



Diversity, Equity & Inclusion Policy

MIKKELLER



1. Objective and Purpose

- 1.1. Mikkeller is committed to being a workplace where diversity, equity and inclusion (hereinafter referred to as "DEI") are central priorities across all aspects of the business. We strive to foster an environment where everyone feels respected, valued, and empowered to do their best - within a team that reflects diversity of the societies we serve.
- 1.2. Our work with DEI focuses on fostering representation and fair treatment regardless of:
 - Gender identity, reassignment, or expression
 - Sex
 - Sexual orientation
 - Nationality
 - Ethnic background
 - Religion or belief
 - Age
 - Disability (visible or invisible)
 - Neurodivergence
 - Pregnancy or maternity
 - Marital or civil partnership status
- 1.3. Mikkeller is committed to ensuring that DEI is embedded in all workplace practices and business activities - from recruitment to daily operations and long-term planning.
- 1.4. Mikkeller is dedicated to promoting a culture of dignity and respect, where individual differences and the contributions of all employees are recognized and valued, regardless of role or employment type.
- 1.5. Mikkeller actively opposes discrimination of any of the characteristics (but not limited to) listed in section 1.2.
- 1.6. Mikkeller is committed to preventing discrimination in all forms, including in pay, benefits, and employment terms. This also applies to performance management, grievance handling, dismissal, redundancy, parental leave, flexible working, recruitment, promotion, training, and professional development.
- 1.7. This commitment applies to every aspect of our operations, including how we treat our people, how we recruit, and how we engage with partners, collaborators, and the wider Mikkeller community.

2. Scope

- 2.1. This policy applies to all employees of the Mikkeller Group globally, i.e. including all employees of Bjergsø Holding ApS and all subsidiaries and associated companies, including franchise locations (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.

Mikkeller expects all managers to lead by example, and uphold the appropriate standards of behavior within their teams and departments they manage. However, everyone who works in or with Mikkeller shares responsibility for ensuring that this policy functions as intended - by preventing the behaviors and practices it prohibits across all Mikkeller workplaces and business activities.
- 2.3. Mikkeller is committed to promoting dignity, respect, and inclusion for all. We recognize and value the individual differences and unique contributions of everyone working with us - whether employed full-time, part-time, freelance, on a temporary basis, or engaged as interns or volunteers.



3. Mikkeller's Approach to Ensure Diversity, Equity and Inclusion

3.1. Commitment to DEI

Mikkeller is committed to ensuring a working environment that actively promotes diversity, equity, and inclusion. This includes providing all managers and employees with information and training about their rights and responsibilities under this DEI policy.

3.2. Inclusive Communication and Language

Mikkeller will promote the use of inclusive and respectful language in all forms of internal and external communication.

3.3. Addressing Complaints and Breaches

Mikkeller will address all complaints of policy breaches, whether involving fellow employees, customers, suppliers, visitors, or members of the public with seriousness and professionalism. Particularly serious complaints could amount to gross misconduct and lead to dismissal without notice. All allegations and/or suspicions of breach will be thoroughly investigated. Further details can be found in the *Mikkeller Reporting Grievance and Concern Procedure*.

3.4. Training and Development

Mikkeller is committed to providing equal access to training, development, and progression to all employees, who will be helped and encouraged to develop their full potential.

3.5. Policy Effectiveness and Review

All Mikkeller employees are responsible for upholding and actively supporting this policy. If concerns or issues arise, they should be addressed at the local level whenever possible. Where necessary, the management team and People & Culture must be informed and involved to ensure appropriate follow-up and resolution. The effectiveness of this policy, along with any related actions or initiatives, will be reviewed on an ongoing basis to support continuous improvement.

3.6. Fair and Inclusive Recruitment Practices

Mikkeller is committed to conducting fair, inclusive, and unbiased recruitment processes that promote diversity and equal opportunity at all levels. Our recruitment includes the following steps:

3.6.1 Screening applicants: Applications are screened based on qualifications, experience, and suitability for the role.

3.6.2 Pre-Interviewing candidates: Selected candidates may be pre-interviewed by phone or video call. Mikkeller ensures that the shortlist for interviews represents a diverse pool of candidates based on the applications received.

3.6.3 Interviewing candidates: Candidates are interviewed in a structured and consistent manner to reduce bias and ensure equal opportunity.

3.7. Work-life integration

At Mikkeller, we recognize that our employees are individuals with diverse needs, responsibilities, and priorities that may change throughout different stages of life. We are committed to supporting a healthy work-life integration by fostering a respectful and understanding work environment, where people are met with consideration for their individual circumstances, subject to what is possible, considering their role and the organization's operational needs. Whether navigating parenthood, caregiving, education, personal development or other life events, we aim to support employees in balancing work and life in a way that enables them to thrive both professionally and personally.



4. Zero Tolerance for Discriminatory Practices:

Mikkeller does not tolerate any form of discrimination within the organization. Prohibited practices include, but are not limited to:

4.1. Direct Discrimination

Occurs when an individual with a protected characteristic is treated less favorably than others in similar circumstances. Examples include:

4.1.1. Rejecting a job applicant based on their nationality or gender identity.

4.1.2. Failing to promote an employee because they are pregnant or have young children.

4.2. Indirect Discrimination

Occurs when a provision, criterion, or practice is applied equally to all but places individuals with a protected characteristic at a disadvantage, unless it can be objectively justified by a legitimate business need.

4.3. Victimization

Occurs when someone is treated unfairly because they:

4.3.1. Have made a complaint of discrimination or harassment

4.3.2. Supported a colleague's complaints

4.3.3. Participated in an investigation or grievance process.

Mikkeller strictly prohibits retaliation or negative treatment by anyone, including managers, colleagues, or others who influence that employee's working conditions or employment prospects.

Refer to the *Mikkeller Reporting Grievance and Concern Procedure* for further information.

4.4. Other Prohibited Discriminatory Actions

Additional forms of prohibited discrimination include:

4.4.1. Failing to make reasonable adjustments for a disabled employee or job applicant.

4.4.2. Instructing or pressuring someone else to discriminate.

4.4.3. Assisting or enabling another individual to carry out a discriminatory act.

4.4.4. Discrimination against someone based on a perceived characteristic (even if incorrect), or because of their association with someone who has a protected characteristic.



5. Complaints, Concerns, Violation and Feedback

- 5.1. If a Mikkeller employee wishes to report a concern, file a complaint, or raise an allegation (or potential breach) of the policy, they should contact their manager, employee rep. and/or the People & Culture department at Mikkeller HQ as soon as possible at PC@mikkeller.dk. Please follow the *Mikkeller Reporting Grievance and Concern Procedure* for further guidance.
- 5.2. Any individual who raises a concern about matters covered by this policy, who does so in good faith, will receive Mikkeller's full support and cooperation throughout the process. This will be the case regardless of our conclusions, including where Mikkeller determine that the allegation was mistakenly made. No individual will face reprisals for genuinely believing that they have, or may have, valid grounds for bringing forward a concern about discrimination or harassment to Mikkeller's attention.
- 5.3. Complaints made in bad faith, for whatever reason (including where this is an attempt to avoid or to deflect disciplinary action), will be treated as misconduct and may lead to disciplinary action, including dismissal for gross misconduct.
- 5.4. Mikkeller is committed to addressing any behavior that violates this policy. If it is found that an employee has harassed or discriminated against another individual, Mikkeller will take prompt action and reserves the right to take disciplinary actions including but not limited to termination of employment without notice and without payment in lieu of notice.
- 5.5. Mikkeller always welcomes feedback on how we can better promote and support equal opportunities. Employees are encouraged to share ideas or express interest in participating in existing initiatives by contacting their manager or the P&C team. Feedback can be submitted at PC@mikkeller.dk, subject field: *DEI Policy Feedback*.



Mikkeller

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