

**Group Policy: Policy on Gender Equality in Scandlines Management**Applicable for: Scandferries Holding ApS & its subsidiaries

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**Objective:** The overall purpose of this policy is to describe Scandlines' main objectives regarding Gender Equality in management.**Recipients:** All employees.**Validity:** This policy is valid from 18 December 2016.

Scandlines has introduced the following policy to comply with Danish legislation and increase the number of employees of the under-represented gender on the company's managerial level 1 and 2. This is the level reporting directly to the CEO and the managers reporting to the said level.

Scandlines is operating in a line of business where the number of qualified candidates of the under-represented gender in some functions and areas are rather limited, which poses a challenge to Scandlines regarding certain positions.

In the company's Code of Conduct Scandlines has clearly described that we offer equal opportunities for all employees, and that skills, performance, potential and ethical conduct shall be the only indicators for an employee's qualification and promotion.

While Scandlines has decided that we will not remove leaders/managers of the over-represented gender that perform and deliver on a daily basis to make room for an employee of the under-represented gender, we have specified a number of focus areas with the aim to further ensure a balanced gender distribution on the mentioned managerial levels. These focus areas include:

- To require that internal and external recruiters select qualified representatives of both genders as candidates for vacancies, if at all possible.
- To ensure a transparent recruitment process based on systematic assessment of skills, personality and profiles of potential employees and managers with a view to ensuring diversity in the group of candidates for vacancies.
- To continue with the annual personal performance and development assessment in order to further identify potential candidates internally.
- To continue our participation in the network regarding "Women in Leadership" under the Danish Shipowners' Association.

Executive Management

**Søren Poulsen Jensen**  
**CEO SCANDLINES****Per Johannesen Madsen**  
**CFO SCANDLINES****Michael Guldmann Petersen**  
**COO SCANDLINES**

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Issued by: Scandferries Holding ApS

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