

Policy for Diversity

Matas A/S, CVR. no. 27 52 84 06

1 Preamble

- 1.1 In accordance with Section 139a of the Danish Companies Act and the Danish Corporate Governance Recommendations, Matas A/S (the "Company") has adopted this Policy for Diversity (the "Policy").
- 1.2 The Policy sets out the Company's policy for increasing diversity, including the share of the underrepresented gender, among the members of the Board of Directors and the Company's other management levels. "Other management levels" is to be construed as management levels below the Board of Directors, including the Executive Management, and other management levels down to and including team manager level.

2 Purpose

- 2.1 The Company acknowledges the importance of diversity, including age, gender, nationality, ethnicity, international experience and educational background. The Company aims to be an attractive workplace and encourages diversity among its employees. The Company believes that diverse experiences and perspective of the workforce supports the understanding of the customers. Through offering a workplace where diversity is valued, the Company strives to build a high performing and engaged workforce that supports the success of the Company.

3 Target for the underrepresented gender among the members of the Board of Directors

- 3.1 The Board of Directors elected at the Company's General Meeting currently consists of two women and four men. According to the Danish Business Authority's guidelines (Erhvervsstyrelsen), the genders are thus considered to be equally represented on the Board of Directors, and the Company is consequently not obliged to set a target for the share of the underrepresented gender on the Board of Directors.

4 The share of the under-represented gender in other management levels

- 4.1 It is the Company's ambition to increase diversity in other management levels and thereby also provide more equal opportunities for men and women at management levels. Top Management currently consist of two women and six men. Overall Matas management has more women than men in management positions because the store managers in the retail network primarily consist of women.

5 Initiatives to increase diversity

- 5.1 The Company's ambition is to maintain management's capability to effectively undertake its managerial responsibilities. The Company aims to employ candidates for management positions with profiles and qualifications best suitable for the Company and in the best interest of the Company. In this context, gender will be considered when appointing candidates for management positions, however, giving due consideration to the Company's other recruitment criteria, including professional qualifications, experience within the trade, diversity, educational background, etc.
- 5.2 The Company's general procedures in terms of employment shall provide equal career opportunities for all, and job postings shall encourage anyone with interest in the job to apply, irrespective of gender, age, ethnicity, disability, sexual orientation and religion.

- 5.3 The Company shall seek to create an attractive working environment which promotes the equal career opportunities of men and women, including a sensible work-life balance. In order to support equal access to vacant positions within the Company, the Company shall continuously focus on any hidden barriers that may prevent women or men from being appointed to a management position. This focus shall apply to all steps of the employment procedure. Consequently, job descriptions, job advertisements, screening of applicants and job interviews should not without due consideration be aimed at a particular gender, age ethnicity, disability, sexual orientation or religion.
- 5.4 Regardless of the recruitment requirements outlined above, the decisive factor when appointing managers shall first and foremost be the candidate's qualifications both in the external and internal recruitment processes, and the Company's ambition overall to appoint the candidate best suited for the position.
- 5.5 The Company aims to offer equal career development initiatives and managerial desires and ambitions are covered in the yearly employee development interviews.

6 Reporting

- 6.1 The Company reports on Gender Representation annually in accordance with applicable law.

This Policy for Diversity replaces the Company's previous Policy for Gender Representation.

Approved by the Board of Directors of Matas A/S on 7 November 2018.

Approved by the Board of Directors of Matas A/S on 29 October 2019.

Approved by the Board of Directors of Matas A/S on 4 November 2020.

Approved by the Board of Directors of Matas A/S on 3 November 2021.