



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 largest 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 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;
- We hire through a bias-free process, always selecting the right person for the job;
- Our employees have access to work from home, 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 a number of years been setting targets for female representation and number of nationalities and refer to our sustainability report.

We will report on the progress each year in our sustainability report.

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

The Senior Management Team will annually review and if relevant update this policy.

Adopted by the Board of Directors at the Board Meeting held on 13 June 2025