

DIVERSITY POLICY

GUBRA A/S

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(CVR-no. 30514041)

1 INTRODUCTION

1.1 This diversity policy (the "**Policy**") has been adopted by the board of directors (the "**Board of Directors**") of Gubra A/S, CVR no. 30514041 (the "**Company**") in accordance with section 139c of the Danish Companies Act (in Danish: *selskabsloven*) and the Recommendations on Corporate Governance (in Danish: *Anbefalinger for god selskabsledelse*).

1.2 The purpose of this Policy is to:

- (i) Set target figures for the share of the under-represented gender in the Company's shareholder-elected Board of Directors.
- (ii) Set target figures for the share of the under-represented gender in the Company's other management levels.
- (iii) To facilitate gender balance in other managerial functions of the Company.

2 TARGET FOR THE UNDER-REPRESENTED GENDER IN THE COMPANY'S SHAREHOLDER-ELECTED BOARD OF DIRECTORS

2.1 It is the Company's aim that following the annual general meeting in 2025, the under-represented gender should constitute at least 40% of the total number of shareholder-elected board members.

3 TARGET FOR THE UNDER-REPRESENTED GENDER IN THE COMPANY'S OTHER MANAGEMENT LEVELS

3.1 It is the Company's aim that following the annual general meeting in 2025, the under-represented gender should constitute at least 40% of the total number of the Company's other management levels, meaning:

- (i) The Company's executive management and the persons who are organizationally at the same management level as the executive management (the "**First Level Management**").
- (ii) Persons with responsibility for personnel who report directly to the First Level Management.

4 DIVERSITY IN THE COMPANY

4.1 Diversity is an important factor and the Company recognises the importance of promoting diversity in its management levels, including in relation to gender.

4.2 The Company believes that diverse perspectives and ways of working create the best possible decisions and results required for fulfilling the Company's mission. Accordingly, the Company is deeply focused on creating a diverse and inclusive organisation. Proper procedures are implemented within the Company's HR processes so that recruitment is not affected by the applicants' race, gender, social origin, ethnicity, religion etc. The Company continuously reviews and adapts, as necessary, its recruitment process and guidelines to neutralize any potential biases and to promote diversity and inclusion

4.3 It is the intention of the Company to continue to safeguard a culture where every employee experiences the same opportunities for career development and advancement regardless of their gender and that this is the case for all levels of the organisation.

4.4 The Company is committed to maintain diversity in managerial functions by balancing gender representation in terms of recruiting and internal advancement.

- 4.5 The Company will aim to employ the best candidates to the managerial functions and the decisive factor, in external as well as internal recruitment processes, shall be the candidates' qualifications.
- 4.6 It is the Company's objective to have as many skilled candidates of both genders to choose from when filling management positions. For this reason, the Company strives to broaden the field of candidates as much as possible, and the Company's employments procedures are designed to give men and woman equal opportunities to apply for and obtain management positions.
- 4.7 The Company has focus on creating an attractive working environment which promotes the equal career opportunities of all genders. In order to support equal access for all genders to vacant positions within the Company, the Company will continuously focus on any barriers that may prevent certain genders from being appointed to a management position. This applies to all steps of the employment procedure. Consequently, job descriptions, job advertisements, screening of applicants and job interviews should not be aimed at a particular gender.
- 4.8 Among other things, the Company has taken the following initiatives to further strengthen the diversity in its managerial functions:
- (i) A sensible work/life balance is offered to reconcile the demands of working life and family life.
 - (ii) The end of each job advertisement encourages anyone qualified for the job to apply, irrespective of gender, age, race, religion or ethnicity.
 - (iii) Managerial desires and ambitions are covered in annual employee development interviews.
 - (iv) When conducting job interviews, the Company endeavours to ensure that both genders are represented on the list of relevant candidates.
 - (v) Ensure that male and female employees experience the same opportunities in their careers and in achieving managerial positions.

5 FOLLOW-UP AND REPORTING

- 5.1 The Company's executive management is responsible for the policy of facilitating a gender balance of executives and reports the proportion of the under-represented gender in management to the Board of Directors once a year.
- 5.2 The Company reports on this Policy annually and in accordance with applicable law and regulations. In the annual report, the Company will explain the Company's targets for the under-represented gender in the Board of Directors. Further, this Policy is part of the Company's reporting of Corporate Social Responsibility (CSR) set in the management review in the annual report.

6 REVIEW AND AMENDMENT

- 6.1 The Board of Directors shall annually review, and if relevant update, this Policy.
- 6.2 The Board of Directors shall set new and higher target figures for the share of the under-represented gender as set in Clauses 1.2(i) and 1.2(ii), respectively, when (i) the previously set target figures have been fulfilled; or (ii) new target figures, when the time horizon for the expected fulfillment has expired.

7 PUBLICATION

- 7.1 This Policy will be published on the Company's website.