

## Diversity, Equity, and Inclusion

At UCB, we are committed to respecting the rights and dignity of all people. A diverse, equitable and inclusive work environment makes everyone know and feel that they are treated fairly, receive opportunities, and feel supported to succeed. The diversity of thoughts, experiences, and personal backgrounds that our colleagues bring to their work is translated in the value we deliver to patients, since fostering an engaging and inclusive environment where colleagues feel valued and respected allows them to reach their highest potential. Diversity, Equity, and Inclusion is a catalyst for growth, enabling organizations to thrive in a rapidly changing world we can all be part of.

### UCB's Values

We are committed to intentionally integrating diversity, equity, and inclusion (DE&I) into everything we do, in how we think and act. We firmly believe that DE&I is a critical enabler for transformative change that fuels our growth and drives innovation. The commitment to DE&I within UCB resonates in the care we provide to the patients we serve, and we are dedicated to ensuring that the diverse needs of all individuals in our workplaces are met. At UCB, DE&I is a shared responsibility, one that involves everyone in our organization, regardless of their role or position. As an organization, we want to be the leaders of change towards a more diverse, inclusive, and equitable industry for patients, UCB colleagues and society at large.

### UCB's Approach

We are making great strides to incorporate DE&I at every level of the organization. With the patients at the heart, to fulfil our ambition for sustainable growth, we aim to create the right conditions for our employees, the communities in which we operate and our shareholders. We are always driven by our Patient Value Strategy (PVS) and infuse our DE&I principles as integral part of our culture. We are inviting all colleagues across UCB to be mindful and embed DE&I in an intentional and culturally sensitive way. We have built a global roadmap of where we want to get, have defined specific objectives, and continue to invite all colleagues to join the DE&I change journey.

DE&I needs and focuses may differ across countries and regions. Therefore, while we set overarching global goals and objectives, we empower our teams to tailor their approach for the strategic execution locally. By embracing this approach, we ensure that our efforts are relevant and bring meaningful impact on a local level while upholding our collective objectives.

## Our roadmap: DE&I as a change journey

While we have succeeded in increasing our understanding of the importance of DE&I in UCB, real, systematic change is a journey. We recognize that there is still a lot to do. Changing behaviors and systems is not easy: The DE&I transformation we are aiming for goes to the core of the value we bring to patients.

Along with the global roadmap that we developed, we began by raising awareness and comprehension at the senior leadership level and getting concrete commitments, as leadership teams must be role models to impact company culture. We are leveraging the grassroots energy of passionate colleagues to accelerate the movement through a complete top-down and bottom-up approach, ultimately aiming to embark all colleagues on the DE&I change journey, ensuring no one is left behind.

We have set concrete objectives to guide our journey. Among these ambitious objectives guiding our journey, we promote equal representation that reflects local demographics. For UCB this means that we aim for a target gender balance of at least 45/55 at the senior leadership level. To measure our progress, we have established a robust foundation of data that allows us to monitor our advancements and adjust our efforts accordingly. Through promoting and fostering inclusive decision-making, psychological safety, and fair treatment, we cultivate an inclusive workplace where every employee feels valued and empowered to contribute their unique perspectives.

We are dedicated to removing barriers to advancement, ensuring equity in pay and rewards, and building a diverse talent pipeline through inclusive recruitment and talent management.

## Employee Resource Groups

In line with our commitment to DE&I, we have established Employee Resource Groups (ERGs). These groups play a pivotal role in engaging and supporting employees from various ethnicities, backgrounds, and life situations. Together, our employees are creating a ripple effect of change, igniting a movement that transcends our organization and inspires others to embrace the power of diversity and drive meaningful transformation. Our ERGs, led by passionate employees, create vibrant networks that empower their members to advocate for their communities both within and beyond our company. Through solidarity and active allyship, these groups foster an inclusive and psychologically safe environment where every employee's voice is heard and valued. By nurturing such inclusive spaces, we take significant strides towards achieving our DE&I objectives.

This is just one way that we aim to foster a diverse and inclusive work environment. We are also working towards this through key enablers throughout UCB, such as our talent and learning departments and empowering dedicated staff to be DE&I advocates within UCB. These initiatives, along with our commitment to our strategic pillars, enable us to continuously advance diversity, equity, and inclusion within our organization, driving innovation and excellence in our pursuits.