



Danish Crown

Diversity & Inclusion Policy

August 2023



An Inclusive Danish Crown where Diversity thrives

At Danish Crown, we believe in the power of people's different perspectives, backgrounds, and experiences. As a global company employing over 25,000 people, it is crucial to have an inclusive work environment where every employee feels included, engaged and able to contribute to creating a more sustainable future for food.

We believe diverse and inclusive teams create a competitive advantage, demonstrated through better decision making, enhanced wellbeing, increased innovation, and higher performance. The diversity of our teams should reflect our customers and consumers and by creating an inclusive environment where everyone is valued, we can serve them better.

While this policy identifies initiatives and goals to increase diversity in Danish Crown, our strategy is one of inclusion first, to ensure that the diversity we already have and aspire to further, can thrive and grow in the organization.

Focus Areas

Danish Crown embraces and encourages diversity in its broadest terms, including and not limited to age, gender, sexual orientation, ethnicity, nationality, culture, religion, physical ability, education, and skills.

Our initiatives now and in the coming period are focused on three strategic priorities:

1. Working closely with leadership teams and the wider organisation to further develop an inclusive culture, this being the critical foundation of all diversity led activities
2. An improved gender balance, increasing female representation at all leadership levels and talent pipelines.
3. Increased internationalization; accelerating the creation of a workforce where international talents are attracted and retained.

We want to ensure Danish Crown is a great place to work where the well-being of all employees is prioritised. An inclusive work environment is a positive enabler to employee well-being which in turn supports better mental health, safety, engagement, and performance.

Diversity & Inclusion Initiatives

Recruitment

Diversity & Inclusion is integrated in our recruitment process, and we have an ongoing focus to mitigate bias from hiring decisions. For all leadership positions there must be gender and/or international diversity in top three (final candidates).

We also work with the wording in our job adverts to ensure that we attract diverse groups of candidates. Tools and technology have been introduced to ensure more inclusive language is used in job adverts.

Compensation

We reward and promote based on merit and achievements by objectively assessing the performance, experience, and qualifications of the person against the requirements of the position, thereby creating an equal and unbiased compensation policy. This is monitored and reported on annually to the Remuneration Committee.

Inclusive Leadership

We expect our leaders at all levels to be role models of inclusive leadership. The Senior Management Group and Global Leadership Team have and will continue to have training and workshops covering inclusive leadership and unconscious bias. Our behavioural principles have been adapted to incorporate inclusive leadership.



A global Graduate Programme

The intakes for our Graduate Programme must have a split of 40/60 male/female and minimum 50/50 Danes vs international profiles. This creates a talent pool of diverse and ambitious employees who will grow across the Danish Crown group.

Global workforce

We will further accelerate initiatives that supports the creation of a global workforce, strengthening the foundation for retaining, attracting, and hiring international employees.

English is our business language, and we will further strengthen our English skills across the group to accelerate best practice sharing and ensure an inclusive environment for international employees. Likewise, we offer local language training for international employees to support their inclusion both professionally and socially.

We will work with selected partners, agencies, and groups to ensure international employees, their partners and families are given the opportunity to settle and grow in a new environment.

Good jobs for everybody

We want to take an extra responsibility and offer good job opportunities to people on the edge of the labour market, refugees, migrants, the long term unemployed and veterans. We will further work on initiatives in our production sites to ensure an inclusive work environment gives us the maximum benefit of the already diverse workforce.

Voice of the employees

We will invest time and resources to understand employee engagement and how our employees perceive inclusion in Danish Crown, in turn generating actions. Where appropriate and relevant, we will also use both the CHECK survey and specially designed Inclusion Surveys.

Goals for diversity in management

Board of Directors (AmbA Board)

Our AmbA board is democratically elected by and among our owners (the farmers), respectively the Board of Representatives, the Beef Forum and within each of the pig districts, which in turn are chosen by our owners. Our goal is to have at least one woman elected (10%) to the AmbA Board by 2025. We will drive initiatives to increase female representation in our Board of Representatives which in the longer term will act as a pipeline to the AmbA Board.

LLC Board (A/S Board)

In our LLC Board our goal is that by 2030, 30% must be diverse in terms of gender (excluding employee elected board members).

As of April 2023, 20% of the A/S board are female.

Executive Management Team

In our Executive Management our long-term goal is that one third must be diverse in terms of gender.

VP, SVP and EVP population

We want to increase gender diversity in senior leadership positions and have set specific goals on Vice President, Senior Vice President, and Executive Vice President levels in the organization.

| Levels | Percentage of women, May 2023 | Goal for 2025 | Goal for 2030 |
|--------|-------------------------------|---------------|---------------|
| VP | 13% | 30% | 35% |
| SVP | 9% | 16% | 35% |
| EVP | 0% | 12,5% | 35% |

To support the strategic ambitions, we will create other goals and key performance indicators related to leadership levels and groups below Vice President.

Governance, reporting and follow-up

The governing body for our Diversity & Inclusion policy is the Remuneration Committee which reviews the policy and progress once a year. Conclusions and recommendations are brought forward to the A/S Board.

The Executive team in Danish Crown is provided with relevant reporting to track the progress and discuss the need for action in the business. Daily responsibility for adherence to the policy and subsequent actions lies with management and is supported by Group HR.

Danish Crown will report annually on our targets, efforts, and progress. This is done in our CSR- and annual reports, both of which are available on our corporate website.

Danish Crown does not tolerate any form of discrimination due to gender, age, nationality, ethnicity, race, gender identity, sexual orientation, or any other social identity. Employees and external stakeholders are encouraged to report to either management or through our whistleblower system if any violations to this policy occur, where all cases are investigated thoroughly.