued work on them and for evaluating and reporting to the top management.

The CSR department is responsible for reporting the results of the action plan's initiatives in the CSR report for 2017/2018. The HR department is responsible for evaluating and updating the action plan at a more general level in 2017/2018.

1) Middle management at the end of August 2017 consists of the following

Gender balance	M	F	Total
Gabriel Holding A/S	2	1	3
Gabriel A/S			
Gabriel Asia Pacific	1		1
Gabriel GmbH	1		1
Gabriel Sweden AB	1		1
Gabriel North America Inc.		1	1
UAB Furnmaster		1	1
Furnmaster sp. z o.o.	1		1
Screen Solutions Ltd.	1		1
Total	7	3	10