

Our Position on *Diversity, Equity & Inclusion*

We believe...

in **reflecting the diversity of our communities and providing an inclusive and equitable workplace** to help the best of our whole selves to transform the practice of medicine.

- To be able to transform the practice of medicine we must better connect with our patients and customers' needs, reflecting the diversity of the communities we serve, adding diversity of voices, perspectives, and decision-making to be more inclusive across our business.
- To foster creativity and innovation through diversity, our people must feel able to bring the best of their whole selves to work to unleash their full potential: embracing different ways of working, nurturing a culture where everyone feels they belong, and evolving the workplace to meet every person's visible and invisible needs.

We offer...

a positive impact in the world through who we are, what we do, and the way we do it (together and by being "All In"). We are committed to **a strategy that embraces diversity and promotes an inclusive workplace.**

- Achieving gender balance across all levels of leadership including reaching parity for women in Senior Leadership roles (vs. 42.2% in 2022) and at least 40% for Executives (vs. 37.5% in 2022) by 2025.
- Measuring progress across our other diversity strands such as Culture and Origins, Ability, LGBTQ+, and Generations at a country level and in line with local context.
- Ensuring that every person all our people from an under-represented community has equal opportunity to succeed by removing barriers to career progression and development.
- Having places of work that are 100% accessible by 2025; with inclusive technologies, and ways of working that allow every person to be fully productive in the workplace.
- Enhancing clinical trial diversity to better understand the safety and efficacy of our therapies across diverse populations.
- Ensuring 100% of our senior leaders will be active in various Corporate and Social Responsibility programs which will have a positive impact on the communities we serve – increasing the inclusion of historically under-represented groups into our sourcing process through our Supplier Diversity Program and committing to double our woman-owned business spend and to spend over 1.5 billion euros with small and diverse businesses by 2050.



We ask...

for a **partnership approach to reflect the diversity of our communities** and impact our workforce, our workplace, and our marketplace.

- Partnering with governments, NGOs, patient advocacy groups and suppliers on opportunities with a diversity perspective. We value partnering with them on projects that would help us make a difference together and have a higher impact in the communities where we serve.
- Our partners to build diverse and equitable supply chains, develop and foster diverse talents and ensure that tangible positive actions are taken to create an impact in society, together and by being "All in".