



Diversity, equity, inclusion & belonging at Everllence in Denmark

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1. Introduction

In today's globalized and interconnected world, fostering a diverse, equitable, inclusive, and belonging (DEIB) culture is not only a moral imperative but also a strategic advantage for large companies. A robust DEIB strategy aims to create an environment where every employee feels valued, respected, and empowered to contribute with their unique professional perspectives, competences, and talents.

At Everllence in Denmark (Everllence DK), DEIB is more than a framework or a policy – it is a reflection of our core values and a promise to uphold fairness, celebrate diversity, and foster belonging for every employee. Therefore, this strategy is built on the principles of fairness, transparency, and mutual respect, ensuring that all employees, regardless of their background, have equal opportunities to succeed and thrive. Through this commitment, we are moving big things to zero: greenhouse gas emissions in hard-to-abate sectors, exclusion, bias, and barriers to opportunity.

At Everllence DK, DEIB is not about granting special privileges or creating a culture of fragility. It is about cultivating a workplace where respect, awareness, and collaboration are embedded in everyday actions. We cherish the richness of many cultures and profiles under one roof, and we view diversity as a strength to be celebrated, not a tool for claiming special rights. Our focus is on fairness, mutual support, and a shared responsibility to make inclusion real in everyday actions.

The purpose of our DEIB strategy is multifaceted:

- **Enhancing innovation and creativity:** Diverse teams bring a wealth of different ideas and approaches, driving innovation and creative problem-solving.
- **Improving employee engagement and retention:** An inclusive culture nurtures a sense of belonging, leading to higher employee satisfaction and retention rates.
- **Strengthening organizational performance:** Companies that embrace DEIB principles often achieve stronger performance and increased productivity, as diverse perspectives lead to better decision-making and more effective solutions.

This white paper aims to provide a comprehensive introduction to and definition of key concepts within the area of diversity in a corporate context and outlines our DEIB strategy and its implementation across the organization of Everllence DK. It serves as a valuable resource for understanding the importance of DEIB and outlines the specific initiatives we have undertaken to promote a diverse, equitable, inclusive workplace – one that enables every employee to feel a genuine sense of belonging.

The themes covered in this white paper include:

- Understanding DEIB concepts
- Addressing bias and promoting inclusion
- Inclusive practices across the employee life-cycle
- Mental health and personality inclusion
- Work-life balance and cultural sensitivity
- Fair and transparent promotion practices
- Employee-driven strategy development

By documenting these initiatives and practices, this white paper aims to:

- **Educate and inform:** Provide insights into the importance of DEIB and outline practical steps for fostering an inclusive workplace.
- **Share best practices:** Highlight successful strategies and initiatives that can be replicated or adapted by other organizations.
- **Promote accountability:** Demonstrate our commitment to DEIB and the actions we are taking to ensure a fair and equitable workplace.
- **Encourage continuous improvement:** Establish a foundation for ongoing evaluation and enhancement of our DEIB efforts.

We hope this white paper will inspire and guide our organization – and others – in their journey toward building an inclusive and equitable workplace.



2. Understanding, diversity, equity, inclusion, and belonging

This section outlines selected definitions proposed in **Leading Through Bias: 5 Essential Skills to Block Bias and Improve Inclusion at Work** by Muhr & Luthra, published by Palgrave Executive Essentials in 2024, which provides the vocabulary we have chosen to adopt. These definitions help establish a common understanding of DEIB. The terms are presented in alphabetical order below.

Belonging

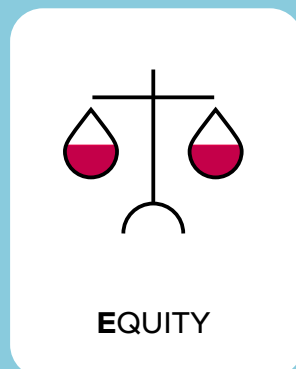
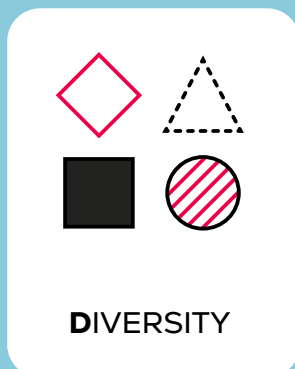
Belonging and inclusion at Everllence DK means creating a shared space where differences co-exist harmoniously. It is not about entitlement or uniformity, but about fostering an environment where every voice matters, and every individual feels respected and valued. Inclusion requires active engagement, working together to ensure that diversity enriches our culture rather than divides it.

Belonging represents the “B” in DEIB and is often confused with inclusion. Belonging refers to

the feeling of being accepted and valued within a group, not merely being included. For example, a person might be asked to join the team for lunch. However, if the conversation takes place in a language they do not understand, or if their presence is not acknowledged, they may still feel like an outsider. In that moment, they are physically present – and even technically included – but they do not feel a genuine sense of belonging. Belonging, in the context of our DEIB strategy, specifically describes the experience of feeling belonging to and being valued within a company.

Initiatives such as the Diversity Year Wheel celebrations, reference group meetings, and our international culture at Everllence DK ensure that diverse voices are recognized and included in daily company life. By participating in these activities and leveraging career development programs and talent initiatives, employees can experience meaningful belonging beyond mere presence.

DEIB means



Bias

Bias refers to a cognitive mechanism that affects the way we think, act, and make decisions. It has evolved to help us organize the many inputs of information that our brain constantly receives, making it easier to take effective decisions. Even though bias functions as a shortcut for processing information, it also has the potential to prevent us from creating a diverse and inclusive workplace.

Bias can make people feel excluded, unfairly treated, or burdened, and can create distance between team members, ultimately negatively affecting organizational culture and productivity. Bias is inherently discriminatory and shaped by our past experiences and personal preferences. These patterns lead to non-inclusive organizational cultures resulting in discrimination that manifests in everyday workplace interactions.

It is important to note that bias exists everywhere and in everyone, and no one is able to avoid its effects. We are not as rational as we might think. While we cannot eliminate bias in our organization, our DEIB strategy is an effort and commitment to identify, reduce, and block it.

At Everllence DK, we acknowledge that bias affects everyone. To reduce bias, we offer training in diversity and bias awareness, along with peer and external review processes for promotions to ensure fair evaluations. Employees also have access to intercultural awareness courses and “12 Cognitive Biases” e-learning program, providing practical tools to identify and block bias in decision-making, collaboration, and daily interactions.

Sub-term to Bias: Identity-specific bias

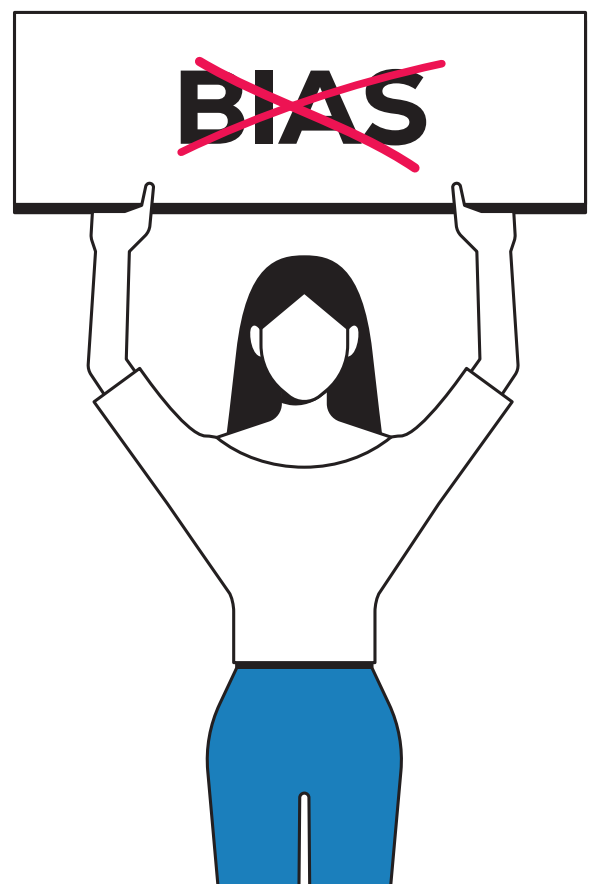
Bias is intersectional and is shaped by an individual person’s identity. When our unique and different identities meet and intersect, they can intensify our experiences of bias and the resulting discrimination. The diversity dimensions presented in Fig. 1 therefore have their own biases connected to them: sexism is connected to gender, xenophobia is connected to nationality, ethnicity and culture, racism is connected to appearance and race, and other dimensions carry similar patterns of bias.

Sub-term to bias: situational bias

This type of bias emerges from the way our brain processes information in certain situations, using shortcuts to handle the vast amount of information we constantly receive. It is the brain’s tendency to simplify information processing based on earlier experiences and preferences, functioning as a cognitive filter. These shortcuts are typically activated in the following situations:

- When we must determine what to retain from a large volume of information.
- When we experience an information overload.
- When information is incomplete or missing.
- When quick decisions are required.

Some common biases that belong to situational bias include **intuition bias** (using your ‘sixth sense’ or gut feeling to evaluate another person), **similarity bias** (the tendency to like people who are similar to ourselves), **proximity bias** (the tendency to prefer people or things that are closer to us in space and time), and **confirmation bias** (the tendency to process information by unconsciously searching for information that best fits our existing attitudes).



Diversity

Diversity represents the “D” in DEIB and refers to the differences that exist between all people. It rests on the assumption that every individual is unique and that people differ across a broad spectrum of human capacities and dimensions. Diversity is often described as an iceberg, where one set of dimensions appears visibly above the surface, while another set of more invisible dimensions remains beneath the surface. **Surface dimensions** include visible – or what is perceived as visible – characteristics such as gender, skin color, ethnicity, age, body size and functional ability. **Underwater dimensions** include, for example, personality, experiences, sexual orientation, values, socioeconomic background, mental health, and faith. Both the visible and invisible dimensions can be divided into three categories (see Fig. 1 for an overview):

1. Physical and physiological dimensions

- a. **Gender:** a social construct referring to one’s gender identity. It is distinct from biological sex (male, female, or intersex) assigned at birth.
- b. **Sexual orientation:** a person’s sexual or romantic attraction, identity, and expression.
- c. **Age:** We all have direct and explicit experiences with age. Age spans different generational cohorts that have each been shaped by a specific time period of values, priorities and needs.
- d. **Physical abilities and health:** visible and invisible functional abilities such as physical impairments and/or health-related challenges including fertility, pregnancy, menopause, and chronic diseases (i.e. cancer, heart disease, high blood pressure, diabetes).
- e. **Looks/race:** how we look based on our hair, weight and height, how attractive one is perceived, clothing, tattoos and piercings. Race is a social construct (biologically there is only one race, the human race), but physical traits like skin tone, facial features, eye shape and hair texture influence how a person’s body is racialized.

2. Cognitive dimensions

- a. **Education:** the access to an education and its quality varies across the world depending on factors such as e.g. peoples' gender identity, socioeconomic status and cultural background.
- b. **Experience and competencies:** the competencies individuals bring to the organization, whether based on formal education or other types of experiences.
- c. **Personality:** characteristic traits that define how we think, feel, and act. Some are genetically determined, while others are shaped by environmental factors.
- d. **Neurodiversity:** covers an infinite range of cognitive ways to think and learn. It refers to alternative ways of thinking and to brains that process or store information differently compared to individuals considered neurotypical.
- e. **Mental health:** our emotional, psychological, and social wellbeing. It affects how we think, feel and act, and impacts how we handle stress, make decisions, and build relationships.



3. Social and lifestyle dimensions

- a. **Nationality, ethnicity and culture:** **nationality** is a legal status relating to citizenship; **ethnicity** includes our cultural heritage, language, traditions, and values; **culture** is expressed through artefacts, values and assumptions, and is an integral part of the ethnicity.
- b. **Beliefs and customs:** mental representations of the ways our brain expects things around us to relate to each other (the patterns our brain expect the world to fit into). Includes, but is not limited to, religious beliefs that shape our customs and habits.
- c. **Marriage and children:** different opportunities and choices we have regarding relationships, marriage and having children.
- d. **Residence and geography:** where we live and have lived, and the decisions we make which are affected by housing type, living in the countryside or the city, or the geographical area we live in or have lived in.
- e. **Socioeconomic background:** is determined by class, caste, family wealth, status, income, and the neighborhood we live in. It has a significant influence on educational, and career-related opportunities and choices we make.

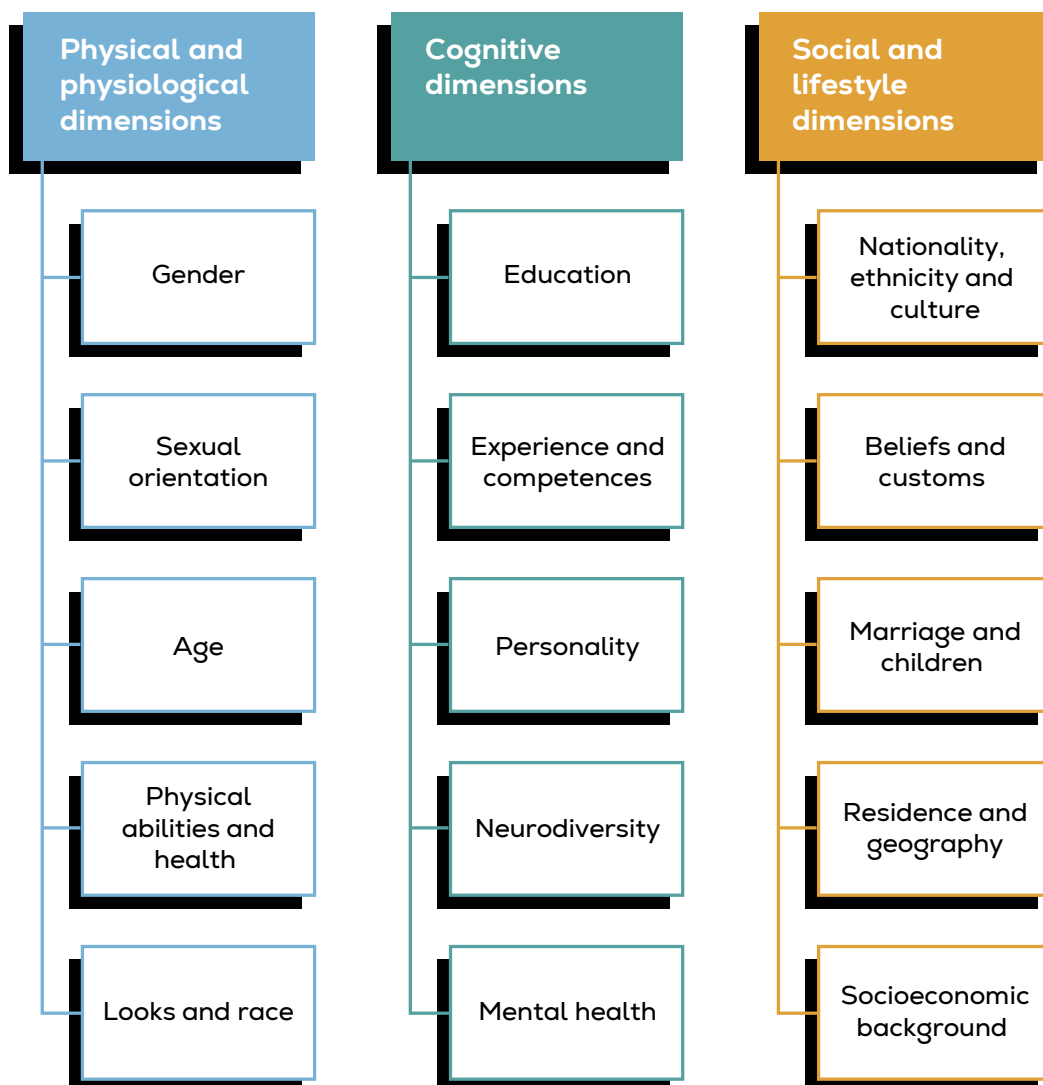


Fig. 1: Diversity dimensions (Luthra & Muhr, 2024: Den inkluderende leder. København: Djøf Forlag).

Equality

Equality means giving everyone the same resources and opportunities, and treating everyone the same **regardless of their individual needs**. It does not take into account individual, structural, and collective biases, which can create very different experiences in life and at work.

See also the next section on **Equality vs. Equity in a corporate context**.

Equity

Equity represents the “E” in DEIB. It differs from equality by focusing on adapting resources and opportunities so that they match individual needs. It focuses less on treating everyone identically and more on creating an inclusive workplace that ensures **equal** access and participation for all employees. The term “equity” in DEIB is purposefully chosen not to be “equality”, because we do not necessarily want everyone to be equal. For example, differences in talents and abilities are beneficial in the workplace because they contribute to diverse inputs and viewpoints. But for those different viewpoints to be heard and valued, we need equity. Equity therefore focuses on including everyone **regardless of their differences**, which distinguishes it from equality.

At Everllence DK, equity is supported through structured talent programs that ensure all employees – regardless of background – have equitable access to career development opportunities. For example, Everllence DK uses peer and external review processes to reduce unconscious bias in recruitment and advancement decisions. Employees also have access to tailored e-learning courses on cognitive bias awareness, including strategies for recognizing and mitigating bias in decision-making, helping to ensure an equitable workplace for everyone.

See also the next section on **Equality vs. Equity in a corporate context**.

Inclusion

Inclusion represents the “I” in DEIB. Where diversity refers to representation, inclusion is about culture and quality of relationships. An inclusive culture is one in which everyone has the opportunity to show up as the unique indi-

vidual they are – without feeling disrespected or devalued – where their voices are heard, and where they experience a sense of belonging.

Diversity in itself is not enough: Without inclusion, diversity can lead to social division and conflict within groups, which may ultimately reduce group performance. An inclusive work environment is therefore crucial in determining whether visible or invisible differences result in positive collaboration or harmful consequences for the organization.

At Everllence DK, inclusion is actively fostered through initiatives such as intercultural awareness training, psychological safety training, and menopause awareness programs. Employees are encouraged to participate in reference group meetings, diversity year-wheel celebrations, and bias awareness training, all of which equip them with practical skills to build and contribute to inclusive teams.

Intersectionality

Intersectionality is based on the notion that every individual holds a wide range of diversity dimensions, which can interact in ways that create multiple and overlapping forms of discrimination. Theoretically, discrimination and social exclusion can be examined through intersectionality as a lens, highlighting the importance of adopting a multidimensional or intersectional perspective when seeking to understand diversity. All the various dimensions that make up who we are constitute our unique intersectional identity.

Relational leadership

Traditionally, leadership theories have focused on the particular personalities and behaviors required to be an effective leader. Over the past 20 years, however, this emphasis has shifted toward understanding how effective leadership emerges through relationships and ongoing processes. Today, leadership is viewed as a set of relational processes through which leaders build meaningful and constructive connections with their followers. Relations are therefore central to how leadership emerges in the first place – not authority, control, or dominance.

3. Equality vs. equity in a corporate context

A well-known illustration (Fig. 2) demonstrates the difference between equality and equity. Imagine attending a sports match with your family, standing behind a fence. Only the adult is tall enough to see the game, so you find some boxes to stand on. Each person stands on one box. This makes the adult even taller, the teenager tall enough to see the game, but the child still cannot see anything. By redistributing the boxes so that the adult stands on the ground, the teenager on one box, and the child on two, the entire family can now see the game.

In the left part of the illustration – representing equality – the resources (boxes) are distributed evenly among the family members, but this equality paradoxically produces inequality. In the right part of the illustration – representing equity – resources are distributed unevenly, yet this uneven distribution results in equal opportunity, as everyone can watch the game.

Similarly, in organizations, distributing resources equally may lead to inequality because em-

ployees differ in their needs, circumstances, and tasks. In the illustration, only one attribute – height – was considered, but in real workplaces multiple factors influence what employees require to perform well. A clear example is workplace flexibility, such as working from home. Some employees have tasks that cannot be performed remotely and therefore must be done on-site, while others can work effectively from home. A manager can choose either an equality-based or equity-based approach:

- **Equality:** All employees can work from home the same specific number of days per week.
- **Equity:** The number of days working from home varies from employee to employee based on job requirements, personal circumstances, or other relevant factors.

What, then, is most fair? With an equality approach, everyone receives the same opportunity to work from home.

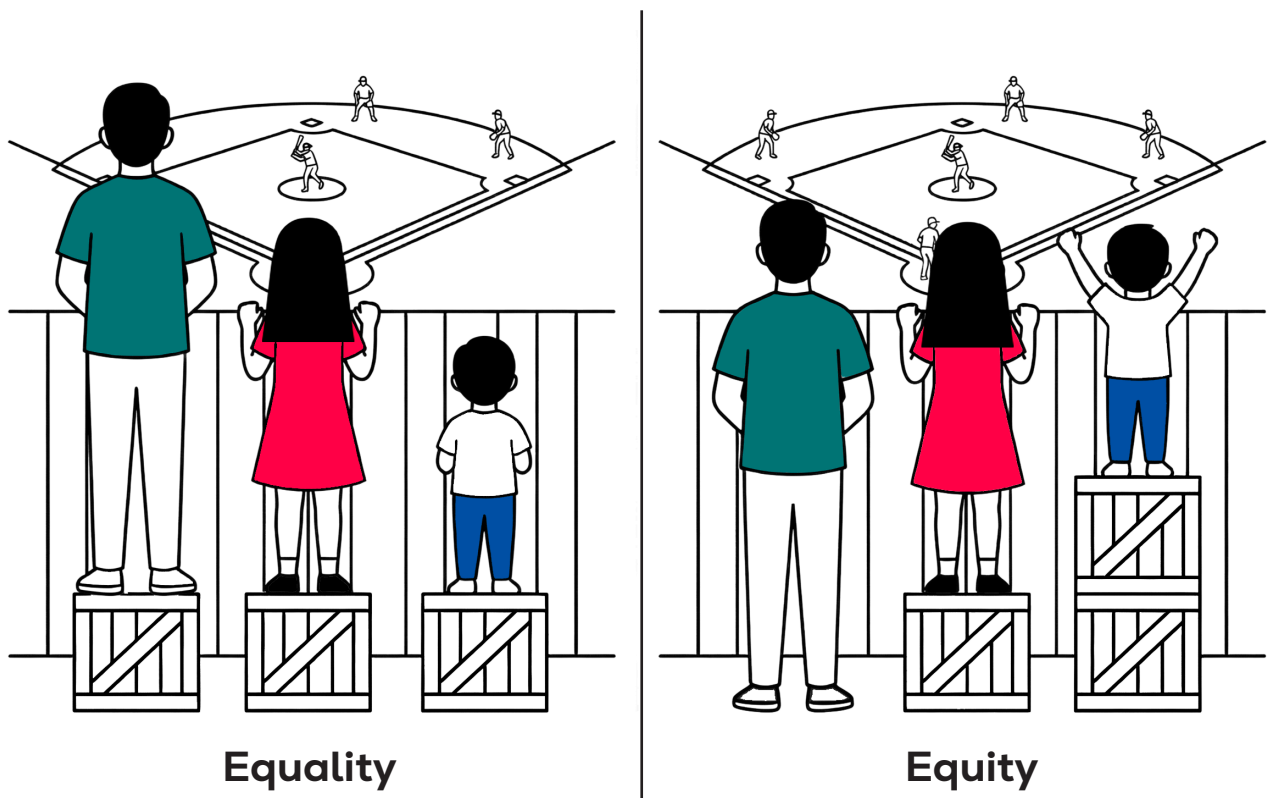


Fig. 2: Illustration of equality vs. equity.

However, this may ignore important differences that influence whether employees can benefit from that opportunity equally, and some may feel pressured to work from home even if they prefer working on-site. Others may not mind and work from home 1-2 days a week simply because it is allowed. Some may prefer more days working from home because they can concentrate better in their home office, which suits their working style and preferences. With an equity approach, working from home becomes an individual agreement between the manager and the employee. There is no general rule in the department. The equity approach favors unique needs and respects employees' life situations, which can change over time.

At Everllence DK, equity is supported through flexible remote-working arrangements, allowing employees to balance personal circumstances

with professional responsibilities while ensuring fair access to opportunities and participation. **Additionally**, beyond management decisions, companies can systemically improve equality and equity. In the case of the family watching the sports match, a systemic change that leads to resource savings would be to remove the fence. This would allow everyone, regardless of height, to see the match.

Equity is not inherently better than equality, and vice versa. They complement each other and can be applied in different contexts. Decisions always depend on the situation and the relationship involved. Some situations call for an equality approach, while others call for an equity approach. What is important is that the manager or other decision-maker understands the difference between the two approaches and is transparent in their reasoning.



4. Mental health and wellbeing at work

At our organization, we define wellbeing at work as the experience of having the energy, motivation, and joy that enable individuals to collaborate effectively and contribute meaningfully. It reflects a positive state that empowers people to thrive – not just survive – in their roles.

At Everllence DK, this understanding of wellbeing is reflected not only in our culture but also in the structures and benefits we provide to support employees throughout different life phases and work situations.

While wellbeing focuses on what we strive to cultivate in the workplace, mental health encompasses a broader spectrum of an individual's overall psychological state. This includes the presence or absence of mental health conditions, which the World Health Organization defines as **“a condition characterized by significant disturbances in cognition, emotional regulation, or behavior.”** Examples include depression, anxiety, bipolar disorder, PTSD, and eating disorders.

To support employees' mental health, Everllence DK offers comprehensive health insurance that includes extended psychiatric assessments, such as the assessment and diagnosis of ADHD and autism spectrum disorders for both children and adults. This ensures that employees and their families can access professional support and clarity when navigating mental health or neurodevelopmental concerns.

We also recognize the importance of distinguishing between mental health conditions and neurodiversity. Neurodiversity refers to natural variations in how people think, learn, and process information. This includes ADHD, autism, dyslexia, and other cognitive differences. These are not mental health conditions but rather part of the natural diversity of human minds. While some neurodivergent individuals may also experience mental health challenges, neurodivergent traits themselves are not disorders to be "fixed"; they are valid and valuable ways of experiencing the world.

Everllence DK's approach to neurodiversity is exemplified by **awareness-building initiatives, leadership training, and ways of working** that

allow for different cognitive styles, preferences, and energy levels.

We are committed to using language that respects how individuals identify and experience their mental and cognitive health. By making these distinctions clear, we aim to foster a more inclusive, respectful, and supportive workplace for all.

Creating a supportive work environment

Mental health and wellbeing are now widely recognized as essential to building productive, resilient, and sustainable work environments. While no workplace can eliminate all mental health challenges, we can – and must – intentionally design environments that foster psychological safety, promote resilience, and support the mental wellbeing of all employees, including those living with mental health conditions or who are neurodivergent.

At Everllence DK, this commitment is reflected in our flexible remote-work arrangements, which allow employees to adapt their working patterns to their individual needs and life situations. Additionally, we promote brain-friendly ways of working, such as Meeting-Free Friday afternoons from 12 PM for internal meetings, giving employees protected time for deep work, recovery, and reflection. Everllence DK further supports this through built-in power breaks, where one-hour meetings default to 50 minutes and half-hour meetings to 25 minutes. These small but intentional structural changes help reduce cognitive overload, support focus, and contribute to healthier and more sustainable workdays.

A supportive and inclusive workplace culture allows individuals to feel safe while fully using their strengths, seeking help when needed, and feeling empowered to grow. It also ensures that diverse needs are recognized and accommodated, providing every employee with the tools, space, and support they need to succeed. Safe and healthy working conditions are not only a fundamental right, but they also reduce conflict, strengthen retention, and enhance engagement, performance, and innovation.

Normalizing language around mental health and neurodiversity

Mental health challenges are often invisible, unlike physical injuries or visible conditions. This invisibility can lead to underreporting, insufficient support, and missed opportunities for learning and growth. It can also reinforce stigma, making it harder for individuals to speak up or seek help.

We believe that language plays a critical role in shaping workplace culture. By normalizing conversations around mental health and neurodiversity, we create space for openness, empathy, and understanding. Whether someone is navigating temporary stress or living with a diagnosed condition, every employee deserves to be met with respect and compassion.

At Everllence DK, this commitment is strengthened through e-learning courses in active listening and communication, which help employees and leaders engage in respectful, supportive conversations and respond appropriately when colleagues share sensitive experiences.

An inclusive workplace recognizes that mental health exists on a spectrum and can change over time. Everyone benefits when support systems are responsive, stigma-free, and tailored to individual needs. Open dialogue about

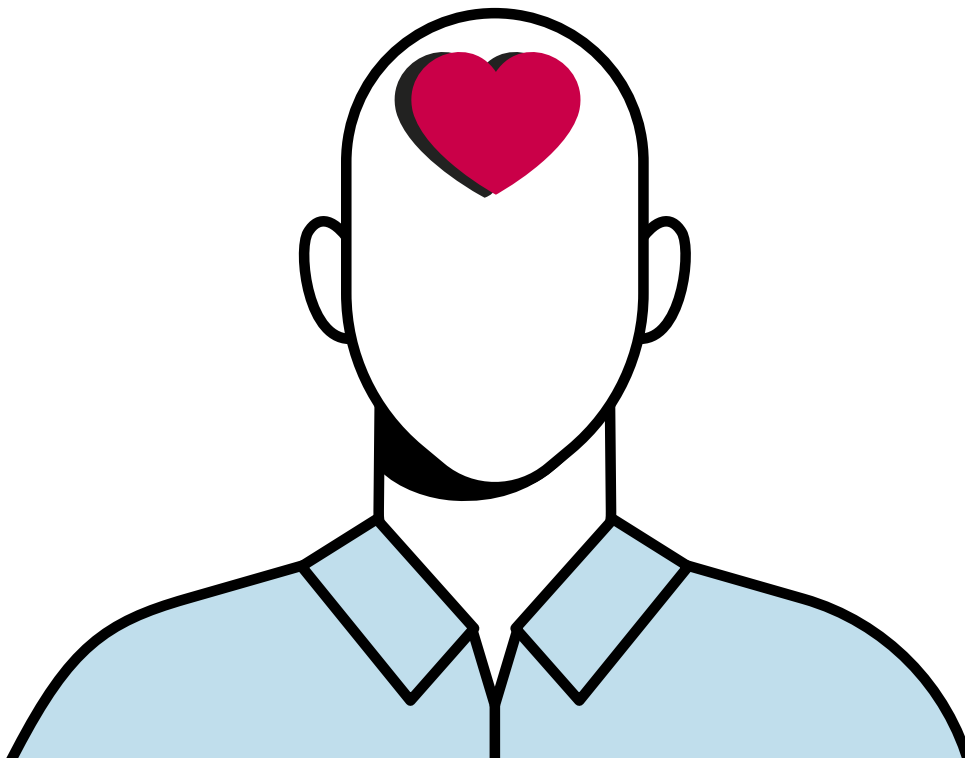
mental health and working styles fosters psychological safety, improves collaboration, and supports more effective task allocation. Ultimately, this leads to stronger teams and better outcomes.

The role of inclusive leadership

As mentioned above, neurodiversity refers to the natural variation in human brain function and behavior, encompassing conditions such as autism, ADHD, dyslexia, and other neurological differences. Recognizing and valuing neurodiversity is essential for creating an inclusive workplace where all employees can thrive. Neurodiverse individuals bring unique perspectives, skills, and strengths that can significantly contribute to innovation and problem-solving within an organization.

Inclusive leadership involves creating an environment where all employees, including those who are neurodiverse, feel valued, respected, and supported. Leaders play a crucial role in fostering this environment by demonstrating empathy, understanding, and flexibility.

At Everllence DK, inclusive leadership is strengthened through leadership training programs such as "Break Your Bias!", which help leaders reflect on unconscious bias, communication styles, and assumptions about performance, engagement, and competence.



Here are some key practices for inclusive leadership in the context of neurodiversity:

1. **Educate and raise awareness:** Leaders should educate themselves and their teams about neurodiversity to foster a culture of understanding and acceptance. This can include training sessions, workshops, and sharing resources that highlight the strengths and challenges associated with different neurological conditions.
2. **Create supportive environments:** Inclusive leaders should ensure that the workplace is accommodating to the needs of neurodiverse employees. This can involve providing quiet workspaces, flexible work hours, and assistive technologies within the boundaries of what is possible at Everllence DK. By creating an environment that supports diverse working styles, leaders can help neurodiverse employees perform at their best.
3. **Encourage open communication:** Leaders should promote open and honest communication, encouraging neurodiverse employees to share their needs and preferences. This can help identify any necessary accommodations and ensure that employees feel comfortable discussing their experiences without fear of stigma or discrimination. At Everllence DK, this is reinforced through active listening and communication e-learnings, as well as a culture that emphasizes respectful dialogue and psychological safety.
4. **Leverage strengths:** Inclusive leaders recognize and leverage the unique strengths of neurodiverse employees. This can involve assigning specific tasks that align with their skills and interests, providing opportunities for them to showcase their talents, and offering tailored professional development programs. This approach ensures that neurodivergent individuals are empowered and valued for their contributions, without being excluded from core responsibilities, as this can feel diminishing or stigmatizing.
5. **Foster a culture of inclusion:** Leaders should actively promote a culture of inclusion by modeling inclusive behaviors, celebrating diversity, and addressing any instances of bias or discrimination. This helps create a workplace where all employees feel valued

and included, regardless of their neurological differences.

Embracing neurodiversity can lead to numerous benefits for organizations, including increased creativity, improved problem-solving, and enhanced innovation. Neurodiverse employees often bring unique perspectives and approaches to their work, which can drive better outcomes and foster a more dynamic and resilient workforce. By prioritizing inclusive leadership and supporting neurodiverse employees, organizations can unlock the full potential of their diverse talent pool and create a more inclusive and successful workplace.

Normalizing language around menopause

Menopause is a natural life stage that affects millions of people, yet it often remains unspoken in the workplace. This silence can lead to misunderstanding, stigma, and a lack of appropriate support. Symptoms such as fatigue, brain fog, and temperature sensitivity are real and can impact daily work – but they are frequently overlooked or minimized.

At Everllence DK, menopause-awareness initiatives aim to break this silence by encouraging open, respectful dialogue and strengthening understanding among colleagues and leaders.

We believe that open, respectful language around menopause is essential to building an inclusive culture. By normalizing conversations about this transition, we foster empathy, reduce stigma, and empower individuals to seek the support they need. Whether someone is experiencing perimenopause, menopause, or post-menopause, they deserve to be met with understanding and flexibility.

An inclusive workplace acknowledges that menopause affects people differently and may require tailored accommodations. When we create space for dialogue and provide responsive support systems, we enable all employees to thrive – regardless of age or life stage. This leads to healthier teams, improved retention, and a more equitable work environment.

5. Inclusion of different personality types

In addition to supporting mental health and neurodiversity, fostering inclusion also means recognizing and respecting the diverse preferences and working styles associated with different personality types. People vary in how they process information, interact with others, and recharge their energy. These differences are not only natural, but they are essential to a dynamic and innovative workplace.

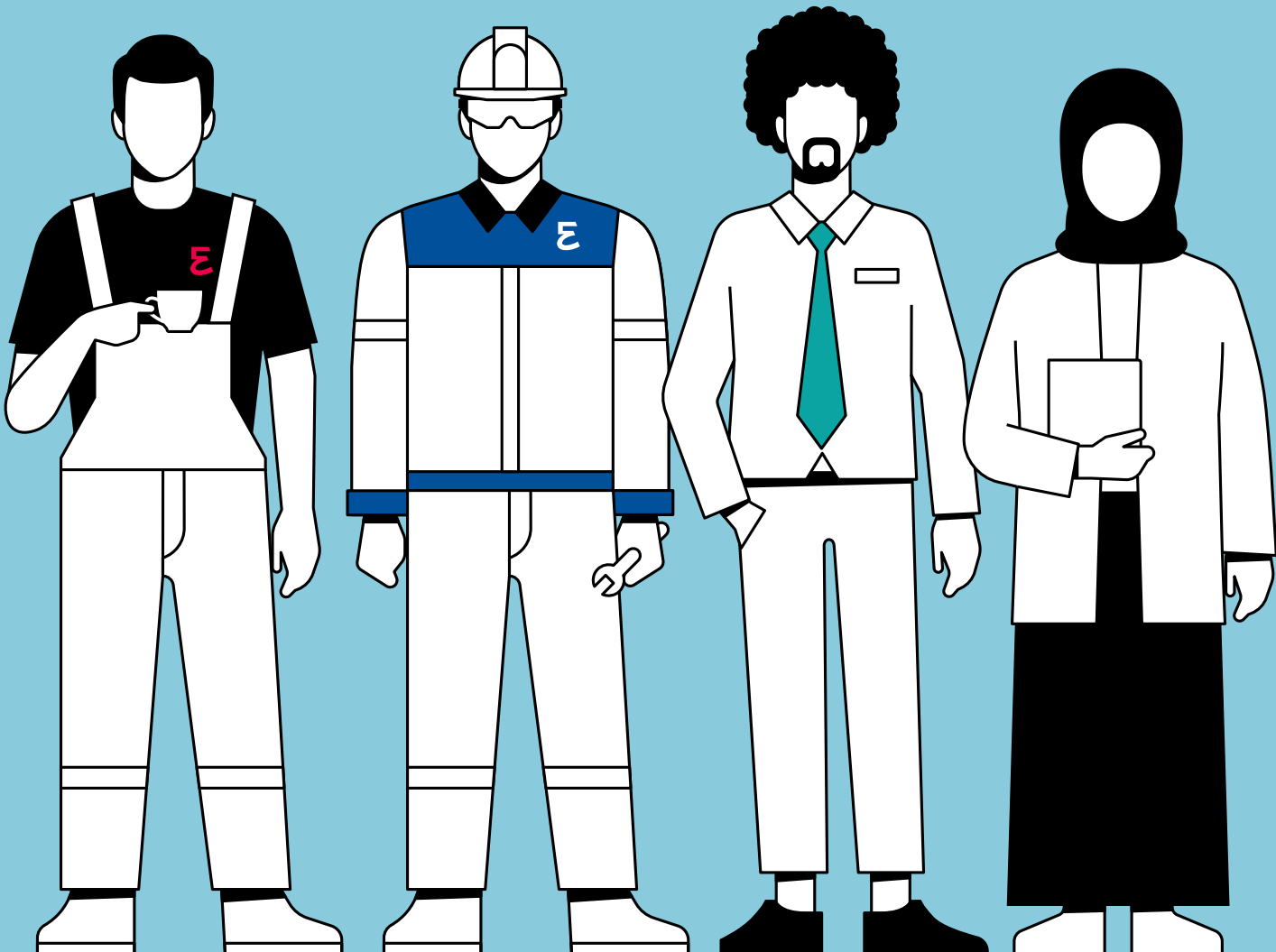
Understanding personality preferences, such as those commonly associated with introversion and extroversion, helps us create environments where everyone can thrive. For example, extroverts often feel energized by social interaction and group activities. They may prefer open discussions, collaborative projects, and dynamic, fast-paced environments. In contrast, introverts typically draw energy from solitude and reflec-

tion. They may prefer quiet workspaces, time to think before responding, and opportunities for deep, focused work.

At Everllence DK, we acknowledge that no single working style should be treated as the norm. Through flexible remote work arrangements, employees are able to express preference for work environments that best support their concentration, energy levels, and personal preferences and to find a good solution with their manager.

To support all employees effectively, we must adapt how we act, communicate, and manage:

- **In action**, this means offering both collaborative and independent work opportunities. Team-building activities and brainstorming



sessions can energize extroverts, while quiet zones and flexible schedules can help introverts do their best work.

- **In communication**, it means balancing open forums and group discussions with private feedback channels and written communication options. This ensures that everyone has a voice, regardless of their preferred style. At Everllence DK, employees and leaders are supported through e-learnings in active listening and the basics of communication, which encourage inclusive dialogue and thoughtful engagement.
- **In management**, it means creating meeting formats that allow for thoughtful contributions, such as sharing agendas in advance and encouraging written input, and recognizing that leadership can look different depending on personality.

Importantly, we must be mindful of the subtle biases that can arise in environments that favor extroverted behaviors. Introverted individuals may be overlooked in fast-paced discussions or undervalued in cultures that equate visibility with contribution.

At Everllence DK, these risks are actively addressed through “Break Your Bias!” management training and e-learning on cognitive biases, including intuition bias and similarity bias. These initiatives help leaders and colleagues move away from gut-feeling-based assessments and toward more inclusive and objective evaluations of performance and potential.

While we refer to introversion and extroversion for simplicity, we recognize that personality traits exist on a spectrum, and individuals may express different preferences depending on context.



6. Family and work-life balance

A sustainable and healthy workplace supports more than just employees' professional roles; it also acknowledges and respects the full spectrum of their identities, responsibilities, and commitments outside of work. People bring their whole selves to work, and their lives beyond the office, whether as parents, partners, caregivers, community members, or individuals with cultural and spiritual practices, are integral to who they are.

At Everllence DK, this understanding is reflected in policies and practices that support employees across different life stages and family situations, including maternity and paternity leave, as well as flexibility in how and where work is performed. One of the most practical and impactful ways to support work-life balance is by respecting employees' time. Whenever possible, meetings and collaborative activities should be scheduled within regular working hours. This not only helps employees manage their personal responsibilities, such as caregiving or family obligations, but also reinforces a culture of fairness and mutual respect. Protecting time boundaries is a simple yet powerful way to promote wellbeing and prevent burnout.

At Everllence DK, this commitment is reinforced through Meeting-Free Friday afternoons, which help protect personal time, reduce meeting overload, and allow employees to close the week in a more balanced and sustainable way.

Equally important is the intentional inclusion of cultural and religious diversity. Being mindful of holidays, festivals, and observances, and avoiding the scheduling of mandatory meetings or major events on these days, demonstrates respect for employees' beliefs and traditions.

Inclusive planning ensures that no one is unintentionally excluded or placed at a disadvantage due to their cultural or religious background.

Everllence DK supports this awareness through its international culture and intercultural awareness training, as well as the use of the Diversity Year Wheel, which highlights cultural and religious observances throughout the year and supports inclusive planning across teams.

By embedding these practices into everyday operations, our organization sends a clear message: we value the whole person, not just the employee. This approach fosters a culture of trust, flexibility, and belonging, where people feel empowered to contribute fully, knowing that their lives outside of work are seen, respected, and supported.



7. Examples of inclusive practices in the workplace

Take turns as chairpersons and minute-taker at meetings

Rotating roles such as chairperson and minute-taker in meetings ensures that all team members have the opportunity to develop leadership and organizational skills. This practice fosters a sense of equality and shared responsibility, allowing diverse voices to be heard and valued. It also helps break down hierarchical barriers, and promotes a more inclusive and collaborative environment.

Ensure representation in panel debates and among speakers invited by the organization

Ensuring diverse representation in panel debates and among speakers invited by the organization is crucial for fostering an inclusive culture. This practice not only highlights the organization's commitment to diversity but also enriches discussions with varied perspectives. By actively seeking speakers from different backgrounds, the organization can provide a platform for underrepresented voices, promoting a more comprehensive and inclusive dialogue.

Assign high-profile tasks to colleagues from diverse backgrounds and age groups – such as those who are younger or have had limited access to such opportunities

Assigning high-profile tasks to young and/or diverse colleagues is an effective way to nurture talent and encourage professional growth. This practice demonstrates trust in their abilities and provides them with opportunities to develop new skills and gain valuable experience. By empowering younger employees with significant responsibilities, the organization can cultivate a dynamic and innovative workforce, ready to take on future challenges.

At Everllence DK, this approach is supported through career development programs and talent initiatives, which are designed to ensure equitable access to opportunities and prepare employees for future roles, regardless of age, gender, nationality, or background.

Leverage diverse generational perspectives

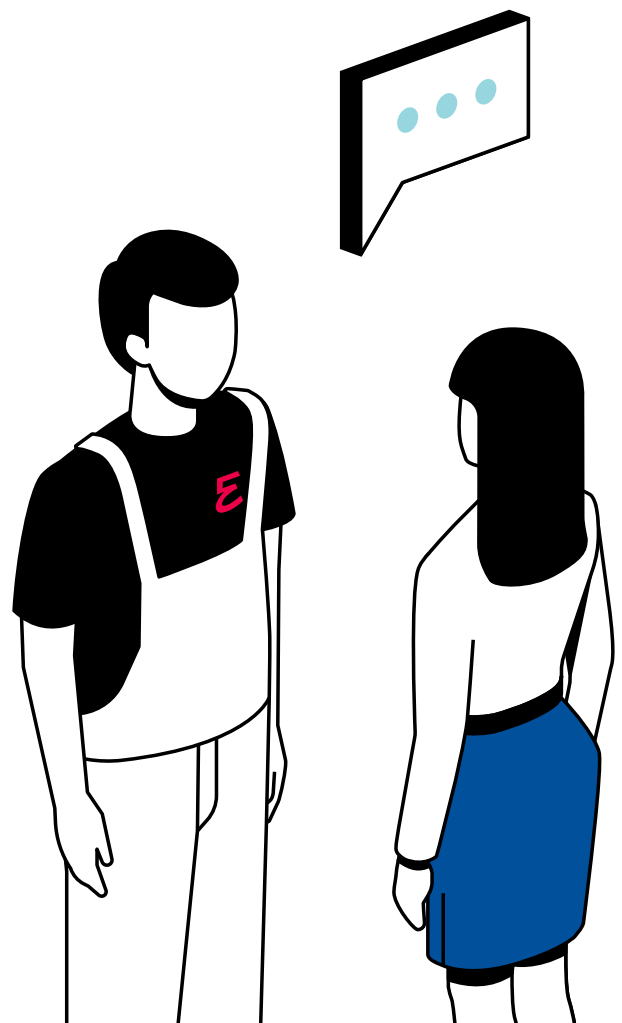
Leveraging the diverse generational perspectives of both young and older employees can lead to more innovative solutions and a richer workplace culture. By encouraging collaboration

between different generations, the organization can benefit from a balanced approach that combines creativity with experience, enhancing overall productivity and cohesion.

Fix intuition bias issue where decisions are made on gut feeling instead of objective data

Addressing intuition bias, where decisions are made based on gut feeling rather than objective data, is essential for fostering a fair and inclusive workplace. Implementing data-driven decision-making processes ensures that choices are made based on evidence and facts, reducing the influence of unconscious biases. This practice promotes transparency and accountability, leading to more equitable outcomes and enhancing trust within the organization.

At Everllence DK, this commitment is strengthened through “Break Your Bias!” management training, e-learning on cognitive biases, and structured processes for promotion and talent decisions, including peer and external reviews facilitated by Human Resources.



8. Addressing bias and cultural differences

Recognize and challenge unconscious bias

Unconscious bias can significantly impact decision-making and interactions in the workplace. It's essential to recognize and challenge these biases through training and awareness programs. By fostering an environment where employees are encouraged to reflect on their biases, the organization can promote more equitable and inclusive practices.

At Everllence DK, this is supported through training in diversity and bias awareness, which equips employees with practical tools to identify and mitigate bias in everyday situations.

Promote cultural competence and sensitivity

Cultural competence involves understanding, respecting, and valuing diverse cultural backgrounds. Promoting cultural sensitivity through education and open dialogue helps employees appreciate different perspectives and reduces the likelihood of misunderstandings. This practice enhances collaboration and creates a more harmonious workplace.

Everllence DK promotes cultural competence through intercultural awareness e-learning, business culture courses covering Germany, China, India, Japan, and Southeast Asia, and through our strong international culture, where collaboration across borders is part of daily work.

Implement inclusive policies and practices

Inclusive policies and practices are crucial for addressing bias and cultural differences. These policies should be designed to ensure fair treatment and equal opportunities for all employees, regardless of their background. Regularly reviewing and updating these policies helps maintain an inclusive environment and demonstrates the organization's commitment to diversity.

Encourage diverse teams and perspectives

Encouraging diverse teams and perspectives leads to more innovative solutions and better decision-making. By actively seeking to build teams with varied backgrounds, experiences, cultural perspectives, and professional trajectories, the organization can benefit from a broader range of ideas and approaches. This practice not only enhances creativity but also fosters a culture of inclusion and respect.

Provide support and resources for minority groups

Providing support and resources for minority groups is essential for addressing bias and cultural differences. This can include mentorship programs, employee resource groups, and access to professional development opportunities. By offering targeted support, the organization can help minority employees thrive and feel valued.

At Everllence DK, this support includes Spouse Day events aimed particularly at international colleagues and their families who have relocated to Denmark. These events support integration and wellbeing by offering spouses career guidance, insight into recruitment processes in Denmark, and opportunities to engage directly with Talent Acquisition. By recognizing that inclusion and belonging often extend beyond the individual employee to the wider family context, Everllence DK reinforces its commitment to an inclusive and supportive international work environment.





Address cultural differences: national, corporate, and location cultures

Cultural differences can manifest in various ways, including national, corporate, and location-specific cultures. National cultures influence communication styles, decision-making processes, and attitudes towards hierarchy and time. Corporate cultures shape the internal environment of an organization, affecting how employees interact and collaborate. Location-specific cultures can impact workplace dynamics, especially in multinational companies with offices in different regions. Recognizing and respecting these differences is crucial for fostering an inclusive and harmonious workplace. Encouraging open dialogue and training in cultural competence for all employees can help teams navigate and appreciate these diverse cultural landscapes.

Everlence DK addresses these differences through cultural training, intercultural e-learning, and everyday collaboration across locations, supported by English as a shared working language alongside respect for local languages and customs.

Examples of how to “call it out” if you witness bias

Calling out bias when you witness it is essential for maintaining an inclusive environment. Here are some effective ways to address bias:

1. Ask for clarification: **“What did you mean by that?”** This approach encourages the person to reflect on their statement and provides an opportunity for them to reconsider their words.
2. Express your feelings: **“I felt uncomfortable when you said that because it sounded biased.”** Sharing your feelings can help the person understand the impact of their words.
3. Refer to shared values: **“In our team, we value respect and inclusivity. That comment doesn't align with those values.”** This method reinforces the organization's commitment to diversity and inclusion.
4. Suggest alternative perspectives: **“Have you considered how that might come across to someone from a different background?”** Encouraging different viewpoints can promote empathy and understanding.

Process for how to report bias and DEIB incidents

Having a clear process for reporting bias and DEIB incidents is vital for addressing and resolving issues effectively. Here are the steps typically involved at Everllence DK:

1. **Identify the incident:** Recognize and document the details of the bias or DEIB incident, including who was involved, what happened, and when and where it occurred.
2. **Report the incident:** If you notice bias issues that need to be addressed, there are different ways to proceed:
 - a. Talk to the people involved about your observation or concern. This is important, if possible, to help all involved raise awareness, learn, and move ahead together.
 - b. Talk to your manager or the relevant manager.
 - c. Depending on the topic, reach out to the relevant union representative, work environment representative, or Human Resources.
 - d. If relevant, your manager or work environment representative can help you register an "Offensive act" in the Health, Safety & Environment management system Quentic.
 - e. If relevant, more severe issues can be raised in the Whistleblower System, available via our intranet or through the Compliance organization.
 - f. You can ask for support from Human Resources by sending a mail to HRDK.
 - g. If you have improvement or development suggestions related to bias, you are also encouraged to reach out to the relevant business area with your idea.
3. **Initial review:** Depending on the topic, the report is reviewed by the person responsible for handling bias incidents. They assess the severity and determine the appropriate course of action.
4. **Investigation:** If necessary, a formal investigation is conducted to gather more information and understand the context of the incident. This may involve interviewing witnesses and reviewing relevant documents.

5. **Resolution and follow-up:** Based on the findings, appropriate actions are taken to address the incident. This could include mediation, disciplinary action, or policy changes. The reporter and affected parties are informed of the outcome and any steps taken to prevent future incidents.
6. **Support and resources:** We provide support to those affected by the incident, such as counseling services or employee resource groups and ensure ongoing education and training to promote a more inclusive workplace.

With this reporting process, we aim to cultivate a culture of DEIB.

9. DEIB strategy process

In June 2025, Everllence DK launched its first strategy for DEIB. It was the culmination of an open strategy process that included a variety of stakeholders: internal and external contributors, managers, non-managers, employee representatives, and a wide representation of diversity dimensions. In addition to organizing and planning the strategy development, the strategy process had three key elements:

1. Gathering employee input at workshops
2. Target setting
3. Implementation planning

Gathering employee input at workshops

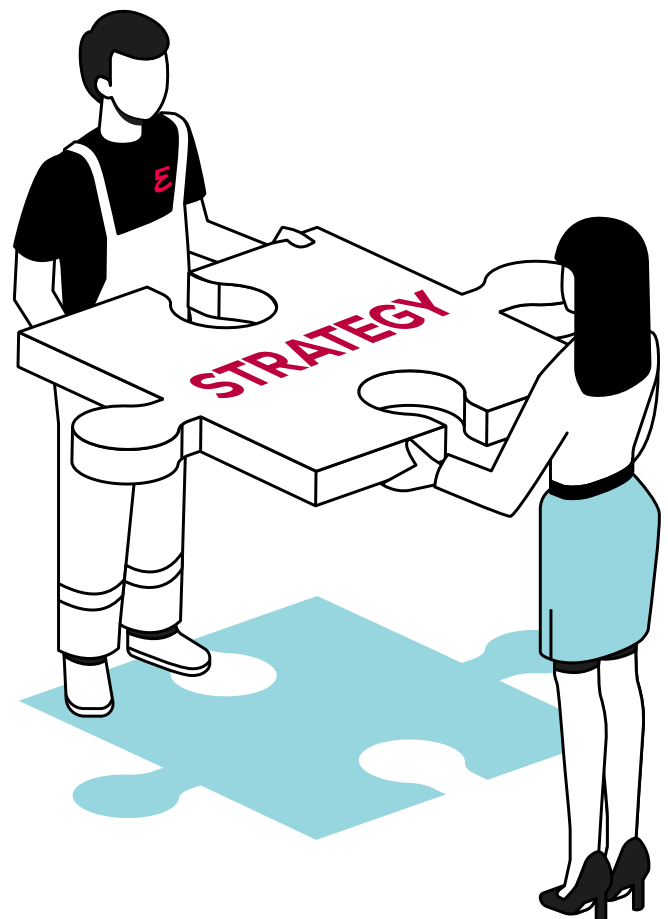
Seven workshops were conducted at our three locations in Copenhagen (2 in English, 2 in Danish), Frederikshavn (1 in English, 1 in Danish), and Holeby (1 in Danish language). We explicitly sought broad inclusion across different employee groups in the workshops. In 2024, top management in the Danish organization (referred to as DK Management, consisting of 10 Vice Presidents and Senior Vice Presidents) conducted reference group meetings with three specified minority groups to gain their feedback and perspectives on what works and what can be improved at Everllence DK: women, internationals, and employees below the age of 29. The participants of the reference groups in 2024 as well as in 2025 were all invited to the workshops. Additionally, works council members and work environment representatives were invited. Finally, top management received a list of participants and could nominate additional employees if their areas were underrepresented. This workshop recruitment process resulted in 92 volunteers being invited to the workshops. Out of the 92, nine canceled their participation for various reasons which resulted in 83 employees participating in the workshops. The employees represented 16 areas, i.e. the majority of the organization, 60% were women, 40% were internationals, and 5% were managers.

At the workshops, the 15 diversity dimensions were defined, discussed, and contextualized through concrete examples and experiences at our company. The purpose of the discussion was to enable the workshop participants to rank the 15 dimensions from most to least important on a 5-point Likert scale. The workshop method

resulted in a quantified ranking of the diversity dimensions, thus providing input to the DEIB strategy in terms of prioritized focus areas. Next, 48 biases related to the diversity dimensions and 14 situational biases were defined, discussed, and contextualized, enabling a similar quantification of the biases. In addition to collecting the quantitative data from the workshops, notes were made during the workshops, resulting in qualitative feedback and ideas. The quantitative and qualitative input was shared with all participants after the workshops.

Target setting

The workshop participants were invited to contribute to the next step in the strategy process: target-setting. During this phase, the quantitative as well as qualitative input generated at the workshops was discussed by a working group with wide representation. The working group first compared the input from the workshops to proposals from research literature on what actions a company can realistically take to



increase DEIB. For each item in the feedback, it was evaluated whether the item was addressed by the proposed actions; if not, the working group added an appropriate action. This process resulted in an employee lifecycle overview of possible actions. The working group found that the employee lifecycle was an overly complex framework, and through card-labeling and sorting exercises they regrouped the actions and assigned headlines. The result was a set of targets in three clusters, each with a headline: Structure, DEIB Leadership Culture, and Belonging. Each cluster consisted of a set of targets (see Fig. 3).

Implementation planning

The workshop participants were invited to contribute to the final step in the strategy process, planning the implementation of the targets. The working group discussed how the targets could be implemented. Targets were distributed among the working group participants who proposed implementation plans for their targets. The proposals were discussed, challenged, refined, and ultimately finalized, resulting in the final strategy consisting of a set of targets and an implementation plan.

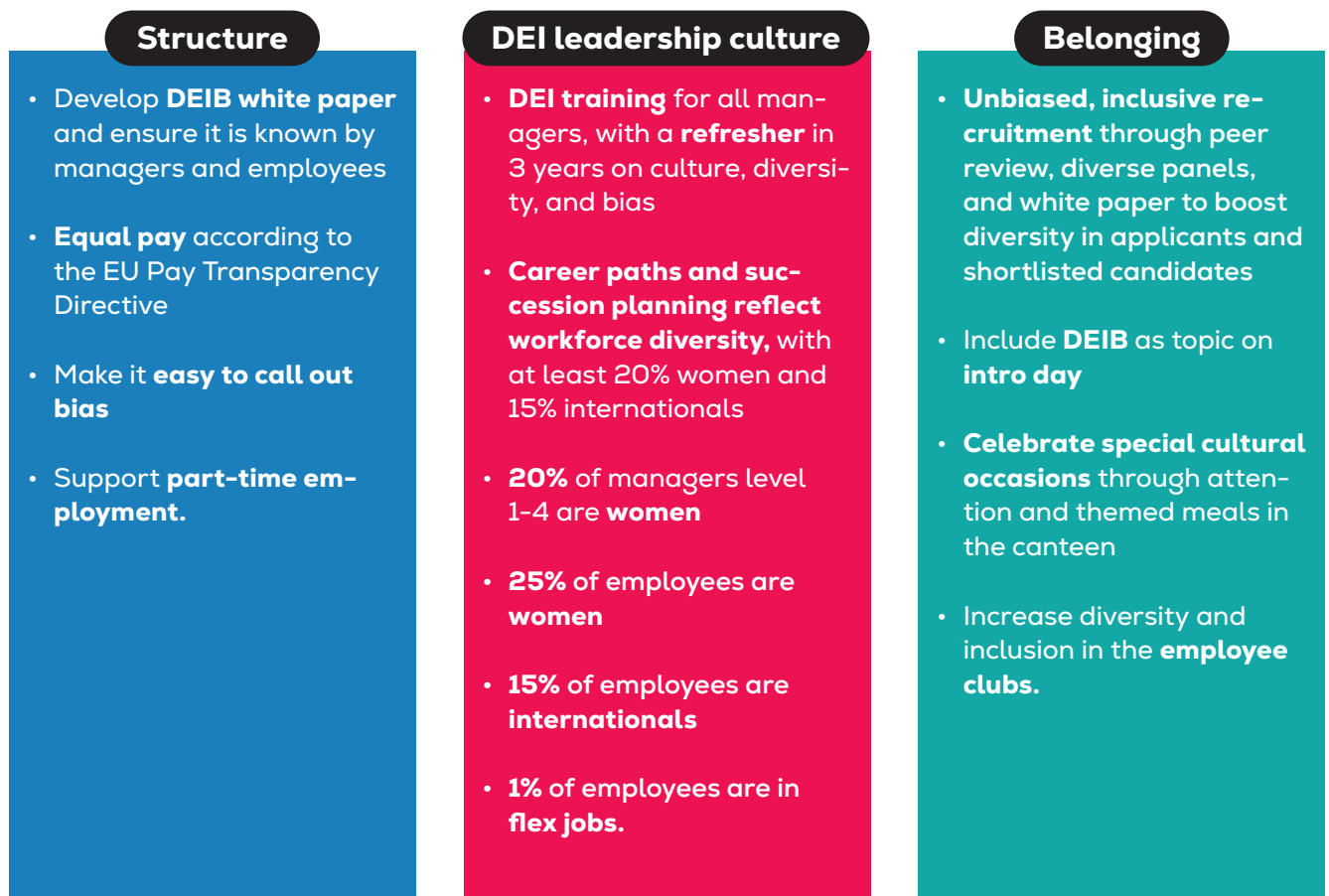
The following colleagues participated in various stages of developing the strategy and have agreed to be mentioned in this paper: Afshan Akram, Aline Carina Jebautzke, Amanda Price Ketten, Amar Atul Parikh, Amol Sharadpant Dashpute, Anders Bay, Anders Birnbaum, Andreas Koch, Berit Heisel, Brian Nyborg Halager, Charlotte Skovmand, Christina Moltzen, Claudia Ivette Mota Ramirez, Eda Koc, Emilie Antonsen, Emilie Jul Lindquist, Gitte Lisborg, Heidi Jönsson, Henriette Andersen, Ina Klaaby Ludvigsen, Inge Alsmith, Ioannis Dimakopoulos, Jakob Gericke, Jesper Estrup Madsen, Jom Vichitphon Whungsuriya, Jonna Birgitte Schriver, Jorinna Gunkel, Juliet Birch, Kamilla Authen, Karin Schneckloth Wittrup Churchill, Karolina Suchomelova, Louise Haslund Birklykke, Louise Rode Romme, Lowri John Best, Mads Roed Wehage, María Agustina Ramírez, Maria Aalborg, Marietta Hochwald, Marta Joanna Buczek, Mette Bøgehus, Mia Moberg Kristensen, Michael Blak Pedersen, Oguzhan Demirel, Oskar Steen Stenholm, Peter Mandler, Raheel Chauhan, Ranjan Senthilnathan, Rikke Helena Winberg, Sahand Seirafianpour, Sandra Bakkegaard, Sydney Jolynn Belz, Tena Babic, Tobias Tessmer, Ulrich Gerlach Richter, Vilhjálmur Baldursson, Wei Jin, as well as 46 other employees.

10. The DEIB strategy

Our DEIB strategy reflects Everllence DK's belief that inclusion is a collective responsibility. We reject approaches that create division or dependence. Instead, we champion fairness, transparency, and the celebration of diversity as a source of strength. By focusing on shared respect and collaboration, we create a culture where everyone can thrive together.

Diversity, equity, inclusion & belonging 2030 strategy

Purpose: We want to ensure employee wellbeing, attract and retain the best, while supporting creativity and innovation.



¹ A "flex job" is a special employment arrangement designed for individuals whose ability to work is permanently and significantly reduced, typically to less than 50% capacity across professions. These jobs are tailored to the individual's capabilities, with adjusted working hours and responsibilities, and are supported by a municipal wage subsidy to ensure fair compensation despite reduced efficiency or hours worked.

11. Conclusion

This white paper has provided a comprehensive exploration of diversity, equity, inclusion, and belonging (DEIB) as essential pillars of a thriving, innovative, and resilient organization. Through detailed definitions, practical frameworks, and real-world applications, we have illustrated how DEIB is not merely a set of ideals, but a strategic necessity that enhances innovation, employee engagement, and organizational resilience.

Summary of key points

- **Shared understanding of DEIB concepts:** We began by establishing a shared vocabulary around DEIB, clarifying the distinctions between diversity (representation), equity (fairness through tailored support), inclusion (active engagement), and belonging (feeling valued and accepted). These definitions serve as the foundation for all subsequent initiatives.
- **Bias awareness and mitigation:** The paper explored the pervasive nature of bias, both identity-specific and situational, and introduced practical tools and leadership behaviors to recognize, block, and reduce its impact. This includes the use of bias blockers and accountability mechanisms.
- **Inclusive practices across the employee lifecycle:** From recruitment and promotion to daily team interactions, we outlined inclusive practices that ensure fair treatment and equal opportunity. These include rotating meeting roles, ensuring diverse representation in public forums, and assigning high-profile tasks to underrepresented groups.
- **Mental health, key life phase changes and personality inclusion:** Recognizing the importance of psychological safety, we emphasized the need to normalize conversations around mental health, life phase changes and the accommodation of different personality types. This ensures that individuals across the full spectrum of personality types, as well as neurodiverse individuals, can thrive in their roles.
- **Work-life balance and cultural sensitivity:** We highlighted the importance of respecting employees' lives outside of work, including caregiving responsibilities and cultural or religious

observances. This fosters a more humane and flexible workplace culture.

- **Fair and transparent promotion practices:** Structured evaluation processes, peer and external reviews, and targeted development programs help ensure that promotions are based on merit and potential, not unconscious bias or systemic barriers.
- **Employee-driven strategy development:** The DEIB strategy was shaped through an inclusive process involving workshops, reference groups, and collaborative planning. This participatory approach not only enriched the strategy but also fostered a sense of ownership and commitment among employees.

Looking ahead: sustaining momentum and deepening impact

As we move forward, we reaffirm that DEIB at Everllence DK is about empowerment through respect, not about providing special treatment. Our vision is a workplace where differences are embraced naturally, where collaboration is the norm, and where fairness guides every decision. Together, we will continue to build a culture that values diversity as a foundation for innovation, trust, and shared success.

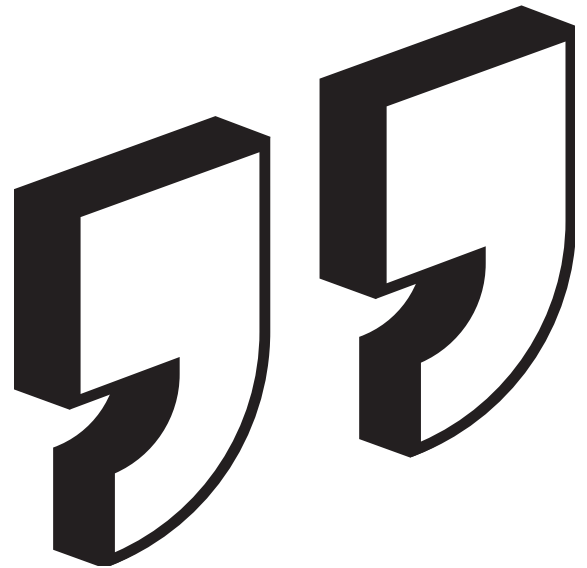
As we move into the future, our DEIB efforts are far from complete. The strategy launched in 2025 marks a significant milestone, but it must be seen as a living framework – one that evolves with our organization, our people, and the world around us.

- **Continuous learning and adaptation:** We will regularly revisit and refine our DEIB goals based on employee feedback, emerging research, and societal developments. This includes updating training materials, revising policies, and experimenting with new approaches to inclusion.
- **Data-driven accountability:** To ensure progress, we will implement robust metrics and reporting mechanisms. These will help us track outcomes, identify gaps, and hold ourselves accountable to the commitments we have made.
- **Leadership development and cultural change:** We will continue to invest in inclusive leader-

ship training, ensuring that leaders at all levels are equipped to foster belonging, challenge bias, and model inclusive behaviors. This cultural shift must be championed from the top and reinforced throughout the organization.

- **Expanding the scope of inclusion:** As our understanding of diversity deepens, we will broaden our focus to include emerging dimensions such as digital accessibility, intergenerational collaboration, and global cultural fluency. Inclusion is not static, and must grow with us.
- **Collaboration and external engagement:** We aim to share our learnings and collaborate with other organizations, academic institutions, and community partners. By contributing to the broader DEIB ecosystem, we can amplify our impact and learn from others on similar trajectories.

By continuing to listen, learn, and lead with empathy and intention, we can build a workplace where everyone feels seen, heard, and empowered to contribute. Together, we are not just shaping a more inclusive company – we are also shaping a more equitable future.



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