



# • Annual Sustainability • Report

Year Ending 31<sup>st</sup> December 2025



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# Our Commitment to Sustainability

## IN THIS SECTION

- A Letter from Our CEO
- Our 2025 Achievements in Review

# A Letter from Our CEO



As we reflect on 2025, I am filled with both pride in what we have achieved and determination for what lies ahead. This year has been one of growth, transformation, and purpose.

“  
At CatSci, we are driven by a bold ambition, to be a force for good in the world, delivering life-changing medicines faster and more sustainably.

Our impact goes beyond the science; it extends to the way we care for our people, steward our planet, and uphold the trust placed in us by our partners, patients, and communities.

At our core, we believe that innovation and sustainability are not separate ambitions, they are interdependent. The complex therapies we help bring to life require us to think differently, act responsibly, and lead with vision. That is why sustainability remains embedded at the heart of our business strategy. It is not a box we tick; it is the lens through which we build a better future.

But the heart of CatSci has always been our people. In 2025, we deepened our investment in culture, wellbeing, and leadership. We launched our new Learning Management System to empower every individual in our organisation to grow, lead, and shape the future of science. We expanded our inclusive hiring and career progression initiatives, ensuring that opportunity at CatSci is truly equitable.

And we didn't stop there. Across our operations, our teams brought purpose to life whether through community engagement, responsible procurement, or the green redesign of our laboratories. The decisions we made were not just about efficiency; they were about responsibility. Because how we operate is just as important as what we deliver.

“  
Looking forward, our aspiration is clear: to be not just a world-class innovation partner, but a sustainability leader in our industry.

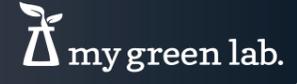
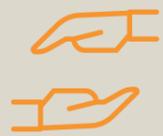
We envision a CatSci where every new idea is measured by its scientific brilliance and its societal value. Where every lab is a model of sustainable design. Where every colleague can bring their full self to work and be empowered to make a difference. And where every milestone reached for our customers also moves the world closer to health, equity, and environmental regeneration.

Thank you for joining us on this journey. Together, we are not only developing the medicines of tomorrow, we are shaping a better tomorrow for all.

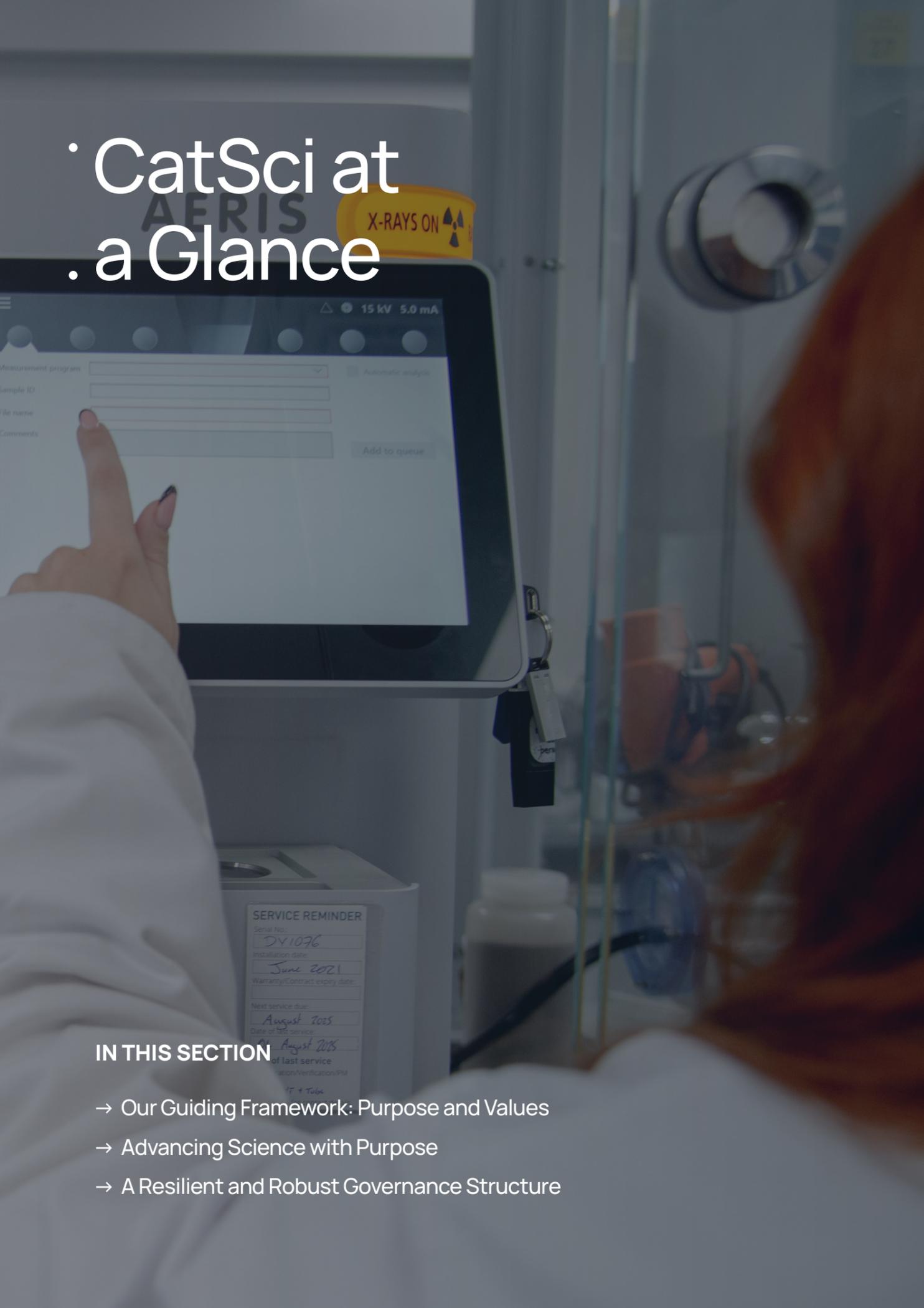
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**Ross Burn**  
Chief Executive Officer, CatSci

# Our 2025 Achievements in Review

 <p>Environment</p>	 <p>EcoVadis Silver medal achieved</p>	<p>20%</p> <p>Reduction in like for like scope 1 emissions</p>	 <p>Expansion of My Green Lab Programme with Green Award Achieved at Dagenham</p>	 <p>Participated in the Carbon Disclosure project (CDP)</p>	<p>Net Zero</p> <p>Net zero target set for 2045</p>
 <p>Social</p>	 <p>Voluntary gender parity audit initiated</p>	 <p>School Valued Partner accreditation</p>	 <p>Living Wage Employer accreditation</p>	 <p>Disability Confident Employer status</p>	<p>71%</p> <p>Employee survey participation rate</p>
 <p>Governance</p>	 <p>CEO pay ratio disclosed</p>	 <p>ISO 27001 accreditation in progress</p>	<p>Zero</p> <p>Cases of registered bribery or corruption</p>	<p>98%</p> <p>98% of key suppliers verified to code of conduct</p>	 <p>Cyber Essential Plus recertification completed</p>

# CatSci at a Glance



## IN THIS SECTION

- Our Guiding Framework: Purpose and Values
- Advancing Science with Purpose
- A Resilient and Robust Governance Structure

# Our Guiding Framework: Purpose and Values

## Our Purpose

### About CatSci

CatSci is a leading innovation partner for pharmaceutical companies, specialising in the development of scalable, sustainable processes for the manufacture of Active Pharmaceutical Ingredients (APIs). Our expertise spans from early-phase process design to late-phase commercialization, with a strong emphasis on sustainability, efficiency, and quality. We collaborate closely with our clients to address complex chemical challenges, optimise manufacturing processes, and advance the development of life-saving medicines. At the core of our operations is a commitment to environmental stewardship, reflected in our continuous efforts to reduce waste, conserve natural resources, and implement green chemistry principles. Through cutting-edge research, investment in new technologies, and strategic partnerships, CatSci is dedicated to pushing the boundaries of science while contributing to a more sustainable future in the pharmaceutical industry.



### Our Vision



We want to become the leading global partner for advancing innovative medicines and transforming healthcare.

### Our Mission



We drive innovation and excellence to accelerate the development of complex medicines.



# Advancing Science with Purpose

## Accelerating Complexity Sustainably

As drug discovery continues to shift toward more intricate therapeutic modalities, CatSci is expanding its capabilities across complex small molecules, peptides, and oligonucleotides to enable faster, more sustainable routes to the clinic. These innovations particularly in conjugated modalities are becoming central in addressing hard-to-treat diseases. By embedding sustainability at the heart of these advancements, we are ensuring that scientific innovation goes hand in hand with environmental responsibility.

## The New Normal: Increasing Molecular Complexity

The pharmaceutical landscape is changing. Hard-to-drug targets demand ligands of significantly increased chemical complexity, and clinical candidates are trending upward in both Synthetic Complexity Assessment (SCA) scores and transformation count. This rise in complexity brings with it challenges in speed, cost, and environmental impact. At CatSci, we are investing to meet these demands by developing processes that deliver both scientific excellence and sustainable manufacturing practices.

## Our Values

- 01** **Instilling Trust** As we push the boundaries of science, we always stay true to our principles of acting with respect, showing transparency and taking ownership.
- 02** **Champion Excellence** We hold high standards and are relentless in challenging the status quo to deliver exceptional results through scientific excellence.
- 03** **Succeed Together** We foster partnerships and leverage our joint expertise to achieve breakthroughs that bring life changing medicines to market.
- 04** **Deliver Results** We are focussed on the patient and driven by a passion for advancing science and delivering solutions that transform lives.

## Three Modalities, One Integrated Vision

### Small Molecules:

Greener foundations Small molecules remain the cornerstone of global pharmaceutical pipelines. Our focus is on delivering high-yield, resource-efficient manufacturing routes that meet and exceed evolving environmental standards. By applying green chemistry principles, we are lowering the environmental footprint of small molecule development while ensuring scalability and cost-competitiveness.

### Oligonucleotides:

Precision with responsibility Oligonucleotide therapeutics are one of the fastest-growing drug classes. CatSci has expanded its capabilities to deliver high-purity APIs with robust analytical control, crucial for applications such as gene-silencing therapies. By enabling conjugation with peptides or small molecules, we provide targeted delivery solutions that improve patient outcomes while embedding sustainability into every stage of process design.

### Peptides:

A new lab, new possibilities in 2025, we opened a dedicated peptide development lab to meet the growing demand for complex synthetic peptides. This facility supports innovative approaches to peptide-oligo and peptide-small molecule conjugates, particularly in oncology, neurology, and rare diseases. By designing for efficiency from the outset, we reduce resource intensity and improve the sustainability of these cutting-edge therapies.

### Speed and Sustainability as Differentiators

As molecular complexity increases, so do the risks of delay, cost overruns, and environmental impact. CatSci addresses this challenge by combining synthetic route design, advanced analytics, and early manufacturability assessments. This integrated approach shortens timelines, improves scalability, and reduces waste. Our practices include minimising hazardous by-products, maximising solvent recovery, and using data-driven optimisation to deliver processes that are both fast and environmentally responsible.

### Chemistry without Compromise

Our expansion in peptides, oligonucleotides, and conjugate capabilities reflects a deliberate strategy: to enable the therapies of tomorrow through chemistry without compromise. By embedding sustainability into every stage, design, development, and scale-up, we ensure that complex medicines can be delivered not only faster and more effectively, but also with a lighter environmental footprint.

At CatSci, expanding the boundaries of science also means expanding the boundaries of what responsible, sustainable innovation can achieve. In doing so, we stand ready to help the world's most promising therapies reach the patients who need them most.



# A Resilient and Robust Governance Structure

### Leading with Integrity from the Top

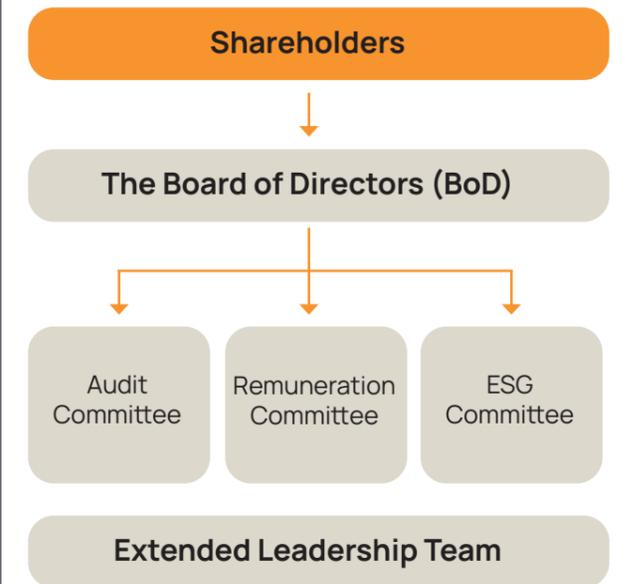
At CatSci, we recognise that building strong corporate governance structures and practices are important to driving growth, enhancing stability and fostering integrity, accountability and transparency.

Accountability starts with our Board of Directors (BoD), which provide overall direction and oversight for our business. To assist The Board there are three committees; Audit, Remuneration and ESG.

The ESG Committee has overall responsibility for the effective operation of the Group Corporate and Social responsibility policy. The purpose of the committee is to integrate sustainable practices into our business operations, ensuring a positive impact on the environment, society and stakeholders.

There is a standing board item for ESG with a quarterly report from the ESG committee sent to the BoD. Matters are discussed periodically, in the current year this included progress updates, sustainability goals, materiality and the sustainability roadmap.

The extended leadership team includes other Senior leadership individuals who meet weekly to address operational issues of the business.



### Reporting Frameworks

Our sustainability report is designed to provide increased transparency and additional disclosures informed by leading frameworks and initiatives including:

- Global Reporting Initiative (GRI)
- CDP (Carbon Disclosure Project)
- Science Based Targets initiative (SBTi)
- United National Sustainable Development Goals (UN SDG)
- Alignment with the principles of the Pharmaceutical Supply Chain Initiative (PSCI)

Board of Directors



**Rod Howe**  
Chairman



**Ross Burn**  
CEO



**Simon Tyler**  
CCO



**Mark Bate**  
CBO

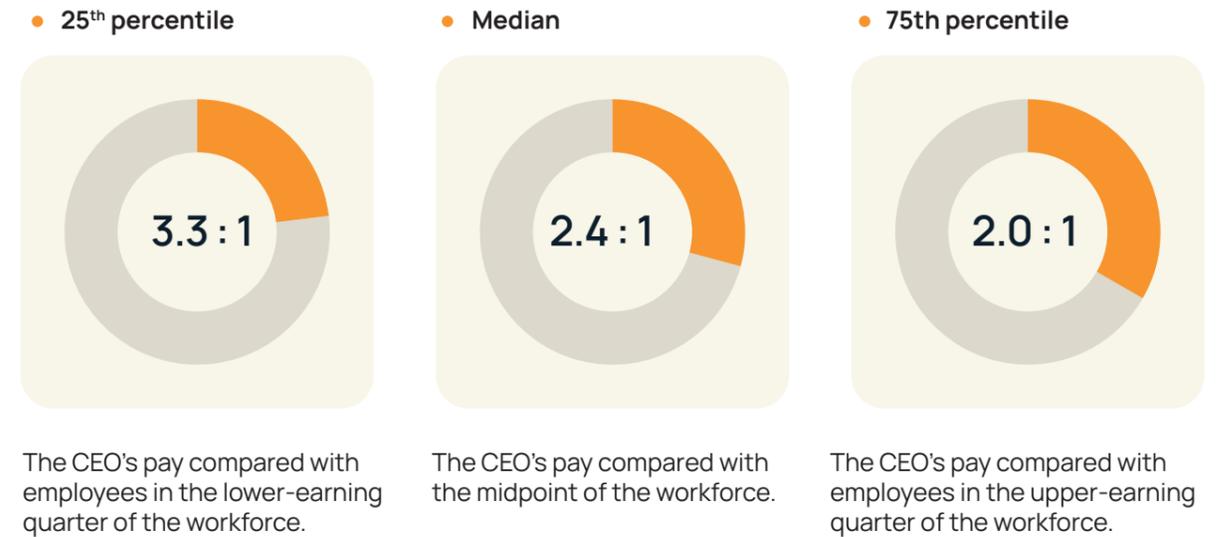


**Claire Madden-Smith**  
Non- Executive Director



**Claire Sintrat**  
Investment Director

CEO Pay Ratio



Pay ratios provide an indication of how CEO remuneration compares with employee earnings at different points across the organisation. CEO pay ratios have been calculated by comparing the Chief Executive Officer's total annual remuneration with the total annual remuneration of employees at the 25th percentile, median and 75th percentile of the workforce. Employees were ranked by total pay and benefits on a full-time equivalent basis at the reporting date. The resulting ratios provide an overview of pay distribution across the organisation and help illustrate internal pay relationships at different points within the workforce. Reporting these ratios supports transparency and helps illustrate internal pay relationships.

2025 marks CatSci's first year of reporting CEO pay ratios, which we have chosen to disclose voluntarily as part of our commitment to openness, fairness and responsible governance. While not a regulatory requirement for CatSci,

we believe publishing this information is an important step in demonstrating accountability and supporting informed dialogue with employees and stakeholders.

CatSci's reported pay ratios show a relatively narrow differential between CEO and employee earnings when compared with many larger organisations. By contrast, CEO pay ratios among FTSE 100 and FTSE 350 companies frequently exceed 100:1, reflecting significantly wider pay dispersion. CatSci's approach demonstrates a strong emphasis on proportionality and internal equity, aligned with our values and people-first culture.

Oversight of executive reward is provided by the Board and its Remuneration Committee, which considers internal pay relationships alongside external benchmarks to ensure reward remains appropriate, equitable and aligned with the long-term interests of the organisation.



# Sustainability Strategy

## IN THIS SECTION

- A Framework that Guides Our Approach
- UN Sustainable Development Goals: Guiding Our Path Forward
- Materiality Assessment: Aligning with Stakeholders Needs



# A Framework that Guides Our Approach

## Our Sustainability Strategy

Our sustainability strategy is organised around clear priority initiatives to address pressing environmental and social challenges integral to our operations. These initiatives include, among others, topics such as climate action, waste reduction, resource conservation and community engagement, underscoring our commitment to a sustainable future. We are continuing to refine our roadmap in line with developing operations. Our key sustainability goals were approved by our Board of Directors during 2025 and have been detailed below. Our sustainability strategy remains dynamic with an annual review to incorporate emerging best practices and evolving regulatory requirements.

### Key Sustainability Goals

CSR Policy Area	2025 Target	Achieved?	Long-Term Goal
Environment	5% reduction in emissions in scope 1 and scope 2	<b>ACHIEVED</b> (like for like 12% reduction) This reduction has been achieved when comparing emissions on a consistent reporting boundary, meaning that the 2024 data has been adjusted to include the additional sites that are within the 2025 reporting scope.  <b>NOT ACHIEVED</b> (absolute terms: 76% increase) In absolute terms, scope 1 and 2 emissions have increased by 76% due to the addition of two new sites in Nottingham and Strasbourg.	42% reduction in emissions in scope 1 and scope 2 by 2030  Achieve carbon neutrality by 2045.
	80% of energy from renewable energy sources at sites where we have control over production/purchasing decisions	<b>NOT ACHIEVED</b> Across sites under company control, 47% of electricity was sourced from renewable energy sources. 76% of energy came from zero-carbon sources. We are working with our energy suppliers to increase our renewable consumption.	100% renewable energy usage through green production or the use of Energy Attributable Certificates
Supply Chain	90% of key suppliers (critical and regular) signed up to our code of conduct or alternative sustainability verification	<b>ACHIEVED</b> (excluding Reach Separations) For existing business lines, 98% of critical and regular suppliers were verified by the end of 2025. We are looking to expand this level of verification to our new subsidiary Reach Separations in 2026.	90% of key suppliers (critical and regular) signed up to our code of conduct or alternative sustainability verification
People	Complete agender parity audit and implement any appropriate findings.	<b>PARTIALLY ACHIEVED</b> (audit completed) During 2025, we completed a comprehensive gender parity audit. In 2026, we will implement appropriate findings.	Remove any barriers to achieving gender parity in all levels across the organisation by 2030
	Achieve an overall employee survey average score of 3.8 or above	<b>ACHIEVED</b> The average employee survey score for 2025 was 3.8.	Maintain or exceed a 4.0 average employee survey score by 2030.
Community	Increase employee participation in volunteer days and STEM outreach activities to 30% by the end of 2025.	<b>NOT ACHIEVED</b> 8% of employees engaged in volunteer days in 2025. This remains a priority for 2026.	Achieve 70% employee participation in volunteer days and STEM outreach activities by 2028

# UN Sustainable Development Goals: Guiding Our Path Forward

## Understanding Our Impact

CatSci has identified eight United Nations Sustainable Development Goals (SDGs) that align most closely with our business activities and where we can make the greatest positive impact. Rather than addressing all 17 goals, we focus on those most relevant to our expertise in medicines development, our people practices and our operational footprint.

## Relevant SDGs



Our contribution is delivered through our core business, supporting the development of life-changing medicines, alongside responsible employment practices and sustainable operations, including energy efficiency, waste management and climate action. This approach supports CatSci's long-term strategy and reinforces our commitment to responsible growth that benefits patients, people, communities and the environment.

## Priority SDGs



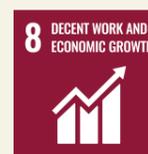
Climate action is a key focus for CatSci. In 2025, we reduced Scope 1 and Scope 2 emissions on a like-for-like basis through energy efficiency improvements and increased use of renewable electricity. We also began monitoring Scope 3 emissions for the first time, strengthening our pathway towards net zero by 2045.

**12%**  
reduction in like for like scope 1 and 2 emissions



We are committed to building an inclusive workplace that supports equal opportunity and progression. In 2025, women represented over a third of our workforce, with consistent representation at both management and executive levels. Our gender parity work and leadership development initiatives support continued progress within STEM.

**1/3**  
of Board Members are women



CatSci supports providing decent work and economic growth by providing high-quality employment, investing in skills development and fostering a safe, inclusive and supportive working environment. Through fair reward, flexible working, wellbeing initiatives and leadership development, we aim to enable sustainable careers and contribute positively to economic growth.

CatSci is  
**Living Wage Certified**

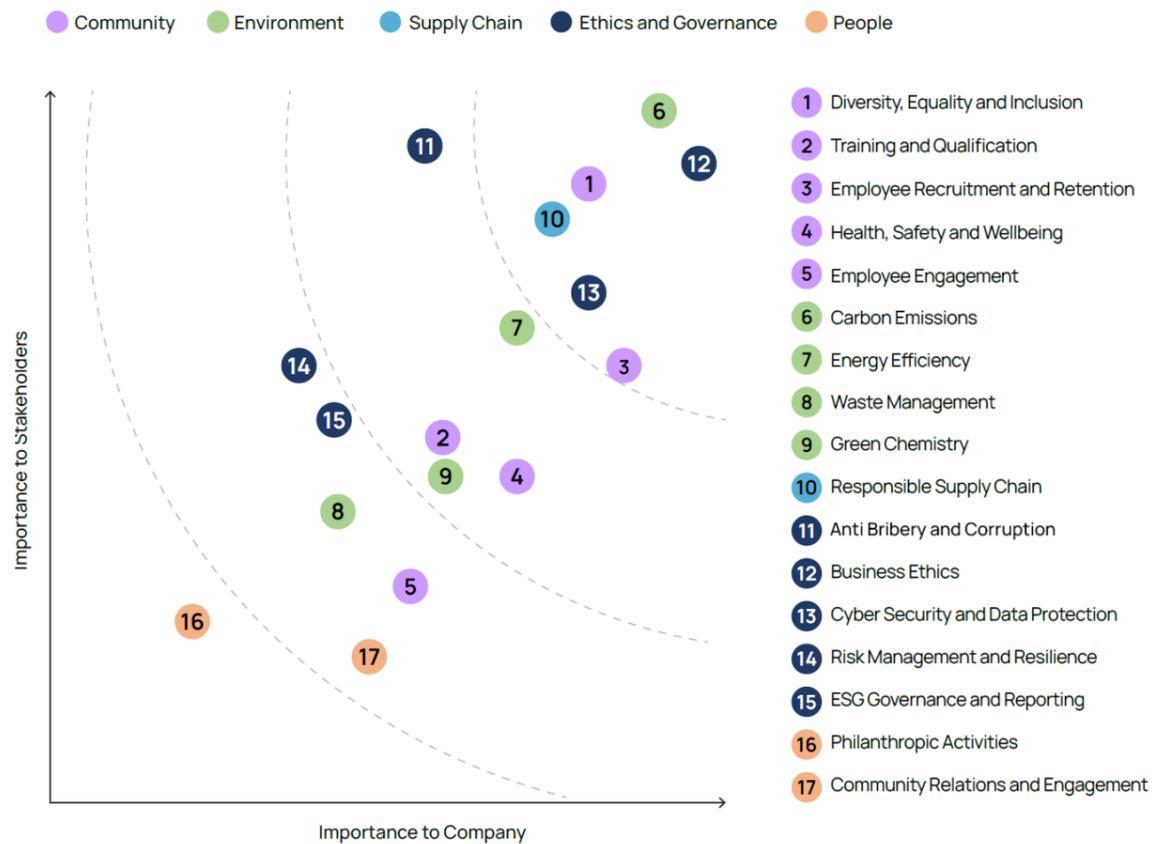
# Materiality Assessment: Aligning with Stakeholders Needs

The results of CatSci's materiality assessment are presented in the graph below. The assessment was conducted in line with the GRI 3: Material Topics (2021) standard, ensuring a structured and transparent approach to identifying the sustainability topics most relevant to our business and stakeholders.

Potential material topics were identified using a combination of external inputs, including sector-specific insights, peer analysis and recognised sustainability reporting frameworks. These

were supplemented by a review of regulatory developments and emerging ESG risks relevant to our operations.

In assessing the relevance and prioritisation of each topic, we considered both external stakeholder expectations and internal business impact. This process was informed by engagement with senior leadership, including the Board of Directors and the ESG Committee, ensuring alignment between sustainability priorities, governance oversight and CatSci's long-term strategy.



## Identification of High Materiality Topics

These material topics reflect the areas where CatSci can have the greatest impact and where stakeholders expect focused action and transparency. The topics have been identified through our materiality assessment and are reviewed regularly to ensure they remain relevant as our business and operating environment evolve. By linking each topic to defined performance indicators and the United Nations Sustainable Development Goals, we aim to provide clear visibility of how our sustainability priorities are integrated into strategy, operations and reporting, and how progress is monitored over time.

Material Topic	Why This Matters to CatSci	Key KPIs / Metrics Tracked	Relevant SDGs
<b>Carbon Emissions</b>	We are committed to reducing greenhouse gas emissions associated with our operations and value chain. Managing emissions is critical to addressing climate change and supporting our long-term sustainability strategy.	Scope 1, 2 and 3 emissions Energy consumption % renewable electricity Progress towards net zero	Affordable and Clean Energy Climate Action
<b>Business Ethics</b>	Strong governance and ethical business practices underpin trust, accountability and long-term value creation. This includes compliance, transparency and responsible decision-making across the organisation.	Code of Conduct training completion Number of reported breaches Bribery and corruption incidents (zero tolerance)	Decent Work and Economic Growth Peace, Justice and Strong Institutions
<b>Diversity, Inclusion and Equality</b>	An inclusive and equitable workplace supports employee wellbeing, innovation and sustainable growth. We aim to ensure fair opportunity and representation across all levels of the organisation.	Gender representation Leadership diversity Pay equity indicators Employee engagement survey results	Gender Equality Reduced Inequalities
<b>Cybersecurity and Data Protection</b>	Protecting sensitive data and digital infrastructure is essential to maintaining trust with clients, employees and partners. Cyber risk continues to be a key operational and governance priority.	Cyber Essentials Plus status ISO 27001 progress Security incidents Staff training completion	Industry, Innovation and Infrastructure
<b>Responsible Supply Chain</b>	Our supply chain plays a critical role in delivering services responsibly and sustainably. We work to ensure suppliers meet ethical, environmental and human rights expectations.	Supplier Code of Conduct coverage Supplier risk assessments ESG due diligence outcomes	Responsible Consumption and Production Decent Work and Economic Growth
<b>Employee Recruitment, Development and Retention</b>	Our people are central to our success. Attracting, developing and retaining talent supports service quality, business resilience and long-term growth.	Employee turnover; training hours per employee; LMS engagement; survey participation rates	Quality Education Decent Work and Economic Growth

# A Culture of Integrity

## IN THIS SECTION

- Business Ethics and Compliance
- Cyber Security and Information Privacy
- Protection of Human Rights

## Business Ethics and Compliance

At the heart of CatSci lies a commitment to integrity, which underpins our values and supports sustainable growth. Building a culture of ethical behaviour means fostering trust, accountability and transparency across all levels of the organisation. These principles guide how we treat our employees, engage with stakeholders and deliver for our customers, ensuring our decisions and actions align with the highest standards of conduct.

### Whistleblowing

CatSci is committed to fostering a culture of openness and accountability. We operate a comprehensive whistleblowing policy that provides a secure and confidential channel for employees and external stakeholders to report concerns relating to unethical behaviour, misconduct or breaches of law or policy. All reports are taken seriously, investigated promptly and handled fairly, with protections in place to prevent retaliation. This supports early identification of issues and reinforces our commitment to ethical business practices.

### Product Protection and Quality

Maintaining the quality, integrity and security of our products and services is fundamental to CatSci's role in medicines development. We operate robust quality systems and controls to ensure products are developed, handled and delivered in accordance with regulatory requirements and client expectations. These processes support product protection throughout the lifecycle, safeguard patient safety and maintain trust with customers and partners.

### Anti Bribery and Anti Corruption

CatSci complies with international anti-corruption laws and standards and maintains a zero-tolerance approach to bribery and corruption. We prohibit bribes, kickbacks or improper payments of any kind. Mandatory anti-corruption training is delivered across the business to reinforce expectations and support ethical decision-making.

We also recognise the importance of identifying and managing conflicts of interest. Employees are expected to declare any actual or potential conflicts that could influence, or be perceived to influence, business decisions. Clear procedures are in place to review and manage conflicts appropriately, supporting transparency and integrity in our operations.

### Global Tax Policy

We recognise tax as a vital aspect of our corporate responsibility and are committed to full compliance with the tax laws of all jurisdictions in which we operate. This includes the accurate and timely submission of tax returns. We uphold high standards of integrity and categorically reject any involvement in tax evasion or fraudulent tax practices.

## Business Resilience and Continuity Management

CatSci's approach to business resilience reflects our culture of integrity and commitment to reliable service delivery. We maintain a structured business continuity framework to identify and manage risks that could disrupt operations, supported by regular risk reviews and scenario planning. Clear governance, defined responsibilities, and proportionate response plans help protect our people, data, and critical activities. These arrangements are periodically reviewed and tested to ensure continued effectiveness, safeguarding stakeholder confidence and supporting the long-term sustainability of the business.

## Working Responsibly

Our code of conduct articulates our values and policies that guide our employees in the operation of the business. We ensure all employees receive education on their ethical and legal responsibilities through training and education. All employees must sign up annually to the code of conduct following refresher training and workshop sessions.

- 2025 Code of Conduct

100% Employees Signed

- 2025 Anti-Corruption Training

100% Employees Completed



# Cyber Security and Information Privacy

## Cyber Security

At CatSci, cybersecurity is integral to our operational sustainability and business continuity. As our digital footprint grows with the advancement of data-driven science and global collaboration, we have implemented a robust and adaptive cybersecurity program to protect sensitive information, safeguard research integrity, and maintain partner and stakeholder trust.

## Governance and Strategy

Cybersecurity governance is led by our senior leadership team and embedded in our broader enterprise risk management framework. Oversight is provided at the executive level, with regular reporting and performance monitoring. Our cybersecurity strategy aligns with internationally recognised standards, including ISO 27001, and UK Cyber Essentials framework.



## Security Infrastructure and Controls

We employ a layered approach to cyber defence to mitigate evolving threats:

- Advanced threat detection and continuous network monitoring
- Multi-factor authentication (MFA) and role-based access controls
- Zero-trust architecture principles applied across systems
- Regular vulnerability assessments, patching compliance checks, and penetration testing
- A tested and responsive incident management framework, ensuring rapid containment, investigation, and recovery

## Workforce Readiness

All employees are required to complete annual cybersecurity awareness training, with additional tailored learning for high-risk roles. Phishing simulations and security-focused campaigns reinforce a security-first culture across the organisation.

## Data Protection and Privacy

CatSci is committed to protecting the privacy of individuals and the integrity of our scientific data. Our approach is grounded in transparency, accountability, and compliance with global data protection legislation.

# Protection of Human Rights

## Commitment and Policy Framework

At CatSci, the protection of human rights is fundamental to our business operations and reflects our commitment to ethical conduct and responsible growth. We recognise that respecting human rights is not only a legal obligation, but a core responsibility that underpins trust with our employees, partners and stakeholders.

CatSci conducts its business in line with internationally recognised standards, including the Universal Declaration of Human Rights and the United Nations Guiding Principles on Business and Human Rights. These principles are embedded within our Code of Conduct and related policies, supporting fair and standardised hiring practices and freely chosen employment. We are committed to preventing modern slavery, forced labour, child labour and human trafficking within our operations and maintain a Modern Slavery Statement setting out our approach and controls.

## Supply Chain and Business Partners

Respect for human rights extends beyond our own operations and into our supply chain. All suppliers are required to comply with CatSci's Supplier Code of Conduct, which sets clear expectations relating to human rights, labour standards, equality, health and safety and ethical behaviour. This includes requirements to prohibit forced labour, child labour and human trafficking.

Compliance with the Supplier Code of Conduct forms part of our supplier approval and ongoing monitoring processes. Where concerns are identified, we engage with suppliers to support improvement and take appropriate action where necessary.

## Risk Identification and Reporting

CatSci has mechanisms in place to identify and mitigate human rights risks across our business and supply chain. We maintain a confidential whistleblowing process, enabling employees and external stakeholders to raise concerns without fear of retaliation. All concerns are reviewed and addressed in line with our governance procedures. No whistleblowing incidents were reported in 2025.

Through these commitments and controls, CatSci aims to uphold human rights and promote ethical practices across our operations and value chain, in line with PSCI expectations and international best practice.



# Empowered Workforce

## IN THIS SECTION

- Commitment to Quality Employment
- Case Study: Building a Culture of Continuous Learning
- Diversity, Inclusion and Equality

# Commitment to Quality Employment

At CatSci, we believe that our team members are our most valuable and precious resource. The growth and development of our people is critical to the success of the business.

We are committed to fostering a workplace culture that promotes integrity and respect, where every individual is empowered to thrive, contributing their expertise to the organisation's success and where the people and culture team are the catalyst for cultivating talent and engagement.

If our employees are happy, motivated and healthy we can better serve our customers and ultimately achieve our purpose of helping patients in need.

## Fair, Inclusive and Secure Work

We are committed to providing safe, fair, and equitable employment opportunities for all. This includes:

- Permanent employment contracts for the majority of our workforce
- Equal pay for equal work, and rigorous anti-discrimination policies
- Open recruitment practices that foster gender equity and diversity of thought
- Zero tolerance for any form of workplace harassment or forced labour

We are also committed to upholding international labour rights frameworks, including the UN Guiding Principles on Business and Human Rights.

## Employee Engagement and Retention

We actively engage with our people on an ongoing basis to shape the development of our business. We hugely value their input and want to ensure the reward scheme and policies we put in place are relevant to their needs and challenges.

Our main forms of engagement are through quarterly employee surveys and regular "town hall" meetings, providing opportunities for open communication and two-way dialogue across the business. During the year, these engagement mechanisms were expanded to include our Nottingham sites, ensuring colleagues across all locations are able to participate and have their voices heard. We have also welcomed new members from the Nottingham site to the Employee Forum, strengthening representation and supporting more inclusive feedback and discussion at a group level.

Our reward programmes are regularly benchmarked to ensure they remain competitive within the industry and are reviewed in line with feedback gathered through our employee surveys and engagement forums. In addition, we operate an employee share option scheme, enabling colleagues to share in the long-term success of the business and strengthening alignment between individual contribution and company performance.

## Quarterly Employee Survey

At CatSci, understanding the needs and views of our people remains central to how we evolve as an organisation. Our quarterly pulse surveys continue to play a key role in this, providing a structured way for colleagues to share their experiences and highlight opportunities for improvement. This ongoing dialogue supports a culture of openness and helps us monitor priority areas, giving leaders clear insights to guide meaningful action.

Survey feedback consistently highlights the strength of relationships across the business and the high quality of line management experienced by our teams. We are proud that these areas continue to achieve our highest scores, reflecting the trust, engagement and support that underpin our working environment.



The surveys also enable us to identify areas where focused intervention is needed. During the year, results within the Analytical team indicated lower engagement scores. In response, the team undertook a targeted improvement programme, including focus groups, regular communication updates, and the involvement of different stakeholders to share feedback and perspectives. Practical actions followed, such as the development of clearer role definitions and updated job descriptions to improve clarity and alignment. This case study demonstrates how survey insights are actively used to drive meaningful change at a team level.

In response to insights gathered throughout the year, we continue to focus on supporting people leaders to build psychologically safe, collaborative teams and to recognise early when colleagues may need additional support.

## Employee Engagement and Retention

In 2025, our focus has been on strengthening alignment across our expanding group by consolidating policies and ensuring a consistent employee experience across all sites. As we continue to grow, maintaining a strong connection with our people remains central to how we operate. We aim to create an environment where colleagues feel heard, supported and able to contribute to shaping the future of the business.

We continue to use structured feedback channels, such as surveys, forums and open communication sessions, to understand what matters most to our teams. The insights gained directly influence our approach to benefits, wellbeing and workforce development, ensuring they remain relevant and responsive.

### Key initiatives in 2025 include:

- Expanding our employee forum to our new Nottingham sites, creating a broader platform for collaboration, dialogue and shared learning across the group.
- Extending core benefits to all employees from our newly acquired subsidiary Reach Separations, ensuring equitable access to life assurance, welfare loans, our Employee Assistance Plan, and free sanitary products across all locations.

These steps reflect our ongoing commitment to building a unified culture, strengthening engagement and supporting the wellbeing of every employee as our organisation evolves.

Case Study

# Building a Culture of Continuous Learning



In 2025, CatSci took a significant step forward in strengthening its long-term commitment to employee growth and professional development by introducing a new digital Learning Management System (LMS): Talent LMS. This investment represents much more than just the adoption of new technology, it is a cornerstone of our broader people strategy and reflects our belief that continual learning is essential for both individual success and organisational resilience.

The platform provides all colleagues with access to a wide range of tailored learning opportunities, ensuring that training and development are more engaging, accessible, and adaptable than ever before. From technical skills and compliance training to leadership development and soft skills, Talent LMS enables us to deliver structured, flexible programmes that support each employee at every stage of their career journey. By centralising learning in one place, we are also able to track progress, recognise achievements, and better align individual development with the evolving needs of the business.

This initiative is central to our ambition of fostering a culture of lifelong learning and continuous improvement. By equipping our people with the tools, knowledge, and confidence they need to thrive in a rapidly changing industry, we are not only building internal capability but also creating an agile, future-ready workforce. The introduction of Talent LMS reinforces our position as an employer that actively invests in its people, ensuring they have the opportunity to grow, adapt, and contribute to the sustainable success of CatSci for many years to come.

“  
**The new LMS has allowed for fast and efficient training which is accessible to all, regardless of location. It will allow us to capture knowledge and contribute towards a culture of continuous learning.**

Leanne Jones, Head of People and Culture

# Diversity, Inclusion and Equality

At CatSci, we remain committed to creating an inclusive workplace where everyone feels valued and able to contribute fully. Our policies and day-to-day practices reflect this commitment, supporting equal opportunities and enabling colleagues from all backgrounds to thrive.

We have established a strong framework of DEI policies, including our Diversity, Equality and Inclusion policy, guidance on neurodiversity, and fair and transparent approaches to recruitment, development and family leave. These foundations help foster a respectful and supportive culture while ensuring compliance with relevant legislation.

Alongside this, we continue our commitments as a Living Wage Employer and a Disability Confident Employer, reinforcing our support for fair reward and accessible employment. We also monitor and evaluate our DEI activities on an ongoing basis, using data and employee feedback to drive improvement and report progress transparently.



## Gender Parity Audit

In 2025, CatSci began a voluntary and ongoing Gender Parity Audit to strengthen our understanding of gender equality across the organisation and support our long-term DEI ambitions. While we are not legally required to publish gender pay gap information, we believe transparency and evidence-based insight are essential to building a fair and inclusive workplace. This work, which is still in progress, helps us better understand structural and cultural factors that may influence representation, progression and pay.

The audit is being conducted with the same rigour as a statutory gender pay gap review, using the UK Government Equalities Office methodology to ensure robustness and comparability. Data is drawn from our HR systems and considers workforce composition, pay and bonus data, recruitment and progression patterns, working arrangements and access to development opportunities, alongside qualitative insight from employee feedback. The outcomes will inform our DEI strategy and establish a baseline for future progress. Building on this work, CatSci plans to undertake a full diversity audit in 2026 to broaden our understanding across additional dimensions of inclusion.

### Workforce Composition: Gender

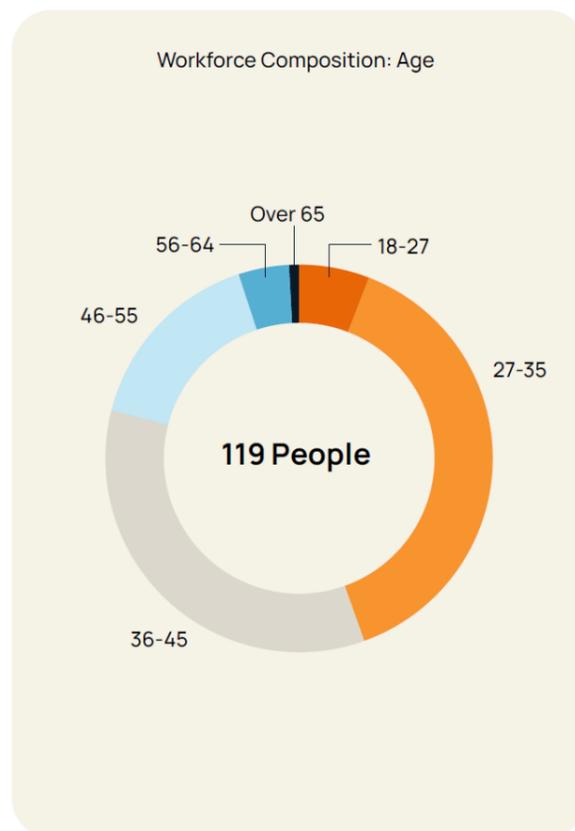
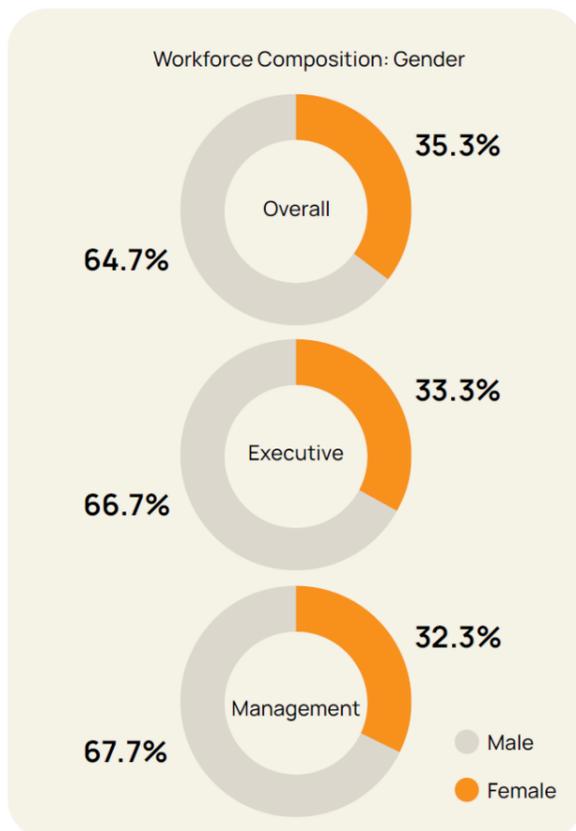
In 2025, women represented 35.3% of CatSci's workforce, reflecting solid representation within a sector where gender imbalance remains a challenge. Our overall gender composition compares favourably with industry norms, where women represented 17% of the European Union STEM workforce in 2023\*.

Notably, female representation is consistent across both management and executive levels, indicating balanced progression into leadership roles rather than a significant drop-off at senior levels. While a gender gap remains, we continue to focus on building a more balanced organisation and removing barriers to progression. Our STEM Women in Leadership programme supports this ambition, and following the first cohort, all participants progressed into new or more senior roles within the business.

### Workforce Composition: Age

Most of CatSci's workforce continues to fall within the 27 to 45 age range, reflecting the demographics of the STEM sector. We are committed to supporting colleagues at all stages of their careers and to fostering an inclusive environment across generations.

Alongside our Golden Years policy, which supports employees as they progress through later stages of their careers, we continue to work with local schools to promote awareness of STEM career pathways and encourage future talent. We also recognise the importance of supporting women as they age, including through open and informative discussions around menopause. During the year, we hosted dedicated sessions for different generations to share experiences and perspectives, helping to build understanding, inclusion and support across our multi-generational workforce.



# A Safe and Healthy Work Environment



#### IN THIS SECTION

- Wellbeing and Engagement
- Occupational Health and Safety

# Wellbeing and Engagement



## Our Approach to Wellbeing

At CatSci, we are committed to fostering a working environment that supports the physical, mental and emotional wellbeing of all employees. Our approach recognises the close connection between health, engagement and performance, and is designed to provide consistent, holistic support across the organisation. Central to this is our wellbeing forum, WellCat, which brings together initiatives and activities to support wellbeing at every stage of the employee lifecycle.

### Supporting Mental and Physical Health

Our Mental Health and Wellbeing Policy provides the framework for our approach, focusing on promoting positive mental health, encouraging physical wellbeing, equipping managers to recognise and respond to wellbeing concerns, supporting employees through periods of ill health, and enabling safe and effective return to work where needed.

Wellbeing initiatives remain embedded in our culture, with free fruit provided at all sites and regular awareness activities held throughout the year. In 2025, we marked Mental Health Awareness Day with a small gesture for all employees to encourage reflection and conversation, alongside information sessions on topics such as diabetes awareness and menopause.



# Wellbeing in Practice



### Access to Healthcare and Support

All employees have access to a comprehensive private healthcare plan, including GP consultations, online health reviews and tools that incentivise healthy behaviours. Mental health support is further strengthened through our Employee Assistance Programme (EAP), trained Mental Health First Aiders, and access to wellbeing apps and online resources. Employees can also access talking therapies, including counselling and cognitive behavioural therapy (CBT), either through our Vitality healthcare provider or directly via company-funded support where required. A welfare loan provision remains available to support colleagues experiencing short-term financial difficulties.

### Flexible Working and Engagement

Supporting a healthy work-life balance remains a key priority. In 2025, we introduced an updated group-wide flexible working policy, reinforcing our commitment to agile working and accommodating different working patterns, subject to business requirements. This builds on our existing flexible and remote working arrangements and paid leave policies.

Preventative wellbeing initiatives also play an important role, including the Vitality Summer Steps challenge, which encourages physical activity and healthy habits across the organisation. Governance of wellbeing activity has been strengthened through the expansion of the WellCat committee, including new members from our Nottingham site, and the training of additional Mental Health First Aiders across the Group.

# A Safe Working Environment

## Occupational Health and Safety Governance

CatSci is committed to providing a safe, healthy and supportive working environment for all employees. Our approach to occupational health and safety is underpinned by a comprehensive Health and Safety Policy, supported by clearly defined standard operating procedures (SOPs) and site-specific controls designed to protect employees, contractors and visitors across all locations.

Health and safety responsibilities are clearly defined, and systems are in place to ensure alignment with industry best practice and the expectations of initiatives such as the Pharmaceutical Supply Chain Initiative (PSCI).

## Laboratory Safety and Process Controls

Given the nature of our scientific work, strong laboratory safety and process controls are essential. We operate detailed SOPs covering laboratory activities, equipment use and hazardous materials handling, supported by risk assessments and control procedures to minimise exposure to hazards and prevent incidents.

Site assessments and audits are carried out regularly to ensure safe working practices are consistently applied. This includes formal operational assessments and monthly safety audits, enabling early identification of risks and continuous improvement in process safety and worker protection.

## Incident Reporting and Continuous Improvement

CatSci encourages a proactive safety culture, where incidents, near misses and hazards can be reported openly and without fear of reprisal. All incidents are recorded, investigated and tracked to completion, with actions monitored to prevent recurrence. This approach supports transparency, accountability and learning across the organisation.

## Health, Wellbeing and Ergonomics

Employee health and wellbeing form a core part of our safety approach. We continue to assess and improve workplace ergonomics to prevent injury and support long-term health, including adjustable workstations and ergonomic assessments where required. These measures apply across both on-site and flexible working arrangements, supporting safe and sustainable ways of working.

## Hazardous Waste Management

CatSci's research activities generate hazardous waste, which is managed in line with the waste hierarchy, prioritising prevention, minimisation and safe treatment. Where hazardous waste cannot be avoided, we work closely with a specialist waste contractor to identify the most appropriate disposal routes.

Through their national network of collection, processing and treatment facilities, and their direct oversight of downstream handling, we are able to ensure hazardous waste is managed safely, responsibly and in line with regulatory requirements. Transparent reporting on waste treatment supports ongoing monitoring and continuous improvement.

## Case Study

# Strengthening Safety through Digital Innovation

In Q3 2025, CatSci implemented the Evotix safety management platform as part of our ongoing commitment to strengthening health and safety governance across the Group. The system has been configured to reflect CatSci's specific working practices, providing a consistent and scalable approach to managing safety as the business continues to grow.

Evotix is a modular platform that automates key safety workflows, improving the efficiency and visibility of processes such as incident reporting, investigations, action tracking and risk assessment. By providing a single, central repository for safety data, the platform enables cross-referencing of information, improved oversight and more effective tracking and reporting of key safety metrics.

To ensure ease of use for all employees, the platform includes two distinct interfaces. A user-friendly portal allows colleagues to submit safety forms, report incidents and track their own assigned actions, supporting engagement and accountability at an individual level. A separate management system enables more detailed safety work, system maintenance and oversight by trained users.

The implementation of Evotix is being delivered in phases. Incident management and task allocation modules went live during Q3 2025, with additional

modules for audits and risk assessments scheduled for launch in Q4 2025. Full implementation of the system is expected to be completed in early Q1 2026.

Once fully embedded, Evotix will support a more proactive, data-driven approach to health and safety management at CatSci, strengthening governance, improving consistency across sites and supporting continuous improvement in safety performance.



The introduction of Evotix has significantly strengthened the way we manage health and safety across our sites. By bringing incident reporting, action tracking and risk management into a single system, we now have greater visibility, consistency and assurance, which supports a more proactive approach to keeping our people safe.

**Joanne Raven**, Head of Sites

# Our Contribution to a Greener Future

## Our Commitment to Minimising Our Footprint

### Overview and commitment

CatSci recognises the impact that its operations can have on the environment and is committed to reducing greenhouse gas (GHG) emissions in line with the transition to a lower-carbon economy. Our approach focuses on reducing emissions across our direct operations and value chain through energy efficiency, the transition to renewable energy, responsible waste management and changes to transport and travel practices.

This section presents an overview of CatSci's carbon footprint, outlines key emissions trends and hotspots, and describes the actions being taken through our five-year Carbon Reduction Plan to reduce emissions and improve resource efficiency as the business grows.

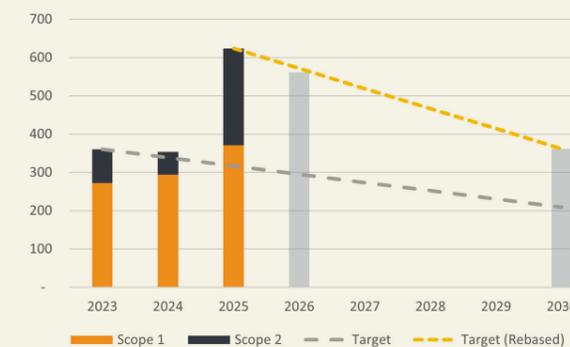
**We are committed to:**

- Reducing our greenhouse gas emissions and working towards achieving carbon neutrality by 2045. We will achieve this by implementing energy efficient processes, increasing our use of renewable energy and offsetting any remaining emissions through responsible carbon offset projects.
- Conserving natural resources, including water, energy and raw materials, by implementing measures to reduce consumption, minimise waste and increase efficiency throughout our operations.
- Reducing waste generation and promoting recycling initiatives to minimise the amount of waste sent to landfills.
- Comply with applicable legal and other requirements to which the company subscribes which relate to environment and other aspects that affect the planet.

**IN THIS SECTION**

- Our Commitment to Minimising Our Footprint
- Carbon Footprint Reduction through Climate Action
- Decarbonisation Plan: Actions and Progress
- Sustainable Use of Resources

**Carbon Emissions Reduction**



**We are committed to reducing our combined Scope 1 and Scope 2 carbon emissions by 42% by 2030 against a 2023 baseline.** Following the acquisition of Reach Separations, we recognise that we will need to resubmit the baseline for the new combined entity and intend on using 2025 data for this.

# Carbon Footprint Reduction through Climate Action

## Emissions Boundary and Methodology

CatSci reports emissions in line with the Greenhouse Gas (GHG) Protocol, covering Scope 1 (direct emissions), Scope 2 (purchased electricity) and Scope 3 (value chain emissions). Emissions data is collated at site level using the KEY ESG platform, supporting improved consistency, transparency and comparability across reporting periods.

Where organisational changes have occurred, including acquisitions and the addition of new sites, historical data has been restated on a like-for-like basis where appropriate to support meaningful year-on-year comparison.

## Carbon Footprint Overview and Hotspots

CatSci's emissions profile is primarily driven by:

- ➔ Energy use within laboratories and operational sites (Scopes 1 and 2)
- ➔ Purchased electricity as a key Scope 2 driver
- ➔ Purchased goods and services (scope 3)

Understanding these hotspots has enabled CatSci to prioritise actions that deliver the greatest emissions reductions while supporting operational resilience.

GHG emissions Performance in TCO <sub>2</sub> and (Emissions intensity TCO <sub>2</sub> / £M revenue)	Unit	2024	2024 (Restated)*	2025
Scope 1		293.9	460.8	370.4
		27.39	35.49	28.53
Scope 2		59.6	245.6	253.1
		5.55	18.92	19.50
<b>Total Scope 1 and Scope 2</b>		<b>353.5</b>	<b>706.4</b>	<b>623.5</b>
		32.94	54.41	48.03
<b>Scope 3</b>				<b>2,666.6</b>
				205.39
Category 1: Purchased goods & services	TCO <sub>2</sub>			1983.0
				152.74
Category 2: Capital goods	TCO <sub>2</sub> / £M			390.1
				30.05
Category 3: Fuel and energy related activities - Market-based				131.4
				10.12
Category 5: Waste generated in operations				2.1
				0.16
Category 6: Business travel				76.1
				5.86
Category 7: Employee commuting				83.9
				6.46

\*2024 emissions have been restated on a like-for-like basis to reflect the inclusion of the new sites in Nottingham and Strasbourg in the 2025 reporting boundary. Where actual 2024 data for these sites was available, it has been used. Where data was not available, 2025 emissions have been used as a proxy to enable consistent year-on-year comparison.

## Scope 1 GHG Emissions

Scope 1 emissions include direct emissions from fuels and other sources owned or controlled by CatSci. Historically, Scope 1 emissions were elevated due to the use of diesel generators at the Cardiff CBTC2 site following laboratory upgrades in 2022.

In 2025, the connection to a new power substation was completed, allowing the diesel generators to be fully decommissioned. While overall Scope 1 emissions increased due to the addition of new sites and business lines, including new operations in Nottingham, like-for-like emissions intensity reduced by approximately 20%. This reflects the removal of diesel generation and improvements in energy efficiency, demonstrating a more efficient emissions profile relative to business activity. Remaining Scope 1 emissions are now primarily driven by natural gas use for heating and seasonal variation.

## Scope 2 GHG Emissions

Scope 2 emissions relate to greenhouse gas emissions associated with purchased electricity across CatSci's operations. Electricity consumption is measured directly where CatSci controls utilities and is estimated on a proportionate basis in multi-occupant buildings.

In 2025, total Scope 2 emissions increased in absolute terms as a result of the expansion of CatSci's site footprint. On a like-for-like basis, Scope 2 emissions intensity increased by approximately 3%, driven by higher electricity demand following the replacement of diesel generators with a new electrical substation at the Cardiff CBTC2 site and the transition from gas boilers to electrically powered air-conditioning systems. While this has increased electricity consumption, it supports the longer-term removal of fossil fuel sources. CatSci's ambition is for all electricity supplying these systems to be sourced from 100% renewable energy, which is expected to reduce emissions intensity over time.

## Scope 3 GHG Emissions

Scope 3 emissions include indirect greenhouse gas (GHG) emissions that occur across CatSci's value chain and are not directly owned or controlled by the Group. These emissions arise from activities such as purchased goods and services, business travel, employee commuting and waste management.

In 2025, CatSci reported Scope 3 emissions for the first time, establishing an initial baseline for emissions intensity across the value chain. Given the breadth and complexity of Scope 3 categories, this first-year assessment provides indicative insights rather than trend analysis. Emissions intensity data highlights purchased goods and services as the most significant contributor relative to business activity. As Scope 3 reporting matures, CatSci will continue to improve data quality and refine methodologies to support more accurate intensity tracking and targeted emissions reduction actions.

# Decarbonisation Plan: Actions and Progress

## Our Approach

CatSci's decarbonisation strategy is focused on reducing greenhouse gas emissions in line with climate science while supporting the continued growth of our business. Our approach prioritises structural change, emissions intensity reduction and long-term transition planning, informed by analysis of our emissions profile across Scopes 1, 2 and 3.

By identifying key emissions hotspots, we are able to target actions where CatSci has the greatest ability to influence outcomes, supported by clear governance and continuous improvement in data quality

### Completed and Ongoing Actions

CatSci has already implemented a range of decarbonisation actions that address the most significant sources of emissions across our operations:

- ➔ **Energy transition and electrification**  
We have made structural changes to reduce reliance on direct fossil fuel use, supporting a shift towards lower-carbon energy sources and enabling future emissions reductions as renewable electricity supply increases.
- ➔ **Emissions intensity reduction**  
Our focus on emissions intensity allows us to decouple emissions growth from business growth, ensuring that environmental performance improves over time even as our operations expand.
- ➔ **Operational efficiency and optimisation**  
Continuous improvement programmes are in place to reduce unnecessary energy and resource consumption, supporting both emissions reduction and operational resilience.
- ➔ **Governance and performance monitoring**  
Emissions performance is tracked using Scope-based and intensity metrics, with oversight through CatSci's ESG governance framework to support accountability and informed decision-making.

### Planned and Emerging Actions

Building on progress to date, CatSci's Carbon Reduction Plan identifies several priority areas for further action:

- ➔ **Renewable electricity transition**  
We are working towards transitioning all electricity contracts within CatSci's control to renewable supply, reducing emissions intensity associated with increased electrification.
- ➔ **Expansion of decarbonisation initiatives across sites**  
As our operational footprint evolves, we will extend proven emissions reduction approaches to additional sites and business lines.
- ➔ **Low-carbon transport and mobility**  
Planned initiatives aim to reduce transport-related emissions by supporting lower-carbon travel choices and reducing emissions associated with commuting and business travel.
- ➔ **Value chain engagement**  
Recognising the significance of Scope 3 emissions, we will continue to engage with suppliers and partners to improve data quality, reduce embedded emissions and identify opportunities for collaborative emissions reduction.



# Sustainable Use of Resources

CatSci is committed to the responsible use of natural resources across its operations, recognising the importance of reducing environmental impact while supporting safe, efficient and resilient laboratory and office environments. Our approach focuses on improving energy efficiency, reducing waste, promoting recycling and recovery, and minimising impacts associated with transport and resource consumption.

## Recycling, Recovery and Waste Management

Alongside safe and compliant disposal, we continue to improve opportunities for recycling and recovery within our waste streams. During the year, hazardous glass recycling increased through the introduction of supplier take-back and washing schemes with partners including Merck and Fisher. Materials that were previously classified as hazardous waste and sent for incineration are now reused or recovered, significantly reducing waste sent for final disposal.

We have also introduced larger sharps containers across sites. Using larger containers reduces overall plastic consumption, as fewer units are required compared to multiple smaller bins, while maintaining safety and compliance. These initiatives reflect our continued focus on applying the waste hierarchy, reducing waste at source and increasing recycling wherever safe and practical.

	2024	2025
<b>Hazardous Waste (Tonnes)</b>	42.89	40.2
<b>Non-Hazardous Waste (Tonnes)</b>	13.58	10.30
<b>Emissions to Water (m<sup>3</sup>)</b>	Nil	Nil

## Energy Efficiency and Resource Use

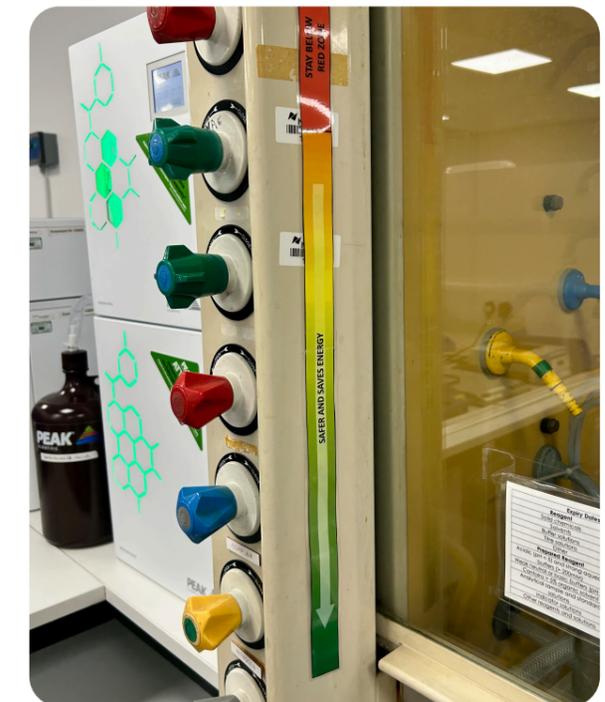
Improving energy efficiency remains a key priority. Practical measures implemented across sites include improved management of lighting and heating, switching off warehouse lighting when not in use, installing timers on air-conditioning systems, and replacing legacy lighting with energy-efficient LED alternatives. At the Cardiff CBTC2 site, the removal of diesel generators and the transition away from gas boilers to more efficient electrically powered air-conditioning units have delivered a significant improvement in energy performance.

Behavioural initiatives also play an important role. During the year, a targeted campaign at our Dagenham site encouraged scientists to close fume hoods when not in use, reducing energy loss associated with ventilation and temperature control. Building on the success of this initiative, a similar campaign is planned for our Cardiff site in 2026.

Alongside energy efficiency, we continue to reduce the use of other natural resources. Closed-loop chilled water systems have replaced once-through cooling, significantly reducing the consumption of drinking-quality water, supported by additional water-saving measures such as aeration devices on taps and outlets.

### Energy Consumption

	2024	2025
<b>Total Energy Consumption (renewable and non-renewable)</b>	1,498 MWh	2,771 MWh
<b>% of energy from renewable sources (all sites)</b>	15.5%	11.1%
<b>% of energy from renewable sources (sites under group control)</b>	40.7%	46.8%



## Transport and Travel

CatSci is taking steps to reduce emissions associated with transport, including business travel and employee commuting, recognising this as an important contributor to Scope 3 emissions. During the year, we introduced an electric vehicle (EV) salary sacrifice scheme, supporting employees in transitioning to lower-emission vehicles and helping to reduce emissions from company and personal travel.

We also continue to promote active and low-carbon commuting options. CatSci operates a cycle to work scheme and has encouraged cycling through initiatives such as team cycle-to-work days and participation in local cycling challenges. These activities support emissions reduction while also contributing to employee wellbeing and healthier travel choices.

Together, these initiatives form part of our wider approach to reducing transport-related emissions and improving emissions intensity as the business continues to grow.



## Biodiversity and Environmental Protection

While CatSci's direct impact on biodiversity is limited due to the nature of our operations, we recognise the importance of preventing environmental harm. Controls are in place to manage chemicals safely, prevent spills and releases, and ensure waste is handled responsibly. Through these measures, we aim to protect local environments and support broader conservation objectives where relevant.



# Green Principles in Practice

## IN THIS SECTION

- Case Study: Innovation Driven by Sustainable Science
- Case Study: Improvement of Our 'My Green Lab' Certification

Case Study

# Innovation Driven by Sustainable Science

Over the past year, CatSci scientists have developed improved manufacturing routes for several APIs, focusing on increasing efficiency while reducing environmental impact. These improvements form part of our commitment to applying green chemistry principles throughout drug development.

One example is a 15-month project to improve the production route for an API used in a new and advanced type of cancer treatment known as a bifunctional degrader. This innovative approach helps the body's own natural systems remove disease-causing proteins, offering promising new therapeutic options.

As part of the project, our team redesigned a key step in the manufacturing process so that two reactions could be carried out together in a single, streamlined operation. This removed the need for an additional processing step, reducing energy use and significantly lowering solvent waste. We also replaced a complex purification method with a simpler co-crystallisation process, which delivered high product purity and improved yields while avoiding energy-intensive solvent exchanges.

Further refinements to materials, temperatures and processing conditions helped minimise impurities and ensure a stable, reliable process. The improved route was successfully tested at CatSci and has now been scaled up for manufacture by a partner organisation, supporting efficient production at larger volumes.

Through projects like this, CatSci continues to demonstrate how scientific innovation can deliver both high-quality medicines and meaningful environmental benefits.

Case Study

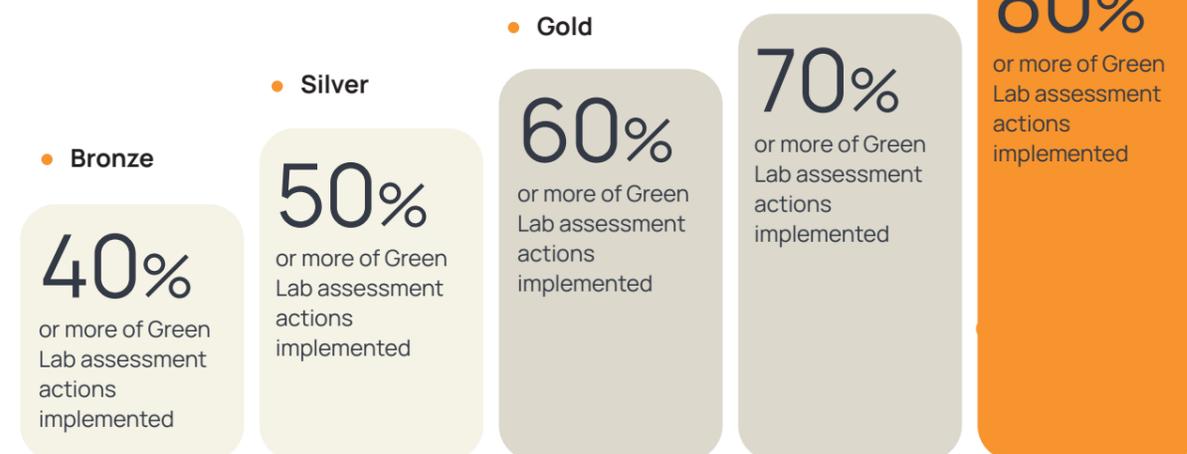
# Improvement of Our 'My Green Lab' Certification

The My Green Lab Certification is a sustainability certification program designed specifically for laboratories. It provides a framework for labs to implement environmentally friendly practices, reduce energy consumption, minimize waste, and improve overall sustainability.

The certification process includes evaluating a lab's practices across various categories such as energy use, water conservation, waste management, chemical use, and procurement. Labs are awarded certification at different levels (Bronze, Silver, Gold, Platinum and Green) based on their performance and adherence to green practices.

The program aims to promote sustainable operations within the scientific community and reduce the environmental impact of laboratory activities.

In 2025 we looked to extend our Certification to all our sites. This helped in bring sustainability to the heart of our daily operations by boosting awareness and embedding greener practices across all sites. This has resulted in Nottingham and Dagenham achieving the highest status of Green and Strasbourg achieving a Gold status.



Green



Gold



I am delighted that the Dagenham site has achieved Green level certification under the My Green Lab programme, improving from our pre-assessment score of 56% to 92%. This achievement reflects the significant commitment and collective effort of the team to embed sustainable laboratory practices into everyday operations and for ensuring that sustainability and ESG remain central to our ongoing discussions and decision-making.

Duncan Thompson, Head of Dagenham Site



# Responsible Value Chain

## IN THIS SECTION

- Driving Impact through Responsible Partnerships
- Supporting and Empowering Our Communities

# Driving Impact through Responsible Partnerships

CatSci recognises the critical role our supply chain plays in supporting safe, ethical and sustainable operations. We remain committed to ensuring that our suppliers operate responsibly and in alignment with our values. Building on the foundations established in previous years, we have continued to strengthen our supplier governance framework to address emerging risks and evolving regulatory and customer expectations.

## Strengthening Supplier Governance and Oversight

During 2025, we enhanced our supplier monitoring processes to provide greater assurance across key risk areas. This included updating our supplier approval policy to introduce additional requirements around information security and resilience. New questions have been added to supplier assessments covering access to personally identifiable information (PII), access to CatSci's digital infrastructure, and access to physical infrastructure.

To improve verification and robustness, we now independently validate supplier ISO certifications through the UKAS website where applicable, rather than relying solely on self-declaration. This provides greater confidence in supplier credentials and strengthens oversight of quality, information security and environmental management standards.

Supplier governance has also been supported through the implementation of additional digital tools, including the integration of Evox into our governance processes alongside WeComply. These systems enhance visibility, consistency and traceability across supplier approvals, risk management and compliance activities.

## Responsible Supplier Standards

Our Supplier Code of Conduct continues to set out the minimum expectations for suppliers providing goods and services to CatSci, covering ethical behaviour, environmental responsibility, labour standards and compliance with applicable laws. In 2025, we expanded the application of the Supplier Code of Conduct to include Reach, ensuring a consistent approach across the Group following acquisition.

Where suppliers are unable to formally sign the Code of Conduct, we continue to seek alternative evidence that demonstrates alignment with its principles. Suppliers that are unable to meet these expectations, or where concerns are identified, may be subject to further review or removal from the approved supplier list.

Percentage of Suppliers	2024	2025
Percentage of key suppliers accepted our code of conduct	97%	98%
Percentage of new suppliers that were screened using the suppliers code of conduct (environmental criteria within the code) or alternative methods	43%	43%

## Monitoring , Review and Future Focus

We continue to review suppliers on a risk-based and proportional basis, with particular focus on critical and high-risk suppliers. Looking ahead, we plan to introduce on-site supplier audits from 2026 for selected key suppliers, including those involved in waste management and other critical services. These audits will provide deeper insight into operational practices and support continuous improvement across our value chain.

Through these enhancements, CatSci continues to build on the progress made in previous years, strengthening supplier oversight while maintaining long-standing commitments to ethical sourcing, responsible purchasing and sustainable partnership.

# Supporting and Empowering Our Communities

CatSci is committed to making a positive contribution to the communities in which we operate. Through volunteering and charitable partnerships, we support initiatives that reflect our values and create meaningful social impact.



## Charity of the Year

In 2025, CatSci continued its support of Velindre Cancer Centre as our Charity of the Year through a range of employee-led fundraising activities. In addition, colleagues were given the option to donate the value of their birthday vouchers to the Charity. Through this initiative, approximately 10% of employees chose to make a donation, contributing £500 to support Velindre's work.

Looking ahead, Cancer Research UK has been selected as CatSci's Charity of the Year for 2026, reflecting our ongoing commitment to supporting medical research and improving outcomes for patients.

Through charitable giving and employee-driven initiatives, CatSci seeks to strengthen community connections and support causes aligned with our purpose of advancing science for the benefit of society.

## Mental Health Awareness Week

During Mental Health Awareness Week 2025, CatSci delivered a range of activities focused on connection, wellbeing and open conversation. These initiatives brought colleagues together across teams and sites, reinforcing the importance of mental health within our workplace culture.

Activities included wellbeing-focused sessions such as yoga and group running, opportunities for shared discussion through BookSci, and a local litter pick combined with Wear It Green Day to promote visibility and collective action. The week concluded with a virtual social event, providing a relaxed space for colleagues to connect. Together, these activities supported our ongoing commitment to fostering a supportive and inclusive working environment.

## Promoting Active and Sustainable Travel

CatSci encourages active and sustainable travel as part of our wider commitment to wellbeing and environmental responsibility. During 2025, colleagues across multiple sites took part in initiatives that promoted cycling as a healthy, low-carbon mode of transport while strengthening connection and engagement.

To mark Cycle to Work Day, CatSci colleagues participated in a group cycling event that combined wellbeing and sustainable commuting. Employees gathered locally before cycling together to work, reinforcing the benefits of active travel while building a sense of community and encouraging lower-carbon commuting choices.

In June, colleagues at Reach SAS in Strasbourg took part in the city-wide “Au boulot à vélo” challenge, cycling throughout the month to promote sustainable travel. The team covered a total of 909.3 kilometres, finishing 28th out of 198 participating organisations. This strong result reflects the commitment of the Strasbourg team to reducing environmental impact while supporting personal wellbeing and collective action.

Together, these initiatives demonstrate how CatSci supports practical, employee-led actions that contribute to healthier lifestyles and reduced environmental impact across our operations.

“  
 Having two dedicated volunteering days through CatSci has made it much easier for me to get involved with a charity and a cause that truly matters to me, while giving back to my local community. Over the years, we’ve built a strong relationship with Oasis, and it’s rewarding to see that they now rely on our support when it’s needed. It’s especially nice to see colleagues returning year after year to volunteer. We always have a great day, and the excellent lunch is a bonus too!”

**Elise Rochette**, Associate Principal Scientist

## Volunteer Days

All employees are entitled to up to two paid volunteering days per year, enabling colleagues to support charities or community organisations of their choice. During the year, teams volunteered with Oasis, taking part in activities that directly supported local communities. In November, colleagues assisted the Oasis kitchen team with a deep clean of kitchen and food storage areas, helping to maintain a safe and welcoming environment. Further volunteering opportunities were organised in December to support Oasis's Christmas meal for clients, including wrapping presents, setting up the hall, assisting in the kitchen and serving food.

## School Valued Partner

CatSci is proud to be recognised as a Careers Wales Valued Partner, reflecting our ongoing commitment to supporting young people and promoting STEM career pathways within our local communities.

During the 2024/25 academic year, CatSci colleagues delivered a range of careers engagement activities with partner and non-partner high schools, including career carousels, chemistry demonstrations, GCSE options events, career talks, sixth form sessions and group visits to our laboratories. These activities provided pupils with practical insight into local STEM careers and opportunities to engage with real-world scientific work.

Through this partnership, CatSci continues to play an active role in inspiring future STEM talent and strengthening links between education and industry.



“  
 The team at CatSci have once again delivered a series of excellent career sessions with a number of High Schools during the 2024/25 academic year... Pupils have benefitted greatly from these engagement activities, learning about career opportunities in the sector available in their City and taking part in work-based tasks. Thank you to the CatSci team for your dedication and hard work in inspiring the next generation of professionals.

**Adrian Cole**, Careers Wales Business Engagement Adviser

# Appendix

## About This Report

### Scope and Aim

Unless stated otherwise, all reporting covers our financial year 2025, from 1 January to 31 December 2025.

This reports includes Data from CatSci Invest Limited and all of its subsidiaries.

Any new subsidiaries acquired in the are added to the annual report in their first full year following acquisition. There were no acquisitions in 2025.

This report highlights only the most significant process and data updates from 2025 and is not intended to be an exhaustive description of our corporate responsibility programs and focus areas.

### Reporting Frameworks Followed

This report has been prepared in consideration of the Global Reporting Initiative (GRI) Standards, focusing on material topics and disclosures relevant to our stakeholders.

### IN THIS SECTION

- About This Report
- GRI Index
- Glossary

# GRI Index

This GRI Content Index has been prepared to support transparency and clarity in CatSci's sustainability reporting. It outlines where relevant disclosures in accordance with the Global Reporting Initiative (GRI) Standards (2021) can be found within this report.

The index reflects CatSci's current reporting scope and material topics and is intended to assist stakeholders in navigating the report and understanding how sustainability-related information is managed and disclosed. Where certain disclosures are not reported or are considered not material, this is noted accordingly.

GRI Standard	Disclosure	Page	Section/Comments
<b>General disclosures</b>			
<b>GRI 2: General Disclosures 2021</b>	2-1 Organisational details		CatSci Invest is the ultimate company in the CatSci group. It is a Private limited Company registered in England and Wales with Company No. 14127257. CatSci Invest Limited, CBTC2, Capital Business Park, Wentloog, Cardiff, CF3 2PX, United Kingdom Tel: +44 33 0025 0170 The group has operations in the UK, in its laboratories in Cardiff, Dagenham and Nottingham and in France in its Laboratory in Strasbourg. Please consult our website for further details: <a href="http://www.catsci.com">www.catsci.com</a>
	2-2 Entities included in the organisation's sustainability reporting	57	About This Report
	2-3 Reporting period, frequency and contact point	4	A Letter from Our CEO
		57	About This Report For any questions about this report or any information included in this report, please contact the CBO of the CatSci Group, <b>Mark Bate: <a href="mailto:mark.bate@catsci.com">mark.bate@catsci.com</a></b>
	2-6 Activities, value chain and other business relationships	4	A Letter from Our CEO
		9	Our Guiding Framework: Purpose and Values
		11	Advancing Science with Purpose
	2-7 Employees	28	Our Commitment to Quality Employment
31		Diversity, Inclusion and Equality	
2-9 Governance structure and composition	14	Board of Directors	
	13	A Resilient and Robust Governance Structure	

GRI Standard	Disclosure	Page	Section/Comments
<b>GRI 2: General Disclosures 2021</b>	2-12 Role of the highest governance body in sustainability reporting	13	A Resilient and Robust Governance Structure
	2-14 Role of the highest governance body in overseeing the management of impacts	13	A Resilient and Robust Governance Structure
	2-22 Statement on sustainable development strategy	4	A Letter from Our CEO
		16	Sustainability Strategy
	2-23 Policy Commitments	13	A Resilient and Robust Governance Structure
	2-24 Embedding policy commitments	22	A Culture of Integrity
	2-25 Process to remediate negative impacts	22	A Culture of Integrity
	2-26 Mechanisms for seeking advice and raising concerns	22	A Culture of Integrity
	2-27 Compliance with laws and regulations	22	A Culture of Integrity
	2-28 Membership associations	6	Our 2025 Achievements in Review
31		Diversity, Inclusion and Equality	
49		Case Study Improvement if Our 'My Green Labs' Certification	
<b>Material topics</b>			
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	20	Materiality Assessment: Aligning with Stakeholder Needs
	3-2 List of material topics	20	Materiality Assessment: Aligning with Stakeholder Needs
	3-3 Management of material topics	20	Materiality Assessment: Aligning with Stakeholder Needs
		13	Compiled under each of the following sections of this report:
	22	• A Resilient and Robust Governance Structure	
	27	• A Culture of Integrity	
	38	• Empowered Workforce	
	51	• Our Contribution to a Greener Future	
		• Responsible Value Chain	
<b>Economic</b>			
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	22	A Culture of Integrity
	205-2 Communication and training about anti-corruption policies and procedures	22	A Culture of Integrity
	205-3 Confirmed incidents of corruption and actions taken	22	A Culture of Integrity

GRI Standard	Disclosure	Page	Section/Comments
<b>Environmental</b>			
<b>GRI 302: Energy</b>	302-1 Energy consumption within the organisation	44	Sustainable Use of Resources
	302-4 Reduction of energy consumption	44	Sustainable Use of Resources
<b>GRI 305: Emissions</b>	305-1 Direct (Scope 1) GHG emissions	41	Carbon Footprint Reduction through Climate Action
	305-2 Energy indirect (Scope 2) GHG emissions	41	Carbon Footprint Reduction through Climate Action
	305-3 Other indirect (Scope 3) GHG emissions	41	Carbon Footprint Reduction through Climate Action
<b>GRI 306: Waste</b>	306-3 Waste generated	44	Sustainable Use of Resources
	306-4 Waste diverted from disposal	44	Sustainable Use of Resources
	306-5 Waste directed to disposal	44	Sustainable Use of Resources
<b>Supply Chain</b>			
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	52	Driving Impact through Responsible Partners
<b>Social</b>			
<b>GRI 403: Occupational Health and Safety</b>	403-2 Hazard identification and incident investigation	36	A Safe Working Environment
		37	Case Study: Strengthening Safety through Digital Innovation
	403-3 Occupational health services	36	A Safe Working Environment
	403-5 Worker training on OHS	36	A Safe Working Environment
	403-6 Promotion of worker health	33	A Safe and Healthy Working Environment
		53	Supporting and Empowering Our Communities
<b>GRI 404: Training and Education</b>	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business Relationships	33	A Safe and Healthy Working Environment
	403-9 Work related injuries	33	A Safe and Healthy Working Environment
<b>GRI 404: Training and Education</b>	404-1 Average hours of training per employee	30	Case Study: Building a Culture of Continuous Learning
	404-2 Programmes for upgrading employee skills	30	Case Study: Building a Culture of Continuous Learning
<b>GRI 405: Diversity and Equal Opportunity</b>	405-1 Diversity of governance bodies and employees	31	Diversity, Inclusion and Equality
<b>GRI 408: Child Labour</b>	408-1 Operations and suppliers at risk of child labour	26	Protection of Human Rights

GRI Standard	Disclosure	Page	Section/Comments
<b>GRI 409: Forced or Compulsory Labour</b>	409-1 Operations and suppliers at risk of forced labour	26	Protection of Human Rights
<b>GRI 413: Local Communities</b>	413-1 Operations with local community engagement	53	Supporting and Empowering Our Communities
<b>GRI 414: Supplier Social Assessment</b>	414-1 New suppliers screened using social criteria	52	Driving Impact through Responsible Partners
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	25	Cybersecurity and Information Privacy

# Glossary

Term / Acronym	Definition
<b>API (Active Pharmaceutical Ingredient)</b>	The biologically active component of a medicine that produces the intended therapeutic effect.
<b>BoD (Board of Directors)</b>	The governing body responsible for setting strategic direction and overseeing management and performance.
<b>CBT (Cognitive Behavioural Therapy)</b>	A form of talking therapy that helps individuals manage mental health by addressing thoughts, feelings and behaviours.
<b>CDP (Carbon Disclosure Project)</b>	An international system for organisations to disclose environmental impacts, including climate change.
<b>CEO (Chief Executive Officer)</b>	The most senior executive responsible for leading the organisation and delivering strategy.
<b>DEI (Diversity, Equality and Inclusion)</b>	Policies and practices that promote fairness, equal opportunity and inclusion in the workplace.
<b>EAP (Employee Assistance Programme)</b>	A confidential support service offering advice on wellbeing, financial and personal matters.
<b>ESG (Environmental, Social and Governance)</b>	A framework used to assess sustainability performance across environmental, social and governance factors.
<b>FTE (Full-Time Equivalent)</b>	A standardised measure converting part-time roles into full-time employee equivalents.
<b>GHG (Greenhouse Gas)</b>	Gases, such as carbon dioxide (CO <sub>2</sub> ), that contribute to climate change by trapping heat in the atmosphere.
<b>GRI (Global Reporting Initiative)</b>	An international standard for sustainability reporting covering ESG impacts.
<b>ISO (International Organization for Standardization)</b>	An independent organisation that develops international management and quality standards.
<b>ISO 27001</b>	An international standard for information security management systems.
<b>KEY ESG</b>	A digital platform used by CatSci to collect, manage and report ESG data, including emissions.
<b>LMS (Learning Management System)</b>	A digital platform used to deliver, track and manage employee training and development.
<b>My Green Lab Certification</b>	A sustainability certification programme for laboratories assessing energy, waste, water and chemical management.
<b>Net Zero</b>	Achieving a balance between greenhouse gas emissions produced and those removed from the atmosphere.

Term / Acronym	Definition
<b>PII (Personally Identifiable Information)</b>	Data that can identify an individual, such as names or contact details.
<b>PSCI (Pharmaceutical Supply Chain Initiative)</b>	An industry association promoting responsible and ethical pharmaceutical supply chains.
<b>Scope 1 Emissions</b>	Direct emissions from sources owned or controlled by the organisation.
<b>Scope 2 Emissions</b>	Indirect emissions from purchased electricity.
<b>Scope 3 Emissions</b>	Indirect emissions across the value chain, including travel, commuting and purchased goods.
<b>SDGs (Sustainable Development Goals)</b>	Seventeen global goals set by the United Nations to address social, economic and environmental challenges.
<b>SBTi (Science Based Targets initiative)</b>	A global initiative supporting emissions reduction targets aligned with climate science.
<b>UKAS (United Kingdom Accreditation Service)</b>	The national body accrediting organisations that certify management systems and standards.
<b>WellCat</b>	CatSci's internal wellbeing forum coordinating employee health and wellbeing initiatives.

# Annual Sustainability Report

Year Ending 31st December 2025



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