



Reporting Grievance and Concern Procedure

MIKKELLER



1. Objective and Purpose

- 1.1. Mikkeller encourages all Mikkeller employees to report concerns and complaints which they believe breach Mikkeller's policies, or are in some other way grounds for concern. Mikkeller encourages all employees to communicate any grievances in order to support Mikkeller in fostering a supportive and pleasant workplace for everyone.
- 1.2. Mikkeller's reporting grievance and concern procedure explains how employees can voice their complaints in a constructive way. Managers and senior management should be made aware of everything that hinders their employee's work, so the managers and senior management can resolve it as quickly as possible. Employees should be able to follow a fair grievance procedure in order to be heard and avoid conflict to the extent possible.
- 1.3. Mikkeller defines grievance as any complaint, problem or concern of an employee regarding their workplace, job or coworker relationship.
- 1.4. Employees may raise grievances for (but not limited to) the following issues:
 - Workplace harassment and bullying
 - Health and safety concerns
 - Management or colleague behavior
 - Adverse changes in terms or conditions of employment
- 1.5. Employees can report a grievance in any of the following ways:
 - Reach out to their direct manager or the P&C department to discuss the concern
 - Submit a written grievance via email to the P&C department at PC@mikkeller.dk, including relevant details.
 - File a grievance by the Mikkeller Whistleblower Procedure
 - Appeal any formal decision
- 1.6. Employees subject to a grievance have the right to:
 - Be informed of the allegation
 - Respond and present their perspective
 - Refuse to attend formal meetings on their own
 - Appeal any formal decision
- 1.7. Mikkeller commits to:
 - Have a formal grievance procedure in place
 - Communicate the procedure to all employees
 - Investigate all grievances promptly and thoroughly
 - Treat all parties involved with fairness and respect
 - Maintain confidentiality throughout the process
 - Seek timely and appropriate resolutions

2. Scope

- 2.1. This policy applies to all employees of Mikkeller Group globally, i.e. including all employees of Bjergsø Holding ApS and all subsidiaries and associated companies (collectively referred to as "Mikkeller").
- 2.2. Overall responsibility for the effective implementation and operation of this policy rests with Mikkeller's Board of Directors, senior management, HQ management team, retail management team and People & Culture (P&C) team.



3. Who Should Employees Report To and How?

- 3.1.** If an employee has a grievance or concern related to their work or working relationships, the matter should, where possible, first be discussed with their direct manager. An informal conversation may lead to a mutually agreeable solution.

If the concern involves the direct manager, the employee is encouraged to request an informal meeting in an effort to resolve the issue. Managers and senior management are expected to address grievances as promptly as possible. If the issue cannot be resolved informally, the employee may escalate the matter to the P&C department.

- 3.2.** If the matter is serious or the employee wishes to raise it formally, the employee should submit the grievance in writing by email to their manager. The written grievance should focus on the facts and avoid language that is insulting or abusive.

- 3.3.** If an employee finds themselves in a situation or position where the employee is not comfortable raising a grievance or concern with the direct manager, the employee may report it directly to the P&C department at PC@mikkeller.dk in the following ways:

3.3.1. The employee can request a meeting to discuss the issue and explore next steps.

3.3.2. The employee can send an email describing the grievance or concern in as much detail as possible to PC@mikkeller.dk

- 3.4.** If an employee feels unable or uncomfortable to approach the direct manager or the P&C department directly, the employee may report this issue anonymously through the Mikkeller Whistleblower Procedure. (See the [Mikkeller Whistleblower Procedure](#) for instructions). The Whistleblower link is always available on the official Mikkeller website.



4. Grievance Hearing When Matters Are Formally Raised

4.1. Steps in Handling a Formal Grievance

- 4.1.1. The employee is asked to submit a grievance letter via email to their direct manager and/or the P&C department.
- 4.1.2. The direct manager and/or P&C will meet with the employee to ensure the matter is fully understood.
- 4.1.3. If the grievance involves allegations against another employee, P&C will arrange a meeting with the individual facing the allegations, together with the relevant manager.
- 4.1.4. P&C may organize mediation, which could include setting up a formal meeting between the involved parties.
- 4.1.5. P&C will conduct an investigation or appoint an external investigator if needed.
- 4.1.6. P&C, together with the relevant manager(s) and senior management, will keep the involved parties informed throughout the process, as far as confidentiality and circumstances allow.
- 4.1.7. The relevant managers, in coordination with P&C, will ensure that any decisions or agreed actions are implemented.
- 4.1.8. If an appeal is filed, P&C will gather additional information and conduct further investigation as necessary.
- 4.2. The grievance process may vary depending on the nature and severity of the issue.
- 4.3. When an employee submits a grievance by email to their manager, they can expect to be invited to a meeting, typically within seven days, to discuss the issue. The employee may request to be accompanied by a colleague or P&C representative.
- 4.4. When a grievance is submitted to P&C directly, the employee can similarly expect to be invited to a meeting, typically within seven days, with a P&C representative. The employee has the right to be accompanied by a colleague at this meeting upon request.
- 4.5. The employee will receive a follow-up from either their manager or P&C (depending on who received the grievance) within three days of the initial meeting. If further investigation is needed, the employee will be informed of the delay and the expected timeline.



5. Appeal

- 5.1. If the employee is not satisfied with the outcome of the grievance process, they may request an appeal by notifying their manager or the P&C department.
- 5.2. The employee will be invited to an appeal meeting, typically within seven days, where the case will be reviewed by a senior manager or the CEO. The employee may be accompanied by a colleague or a P&C representative upon request.
- 5.3. Following the appeal meeting, the decision will be communicated to the employee, usually within three days. This decision will be final.



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