



Teva's Position on Inclusion and Diversity

February 2026



At Teva Pharmaceutical Industries Ltd (hereinafter “Teva”), Inclusion and Diversity (I&D) are fundamental to our culture and the way we work. We believe that when people from different backgrounds and viewpoints come together, bringing unique perspectives and experiences, we unlock new ideas, drive innovation, and create a positive impact for patients and communities worldwide. Providing opportunities and rewarding performance based on merit, regardless of background, is an important part of how we grow and succeed as an organization. Our inclusive practices help ensure that all individuals we work with are supported and empowered to thrive. Our commitment to I&D is woven into many aspects of our business, from how we develop our people and strengthen leadership, to how we work and communicate with external stakeholders.

We believe that a truly inclusive workplace is one where every individual feels valued, respected, and empowered to reach their full potential. This is grounded in Teva’s core values of *caring* and *getting it done together*, and is reflected in the way we seek out different viewpoints, listen to each other, and build trust across our teams. By investing in our people and celebrating achievements, we foster a culture where everyone can contribute to our shared purpose: we are all in for better health.

Equally, our commitment to I&D extends beyond our own culture. We are determined to advance health and enhance business resilience by designing inclusive clinical trials, partnering with diverse suppliers, and ensuring our communications are culturally relevant and representative of the patients we serve. In short, I&D shapes the way we work, how we treat each other, and how we show up for patients.

This position affirms our commitments both in terms of internal culture and our external impact, and aligns with our purpose, values, Code of Conduct and Healthy Future strategy. The scope of this position covers all companies owned or operated by Teva, our production operations and business facilities, research and development (R&D), products and services, distribution and logistics, direct suppliers, service providers, contractors, and other key business partners.

Teva, including its directors, executives and employees, is committed to welcoming and embracing individuals of all ethnicities, races, religions, cultures, genders, gender identities, sexual orientations, ages, and abilities in compliance with applicable law. The I&D issues covered by this position statement represent the actual and potential impacts, risks, and opportunities for Teva, and we believe that our proactive management of this topic helps protect and enhance the organization’s long-term sustainability.

Inclusion and Diversity Aspirations, Approach and Commitments

Respect for all

At Teva, everyone belongs, and all opinions are valued. Our commitment to I&D is rooted in a deep respect for each individual, and we are dedicated to nurturing a culture of dignity, fairness and psychological safety. We

know that when our people feel respected, they can realize their full potential and apply their unique skills and talents. This not only strengthens individual growth – it also strengthens our organization, fueling our creativity and innovation as we work to improve the health of people of all backgrounds.

Creating this kind of environment requires clear expectations and shared responsibilities. We do not tolerate any form of discrimination, harassment, retaliation, intimidation, humiliation, bullying, unfair treatment, or any hurtful or inappropriate behavior at any time.

Our commitment of *respect for all* extends to all stakeholders we work with, including our employees, patients, clinical trial participants, suppliers, and business partners. We strive to create a safe environment where everyone at Teva feels proud, respected and valued each day they come to work, and where our external collaborations reflect the same values.

This culture of respect is also reflected in how we recognize and reward our people. We compensate our employees fairly based on market norms and in line with legal requirements for wages and social benefits, often exceeding legal minimum levels. We aim for pay equity at all levels.

We are committed to complying with all applicable laws, regulations and other requirements related to inclusion and diversity, recognizing this is a fundamental aspect of our corporate well-being and ultimately our business success.

Workforce Inclusion

Our inclusive culture is what binds us. By removing the barriers between our people and their ideas, beliefs and ability, we can harness the truly diverse insights that underpin our innovative work. It's about being accepted for who you are and feeling like you belong.

We know that inclusion fuels our performance. We welcome people of all backgrounds, viewpoints, identities, and experiences across all levels of the organization – from our Board of Directors and Executive Management to entry-level positions. By building a culture where every voice matters, we seek to unlock new ideas, accelerate innovation, and deliver treatments with better outcomes for our patients.

An I&D lens is applied across the entire employee journey, including the recruitment, development, promotion and retention of our employees. We are committed to providing equal opportunities, support and recognition for all – empowering personal development and strengthening our teams. At every stage, we aim to ensure that merit, experience and potential guide opportunity, regardless of background.

This approach is reflected in how we attract and grow our workforce. By actively seeking qualified candidates from a variety of backgrounds, viewpoints and experiences, we ensure a broad talent pool that reflects the

diversity of the patients and communities we serve. We provide flexible onboarding and a range of leadership and development programs, helping employees grow and advance in their careers based on their needs.

We also invest in our Employee Resource Groups, which are open to all employees and bring together colleagues to network and address shared challenges.

Inclusive Health

We are committed to advancing health equity by ensuring our practices, products and communications are inclusive and responsive to the different needs of the patients we serve.

Many factors influence how individuals respond to treatment. To ensure our medicines are effective for a broad range of people, we design clinical trials to enable representative enrollment that aims to mirror the populations that will use the medicine. Where possible, we proactively speak with patients, caregivers and advocacy groups representing different backgrounds during study design stage to incorporate their perspectives and preferences. By collaborating with patients, caregivers, and advocacy organizations during study design, we foster meaningful dialogue that enriches trials with real-world insights.

To further improve accessibility and patient participation from a wide range of populations that will use the medicine, we incorporate decentralized elements, such as home-based options, and employ targeted training to support inclusive research practices. This helps us overcome barriers such as mobility constraints and ensures broader patient representation.

Our communications and marketing are guided by a patient-centric mindset, ensuring they are culturally relevant, inclusive, and reflective of the lived experiences of those who rely on our medicines. Through these efforts, we aim to build trust, promote understanding, and support better health outcomes for all.

Resilient and Inclusive Supply Chain

Supplier Diversity is a proactive business program that provides equal opportunities for all qualified suppliers including (where appropriate) minority owned, women owned, veteran owned, LGBTQ+ owned, disabled owned, service-disabled veteran owned, historically underutilized businesses, and Small Business Administration-defined small businesses into an organization's supplier base.

Teva is committed to growing and developing successful business relationships with a broad supplier base that can support Teva's business objectives. Teva understands that providing equal opportunities for all qualified suppliers, including small and diverse businesses as appropriate, can be a catalyst for stronger innovation and growth.

Inclusion and Diversity Governance

Promoting I&D requires collaborative efforts. Our global I&D strategy, initiatives and partnerships are overseen by Teva's cross-functional I&D Steering Committee, which provides updates to our Sustainability Steering Committee.

Reporting

We report externally on our actions and performance on I&D in our annual [Healthy Future Report](#) and accompanying disclosures.

Application of this Position

This position is approved by the responsible Teva management members and endorsed by all Executive Management. It is supported by internal procedures that ensure our policies and commitments are upheld. We communicate this position to our employees and on our website.

This Position on Inclusion and Diversity was last updated in December 2025 and is subject to change as Teva considers necessary or advisable.