

CV

Charlotte Hedegaard
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EXPERIENCE

CH Law

Owner (November 2025 – ongoing)

CH law is a boutique law firm, and I advise on selected areas where I am specialized, including all business ethics compliance, life science (general legal matters) and in-house assignments. I refer to CH Law website.

Egmont A/S

Head of Group Compliance (Oktober 2024 – November 2025)

I was responsible for Egmont's compliance programme and provided advice on legal and compliance.

Demant A/S (February 2023 – October 2024)

Member of Demant A/S Board of Directors (employee elected).

Demant A/S

Head of Group Compliance, Group Legal & Compliance (October 2019 – October 2024)

Responsible for Demant Group business ethics compliance.

I built Demant's Group program from the ground and continued advising and educating. I managed our whistleblower hotline & investigations. I reported to Demant Management & BOD.

I managed a team of groupwide trusted advisors and worked on strategic projects. I also built a global network of 80 champions (indirect reports) and supported cross functional and global implementation in 30 countries.

The compliance program includes code of conduct, whistleblower, anticorruption, third party compliance, trade compliance & competition law. I developed groupwide e-learning and used various digital tools, including sanctions screening and due diligence. Member of Steerco for ESG reporting. I finalised first reporting for Demant on "G" of ESG.

ISS World Services A/S

Senior Director, Group Legal (December 2018 – Oktober 2019)

Legal head of Group M&A transactions in Asia, including 7 country divestments (strategic transformation).

LEO Pharma A/S

Head of Commercial Legal, Senior Director (April 2013 – August 2018)

Leadership skills:

Headed up a team of 14 lawyers advising LEO Pharma globally. 9 direct reports and 1 leader. Three lawyers situated abroad. Established legal functions in Dubai (region International), France (France, Belgium & Canada) and China. I led a very well-functioning strong team covering a very wide range of competencies and complex projects.

Professional Skills:

I am a business-oriented lawyer. Advice on a broad range of legal matters. Stakeholders: HQ functions, Regions (Europe, International, Japan and China) & affiliates. E.g. Business Development, IT, Finance, Regulatory Affairs, Marketing, Corporate Communications, Medical Affairs, Product Supply, Sourcing, People (HR) and Innovation Lab.

Examples of tasks:

Strategy. Projects: M&A, outsourcing, transformation & mass lay off. Regulatory & life science matters on prescription drugs, medical device & OTC regulations, e.g. marketing compliance. Corporate Commercial matters (contracts, licencing & negotiation), launch of products, production, public/external relations, Patient programmes, digitalization, development of E-commerce & E-learning, HR advice (top management contracts). Member of Global Compliance Board. Responsible for GDPR.

M&A skills:

Overall legal responsibility for:

- Divestment of a portfolio of 10 products to Karo Pharma AB, 1 March 2018
- Purchase and integration of the global dermatology business of Astellas Pharma Inc. – equalling a 20% increase of LEO Pharma's global business, 2015-2017. Member of Steering committee and lead negotiation team

Gorrissen Federspiel Law Firm

Attorney at law (September 2010 - March 2013)

Senior lawyer in the department IP & Technology (Life Science & IPR broadly). Primary client: Novo Nordisk. I advised clients on legal matters related to prescription drugs, medical devices & cosmetics. September 2011-March 2012 I was seconded at Novo Nordisk to lead global development projects.

KODA

Attorney at law (July 2009-September 2010)

Senior legal advisor negotiated licencing contracts on behalf of KODA.

Kromann Reumert Law Firm

Attorney at law (June 2008-July 2009)

Project lead developing Kromann Reumert's Corporate Social Responsibility (CSR) profile. Kromann Reumert joined United Nations Global Compact in fall of 2008. I build the internal and external CSR profile, created an expert group for external advice – especially on anti-corruption, including investigations and whistleblower hotline and drafted Kromann Reumert's first Global compact report in 2010. During this year I developed tremendously in my project management skills.

Novo Nordisk A/S

Senior Corporate Counsel (March 2005-June 2008)

Pharma law and compliance team in Group Legal. I provided legal, compliance and contractual advice to various global business units and affiliates within the Novo Nordisk group.

Examples of stakeholders: Global Development, Product Supply, Global Marketing R&D (responsible for several multi-centre trials), Regulatory Affairs/Safety (member of Labelling committee) & Quality.

I developed Novo Nordisk's first version compliance programme and what is today its Business Ethics Office creating code of conduct, anti-corruption and marketing compliance policies, E-learning and global training

programme (including training of management groups globally, train the trainers programme including Group Internal Audit & facilitators. Handling of whistleblower investigations.

Accura Law Firm

Attorney at law (September 2000-March 2005)

I followed partner Thomas Weincke (whom I had worked for at Plesner) when he founded Accura Law firm. I worked primarily with M&A and Intellectual Property Law, specializing in Life Science.

Plesner Law Firm

Attorney at law (August 1998-September 2000)

Assistant attorney-at-Law and became a lawyer. I received a broad education and worked primarily with M&A, Corporate Law, stock exchange law, Competition Law, Intellectual Law and Employment Law.

Lundgrens Law Firm

Attorney at law (August 1997-August 1998)

First year upon my graduation. Corporate & M&A.

EDUCATION (latest first)

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| 1999 | Passed the bar exam for lawyers |
| 1991-1997 | Master of law (Cand. Jur.) University of Copenhagen |
| 1988-1991 | Ordrup Gymnasium. Branners Scholarship for highest average in 1G (first year) |
| 1987-1988 | North Medford High School (Presidential Academic Award for Outstanding Academic Achievement) |

LEADERSHIP/STRATEGY COURSES

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| 2024-2025 | INSEAD Board Education |
| 2020-2024 | Leadership training & Board education (Demant). |
| 2019 | ISS Advantage leadership programme (ISS) |
| 2017-2018 | General Counsel Academy (Bech-Bruun law firm) |
| 2014 | INSEAD High Potential Management Programme |

BOARDS & NETWORKS

Member of VL 7
Member of the Board of Directors of Demant A/S
Member of the Board of Directors of Danish Life Science Law Association
Managing Pharma Lawyer ERFA network

OTHER EXPERIENCE

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|---------------------------------------|--|
| 1993 | Winner of Telders International Moot Court Competition, Haag, the Netherlands. 35 participant countries. Subject: International Law. |
| Leisure activities: English skills | Various sports activities: tennis, golf and skiing Have worked primarily in English in the past 18 years |

PERSONAL INFORMATION

Date of birth: 16 September 1971
Nationality: Danish
Marital status: Married (spouse Partner at Plesner law firm)
Children: 1 boy – age 23 and 2 bonus daughters - ages 27 & 33.