

Diversity, Equity & Inclusion Policy

At Lundbeck, we believe that transforming science into life changing medicines for brain health requires diversity of thought, ideas and skills to be successful. As such, creating an inclusive organization where difference is seen as a key driver of creativity and innovation, is a key business necessity.

Lundbeck's diversity, equity and inclusion (DE&I) policy guides our actions within DE&I and makes our intentions transparent. Our dedication to restoring brain health, so every person can be their best, is only possible if our workforce is diverse, our people processes and policies are equitable, and our culture is inclusive to all. We have made good progress but there is more to do, so we take action and continuously monitor our progress; we hold ourselves accountable.

To reflect the diversity of the people we serve and their needs, we are focused on creating the context, culture, and systems where all Lundbeck employees - no matter who they are, where they are and what they do - can be their authentic self and perform at their best. In practice, this means that individuals are enabled to make their best contribution not despite their differences but because of them. By having diverse backgrounds, we stimulate diversity of thought and opinion driving creativity, innovation, and mutual enrichment by including every brain in the game.

Our DE&I policy is supported by an ambitious global DE&I plan that enables equal opportunities by promoting fairness and transparency, by tackling bias and discrimination, and by fostering belonging through our unique Lundbeck culture. We are working to ensure DE&I as an integrated practice and mindset across the entire organization.

To guide and demonstrate our DE&I commitment, we have the following global aspirational targets followed by actions:

- **Strengthen an inclusive culture** where all employees have a sense of belonging and equitable opportunities to realize their potential.
- **Support a neurodiverse workplace** with the best possible work conditions for our employees who have variations in their cognitive profile.
- **Ensure a balanced gender representation** across all managerial levels and a minimum of 40% women and a minimum of 40% men in upper management* by end of 2026.

Strengthening an inclusive culture

In order to further strengthen an **inclusive culture**, we are putting in place inclusive structures and processes, addressing unconscious bias and promoting cultural awareness.

Our commitment to establishing an inclusive culture where everyone is treated with fairness and respect is supported by quantitative data. We measure our employees' level of inclusion in our engagement survey with a focus on equal opportunities and belonging.

Inclusive structures and processes

We seek to embed an inclusive mindset in our structures, and we do so by continuously working on improving our people processes and policies. We strongly believe in enhancing equal opportunities for all employees to enrich their professional skills and career within Lundbeck and we do not tolerate discrimination. We ensure that we assess a diverse pool of candidates for every hire.

Bias training

We acknowledge that we can only establish a truly inclusive culture if we address the underlying biases that influence our decision-making processes. Becoming aware of our biases and having the courage to challenge them is not easy - but we keep trying. To ensure this we work dedicated to mitigating biases in our people processes, and all employees complete training in how to become aware of and mitigate unconscious bias.

Cultural awareness

We are a global organization, and therefore we depend on the many talents and experiences of our multi-cultural workforce. By building awareness and understanding of one's own culture as well as other cultures, we build cultural intelligence and promote effective collaboration. We ensure this with training of all employees in cultural awareness.

Supporting a neurodiverse workplace

We are committed not only to restoring brain health for people living with brain diseases across the world, but we are equally committed to become a **neurodiverse workplace** fostering the best possible work conditions for employees with variations in their cognitive profile.

If an employee experiences a change in their brain health that affects them in their current role, we support them in a variety of ways such as adapt the working conditions to enable them to deliver their objectives. To keep progressing, we have the following focus areas:

- Further improve our managers' ability to address and ensure the best possible wellbeing for employees and their teams.
- Bring more awareness to all employees about what being a neurodiverse workplace is and how to be supportive and respectful towards neurodiverse colleagues.
- Accommodate employees' needs for workplace conditions to the extent possible.

Ensuring a balanced gender representation

Lundbeck is committed to ensuring progress in the share of the underrepresented gender at all levels of the organization and we monitor our progress through quantitative data. Further, we have signed the Confederation of Danish Industry's Gender Diversity Pledge.

We are committed to achieve a **balanced gender representation** across all managerial levels and a **minimum of 40% women** and a **minimum of 40% men** in upper management by **end of 2026**.

To ensure progress on balanced gender representation and on other diversity dimensions, we are reviewing and strengthening our policies, processes, and programs. This includes, but are not limited to, our **recruitment processes** where we build structured approaches to mitigate biases and ensure diversity in talent joining Lundbeck, our **organizational review processes** where we monitor and promote diversity in our talent pool and for promotions, succession planning, etc., and our **inclusive leadership programs** where we build on our tradition of leadership development supporting our leaders growth towards being more inclusive.

*Upper management refers to executive management and their direct reports with people management responsibilities.