

# STATUTORY STATEMENT ON GENDER BALANCE

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cf. the Financial Statements Act, section 99 b – 2019-2020

This statement is an integral part of the management commentary of the annual report of Gabriel Holding A/S for the 2019/20 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 Management, 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 underrepresented 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**

The following targets for the gender balance in the Group’s management were set in 2018 by the Board of Directors:

<b>Gender balance targets</b>	<b>Underrepresented gender</b>
Board of directors	25 %
Top managers/Executive management	30 %
Middle management	40 %

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.

### Status on general targets

Gender balance in the management of the Group was as follows at the end of the 2019/20 financial year:

Gender balance	Gender distribution		Total	Underrepresented gender
Board of directors	3	1	4	25 %
Top managers/ Executive management	2	0	2	0 %
Middle management <sup>1)</sup>	26	12	38	32 %
<b>Total</b>	<b>31</b>	<b>13</b>	<b>44</b>	<b>30 %</b>

<sup>1)</sup> Reference is made to Appendix 1

The target for the Board of Directors of Gabriel Holding A/S is met and in accordance with the "Guidelines on target, figures, policies, and reporting on the gender composition of management" published by the Danish Business Authority, March 2016.

Executive Management consists of two men, and the target is thus not met.

Twelve of the thirty-eight middle managers are women, equivalent to 32%, and the target is thus not met.

### Status on the action plan

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

For 2020/21 and onwards, the company has adjusted the target figures for the underrepresented gender on the Board of Directors and in the rest of management. The target is 50% for all management levels.

It is expected to have long-term prospects of achieving the targets, as an increase in the proportion of the underrepresented gender must take place if the Board of Directors or other management needs to change or expand. In case of open positions it is the necessary competence for the position in question that is considered to

be decisive for the selection of the candidate for the job, but if two or more candidates are equally qualified, the person representing the underrepresented gender will be preferred.

### **Action plan**

With respect to targets for the 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 head-hunters/external recruiters, we will require that at least 50% of the field of candidates must be women, if possible.

We are continuing 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 ensuring gender balance.

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 Quality, Environment & Production department is responsible for reporting the results of the action plan's initiatives in the Statutory Statement on CSR, cf. the Financial Statements Act, section 99a. The Group HR department is responsible for evaluating and updating the action plan at a more general level in 2020/2021.

**Appendix 1 - Middle management at the end of September 2020 consists of the following:**

Gender balance per legal entity	Gender distribution		Total
Gabriel Holding A/S	2	2	4
Gabriel A/S	7	4	11
Gabriel Asia Pacific	1	1	2
Gabriel GmbH	1		1
Visiotex GmbH	1		1
Gabriel Sweden AB	1		1
Gabriel North America Inc.	1	1	2
UAB FurnMaster	1	1	2
FurnMaster Sp. Z o.o.	1	1	2
FurnMaster Mexico – Grupo RYL	1		1
Screen Solutions Ltd.	1		1
Gabriel UK	1		1
Gabriel Iberica SL	1		1
UAB Gabriel Textiles	1	1	2
UAB SampleMaster	2		2
UAB Gabriel Baltics	2		2
Gabriel Italien (branch)		1	1
Gabriel Frankrig (branch)	1		1
<b>Total</b>	<b>26</b>	<b>12</b>	<b>38</b>