



Diversity and Inclusion Policy

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Introduction

We believe that offering a diverse and inclusive working environment is a good and sustainable business, enabling us to maintain and develop a high level of competencies within the company.

We wish to be an attractive and inclusive workplace for all our employees irrespective of background, education, age, nationality, faith, race, gender or sexual orientation, or any other attributes. Furthermore, we firmly believe that diversity at all levels of the organization gives us the most significant possible recruitment base and creates an innovative and safe work environment.

This ambition is an integrated part of Clipper Group's values and priorities, and we have for a number of years been working with targets and have taken actions to support the efforts.

Scope

This policy applies to all employees within Clipper Group, irrespective of place of work.

Actions

To support our ambition to be a diverse and inclusive workplace, we have taken the following steps:

- Attending working and networking groups with other players in the market to share best practices;
- We are participating in the Target Gender Equality Program provided by the UN Global Compact;
- The recruitment policy for the board of directors stipulates that the chairman of the board shall propose at least one female candidate for vacant board positions;
- We use gender-neutral language when advertising for new employees and focus on the skills and qualifications required for the position in question. We will include qualified female candidates on the shortlist for any position, if possible;

- We are carrying out frequent anonymous organizational surveys, which touch upon general well-being including questions about whether the employees have experienced harassment or other discrimination;
- Ensuring that the language in our external and internal communication is as non-biased as possible;
- Our employees have access to work from home 2 days a week, which ensures flexibility for the individual employee; and
- We do not accept harassment of any kind and refer to our separate policy on anti-harassment.

Commitments

We are committed to continuing with these types of steps and developing the same.

We have for the years 2020-2023 been setting the following goals relating to gender and nationalities.

No.	Goal	2020	2021	2022
1.	The percentage of female employees shall be above 33% at the end of 2022.	35%	35%	37%
2.	The number of female managers with people's responsibility shall increase each year.	3	3	4
3.	One female member shall be nominated to the board of Clipper Group A/S.	0	0	0
4.	The number of nationalities shall be above 10 each year.	13	13	14

For 2023 and forward, our goals relating to diversity and inclusion will be the following:

No.	Goal	Status
1.	The percentage of female employees shall be at least 40 % at the end of 2025.	35%
2.	The percentage of female managers in Denmark with people responsibility being part of or referring to the Senior Management Team shall be 30 % before the end of the year 2025.	25% [3/12]
3.	The percentage of female members of the board of Clipper Group A/S shall be 20 % before the end of 2025.	0
4.	The number of nationalities shall be above 14 each year.	14

We will report on the progress each year in our CSR Report, which is part of the annual report.

We encourage our employees to provide feedback on Clipper Group’s efforts to improve diversity and inclusion.

This policy will be reviewed by the board of directors of Clipper Group A/S once a year.

Adopted by the Board of Directors at the Board Meeting held on 12 June 2023.