

Policy for diversity and the underrepresented gender in Toms Group A/S

Diversity is a strength that can contribute positively to the company's development, robustness and performance of established strategies and make Toms Group a better place to work. Therefore, we value and prioritise human variety and diversity highly. We work actively to create an inclusive culture in which the individual employee's differences are respected, utilised and valued.

Policy objective

Our general objective is to strengthen diversity in the Toms Group. We define variety and diversity broadly, in the sense that the concept covers differences in, for example:

- Gender, age, sexual orientation, nationality, ethnic origin, disability and life situation
- Attitudes and opinions, religious beliefs, leisure interests, ambitions, life philosophy and personal key issues.

The Toms Group must be an attractive workplace for both women and men. We endeavour to ensure equal opportunities for all to advance in their careers and to obtain and hold executive positions, corresponding to the individual employee's level of competence.

We will actively work for an actual increase in the number of women at all management levels.

Our approach

We attach importance to having high ethical standards and a strong culture that help the individual employees fulfil their potential and use their competences optimally in relation to the company's opportunities and needs.

We oppose all forms of discrimination and treat applicants and employees the same regardless of differences in the above circumstances.

Respect for these differences is also expected to be shown in the employees' relationships with each other and with business partners. Our expectations and requirements for our employees' conduct are described in our Staff Code of Conduct, in which all our employees receive training.

Policy basis

The policy is based on the United Nations Universal Declaration of Human Rights and the principles of the UN Global Compact. This applies, in particular, to principles 1 and 2 that businesses should support and respect the protection of internationally proclaimed human rights and make sure that they are not complicit in human rights abuses, as well as principle 6 on the responsibility of businesses to eliminate discrimination in respect of employment and occupation.

Our approach and objectives in relation to gender equality are based on the Danish Consolidation Act on Gender Equality (*Ligestillingsloven*) and the Danish Business Authority's guidance on 'Targets and policies for management gender composition and reporting thereof'.

Delimitation

The policy applies to the whole Toms Group. In relation to the sub-element concerning management gender equality, we have decided that the objectives for this and the reporting thereof solely relate to the Toms Group's Danish companies. This is in line with the Danish Business Authority's rules on management gender composition, which only applies to Danish companies (companies with their registered office in Denmark).

Targets for the underrepresented gender in the management

We will work actively to achieve a "balanced composition of men and women"; see section 99 b of the Danish Financial Statements Act (*Årsregnskabsloven*). This means that at least 40% managers of each gender must be represented at the individual management levels. This constitutes our long-term target; our more short-term sub-targets are stated below.

Proportion of women in the Toms Group's management

Status 2017	Targets for 2022
Board of Directors 0%	Board of Directors 16%
Senior management 25%	Senior management 30%
Middle management 28%	Middle management 30%

Initiatives to support the policy and target achievement

The policy is supported by specific initiatives and measures aimed at creating the basis for changes in the gender composition and ensuring greater diversity in general.

Recruitment

- All job advertisements communicate that we wish to promote diversity. They contain an explicit statement that we encourage all qualified candidates to apply for the position regardless of their gender, race, age, sexual orientation, religion or ethnicity.
- In the recruitment of managers at all levels (from the Board of Directors to line managers), we ensure in the recruitment process that there is at least one person of each gender.
- We require recruitment agencies to present at least one person of each gender among the qualified candidates.

Career development

- All employees are offered personal development interviews and development processes aimed at promoting equal opportunities for all employees.
- The organisational development work includes a conscious focus on promotion of diversity in general – including a gender balance.

Training and competence development

- Management training in the Toms Group must be attractive for both genders.
- Language training is offered to employees whose mother tongue is not Danish.
- Other types of courses and supplementary training are offered based on individual needs, to promote equal opportunities for all employees.

Forms of employment

- We endeavour to provide employment flexibility, including by allowing for adjustment of working hours based on age and work capacity.

Systematic job satisfaction surveys

- We conduct annual job satisfaction surveys to obtain knowledge for the continued development of a positive corporate culture and productivity for all employees
- We analyse job satisfaction data based on various relevant perspectives. These include analysis of divergence of men and women's job satisfaction, well-being and commitment in executive positions. This forms the basis of management initiatives aimed at promoting greater gender equality.

Reporting of targets

Toms Group reports targets and status for gender distribution in the company's management in our non-financial annual report.