



Demant Group Diversity and Inclusion Policy

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| Responsible | Group HR |
| Version no | 2 |
| Approved by | HR Board (Demant board) |
| Classification | Internal and external |
| Date of approval | 30 January 2026 |
| Date of update | |

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Group Policy on Diversity and Inclusion

The Purpose and Scope

The purpose of this Diversity and Inclusion Policy is to outline Demant's position and priorities for diversity and inclusion across the Group. This policy aims to provide clarity around our positioning and strategic pillars, and to ensure alignment with Demant's values and strategic objectives. When we refer to Diversity and Inclusion, we mean the principles that guide our efforts to foster an inclusive, fair and respectful workplace. Diversity & Inclusion is embedded in our daily practices and culture, shaping how we work, interact, and make decisions, rather than being treated as a separate activity. Our approach is grounded in the principle of equal treatment and opportunity for everyone.

This policy applies to all business areas, functions and entities within Demant. All are expected to integrate inclusion practices into their business operations with guidance from their leadership and Group Diversity and Inclusion.

The Diversity and Inclusion Policy is primarily for internal use, but it is available externally to communicate our commitment and expectations to all stakeholders.

Background

Demant's Diversity and Inclusion Policy is shaped by global trends, evolving regulations, and the increasing recognition of the value that diverse and inclusive workplaces bring to innovation, talent attraction, and business success. It is grounded in international human rights principles, promoting equal treatment and opportunity while contributing to the development of an inclusive organisational culture.

Related Policies

- Demant Group Code of Conduct
- Demant Group Sustainability Policy
- Demant Group Human Resources Policy
- Demant Group Whistleblower Policy
- Demant Group Anti-harassment and discrimination guideline

Global Diversity and Inclusion Policy

Demant's purpose is to create life-changing differences through hearing health. Achieving this purpose depends on attracting, supporting, and developing talented people, as our more than 25,000 employees are central to our success. We are committed to their well-being, safety, engagement, and development, ensuring that employees feel valued and empowered to contribute to our shared success.

With subsidiaries in more than 30 countries and solutions present in 130 countries, we collaborate across cultures every day. This global footprint brings together people from diverse backgrounds, perspectives, and experiences - each contributing unique skills that strengthen our ability to innovate and serve our customers.

We recognise that inclusion and belonging are not about some of us - it's about all of us. Guided by our values, we want to create a culture where we feel a sense of belonging. We foster that sense of belonging together.

Our key focus is to continue fostering an organisational culture where people are treated with respect and can thrive and perform, where inclusion, belonging and a diverse workforce is a key driver of our continued success.

Our global approach to diversity and inclusion is grounded in:

- Our strategy – recognising that being a great place to work is a key strategic enabler and we strive to continuously drive a culture of inclusion and engagement to a higher level.
- Our sustainability strategy – embedding defined ESG targets across environmental, social and governance areas.
- Our values - recognising that trust - in individuals and in the way we collaborate - is the cornerstone of building and sustaining a truly inclusive workplace.
- Our global HR Policy – defining clear expectations for fair treatment, equal opportunity and a safe, supportive work environment.
- Our human rights commitment – as outlined in the Demant Group Sustainability Policy

Our Position on Diversity and Inclusion

At Demant, diversity and inclusion are central to our ability to innovate and deliver life-changing hearing health. Our diverse workforce brings together unique backgrounds, perspectives, and experiences that strengthen our business and help us serve our customers worldwide.

We are committed to fostering a culture defined by care and respect, where employees feel included, are valued, safe and able to develop and contribute to our shared success.

Our targets towards 2030



Gender balance in top-level management

2030 target
35% women / 65% men



Reach top third level in employees experience of inclusion

2030 target
67th percentile globally

Gender representation metrics are calculated on a global basis to ensure consistency and transparency. Actions to achieve gender representation targets will only be implemented where allowed by applicable local laws and regulations.

Our Diversity and Inclusion pillars

To deliver on our Diversity and Inclusion targets we focus on four strategic pillars. These pillars define the focus of our efforts and guide our ongoing actions to ensure progress towards a more inclusive culture and equal opportunities across our organisation.

1) Inclusion and belonging

This pillar centres on cultivating a workplace environment and culture – physical and psychological - where employees feel respected, able to contribute fully and thrive. Psychological safety and inclusive behaviours are prioritised at all levels, with leaders and teams actively modelling and reinforcing a genuine sense of belonging.

3) Inclusive processes

This pillar is about embedding fairness and consistency into people processes - from recruitment and onboarding to development, promotion, succession planning and reward structures. By designing and maintaining fairness and consistency at every stage of the employee journey, we create a consistent framework that enables equal opportunity.

2) Conscious decisions

This pillar focuses on strengthening awareness and capability among employees and leaders to make fair, objective and inclusive decisions. This includes learning programmes and tools to help recognise and address unconscious preferences and assumptions, critically assess choices and apply inclusive thinking in everyday decision-making.

4) Localisation of efforts

This pillar ensures that diversity and inclusion initiatives are adapted to local contexts across business and countries. We recognise that each market has unique strengths and challenges, so our approach is tailored to these differences. All actions are implemented in alignment with local laws and regulations to ensure compliance and local relevance.

How we embed this policy in our daily work

This policy builds on our previous Group Policy and our values and continues to make diversity and inclusion an integral part of how Demant works every day - not a separate initiative.

This includes ensuring that diversity and inclusion are integrated into all HR processes - from recruitment to performance reviews - with a particular focus on how inclusion is reflected in engagement and engagement results, as well as in daily leadership practices.

Embedding this policy requires long-term commitment and sustained focus. Our four Diversity and Inclusion pillars provide the foundation that guides actions and priorities, ensuring a consistent and coherent approach across the organisation.

Progress will be driven through close collaboration across business areas and countries, with leaders playing a key role in turning our ambition into everyday practice. We will establish a global network of Diversity and Inclusion champions to connect local initiatives, share best practices, and ensure our approach is aligned globally while remaining locally relevant.

To ensure employees' voices are heard, we encourage the formation of, and active participation in, Employee Resource Groups (ERGs) and similar employee-led networks. These groups provide valuable insights, cultivate belonging and help surface ideas that support inclusive practices throughout the organisation.

Our efforts will follow a structured roadmap, which is reviewed and updated regularly. This ensures momentum, allows us to respond to changes in business needs, local regulations, and employee feedback.

Governance and responsibility

The Global HR Board is responsible for approving this policy and holds ultimate accountability for its content and overall governance. The HR Board ensures that the policy aligns with Demant's strategic objectives and values and oversees its continued relevance across the organisation.

Global, Business Area, and Country-Driven

Activities: Diversity and Inclusion initiatives follow an integrated approach that combines global, business area, and local actions to ensure relevance and impact. Global frameworks set direction and consistency, business areas choose activities appropriate to their priorities, and local teams adapt initiatives to cultural and legal requirements—creating coherent and effective initiatives.

Embedding the policy: The global Head of Diversity and Inclusion leads the global efforts and establishes and maintains a structured roadmap, including global processes, tools, leadership development and awareness initiatives to ensure alignment and consistency.

Business Area and local ownership: Business Area and Local Management are responsible for implementing relevant activities tailored to the unique needs and context of each business area and country, in close collaboration with their HR Business partners.

Local HR plays a key role in driving implementation and ensuring that Diversity and Inclusion practices comply with applicable local legislation. Where conflicts arise, local laws will take precedence.