



DIVERSITY POLICY FOR RE-MATCH HOLDING A/S

1. Introduction

- 1.1 The Board of Directors of Re-Match Holding A/S (the "Company") has established this policy on diversity (the "Diversity Policy") setting out the Company's overall principles on how to ensure diversity, including gender distribution, at the different management levels in the Company.

This Diversity Policy is adopted in accordance with the Danish Committee on Corporate Governance's Recommendations on Corporate Governance.

2. Purpose

The Board of Directors has prepared the Diversity Policy for the purpose of promoting inclusion and diversity amongst the Board of Directors, the Executive Management and other management levels as well as implementing a sound and strong diversification within the entire organization of the Company.

3. Values and principles

The Company is of the opinion that diverse perspectives and ways of working create the best possible decisions and results required for fulfilling the Company's mission of driving the transformation of the synthetic sports surface industry into a financially and environmentally sustainable business worldwide. Accordingly, the Company strives to having its organization reflecting the societies within the countries in which the Company operates.

The business of the Company is based on the following core principles ensuring that the Company is guided towards the desired level of diversity and inclusion within its organization:

- Diversity steers and drives creativity, innovation, performance and decision-making.
- Equal opportunities apply for everyone pursuing a career in the Company.
- Inclusion and diversity are an inherent part of the Company's way of working, both internally and externally.

4. Target, approach and measures

4.1 Target

The Board of Directors has set a target for specifically gender distribution within the Company. The target is to have a minimum of 40% gender split in the Board and on all management levels by 2023. The Board of Directors has further instructed the Executive Management to implement policies and practices to ensure a diverse and inclusive organization as part of the expansion plans beyond Denmark.

4.2 Management

The Company believes that diversity and inclusion must be anchored at management level to ensure that the entire organization ultimately will reflect the Company's values and principles for diversity and inclusion. Accordingly, the Board of Directors and the Executive Management are ongoingly evaluating the composition of the management bodies of the Company when assessing how new competencies and qualification can be brought into play.

4.3 Diverse and inclusive workforce

The Company strives to have a diverse workforce, which means a strong blend of educational background, work and life experience, socio economics, diversity of thought, nationality and gender. These are fundamental elements for an engaging culture, where people deliver ambitious business results. The Executive Management is currently implementing activities within recruitment, training and coaching/mentoring to ensure delivery of the gender-target and a general strong focus on diversity as we expand our activities beyond Denmark.

The Company strives to create an inclusive workplace valuing individual differences in our workforce, making everyone feel accepted and respected regardless of age, race, color, sexual/religious orientation or disability. Transparent communication, openness to new perspectives and information sharing enables a culture of shared accountability and responsibility.

4.4 Equal opportunities

The Company strives to create a work environment that provides employees with equal opportunities in terms of personal and professional development. We strive to have remuneration equal to the median of the local employment markets we operate in, and also strive to have equal pay across gender, age and experience. We work to address unconscious bias in our efforts to ensure equal opportunities.

4.5 Training and recruitment

For the purpose of creating an inclusive and diversified organization at management level as well as at other levels of the Company's organization, the Company continuously train its employees in various aspects of diversity and inclusion and how to practically adopt diversity and inclusion principles into their day-to-day operations.

As part of the Company's recruiting, all applicants are encouraged to apply. Proper procedures are implemented to the effect that the Company's recruitment is not affected by the applicants' race, gender, sexual orientation, national origin, social origin, ethnicity, religion, disability and/or any other personal attribute. The Company reviews and adapts, as necessary, its recruitment process and guidelines to neutralize any potential biases and to promote diversity and inclusion.

The Company has prepared guidelines for head-hunters, recruiters etc. to ensure that the Company's diversity and inclusion principles and targets are understood and followed when engaging external advisors for recruiting.

4.6 Monitoring

The Company monitors and tracks the level of diversity and inclusion within the organization, specifically at management level. Progress on targets covering the above policy is reported to the Board annually and to the Executive Management on a quarterly basis. The Company further tracks diversity progress through annual talent review and succession plans, thereby enabling the Board to predict future diversity opportunities and challenges.

5. Review and amendments

The Diversity Policy is continuously reviewed and assessed by the Company. Any amendments to the Diversity Policy must be approved by the Board of Directors.

6. Approval

This Policy shall be made available on the Company's website.

This policy has been approved by the Board of Directors at its meeting held on 15 September 2021.

7. Publication

This Policy shall be made available on the Company's website www.Re-Match.com.