



DIVERSITY, EQUITY AND INCLUSION POLICY

Version of 1 March 2022

THIS DIVERSITY, EQUITY AND INCLUSION POLICY SETS OUT THE BASIS FOR OUR INCLUSION, EQUITY AND DIVERSITY MANAGEMENT THROUGHOUT OUR ORGANIZATION IN A WAY THAT WE BELIEVE BEST SUPPORTS OUR BUSINESS OBJECTIVES AND OUR PEOPLE. WE MONITOR AND ANNUALLY REPORT ON RELEVANT DIVERSITY, EQUITY AND INCLUSION METRICS, INITIATIVES AND DEVELOPMENTS IN OUR COMPANY ESG REPORT.

WHY DIVERSITY, EQUITY AND INCLUSION MATTERS

We value diversity among our colleagues as an integral component in building a sustainable growth platform. We believe that a diverse workforce enhances our overall performance and success. We take pride in creating and sustaining a culture and environment where each of us can excel. We bring together people with diverse backgrounds experiences and functional expertise. By doing so, we broaden the scope of ideas and creativity essential to developing and delivering innovative therapies to patients. Acknowledging and benefiting from different perspectives promotes diversity of thought and empowers innovation. It also contributes to our commitment to improve lives of patients, wherefore we need teams with a healthy mix of contrasting perspectives and backgrounds that reflect the diverse communities we serve.

We recognize that our people are our greatest strength. Fostering an inclusive work environment where everyone feels safe and encouraged to contribute leads to better work outcomes and supports high levels of employee commitment and retention. We aspire to be a consciously global company. Our success is built on, and dependent on true collaboration in cross-functional and often cross-regional teams in which open communication is encouraged and safeguarded. Everyone has a voice and is encouraged to contribute to the benefit of our common goals, irrespective of race, ethnicity, age, gender or cultural background. Good ideas as well as real concerns are taken seriously, regardless of who brings them forward.

OUR APPROACH TO DIVERSITY, EQUITY AND INCLUSION

Our commitment to diversity, equity and inclusion is embedded in the way we recruit, develop and promote our

employees. We value our fair, inclusive recruitment process, which is standardized across the organization and focuses on pre-identified 'what counts' factors. The process involves a diverse group of colleagues from across the organization, who are provided with training to recognize any existing biases. Recruitment decisions are based on a group evaluation of available candidates, ensuring different perspectives. Our onboarding program is designed to promote inclusion by building social fabric across teams, functions and geographic locations. Furthermore, all employees are encouraged to participate in a personal development program aimed at building on their individuals strengths to benefit the broader team. We offer opportunities for promotion, training and career development solely based on job-related, appropriate criteria such as skills, competencies, experience, aptitude and enthusiasm and giving account to each individual's ambitions and capabilities.

OUR GOALS

We aim to foster an inclusive work environment in support of our strategic plan and priorities. We continue to raise the bar in this regard, and to commit to measures and goals designed to support our maturing company culture. We aim to have an equal gender balance in our board of directors and in our company leadership (including functional leaders and project leaders). We will report on our diversity metrics and developments in our annual ESG report.

OUR VALUES

Our diverse, equitable and inclusive work environment is reinforced by our established values, which guide our business relationships and collaborations both within and beyond our walls: Co-Creation, Humility, Excellence, Empowerment, Innovation. To further support and encourage our employees to 'live our values', all our employees are set annual individual performance targets specifically aimed at building our organization in line with our core values. Furthermore, we welcome global and local initiatives to encourage diversity, equity and inclusion.