Danish Crown

Diversity, Equity & Inclusion Policy

Our beliefs

At Danish Crown, we believe in the power of people's different perspectives, backgrounds, and experiences. As a global company employing more than 20,000 people, it is crucial to have an inclusive work environment where every employee feels included, engaged and able to contribute to our business.

We believe diverse and inclusive teams drive business success, 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 guides our way to increase diversity in Danish Crown, our strategy is one of inclusion first, to ensure that the diversity, which we already have and further aspire to, can thrive and grow in the organization.

Aspirations and targets

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.

We want to ensure Danish Crown is a great place to work where the well-being of all employees is prioritised. Therefore, our we aspire to be a company with:

1. **An Inclusive Culture.** This is a positive enabler for employee well-being which in turn supports better mental health, safety, engagement, and performance.

2. **Gender Balance in Leadership and Talent Pipelines.** Our long-term target is to achieve a 40/60 ratio in senior leadership by 2030.[1] Internally we work with short- and mid-term targets on business area level to achieve this.

3. **Clear ownership and Accountability** of the targets and aspirations set out in this policy to ensure both ambitious and attainable targets that drive business performance.

Actions

We recognise that it takes effort and commitment to be an inclusive and equitable employer, where diversity can thrive. And we believe that there is no fixed one-size-fits-all solution across all business areas and countries/regions. Instead, we work with differentiated action plans and roadmaps for each business unit in addition to the Group level actions listed here:

Strengthened Governance
Our Board of Directors set the ambition for diversity targets on Group level. The Executive Management Team owns the DEI agenda and sets direction for the business to ensure that the long-term targets are both ambitious and attainable.

Each business unit is accountable for specific targets on short- and mid-term through action plans and roadmaps, thereby enabling the Group to reach the long-term aspirations and targets.

Inclusive Leadership
Our leaders are integral in creating an inclusive culture, where everyone can contribute with their full potential and trust that their opinions and input are valued. We expect our leaders at all levels to role model inclusive leadership behaviour, and tailor our processes and tools to encourage, support, and acknowledge this behaviour.

Pay Equity
We aim to attract and retain the right employees by rewarding responsibility, experience, and performance. Using these gender-neutral criteria helps us to deliver a fair and unbiased compensation. Moreover, it contributes to creating equitable career opportunities for development in Danish Crown. This is monitored and reported annually to the Remuneration Committee.

Reporting

Danish Crown reports annually on our targets and progress in our annual report, which is 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. All reported whistleblower incidents are subject to confidentiality, anonymity and investigation.

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[1] As defined in the Danish Companies Act section 139c.