



## Diversity and Belonging policy

The purpose of this policy is to outline GN's approach to Diversity & Belonging as it reflects our commitment and guides our actions. The policy applies to all Group companies and may be supplemented by local diversity policies.

### Our beliefs

At GN, we consider a diverse workforce and an inclusive culture to be a strategic business priority, fundamental to our success as a leader in intelligent audio and hearing solutions.

The people of GN are driven by a passion for innovation and an unshakable belief that together we are stronger. We put inclusion first to benefit from the knowledge, skills, and wisdom from people of all ages, genders, nationalities, cultures, and creeds. We stand against isolation and always strive to bring people closer to ensure that all feel a sense of belonging.

### Our aspiration

GN aspires to be a human-centered business that puts people at the front and center of everything we do. By connecting compassionately with customers, partners, and colleagues we aim to foster strong and meaningful relationships and more inclusive experiences for everyone. In line with our shared commitments, we focus on putting our customers first, driving action, and embracing diverse perspectives.

### Our aspirational targets

Diversity & Belonging is an ever-evolving cultural journey on which we have embarked with a set of aspirational targets that include:

- Embedding inclusion across the business (processes, products, marketing, brands) and reinforcing our commitments to be customer geeks, make things happen and embrace to win, as well as additional inclusive behaviors.
- Ensuring that inclusive leadership is the norm: GN's leaders have awareness, desire, and competencies to lead with inclusivity.
- Promoting equity and fairness in all people processes.
- Increase gender diversity in Leadership – achieve a minimum of 30 % women in extended leadership positions (equivalent to a Mercer IPE score 56 or above) by the end of 2030 (cf. separate policies). This is a global ambition, and progress will be measured at the global level rather than by individual regions.

We fully acknowledge that gender is only one of many diversity facets which also include differences in professional background, experience, culture, identity, and more - all of which in combination are critical for our ability to stay relevant as a company.



## Responsibilities

Building a company culture that champions Diversity & Belonging requires clear intention, support from executive leadership, and commitment across the global organization. Making measurable changes in GN's culture shouldn't rely on a single employee or department.

### **Executive Leadership**

The success of the Diversity & Belonging agenda at GN is dependent on executive leadership commitment and ownership. Hence the agenda is owned by the ELT, and the role of ELT is to set the direction and make strategic Diversity & Belonging decisions across the GN Group.

### **Department leaders across GN**

Department leaders are responsible for helping to initiate programs and best practices for creating a more inclusive work environment. Leading both outward to create experiences of feeling valued, authentic, trusted, and psychologically safe at work and inward to learn about Diversity & Belonging and self-reflect.

### **All employees**

Ultimately everyone is accountable for enabling a culture of inclusion. The way each employee acts will impact whether others feel safe, included, and appreciated in the workplace. Peer inclusion can be demonstrated by helping a colleague perform their work tasks, socializing and showing compassion towards others and speaking out when non-inclusive behaviors are displayed.

Policy was approved by the Board of Directors on 11 December 2025.