



GROUP CULTURE AND BELONGING POLICY

Approved by Executive Management, August 2025
Version 1.0



WE STRIVE TO MAKE
MEANINGFUL IMPACTS
TOWARDS SUSTAINABILITY



Introduction

At Wrist, we believe that cultivating a strong sense of Culture and Belonging is foundational to creating a workplace where everyone feels safe, respected and connected to our shared values. With a presence in over 35 offices worldwide, we are committed to ensuring that all employees — regardless of background — have the opportunity to thrive and contribute meaningfully.

This policy outlines the Group's baseline standards for fairness, equal opportunity and respectful workplace practices. It also outlines our long-term aspirations and is a key part of our broader sustainability vision. Rooted in our 2022 materiality assessment and aligned with our long-term sustainability goals, Wrist's Culture and Belonging Strategy is an evolving, organization-wide effort. It reflects our belief that belonging is not a one-time initiative, but a sustained practice that shapes how we work, lead and grow together.

Belonging means being seen, heard and valued as part of something greater. It reinforces our values, strengthens our performance and enhances employee well-being and retention.

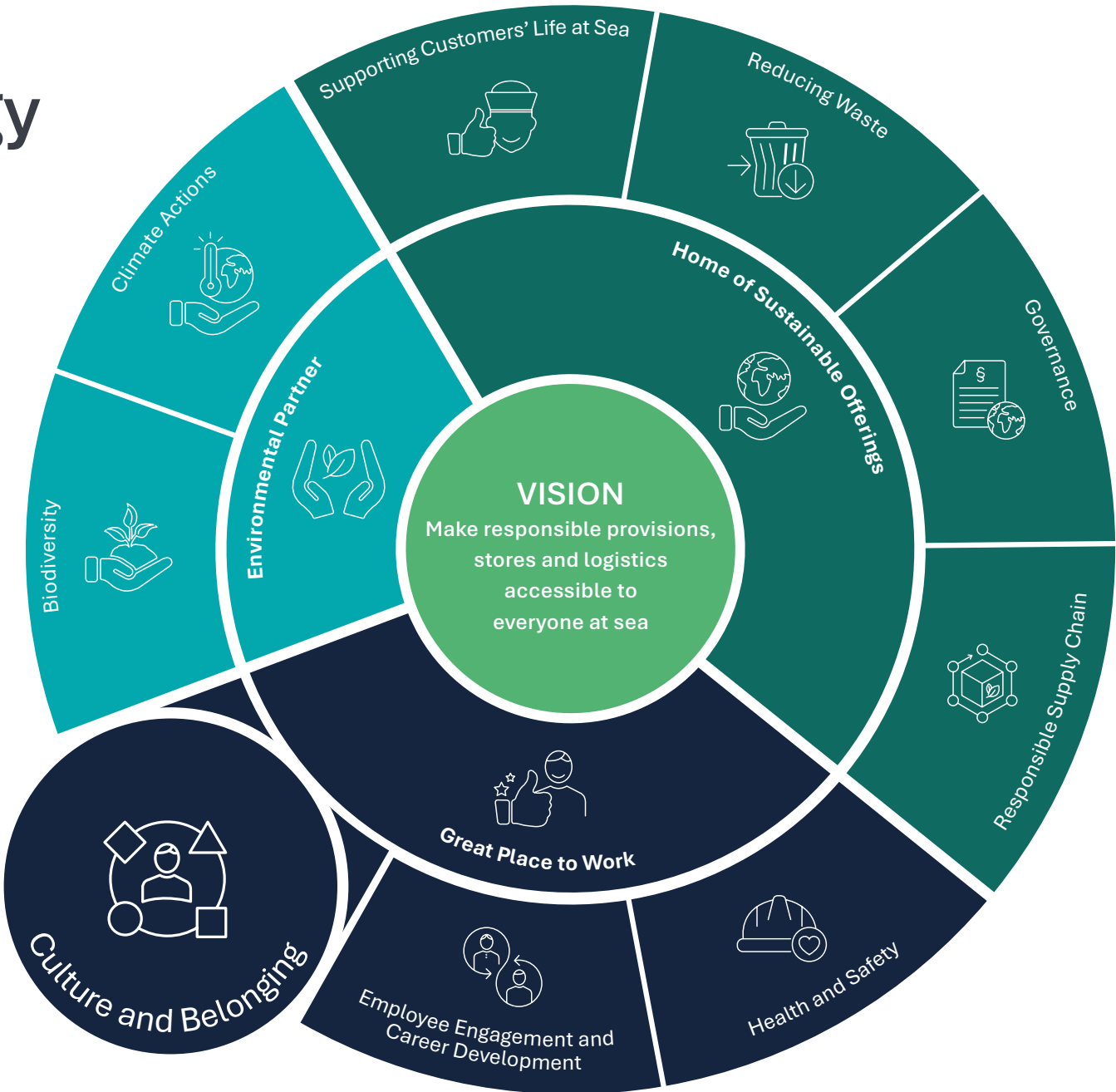
This policy will be reviewed and updated annually to reflect emerging insights, changing priorities and the evolving nature of our global workforce.



Culture and Belonging Strategy

Wrist's sustainability vision is clear: *Make responsible provisions, stores and logistics accessible to everyone at sea.* As part of this vision, a Group-wide materiality assessment conducted in 2022 identified Culture and Belonging as a strategic priority. The insight was transparent: To succeed as a global maritime leader, we must foster a workplace where every employee — across cultures, roles and locations — feels valued, respected and empowered to contribute.

Culture and Belonging is a continuous, company-wide effort that shapes how we lead, collaborate and evolve. It is foundational to our organizational identity and embedded in the way we do business.



Our Strategic Pillars

Our strategy is structured around four core pillars, each supporting our people ambitions and business objectives:

1.

Fostering fairness and belonging across our workforce

We are committed to creating an environment where all employees feel they belong and have equal opportunities to contribute and succeed.

This includes:

- > Proactively increasing representation of underrepresented genders in leadership.
- > Ensuring equal access to opportunities for growth and advancements.

2.

Creating open and welcoming recruitment experiences

We strive to ensure that our recruitment processes reflect fairness, inclusivity and respect.

This includes:

- > Using clear, inclusive and gender-neutral language in all job postings.
- > Equipping hiring managers with tools and training to support equitable decision-making.

3.

Enabling meaningful growth for all

We believe that everyone should have the opportunity to grow, regardless of their starting point.

We support development through:

- > Tailored development pathways that honor diverse strengths, learning preferences and career goals — helping individuals build confidence and connection as they advance in their careers.
- > Equitable career development programs, including graduate programs.

4.

Nurturing a connected and respectful workplace culture

We build a culture where everyone feels seen, heard and valued.

We are building a workplace where:

- > Dialogue is open, feedback is welcomed and contributions are recognized.
- > Our anti-harassment policy and zero-tolerance stance against discrimination, bullying and exclusion are firmly upheld.

Our Culture and Belonging Commitment

With a global workforce of more than 2,275 employees representing 52 nationalities, Wrist is a global team. We recognize that lasting progress in Culture and Belonging demands structure, consistency and strong leadership.

One of our ongoing priorities is to increase the representation of the underrepresented gender in leadership roles. In 2024, 34% of our leaders identified as part of an underrepresented gender group, and we are committed to raising this figure to a minimum of 40% by the end of 2027.

To achieve this, we are investing in leadership development programs, inclusive onboarding, structured feedback processes, and daily practices aligned with our values. Since 2021, our Group-wide anti-harassment policy has reinforced our zero-tolerance approach to misconduct, including discrimination, bullying and exclusion.

We are committed to a workplace where employees feel safe to be themselves, empowered to grow and inspired to contribute.

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We will keep prioritizing a culture where everyone feels safe, respected and connected to our shared values. Strong leadership plays a key role in supporting this environment, and we strive to make it an integral part of our culture and success. Our people are our greatest asset, and we will always select candidates whose personal and professional skills align best with our company and the specific role.”

Erik Toft, Group Vice President, People



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Actions for the Years Ahead

Fostering fairness and belonging across our workforce

By the end of 2025

- At least 38% of our managers* will represent underrepresented gender groups.

By the end of 2026

- We aim for 80% positive responses on fairness-related questions in our annual employee survey.

By the end of 2027

- At least 40% of our managers* will represent underrepresented gender groups.

**Definition: Managers leading a team of one or more.*

Enabling meaningful growth for all

By the end of 2026

- We aim to increase employee engagement score on questions related to development opportunities, as measured through our annual employee survey.
- All newly launched graduate programs will aim for gender balance, ensuring at least 33% participation from the underrepresented gender.

By the end of 2027

- We will implement a succession planning strategy for high-potential (HI-PO) employees, using bias-free criteria to ensure equal opportunity in talent identification and development.

Creating open and welcoming recruitment experiences

By the end of 2025

- We aim to have 100% of all new job postings using gender-neutral language, including a statement such as: “We encourage candidates from all backgrounds to apply, regardless of gender, ethnicity or personal experience”.
- 100% of all non-confidential vacancies will be advertised internally, and internal career growth will be actively promoted by encouraging all qualified employees — including those from underrepresented genders — to apply.

Nurturing a connected and respectful workplace culture

By the end of 2026

- We aim to improve our employee engagement score on questions related to inclusion and discrimination, as measured in the annual employee survey.



Progress Updates and Stakeholder Communication

We will regularly communicate progress on our Culture and Belonging initiatives through internal updates and external reporting to stakeholders. These updates will be based on employee feedback, performance data and the impact of our initiatives. We recognize that meaningful belonging requires an ongoing commitment, and we are dedicated to evolving alongside our employees and our business.

Our commitment is continuous. We will evolve with the needs of our employees and the demands of a dynamic global workplace, ensuring that leadership, transparency and employee voice remain central to everything we do.

This policy will also be featured on our public-facing career pages, reinforcing our commitment to equity and belonging and our position as an employer of choice.





Governance and Policy Review

This policy has been approved by Executive Management and will be reviewed annually to ensure relevance and alignment with business objectives and external benchmarks.

Revision number: 1.0

Revision date: August 2025

Next review date: August 2026

Approved by:

Jens Holger Nielsen, Group CEO

Date: August 2025

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Anders Skipper, Executive Vice President, Group CFO

Date: August 2025

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Erik Toft, Group Vice President, People

Date: August 2025

A handwritten signature in black ink, appearing to read "Erik Toft", written over a horizontal line.





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