

Diversity Policy for Novo Holdings

Our belief

We believe that diversity, equity, and inclusion is key to achieve our mission is to be a supportive owner of the Novo Group companies and to make a growing and positive impact on health, science and society by generating attractive long term returns on the assets of the Novo Nordisk Foundation. Having varied perspectives helps generate better ideas to solve the complex problems of a changing—and increasingly diverse—world. Diversity is thereby closely linked to the Novo Holdings Way. It is our overall aim to create and sustain an environment that actively embraces diversity and inclusion.

Our objective

Our objective is to proactively work for diversity, equity and inclusion in our activities. Therefore, we aim to:

- Ensure continued diversity in the Board of Directors, Leadership and teams in Novo Holdings
- We have set a target of at least 40% of the underrepresented gender across our Board and our Executive Leadership Team
- Secure fair and equal treatment and opportunities in all our activities
- Actively promote and emphasize diversity, openness and transparency
- Set the highest standards for equality and set new standards where necessary through our interactions with our stakeholders

Our scope

This policy applies to all employees at Novo Holdings as well as our boards and committees. We will contribute to a development that ensures more diversity, equity and inclusion in our organisation, our portfolio companies and in society in general. The role of this policy is to describe the focus and efforts within this area, and while it is not intended to replace policies on diversity of our stakeholders.

Our guiding principles

Novo Holdings will follow international best practice and procedures, and in some cases take lead in this work. Our guiding principles are to:

*Principle 1. **Broaden the access to global talent:** We will actively work to encourage a diverse base of talent to pursue careers within our organisation.*

*Principle 2. **Secure diversity of thinking:** Boards, scientific expert committees, advisory bodies and the employees of the Novo Group should have targets and action plans for diversity.*

*Principle 3. **Ensure fair processes:** Irrespective of gender, nationality, cultural background, religion, sexual orientation etc., all applicants and employees must always be treated and evaluated on a fair and equal basis in all processes.*

*Principle 4. **Promote an inclusive culture:** We will introduce specific expectations not only to ourselves but also to all key stakeholders to explain how they and their organisation promote diversity and inclusion.*