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Launching a New TA Team

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TALENT ATTRACTION

Agenda

Introduction to Lundbeck

Embarking on change

The importance of data

Challenges and takeaways

At Lundbeck, we discover, develop and commercialize treatments that make a difference to people affected by psychiatric and neurological disorders.



THIS IS LUNDBECK

Our focus: From idea to patient



DRUG DISCOVERY

Creating high quality drug molecules, antibodies and vaccine drug candidates based on solid disease understanding and treatment hypotheses with the potential to translate into treatments in defined patient populations.

DRUG DEVELOPMENT

Developing medicines leveraging insights about patient needs as well as technology and AI, and the medical, regulatory and payer environment.

PRODUCT DEVELOPMENT AND SUPPLY

Competencies to innovate API and formulations, and highly reliable and efficient infrastructure to support projects from early research to manufacturing and distribution of finished goods at commercial scale.

CORPORATE SUPPORT

Highly efficient global support infrastructure that enables the line of business to perform and protect Lundbeck's assets and reputation.

GLOBAL PRESENCE

A strong global medical, regulatory and commercial infrastructure with a key focus on specialists with expertise in the treatment for brain diseases.

Our key figures



REVENUE

Our 2023 revenue reached DKK

19.9bn



EMPLOYEES

We are approximately

5,600

employees across the company



TREATMENTS

Our products are registered globally in more than 100 countries, and we reach more than

+8mn

people with our product portfolio on a daily average



GLOBAL PRESENCE

We are headquartered in Denmark and are present in

+50
countries



OWNERSHIP

Our largest shareholder is the Lundbeck Foundation, which annually grants more than DKK

500mn

to support research within medical and natural sciences

HISTORY

Lundbeck was founded by Hans Lundbeck in Copenhagen over a century ago, in

1915



Our global P&O organization



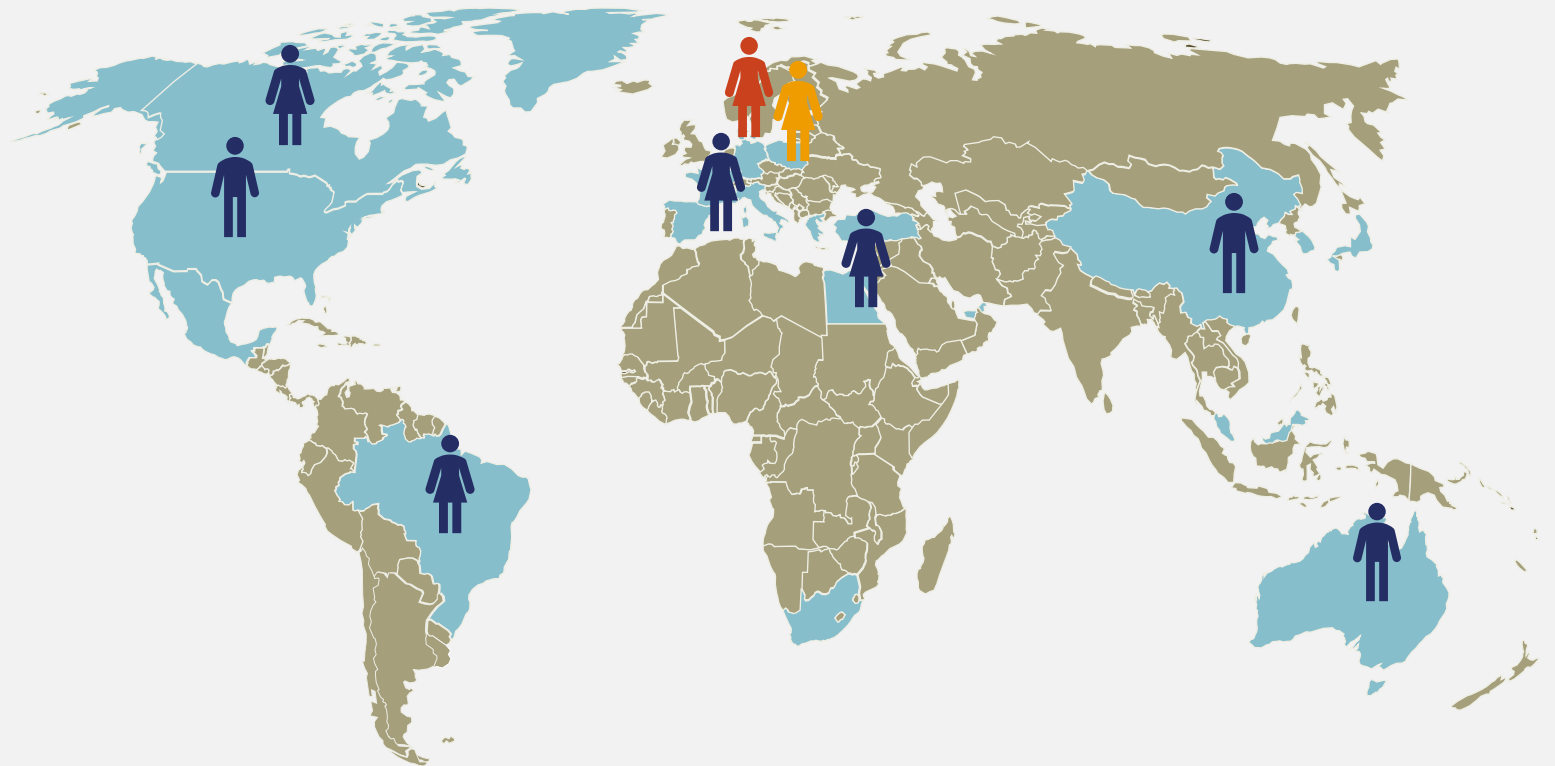
HEADCOUNT

149

46 HQ employees

46 GBS employees
(anchored in the Corporate Functions organization)

57 regional employees
(anchored locally in the Commercial organization)



Embarking on change: Building a case, then a team

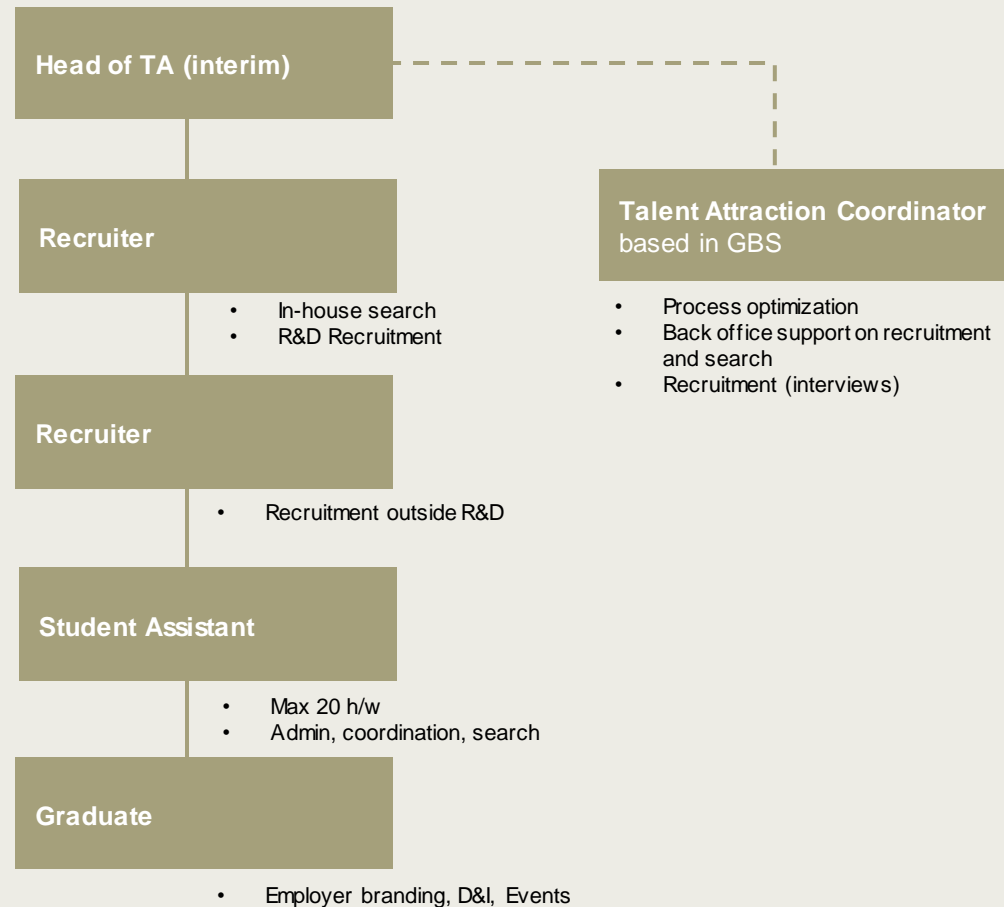


Our journey – building an in-house TA function

2021

Challenges

- Difficulty attracting the right talents
- High agency spend
- Unmanageable workload
- Hiring Managers spending too much time on recruitment
- Lack of data and analysis
- Lack of talent and market insights



Every brain

in the game

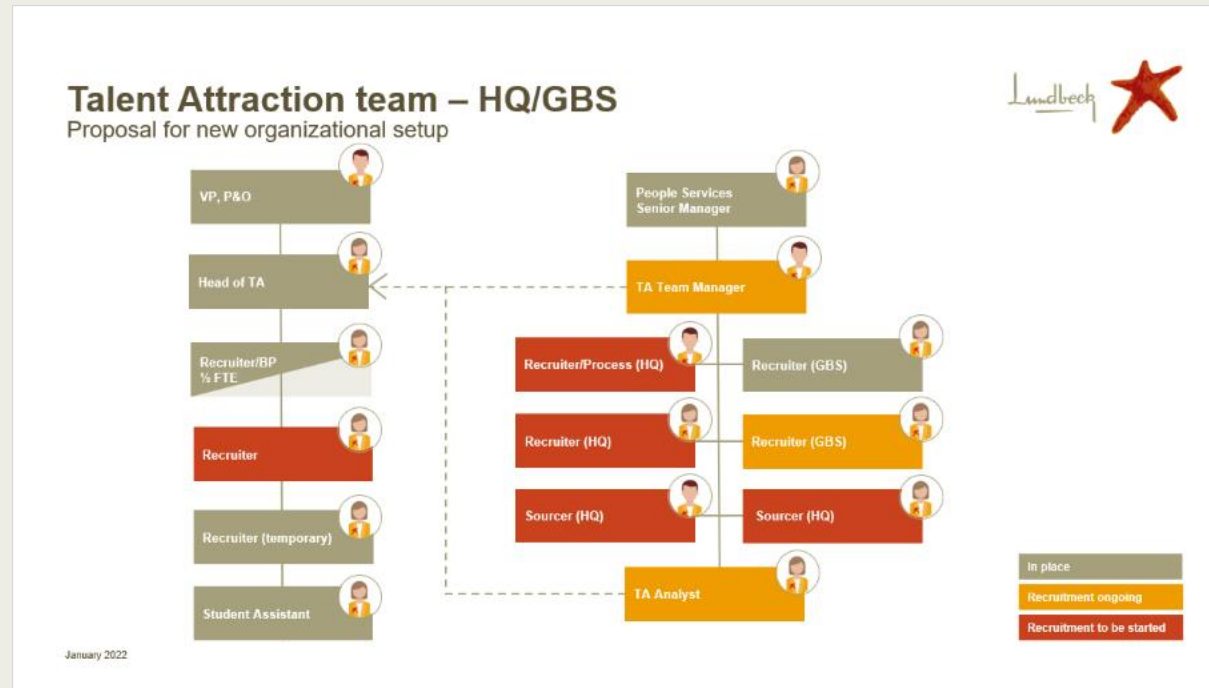
Our journey – building an in-house TA function



2021

Business case proposal

- Build Global Recruitment CoE
- Expand GBS platform
- Retain resources in DK
- Cost analysis based on actual agency spend, predicted volume and roles that could be sourced in-house

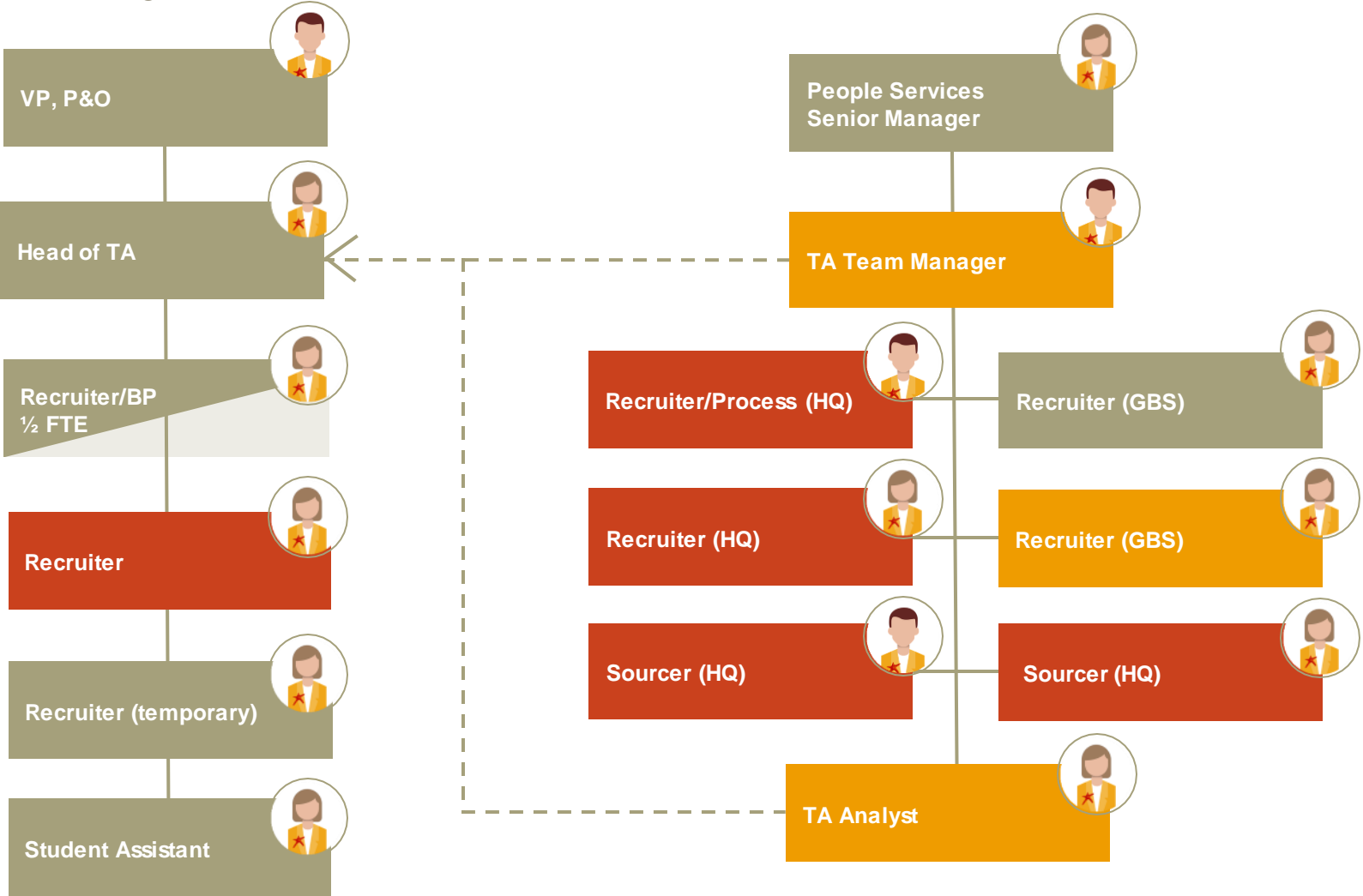


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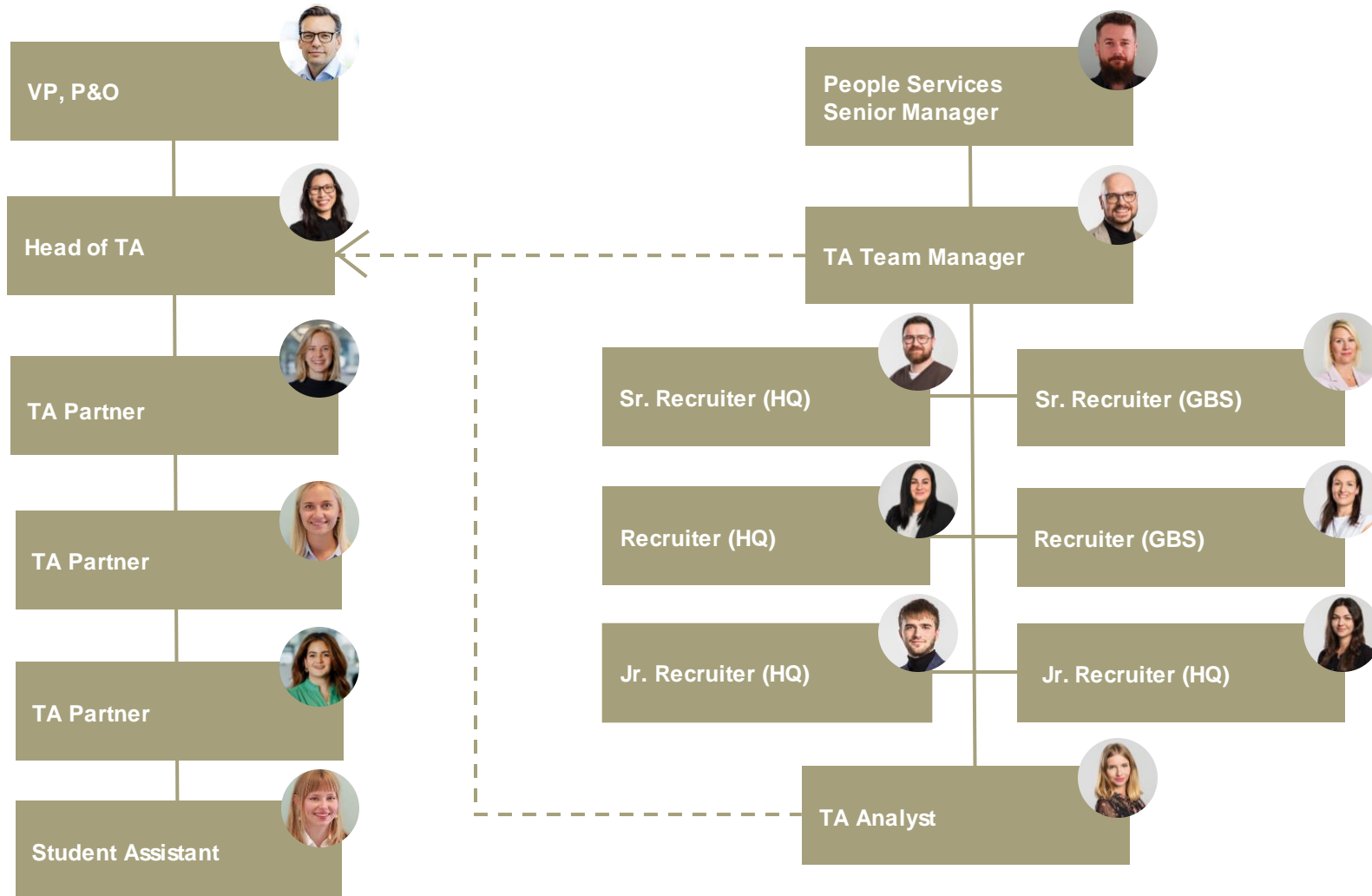
Talent Attraction team – HQ/GBS

Proposal for new organizational setup

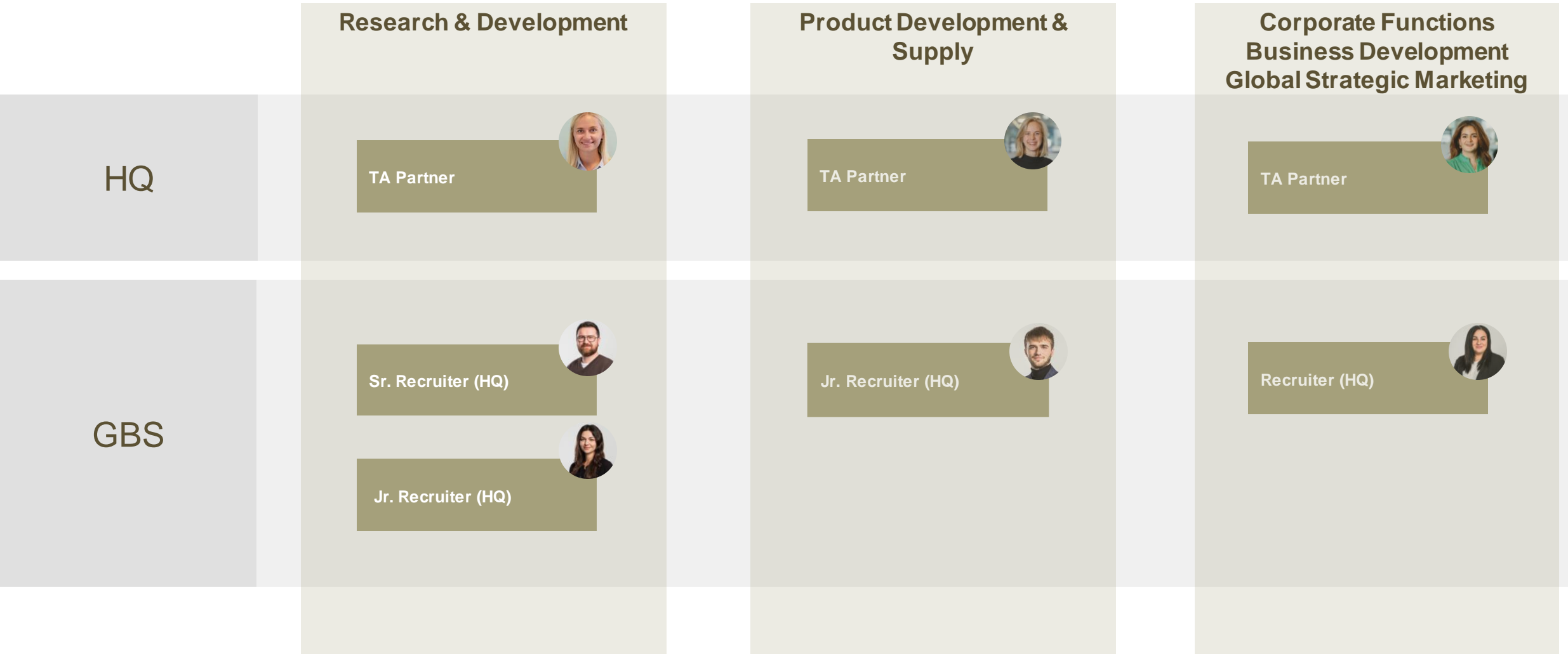


In place
Recruitment ongoing
Recruitment to be started

Talent Attraction team – HQ/GBS



Talent Attraction team – HQ/GBS



Global P&O

Talent Attraction

Our purpose:

We find and attract the best employees to help shape the future of Lundbeck and improve life for those suffering from brain diseases.

We use our expertise to support hiring managers and challenge assumptions, ensuring the right match and the creation of a workforce that is as diverse as the people we serve.

We deliver:

- Proactive and efficient sourcing and recruitment of talent
- Employer branding initiatives to ensure that Lundbeck remains one of the most attractive employers in Denmark
- Significant cost savings over external agencies
- Recruitment analytics & a data-driven approach

Our current priorities are:

- Consistently running a **fair and unbiased recruitment process** through awareness, dialogue and de-biasing tools
- Creating a new **Employer Branding strategy** in line with Lundbeck's corporate strategy
- Implementing a **global TA operating model** and recruitment system
- Defining ambitions for global and local **onboarding**



*Nominated by LinkedIn
as a Top 3 Finalist for
**Best Talent
Acquisition team in
the Nordics, 2022***

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2022

Goals

- Build team
- Establish TA operating model (HQ/GBS)
- Improve recruitment service delivery (pilot end-to-end process in HQ)
- Increase proactive sourcing to reduce agency spend
- Ensure an inclusive and fair recruitment process
- Develop TA analytics – identify key metrics and KPIs
- Launch employee referral program

2023

Goals

- Fully implement end-to-end recruitment process in HQ
- Focus on employer branding, candidate experience and hiring manager experience
- Global system roll-out
- Targeted branding & outreach
- Strengthen employer brand
- Launch employee advocacy program

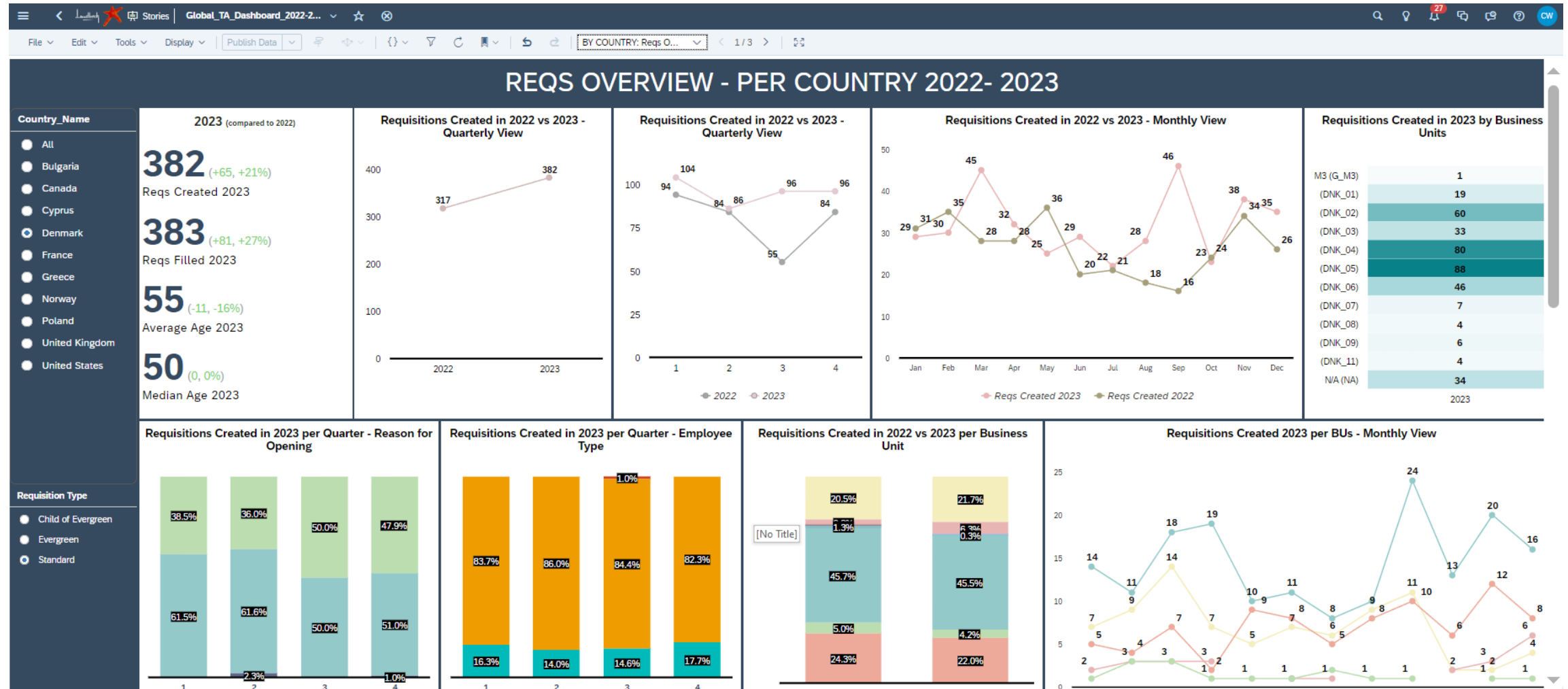
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TALENT ATTRACTION

The importance of data

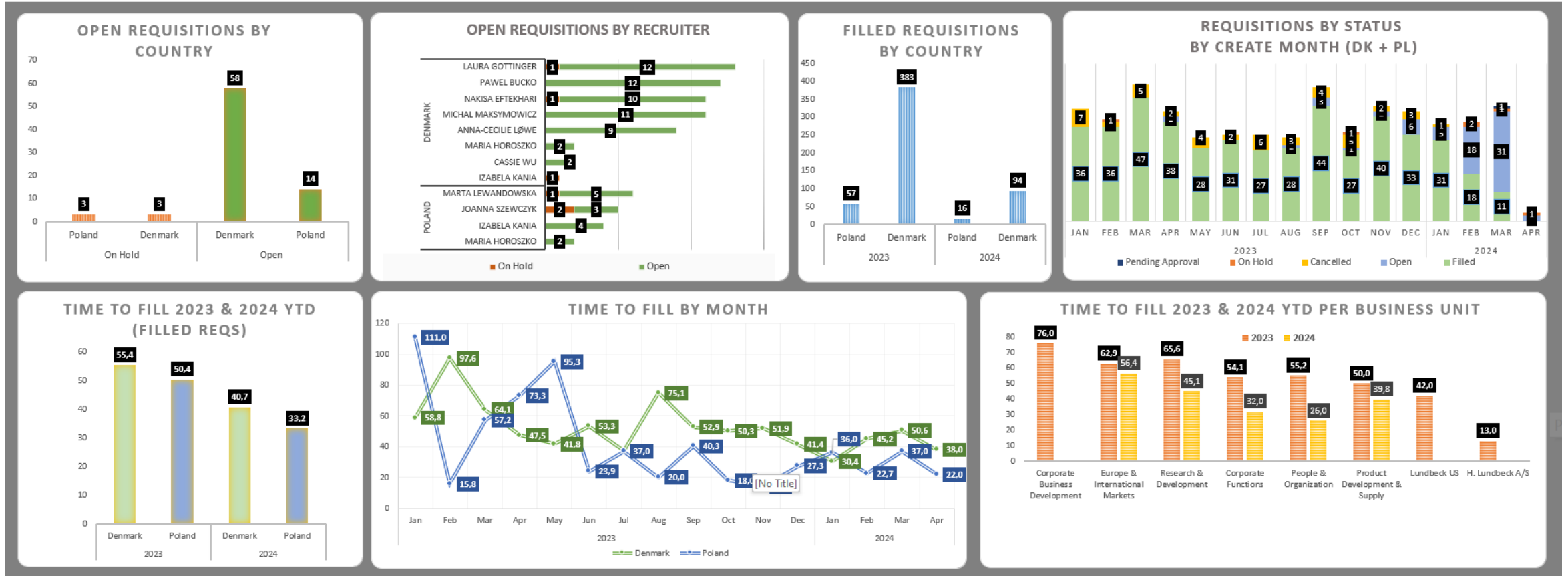
Different audiences, different needs



Different audiences, different needs



Talent Attraction Summary

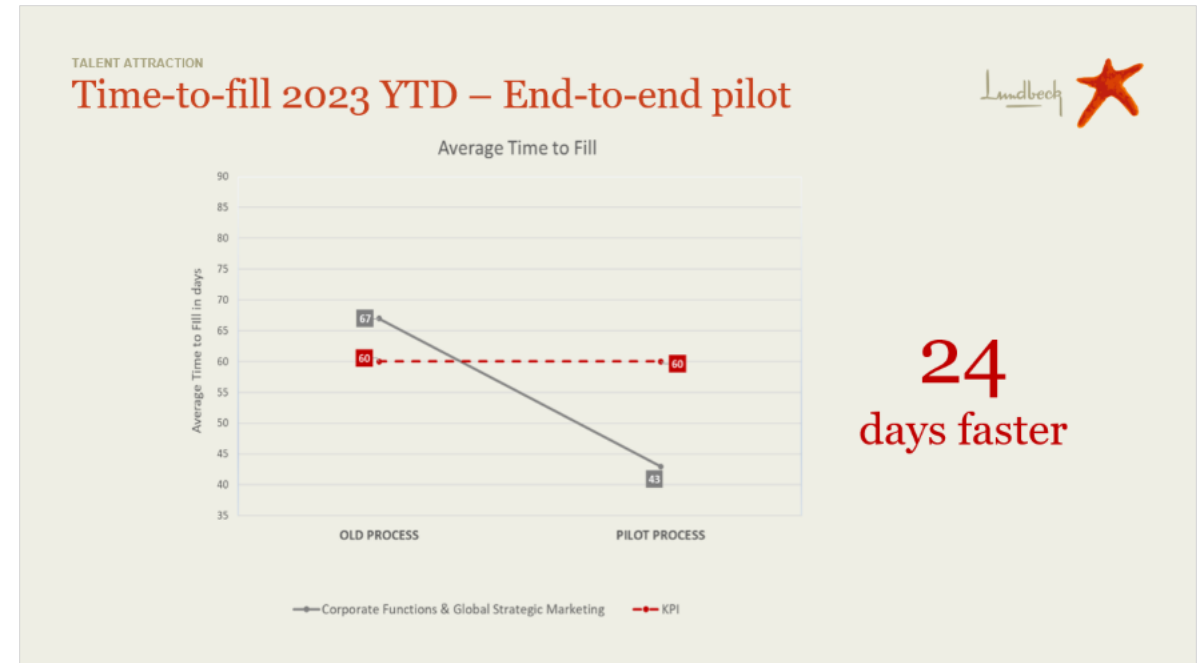


Tailor your story. Use data wisely.

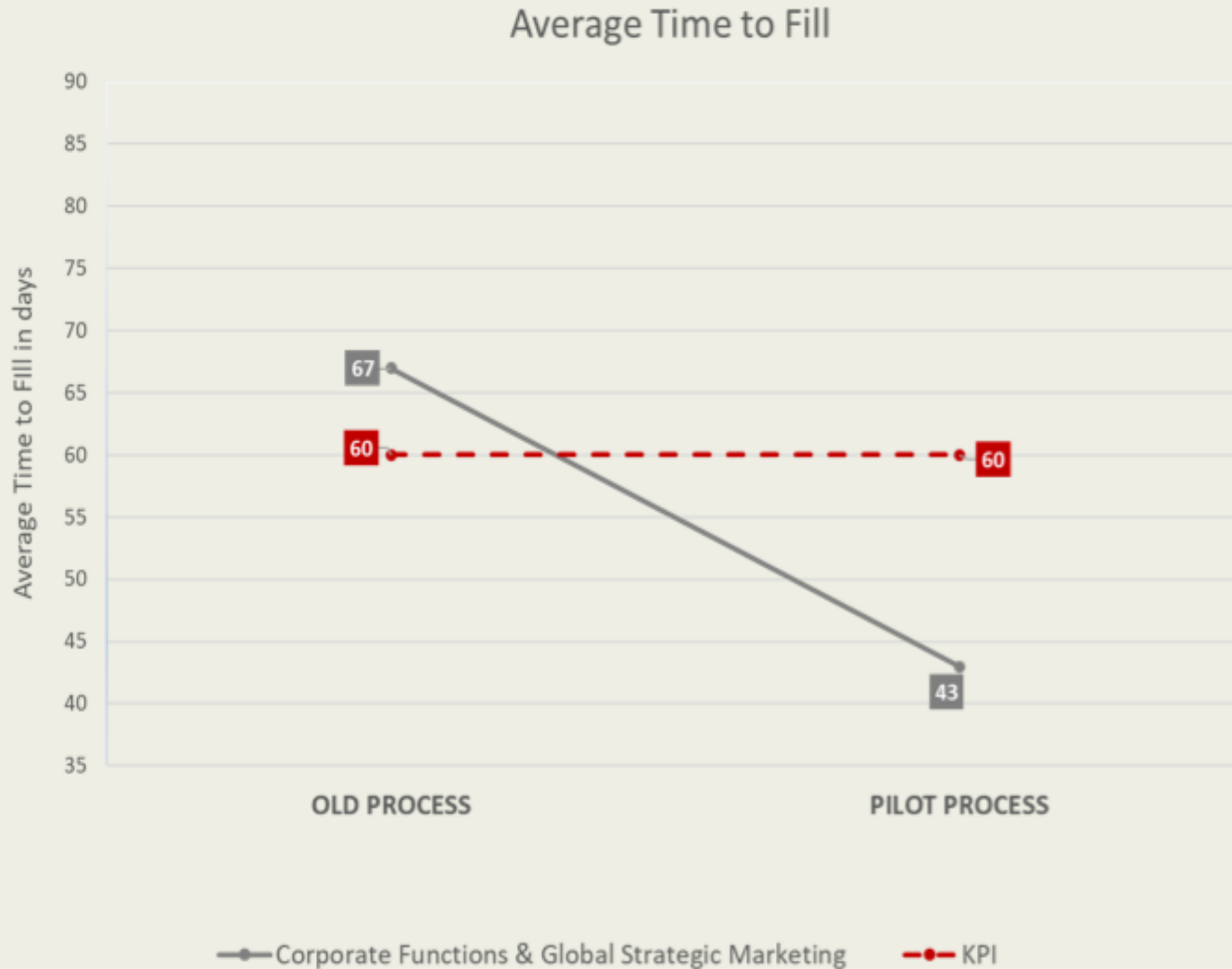


- Who is in the room?
- What are their current concerns?
- How does your story solve their problems?
- Keep it simple.

Example:



Time-to-fill 2023 YTD – End-to-end pilot



24
days faster

TALENT ATTRACTION

Challenges and takeaways



What requires our continued focus?

Our people

- Motivation and development of team members
 - Identifying the right balance between operations, projects and developing into a strategic function
- Ongoing cross-cultural collaboration and shared ways of working (Agile)

Our business

- Understanding and responding to changing business needs
- Generational differences and expectations

Our global employer brand

- Updating and aligning with our new corporate strategy
- Ensuring consistent branding globally

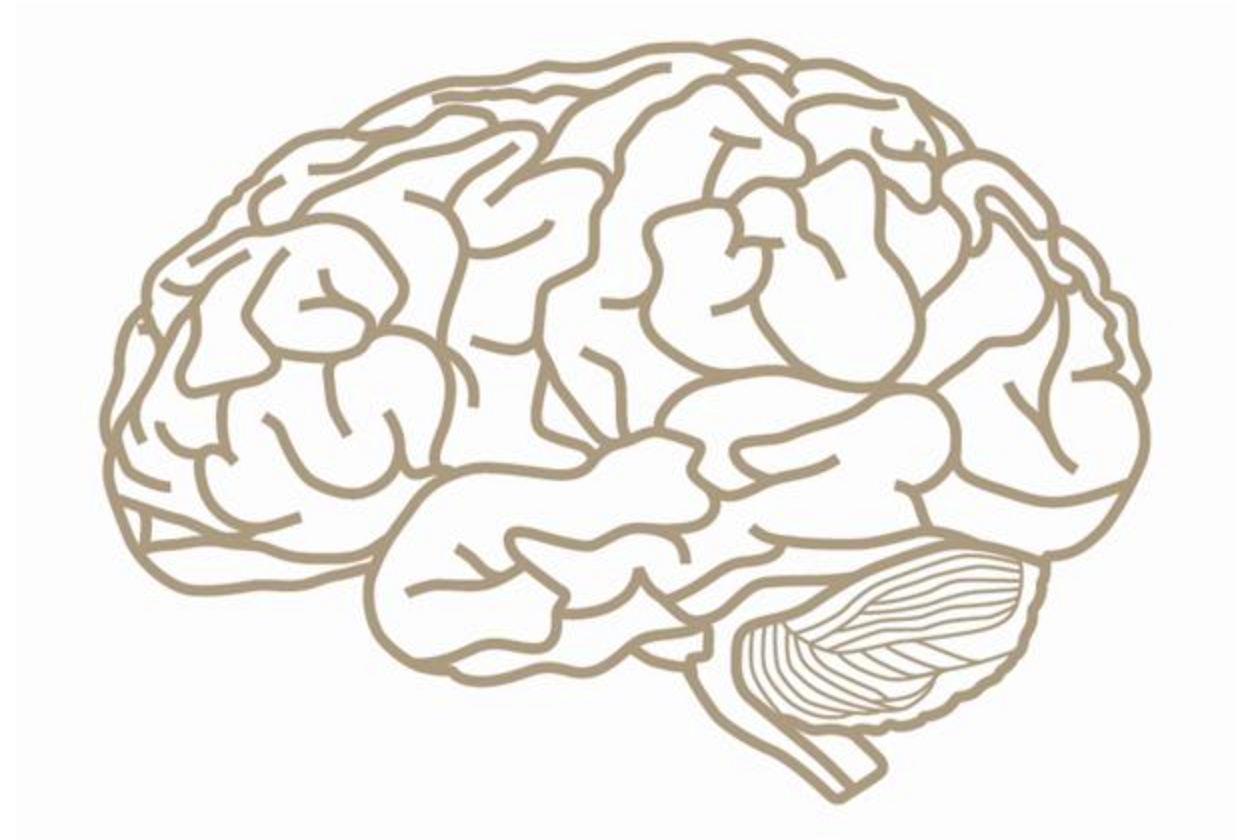
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Takeaways



- Start with the **foundation** – stable, high-quality and consistent recruitment operations.
- **Pilot** your offering. Use the good stories to gain support.
- **Position** your team and the business value of TA to key stakeholders – continuously.
- Use **data** to build your case and measure success.



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Lundbeck

