

DIVERSITY, EQUITY, INCLUSION & PERSONAL BOUNDARIES

Extension to the Code of Conduct, version 1.0
February 2025

1. Principles

Lygature is a not-for-profit foundation set up to “stimulate and realize the development of new medical solutions for patients, through innovation in diagnostics, medical technology and pharmacotherapy, and especially the combination of these areas”. Lygature aims to achieve this objective by forming, fostering and facilitating collaborations between (academic) research institutes, public, societal and commercial organizations; by engaging in research itself; and by maximizing the synergy, complementarity and exchange of knowledge and expertise between all partners that can contribute. Specifically, people with experience with a certain condition, their caregivers, family members and supporters are, where possible, included in our initiatives. Our drive to deliver new medical solutions through partnership is summed up as Lygature’s purpose: “Pioneering Medicine. Together.”

In fulfilling our mission, Lygature holds true to a set of [values](#), as outlined in chapter 1 of the Code of Conduct, which guide our actions and decisions. These values remain our guide in our daily activities. Furthermore, Lygature wants to be an open and healthy work environment, where we can all contribute to a diverse and inclusive working environment. Diversity, equity, inclusion and personal boundaries (DEI&PB) should become an integral part of our way of working, reflected in Lygature’s culture and in our priorities.

Within the scope of personal and professional interaction within our organization and with our partners, we identify the following principles for the Lygature organisation:

- **Diversity** refers to acknowledging the presence of differences within a given setting, typically related to characteristics such as race, ethnicity, gender, age, sexual orientation, disability, socioeconomic status, religion, cultural background, and more. It emphasizes the variety of experiences, perspectives, and identities that individuals bring to a group or organization.
- **Equity** refers to ensuring fairness and justice by acknowledging that all individuals benefit from learning and growth opportunities, which should be readily available to everyone and should fit the needs of each individual regardless of one’s privileges or lack thereof and irrespective of existing barriers created by systemic inequalities for employees with various backgrounds and identities.
- **Inclusion** refers to the practice of intentional, ongoing efforts to ensure everyone, regardless of background, identity, ability and experience, feels welcomed, listened to, supported and encouraged to fully participate in all aspects of organizational life, and are involved in pertinent decision-making processes. We recognize that individuals’ experiences and challenges in the workplace are shaped by intersecting aspects of their background and identity. Lygature should cultivate an environment where all individuals feel valued, respected, and able to fully participate, fostering a culture of belonging and acceptance for everyone.
- **Personal boundaries** are the limits set by an individual to protect one’s professional integrity and personal well-being. These boundaries help to differentiate one’s individual needs, desires, and responsibilities from those of others and are essential for maintaining healthy relationships and self-respect. At Lygature, we recognize that personal boundaries are deeply individual and should be respected as such. Each

person has the right to define their boundaries according to their comfort, values, and needs while respecting those of others. We understand the importance of upholding these boundaries to ensure a safe and supportive environment for all.

Together, we refer to these principles as “DEI&PB”, representing a cornerstone of our organizational culture, guiding our actions and decisions in all aspects of our work. By prioritizing these core principles, we strive to create an environment where every individual feels valued, supported, and empowered to reach their full potential. Through ongoing education, dialogue, and proactive measures, we are committed to continuously improving and upholding these principles within our organization and in our collaborations with partners and stakeholders. In these collaborations, we also expect our partners to respect these principles in their interactions with our staff.

2. Focus areas

To truly embrace and embody DEI&PB, we will need to take the responsibility to implement meaningful changes and take actions. We recognize that within Lygature’s structures and processes, inequalities, and systemic and unconscious biases exist. Our policies, or lack thereof, do not always provide our employees with equal access to the opportunities they need.

We understand that the road we will take requires endurance and resilience, necessitating constant review and revision based on internal and external changes. We have identified several key focus areas through which our actions will take shape. These areas are critical to aligning our practices with our values and principles, and ensuring we create a supportive and equitable working environment for all. We acknowledge that achieving our goals will be a continuous process that demands regular reflection and adaptation. The key focus areas outlined, are accompanied by an action plan, ensuring they are effectively implemented within the organization. The action plan will provide clear steps for achieving the desired outcomes and maintaining adherence to the Code of Conduct.

2.1 Awareness

We acknowledge that fostering DEI&PB requires a deep understanding of the systemic barriers and biases that exist within society, our professional ecosystem and within Lygature itself. To this end, we are committed to creating awareness which we view as a crucial element that will help to identify and address systemic and unconscious biases and barriers people face. By promoting understanding and empathy, it encourages diverse perspectives and change. Awareness also ensures that internal policies and practices can become inclusive, benefiting the whole organization. Ultimately, it creates a culture of respect and belonging, which enhances collaboration and productivity.

2.2 Accountability

We recognize the importance of accountability and transparency in upholding DEI&PB principles. Therefore, we are committed to establishing clear mechanisms for monitoring, determining the “baseline”, and regularly evaluating our progress, as well as holding ourselves accountable for

addressing any gaps or shortcomings. This includes regular communication and transparent updates about our efforts and progress. We are also open to feedback and feedforward from every Lygature employee about how we can improve in this matter. We commit to setting Specific, Measurable, Achievable, Relevant, and Time-Bound (“SMART”) goals and clear deadlines in our strategy to promote DEI&PB.

2.3 Leadership Role

Leadership, in all its different shapes, plays a crucial role in championing DEI&PB within our organization. Leadership, in the context of our organization, encompasses any individual who holds a position of influence and authority, whether leading projects internally or externally, and/or anyone who has seniority or the responsibility to guide, inspire, and empower others towards shared goals and objectives. Lygature’s leaders should be held accountable and committed to setting a positive example by fostering a culture of inclusion and actively advocating for policies and practices that advance DEI&PB. They are responsible for providing directions, resources, and support to ensure that these principles are integrated into every aspect of our operations. Their aim should be to drive positive change and foster a more diverse, equitable, and inclusive workplace culture.

2.4 Equal Chances

At Lygature, we believe that everyone should have equal opportunities for success and professional development, regardless of their backgrounds or identities. This commitment to equal chances begins with our recruitment process, where we strive to ensure that all candidates are evaluated fairly and inclusively. We acknowledge that additional efforts in our recruitment process may be required to ensure our DEI&PB goals are reflected in the overall composition of our staff. Every Lygature employee should receive fair compensation for their work and have equal opportunities for visibility, professional development and growth tailored to their individual needs. We ensure that every decision related to professional development is based on clear criteria and transparent processes to foster a fair and equitable work environment. We are dedicated to creating an environment where all employees can thrive, supported by policies, training opportunities, and mentoring that promote equity and inclusion at every stage of their career.

2.5 Empowerment

Lygature strives to create a workplace where every individual is valued, respected, treated fairly, in an unbiased manner. However, we acknowledge that our current workplace may not yet fully embody these ideals. Furthermore, Lygature operates within a diverse ecosystem in which our employees encounter external stakeholders who might hold other values and principles and might have biases towards people with other backgrounds and/or identities. Therefore, we believe it is essential to empower Lygature employees to feel confident and supported to act and address situations during which personal boundaries are crossed and/or our principles are challenged. Within the scope of empowerment, we recognize actions and practical tools are required when dealing with DEI&PB both within Lygature as well as when working with partners.