GRIEVANCE PROCEDURE

Speaking up helps us do better

At Brøchner Hotels, we believe the best conversations are often the honest ones.

Whether you are an employee, guest, supplier, partner, investor or part of the local community, we want you to feel comfortable speaking up if something doesn't feel right, if you have a concern, or if you believe we can do better.

We do not see concerns and complaints as problems to avoid. We see them as opportunities to learn, improve and strengthen the relationships that matter most.

Which concerns can be raised?

This channel can be used for concerns relating to:

- Human rights or labour rights
- Environmental impacts
- Unethical, harmful or unlawful conduct
- Violations of Brøchner Hotels' policies, commitments or values

If you are unsure whether your concern belongs here, we encourage you to reach out. We'd rather have a conversation than miss an important issue. If something falls out of our scope, we will explain why and, where possible, direct you to a more appropriate channel.

How to raise a concern

Anyone connected to Brøchner Hotels can raise a concern by contacting us at:

grievance@brochner-hotels.dk

We encourage concerns to be raised as early as possible so they can be reviewed and addressed appropriately.

What happens next?

We will acknowledge receipt of your grievance within 7 calendar days and assess the concern within 30 days.

Where needed, we will gather additional information and investigate the matter further.

Based on our findings, we will determine appropriate actions and, where possible, provide feedback on the outcome within 3 months.

If additional time is required, we will keep relevant parties informed.

Respect, confidentiality and continuous improvement

Speaking up takes courage. Listening takes responsibility.

That's why we handle all concerns with care, respect and confidentiality. You are welcome to share a concern anonymously if you prefer.

We want people to feel safe sharing concerns, and we do not accept retaliation against anyone who raises an issue in good faith. This will itself be treated as a serious grievance.

Significant grievances are recorded and reviewed annually, helping us identify patterns, learn from feedback and continuously improve how we operate and work with others.

Because the goal is not to avoid difficult conversations.

It's to learn from them.

> *Like everything we do, this commitment is a work in progress. We review it annually to learn, improve and ensure it continues to reflect who we are and what we stand for.*