



Better Collective

**Diversity, equity, and
inclusion policy**



1 Introduction

- 1.1 This Diversity, Equity, and Inclusion Policy (the “Policy”) has been adopted by the Board of Directors of Better Collective A/S, CVR-no. 27652913 (“Better Collective,” “our,” “we,” or “us”) in accordance with the Danish Gender Balance Act and the Danish Recommendations on Corporate Governance, where applicable.
- 1.2 The purpose of this Policy is to describe how Better Collective will ensure equal opportunities, build an inclusive culture, and contribute to the societies in which we operate by:
 - i) Stating our aim to achieve gender balance in the Board of Directors.
 - ii) Increasing and setting a target figure for the share of the underrepresented gender in Better Collective’s other management levels (the Executive Management and General Management).
 - iii) Ensuring equal opportunities for all and recognizing that everyone should be respected for who they are.
 - iv) Contributing to social sustainability in the societies that we operate in.
- 1.3 This Policy aims to promote diversity, equity and inclusion in all levels of the company organization in all entities within the Better Collective group.

2 Gender balance in the Board of Directors

- 2.1 It is the aim of Better Collective to achieve gender balance among the members of the Board of Directors.
- 2.2 In accordance with Section 3, Paragraph 4, of the Danish Gender Balance Act, gender balance is achieved if the number of members of the underrepresented gender constitutes at least 40% of the board members. The share of management position of the underrepresented gender expressed in percentages deemed necessary to achieve gender balance is the number closest to 40%, but not exceeding 49%, cf. Appendix 1 to the Danish Gender Balance Act.

3 Target figure for the underrepresented gender in other management levels

- 3.1 Better Collective is committed to promoting diversity in the composition of our other management levels.
- 3.2 The Board of Directors will set target figures to increase the underrepresented gender in our other management levels, meaning:
 - i) Our Executive Management and the persons who are on the same management level as the Executive Management in organisational terms (“Top-level Management”).
 - ii) Individuals with staff/personnel responsibilities who report directly to the Top-level Management (the “General Management”).
- 3.3 Gender Diversity Target: In 2024, the representation of the underrepresented gender in Better Collective’s other management levels was 14%. Our target is to reach 35% by 30 June 2026.



4 Commitment to diversity, equity and inclusion

- 4.1 Better Collective is committed to upholding international human rights principles and ensuring a workplace free of discrimination, harassment, or bias based on gender, age, ethnicity, nationality, physical ability, religion, sexual orientation, or other social identities.
- 4.2 We recognize that a diverse and inclusive culture enhances innovation, problem-solving, and overall business success. Therefore, we actively foster an environment where all employees feel valued, respected, and supported.

5 Diversity in all other management levels

- 5.1 As part of our DEI commitment, Better Collective aims to increase the representation of the underrepresented gender in managerial positions.
- 5.2 To ensure equal access to leadership roles, we:
 - i) Develop inclusive recruitment practices to attract diverse talent pools.
 - ii) Offer leadership development programs to support career advancement for underrepresented groups.
 - iii) Monitor and adjust hiring and promotion processes to remove biases and barriers.
- 5.3 Better Collective has a concrete target for increasing the representation of the underrepresented gender in other management levels, which can be found in section 3.3. This target serves as a benchmark to guide our DEI efforts and is essential for measuring progress.

6 Inclusive workplace practices

- 6.1 We strive to create an environment where all employees feel included and can thrive. To achieve this, we:
 - i) Implement fair and transparent career development opportunities.
 - ii) Ensure equitable pay and compensation practices.
 - iii) Provide training and mentorship programs to support diverse talent.
 - iv) Promote a culture of respect, collaboration, and psychological safety.
- 6.2 All managers are responsible for fostering an inclusive work culture and ensuring that team members are treated equitably.
- 6.3 Recruitment Policy: We commit to fostering a balanced candidate pool by ensuring that our recruitment process fairly considers candidates of all genders during the initial stages. This approach is intended to promote equal opportunity without imposing punitive measures.
- 6.4 Bias Awareness in Performance Reviews: We use performance reviews during performance assessments to raise bias awareness. HR is trained to inquire about potential biases during the



review process. These measures are intended solely to enhance inclusivity and awareness rather than impose punitive consequences.

7 Monitoring and reporting

7.1 Better Collective will track and report on DEI progress annually, including:

- i) Gender representation in the Board of Directors and other management levels.
- ii) Initiatives taken to promote diversity and inclusion.
- iii) The effectiveness of implemented measures.

7.2 The Board of Directors and Executive Management will review DEI progress and take action to improve policies as needed.

7.3 The Company will report annually on this policy in accordance with applicable laws and regulations, including the Danish Financial Statements Act.

8 Review and amendment

8.1 The Board of Directors will review this Policy annually to ensure it remains relevant and effective.

9 Publication

9.1 This Policy will be published on Better Collective's website and shared internally with employees.

This policy was approved by the Board of Directors of Better Collective on [21 May 2025].