

Sustainable Performance Report
—— UCB Bulle Site, Switzerland
2025



Inspired by **patients**.
Driven by **science**.



Message from our Director **Fabrice Vericel**

Each year, our sustainable performance report provides an opportunity to reflect on our progress and reaffirm our commitments. In 2025, the Bulle site made a significant contribution to advancing UCB's CDP (Carbon Disclosure Project) rating to an "A", driven by reductions in our emissions and responsible water management.

These achievements reflect the daily commitment of our teams. They demonstrate that industrial development and sustainability go hand in hand, not as separate agendas, but as two dimensions that shape how we work, innovate and serve patients. The challenges ahead are significant, but they also present real opportunities to continue our progress and create lasting value for all those impacted by our activities.

Fabrice Vericel, Head of Bulle Manufacturing & Site Head



Scan to discover the UCB Group's
2025 integrated annual report



This report focuses exclusively on UCB's activities in Switzerland and has not been prepared in accordance with international sustainability reporting standards. For more information on the UCB group, please refer to the integrated annual report, prepared in line with the European Sustainability Reporting Standards (ESRS): reports.ucb.com.



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UCB Group

At UCB, we believe that everyone deserves to live the best life possible. This conviction drives our long-term commitment and guides our efforts to create a positive and lasting impact on society.

Founded in 1928, UCB has evolved over time into a global biopharmaceutical company, driven by science and inspired by patients. Today, 10,117 employees work every day to improve the lives of people living with severe diseases, particularly in the **fields of immunology and neurology**.

For nearly a century, our expertise has made us deeply aware of our responsibility to drive positive change in society, both today and for the future. That is why we place sustainability at the core of our activities and leverage our capabilities and innovation to strengthen our impact.

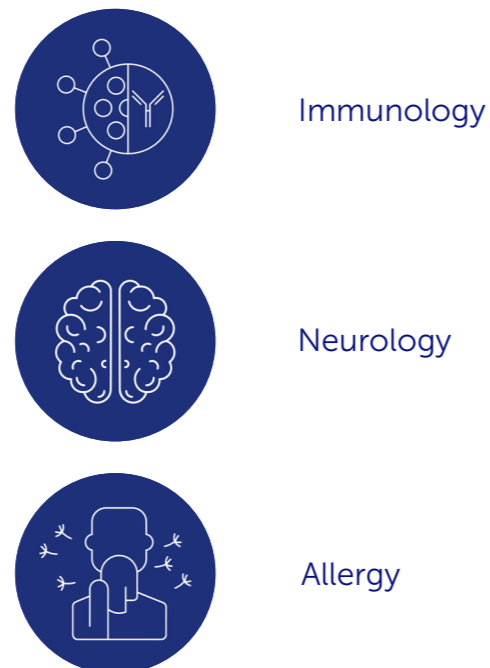
At a glance



Key figures



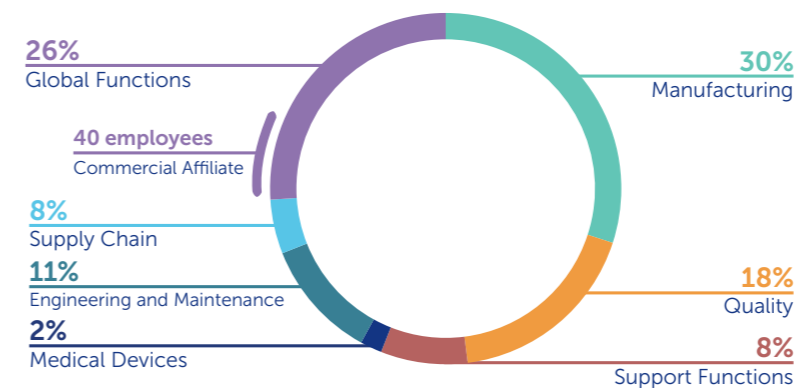
Therapeutic areas



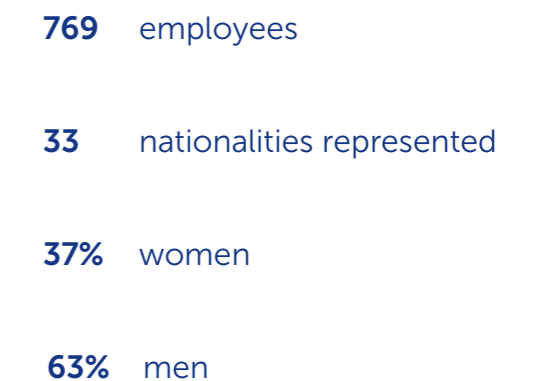
UCB in Switzerland

Established in Bulle, in the canton of Fribourg, since 1996, UCB's Swiss site manufactures medicines and key compounds used across the Group to **treat allergies, epilepsy and autoimmune diseases**.

Distribution by function



Our diversity



Our vision

In a unique working environment, we aspire to be a site of choice for delivering key medicines that create value for patients, UCB and our employees, today and in the future.

Our mission

To consistently provide our patients with safe, effective and high-quality medicines, supported by human expertise and a strong corporate culture.

Sustainable Development

At UCB, we are aware of the impact of our activities and the essential role companies play in building a sustainable future.

Sustainability aims to ensure the long-term viability of an organization's activities while limiting their environmental, social and economic impacts. It involves acting responsibly to meet present needs without compromising the ability of future generations to meet their own.

To address these challenges, the United Nations adopted in 2015 the **17 Sustainable Development Goals (SDGs)**, a global framework based on a holistic and interconnected approach to tackling urgent global challenges and building a more sustainable and equitable future by 2030.



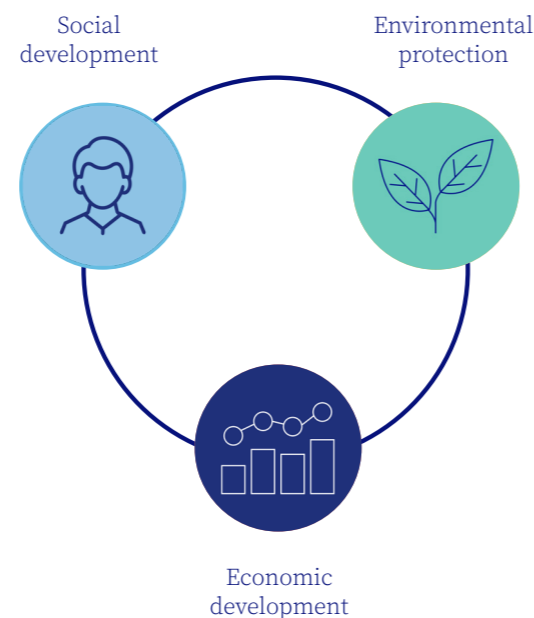
Sustainability as a strategic driver

Through regular materiality assessments, we identify the areas where our potential for transformation is greatest and focus our efforts, taking into account our ecosystem and capabilities. These analyses guide our sustainability strategy and how we measure our overall performance.

A holistic approach

A holistic approach considers sustainability in its entirety, connecting **environmental, social and economic dimensions**.

It aims to integrate these aspects to develop balanced solutions that meet present needs while preserving the future. This perspective highlights the importance of the interconnections between these dimensions.



UCB's sustainability commitments in Switzerland

At UCB in Switzerland, our sustainability strategy is reflected in a sustainable corporate culture and in concrete actions across the following four areas:

Access to and availability of our medicines



Securing the supply chain
Access coverage

Environmental transformation



CO₂e emissions
Water consumption
Waste management
Biodiversity
Mobility

Creating an ideal work environment



Health & well-being
Safety
Inclusion
Ethical practices

Supporting communities



Early Careers Program
Societal engagement



Across the UCB Group, our purpose is to create value for patients, today and for the future. This ambition guides our overall strategy and is reflected in the integration of **environmental, social and governance (ESG) principles** at the core of our business model, supporting patient health, fostering responsible growth and meeting the expectations of our investors and stakeholders.

At UCB Bulle, this vision is brought to life in a tangible way. Through a strong culture and concrete actions implemented across our sustainability pillars, we actively contribute to creating value in the short, medium and long term.



Helton Dilay, CFO UCB Switzerland



Key highlights of our Sustainability journey

2008

Initial CO₂ reduction initiatives and first partnership with the Energy Agency of the Swiss Private Sector (EnAW)

2013

Our site transitions to **100% renewable electricity**

2015

Alignment with the Paris Agreement and setting of our 2030 **“Health of the Planet”** program targets, based on our 2015 baseline

2019

Launch of the **“Safety”** program focused on securing high-risk activities

2020

Launch of the **“Health & Well-being”** program

Launch of the **“Diversity, Equity and Inclusion”** program

Equal Salary certification achieved

One paid workday per year dedicated to volunteering with local organizations

2021

Revised environmental targets: **carbon neutrality** for operations under our direct control

ISO 45001 certification

Production of 84,000 liters of disinfectant for the local community during the COVID-19 crisis

2022

A more structured approach to sustainability

Joining the **Swiss Triple Impact** program

2023

First sustainable performance report for UCB's site in Switzerland

Equal Salary re-certification

Co-organization of the annual Swiss Triple Impact Fribourg network gathering

2024

Net CO₂ emissions reduction targets validated by the **Science Based Targets initiative (SBTi)**

Launch of our new **societal engagement** approach, strengthened by long-term partnerships

2025

Launch of the mental health **listening and support network**

Entry into the ranking of **Switzerland's Best Employers** (PME Magazine) (ranked No. 1 in the Pharma/Chemicals category)

UCB in Switzerland

Sustainability performance 2025

Value for Patients

78% access to our medicines in Switzerland **0** product recall / supply shortage



Value for the Planet

-34% reduction in CO₂e emissions since 2019 **82%** of our suppliers aligned with SBTi targets

-15% reduction in water consumption since 2019 **-25%** reduction in waste generated since 2019

Value for People

82.7% for our Health & Well-being Index **74.83%** for our Inclusion Index

18.9% for our Career Dynamics Index **80%** for our Employee Engagement Index



Value for Communities

+46% growth in Early Careers since 2022 **+300** young people reached through our initiatives in 2025

450 hours of volunteering in 2025 **3,000** beneficiaries positively impacted by our societal engagement initiatives in 2025

Value for Patients



78%
Access Coverage Performance
Index (ACP)

Our Priority

To fulfil our mission, we must ensure the availability and continuity of access to our treatments for every patient in need, wherever they are in the world. As a manufacturing site, this means **ensuring sufficient production volumes to meet demand** and contributing to a reliable and sustainable supply.

Our missions

- Accelerate access to new medicines
- Ensure equitable access (reimbursement and patient support)
- Meet demand by securing our supply chain

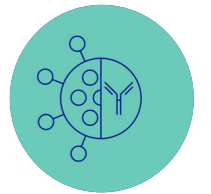
Number of patients by therapeutic area



63.4 million
people have access to our
allergy solutions



413,000
people have access to our
neurology treatments



220,000
people have access to our
immunology treatments

0
Product recall
Supply shortage

Strengthened Production capacity

In 2025, several key initiatives significantly enhanced the production capacity of the Bulle site. These developments support our growth and improve the efficiency of our operations.

Optimization of production lines:

In response to the steady increase in demand for **Cimzia® (certolizumab pegol)**, an optimization program initiated in 2022 and completed in 2025 has sustainably enhanced the production capacity of the Bulle site by improving equipment efficiency, process flow and data utilization, further supporting operational performance.

Relocation of a production unit to the Bulle site:

Launched in September 2025, a project dedicated to the production of a **key component** used in many biologic medicines manufactured by UCB aims to equip our site with a new manufacturing unit. The relocation of this activity to Switzerland reduces environmental impact and strengthens internal process control.



Securing the supply chain

In 2025, our supply security program reached a significant milestone. Initially implemented after the pandemic to address supply challenges among certain suppliers, it has progressively evolved into a **structured and sustainable approach fully integrated into the site's operations**.

Supported by a strengthened organization, formalized governance and regular analyses, this framework now helps reduce the risk of supply disruptions and sustainably ensures the availability of critical raw materials for the production of our medicines.

Access coverage in Switzerland

Access coverage in Switzerland refers to the availability of our medicines for patients, as well as their reimbursement by health insurance.

In 2025, access in Switzerland was maintained across the UCB product portfolio. At the same time, two new indications for **FINTEPLA® (fenfluramine)**, for **Lennox-Gastaut syndrome and Dravet syndrome**, received marketing authorization in Switzerland.

In response to the continuous lengthening of reimbursement procedures in Switzerland, we continue our efforts to facilitate timely and equitable access to treatments that are not yet covered by health insurance, ensuring that patients can benefit from therapies.

Ensuring supply continuity

No supply shortages or quality defects were reported in the production of medicines at the Bulle site.

0 product recall
0 supply shortage

Access Coverage Performance in Switzerland (ACP)

	2025	Target
ACP*	78%	71%
TTA*	50%	38%

*ACP (Access Coverage Performance) measures the extent of effective access to a new medicine, including the proportion of patients or healthcare institutions able to benefit from it prior to its official reimbursement through early access mechanisms.

*TTA (Time to Access) measures the time required for patients to gain effective access to a new medicine, from a given regulatory milestone to the first actual access.



Value for the Planet

Our Ambition

We are committed to accelerating the environmental transition by reducing our CO₂ emissions, water consumption and waste, while enhancing biodiversity on site.

Our challenge

As our site continues to grow, so must our environmental ambition. Reducing our environmental footprint requires more rigorous resource management and the implementation of concrete, high-impact initiatives on the ground.

Our key areas of commitment



Net Zero Targets 2045



Reducing water consumption



Reducing waste generation



Preserving local biodiversity



Encouraging sustainable mobility

- 34%

Reduction in CO₂e emissions since 2019

82%

Of our suppliers aligned with SBTi targets

- 15%

Reduction in water consumption since 2019

- 25%

Reduction in waste generated since 2019

Performance	2024	2025	Targets for 2030
CO ₂ emissions (Scopes 1 & 2)	4,617 t	4,231 t	1,743 t
Water consumption	188,065 m ³	173,427 m ³	137,342 m ³
Waste generation	1,762 t	1,768 t	1,519 t
Supplier engagement	68%	82%	80%

Health of the Planet CO₂ Reduction Program

Projects carried out in 2025 Scopes 1 & 2

Reducing our reliance on natural gas

In partnership with Gruyère Énergie (GESA), we are preparing the installation of a **boiler** powered by locally sourced wood waste. It will supply part of the steam required for the production of our biologic medicines and help reduce our reliance on natural gas. The project is currently in the design phase.

HVAC system optimization

Optimizing heating, ventilation and air conditioning (HVAC) systems across several production buildings has **reduced our energy consumption**.

- 155 tCO₂e avoided & 525 MWh saved

UCB's 2045 Net Zero Targets



Net Zero Targets 2045

UCB's **global** Net Zero climate targets for 2045 provide the reference framework for reducing our CO₂ emissions. To support this ambition, both short- and long-term targets validated by the **Science Based Targets initiative (SBTi)** also guide the actions implemented at our site.



Short-term targets for 2030

Scopes 1 & 2



-73 %
Compared to 2019

Scope 3



-48 %
Compared to 2019

80% of emissions from our suppliers are covered by science-based targets by 2028

Long-term targets for 2045

Scopes 1, 2 & 3



-90 % CO₂e emissions
Compared to 2019



Neutralizing
remaining greenhouse gas emissions

Indirect emissions management Scope 3

Value chain engagement

Supply chain-related emissions represent a significant share of our carbon footprint.

We actively engage with our **suppliers to support their commitment to SBTi targets**, fostering greater alignment across our value chain and contributing to the reduction of our overall carbon footprint.

Our actions

- Integrating climate considerations into our procurement decisions
- Prioritizing suppliers committed to recognized targets (SBTi)
- Supporting and guiding our suppliers in their climate commitments



Of suppliers to the Bulle site have SBTi-validated climate targets.



Transition to maritime transport Decarbonizing our value chain

The transition from air to sea transport for temperature-sensitive products (+2°C to +8°C) represented a major challenge. Our certified maritime container now enables safe and reliable transport while significantly reducing our carbon footprint. On average, maritime transport emits nearly **30 times less CO₂ than air freight**. In 2025, shipping 333 refrigerated containers by sea helped avoid approximately 54 tCO₂e compared to air transport.

Sustainable Mobility Program

Mobility is one of UCB's global priority commitments, as it represents a key source of CO₂ emissions that we can directly address. **Extensive analysis of our employees' needs** is carried out to identify sustainable and tailored solutions to reduce the carbon impact of commuting.

We therefore promote more sustainable modes of transport through incentives for active mobility and discounts on public transport subscriptions. Electric and conventional bicycles are also made available to employees.

Sustainability Week

During the 2025 edition, two stands dedicated to active mobility were set up: a bike check station and a demonstration area where employees could try out different models.

New carpooling platform

A shared platform bringing together six companies in the **Planchy area** in Bulle now enables employees to share their commuting journeys as part of the Planchy mobility plan.

JobAbo Discovery pass

In partnership with Transports publics fribourgeois (TPF), we offer a JobAbo Discovery pass, giving employees access to **one month of free public transport**.

Participation in the "Bike to Work" challenge

As part of the national "Bike to Work" challenge, our employees cycled **24,951 km** commuting to work, **avoiding nearly 3.5 tonnes of CO₂ emissions**.



Health of the Planet Water Program

Water optimization and reuse

As water is a valuable resource and essential to our production activities, UCB is committed to ensuring its responsible use. We are implementing several improvement projects aimed at reducing our consumption and recovering, treating and reusing water wherever possible. These optimizations have enabled us to save **7,670 m³** of water.

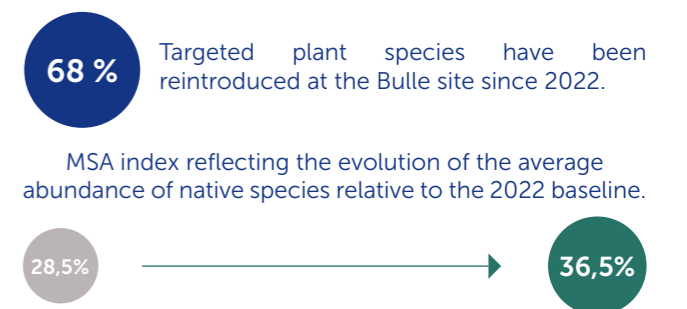
Continuation of the 2024 pilot

The 2024 pilot project for recycling our IWC (controlled industrial water) confirmed the relevance of this approach and led to the launch of a permanent system project in 2025, currently in the design phase. This system will enable the recovery, treatment and reuse of water from our purified water generators, while **reducing potable water consumption and discharges**.

Biodiversity conservation

New biodiversity report

Conducted by external partners, this new report provides a comprehensive overview of the fauna and flora surrounding the site. Building on this, we implemented in 2025 a monitoring system based on **four indicators*** to measure the impact of our actions and optimize the management of our green spaces. Our objective is to **foster a more harmonious coexistence between our activities and nature**.



*Our four indicators are: restored areas; MSA (mean species abundance), a measure of biodiversity relative to an undisturbed ecological state; conservation actions implemented; and green infrastructure installed.

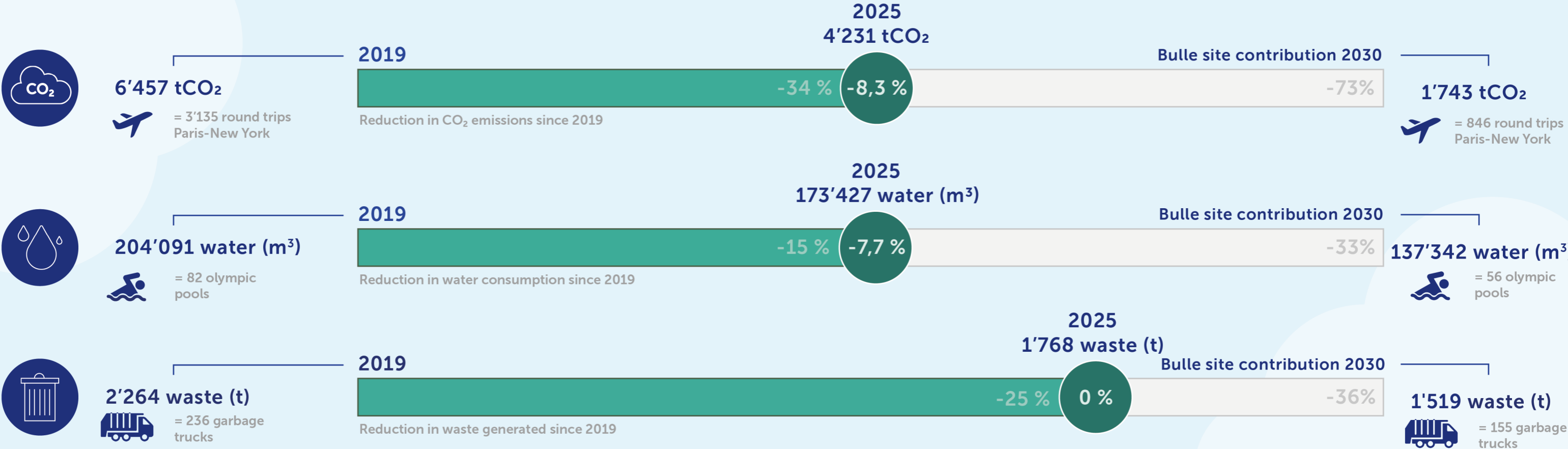
Scan to discover the biodiversity report prepared by external partners



Sustainability Week Impact story

The 2025 edition enabled our employees to take part in building stone piles, small rock structures that support biodiversity, as well as restoring our self-service permaculture garden by planting zucchinis, tomatoes and other seasonal vegetables.

Our contribution to UCB Group objectives



Our environmental achievements in 2025:

CDP Climate A List 2025

International recognition of our leadership in climate action. Very few companies achieve an A rating from CDP for climate performance, and UCB is now among them. This achievement is strongly supported by the Bulle site through its efforts to reduce CO₂ emissions and manage water resources responsibly.

CDP Water Security A- (rating maintained, first achieved in 2024) | **ISO 14001 certification** maintained

Global recognition of our sustainable water management.

Certified environmental management system.



Sustainability is built day by day through the commitment of everyone who contributes to the UCB Bulle site. By gradually fostering a mindset focused on resource optimization and the search for more sustainable solutions, these practices naturally become an integral part of our projects and the way we work.

Organized annually, Sustainability Week is a key moment of collective engagement. Through workshops and conferences covering all pillars of sustainability, it strengthens understanding of our challenges and encourages employees to actively contribute to our positive impact.



Tiphaine Paulhiac, Sustainability Management Partner





Value for People

Focus Health & Well-being

We aim to create a **work environment** that fosters personal fulfilment by promoting health, well-being and a healthy lifestyle, while supporting employee development and career progression. Our approach to health and well-being is built around five pillars.

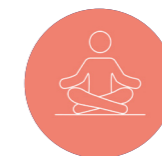
Our missions

- Providing tailored well-being solutions
- Promoting physical and mental health

Our five well-being pillars



Physical well-being



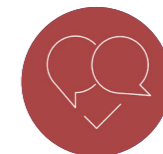
Mental well-being



Social well-being



Purpose and personal growth



Positive interactions

82.7%*

Health & Well-being Index

74.83%*

Inclusion Index

18.9%*

Career Dynamics Index

80%*

Employee Engagement Index

**These indices are based on a questionnaire completed by employees (response rate: 71%) and data derived from internal people management systems.*

Performance	2024	2025	Target
Health & Well-being Index*	82.5%	82.7%	81%
<i>* Reflects employees' perceptions of their health, mental well-being and work-life balance.</i>			
Inclusion Index*	75%	74.83%	75% (2027)
<i>* Measures the feeling of being accepted, confident, and free to express oneself and participate.</i>			
Career Dynamics Index*	13%	18.9%	> 8%
<i>* Includes promotions and role changes (lateral moves).</i>			
Employee Engagement Index*	80%	80%	78%
<i>* Measures employees' level of motivation, engagement in their work, and pride in UCB.</i>			

289 Employees benefited from our workplace well-being initiatives.

Our 2025 Well-being initiatives

Physical well-being

Improving workstation ergonomics:

An ergonomic program has been deployed to **reduce the risk of musculoskeletal disorders** among employees working in production by identifying high-risk situations and updating workstation assessments.

Occupational health nurse:

In 2025, the integration of an occupational health nurse at the Bulle site enabled more targeted and tailored **preventive actions** to better meet employees' needs.

Mental well-being

Emergency childcare support:

A partnership with **Madame Garderie**, a local childcare provider in Bulle, offers a reliable solution in case of unforeseen circumstances and helps **reduce the mental load** of employees who are parents.

Flexible working model:

With up to 60% remote work, our hybrid model gives employees greater **autonomy** and the flexibility to choose the work environment that best suits their needs.



Social well-being: Networking breakfasts Impact story

Launched in 2025, this initiative provides employees with opportunities to meet in a more informal setting, exchange ideas and strengthen social connections.

Best Employers in Switzerland

In 2025, for its very first participation, the UCB Bulle site was recognized as the #1 employer in Switzerland in the Chemicals/Pharma category and ranked 10th overall among the prestigious list of Switzerland's 250 best employers.

Being recognized among Switzerland's best employers is a source of pride above all because it reflects a continuous **collective commitment** to creating and sustaining an attractive, inclusive and meaningful work environment.

Stéphane Crausaz, Talent Country Lead Switzerland



Mental well-being: Listening and support network Impact story

In 2025, a group of employees was trained to identify signs of mental distress and respond appropriately. This internal network provides a confidential, responsive and proactive listening space, complementing existing resources and enabling employees to access local support in cases of overload or mental distress.

Prevention & Safety

As an industrial site, we have a responsibility to ensure a **safe and secure working environment** for our employees. Accident prevention is a major challenge in our operations, and we address it every day through continuous and rigorous actions.

Performance	2024	2025	Target
TRIR = Accident rate (with or without lost time)	4.15	7.74*	5.8 (2026)
Number of programs addressing major risks	8	8	11 (2028)

* The increase in incidents is mainly related to movement, particularly on stairs. Awareness-raising actions were implemented at the end of 2025 and will be further strengthened in 2026 through a vigilance program.



“Life-saving skills” workshop Impact story

During Sustainability Week 2025, one of our workshops was dedicated to introducing employees to the use of a defibrillator and the basics of CPR, enabling them to respond quickly in emergency situations.

Safety Program

Our safety program is built around **three key pillars**.

1: Process safety

Ensure the compliance and reliability of facilities, equipment, and processes.

Assessment of high-risk activities

Each year, external audits assess our control of high-risk activities by benchmarking our practices against established standards, enabling us to **refine our improvement plans**. In 2025, we successfully passed audits covering two of our activities:



Pressure equipment

Activities involving the use of equipment containing pressurized gases or liquids, posing risks of leaks or explosions



Heavy lifting operations

Activities involving the use of equipment to lift, move or handle heavy loads

2: Risk-based safety management system

ISO 45001 certification maintained

Occupational health and safety management system.

3: Human and organizational factors contributing to a strong safety culture

HSE meetings (Health, Safety and Environment)

Each month, around 30 meetings are conducted across departments, with the support of HSE coordinators, to identify risk situations, strengthen prevention efforts and **foster a strong safety culture** across the site.

“Preventing falls: managing distractions” workshop

During Sustainability Week 2025, a workshop was dedicated to preventing fall risks in the workplace. It addressed the main sources of distraction during movement, provided practical safety tips and enabled employees to assess their level of attention in order to **prevent dangerous situations**.

Culture of Inclusion

We aim to foster a culture of inclusion by providing dedicated training and encouraging our employees to actively contribute to our commitment to society. Inclusion enhances our ability to innovate, act fairly and create a positive impact on society.

65%

Of employees have been trained in psychological safety through our new inclusion training, covering unconscious bias, feedback and microaggressions.

Inclusion groups

In 2025, we relaunched **EMERGE** and launched **MOSAIC**, two ERGs* dedicated to professional networking and cultural diversity. Their initiatives, such as the “**Get ready for your interview**” workshop and the discovery of local culture through a stand at the **Bénichon** festival, generated strong interest.

In 2026, these groups will continue to develop through new initiatives designed to strengthen connections, increase visibility and create opportunities for employees.

*Employee Resource Groups (ERGs): voluntary employee groups that come together around shared interests to promote inclusion, strengthen a sense of belonging and contribute to a positive organizational impact.

Collaboration with CIS

A pilot project conducted with the Centre d'intégration socioprofessionnelle (CIS), offering **vocational rehabilitation** programs, enabled one individual to join our team for three months before being successfully hired.

Equal Salary certification

Recognition for pay equity and practices fostering equal treatment.

Ethics & Responsible culture

Ethics is an integral part of our culture at UCB and a key pillar of our sustainability commitment. We believe that a strong culture, grounded in values, helps create better workplaces and supports long-term success.

Launch of the Ethics Program

In 2025, the Bulle site implemented a local ethics program to reinforce alignment with **UCB's global commitments** and ensure consistency across our practices.

1

Transparency across all levels of the organization

2

Responsible use of emerging technologies

3

Respect and promotion of human rights

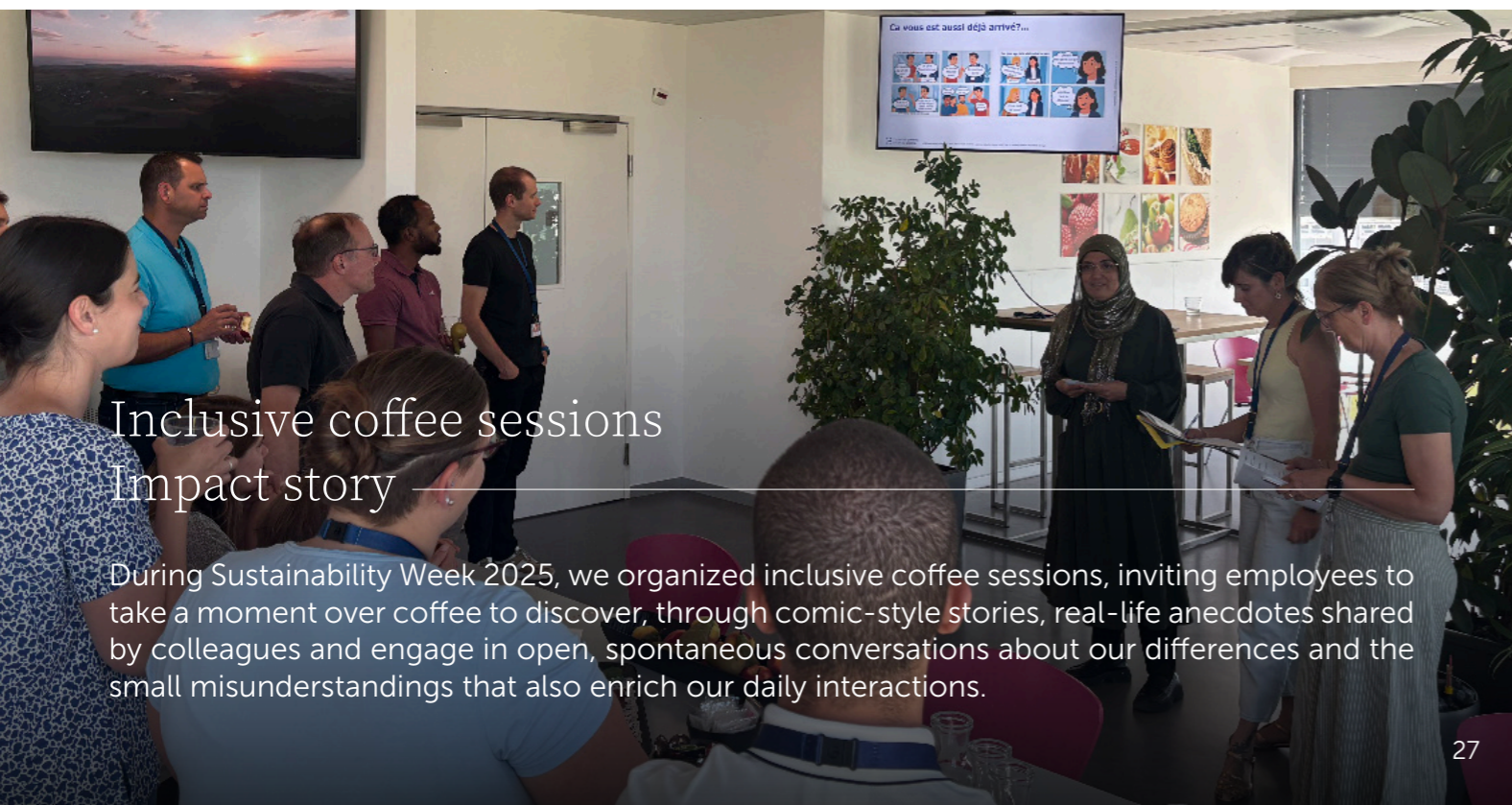
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Evolving our culture to meet future challenges

The rollout will continue with new initiatives planned for 2026.

Strengthening responsible practices

An information workshop was organized to introduce the **Integrity Line** — UCB's global confidential reporting channel — to employees at our site seeking to better understand its purpose and how it supports the **confidential reporting of ethical concerns**.



Inclusive coffee sessions Impact story

During Sustainability Week 2025, we organized inclusive coffee sessions, inviting employees to take a moment over coffee to discover, through comic-style stories, real-life anecdotes shared by colleagues and engage in open, spontaneous conversations about our differences and the small misunderstandings that also enrich our daily interactions.



Raising awareness of UCB's Integrity Line Impact story

In addition to UCB's global initiatives, we offer a variety of formats to raise awareness among employees and leadership of current ethical challenges, while strengthening collective commitment to responsible practices.



Value for Communities

Our Commitments

People are at the heart of everything we do, from the patients we serve to our employees and the communities around us.

Being a responsible company means engaging with these communities over the long term. In Bulle, across Switzerland and beyond, we believe that **business success goes hand in hand with the social, human and professional development of our local environment**, and that our impact goes beyond our core business activities.

Our actions in practice



Developing tomorrow's talent

Supporting the next generation and helping them build the skills needed to **enhance their employability** and contribute to thriving communities.

Local engagement

Supporting local communities in Switzerland and encouraging employees to get involved through a **paid annual volunteering day** with local organizations of their choice.



+ 46%

Early Careers since 2022

+ 300

Young people reached through our initiatives in 2025

450

Hours of volunteering in 2025

3,000

Beneficiaries positively impacted by our societal engagement initiatives in 2025

Program for Early Careers

As a fast-growing biopharmaceutical company facing a projected shortage of specialized talent, we launched our Early Careers Program to **support the development of future generations of professionals** who will shape the world of tomorrow.

Our missions

- Informing and guiding young people in shaping their career paths.
- Training the professionals of tomorrow through our 7 apprenticeship pathways and affiliated entities.
- Building relationships and partnerships with academic stakeholders across our ecosystem.
- Helping young graduates transition into the industry through our internships and Graduate Programs.

Our programs

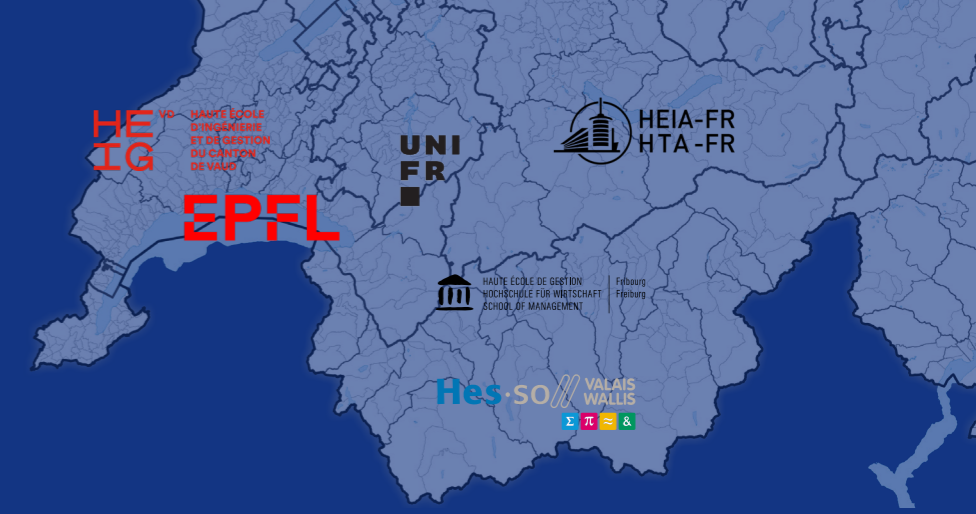
- | | | |
|---|--|--|
| <p>1</p> <p>Apprenticeship
Dual training system: combining workplace and school learning
Leading to a Federal VET Diploma (CFC)</p> | <p>2</p> <p>Internship
Duration: 3 to 12 months
Varied assignments across UCB departments or a pathway to a Swiss University of Applied Sciences (HES)</p> | <p>3</p> <p>Graduate Program
Duration: 24 mois
Three rotations of 8 months across UCB departments.
Designed to accelerate career development and enhance employability</p> |
|---|--|--|

Our benefits

At UCB Bulle, we offer a range of benefits to support our young talents in training, including a **free public transport pass for apprentices, a dedicated subsidy for the staff restaurant, a well-being allowance, coverage of professional expenses** (clothing, books, etc.), as well as the full range of standard employee benefits.



Our partnerships:



Our achievements in 2025

Informing and guiding

Over **100** interns welcomed during discovery days and participation in the **"Futur en tous genres"** event (Swiss national career discovery day).

Developing tomorrow's professionals

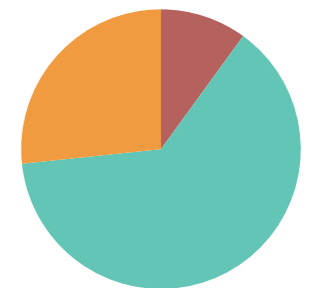
1st Federal VET Diploma (CFC) in Biotechnology awarded

8 new apprentices

7 Federal VET Diplomas (CFC) awarded

Our Early Careers population in 2025

- 28 apprentices
- 20 interns
- 3 Graduate Programs participants



46% increase in the Early Careers population since 2022



I joined the Supply Chain Graduate Program after completing an engineering degree in health-care and cosmetic products in France. I first spent nine months in the Procurement team, where I managed stock monitoring and consumables orders for the site's manufacturing units, followed by 7 months in the Planning team, which gave me the opportunity to discover production planning and tank monitoring for the Biotech plant.

These assignments allowed me to gain a strong understanding of Supply Chain operations and their interactions with Production. **I would highly recommend this program to anyone looking to explore this field while taking on real responsibilities.** This experience then led me to join the Planning team at the end of my rotation.



Sirine Rachidi-Drouard, Supply Planning Specialist



Driving Societal engagement

Our commitment to local communities is an integral part of our sustainability approach and is reflected in the active **engagement of our employees** in socially impactful initiatives. Led by UCB's volunteering group, these initiatives strengthen connections and reflect a **people-centered approach**.

Key figures 2025

85 volunteers engaged on site

450 hours of volunteering

3,000 beneficiaries reached through initiatives

Actions in 2025

Support for Caritas

Several employees volunteered over multiple days to **help at the Caritas grocery store in Bulle**, supporting its daily operations.

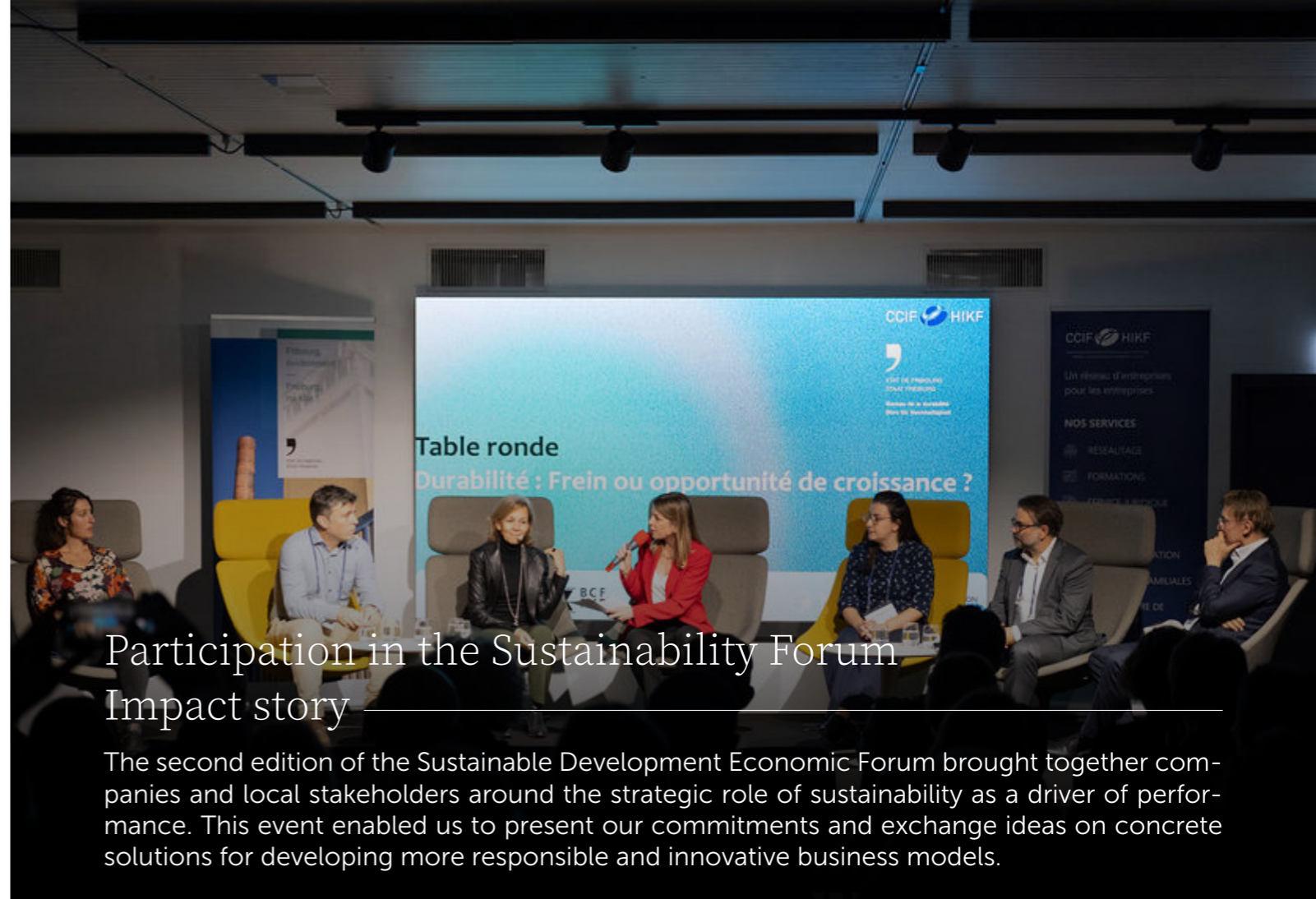
Blood donation

In collaboration with the **Fribourg Red Cross**, 65 of our employees donated blood as part of this initiative in 2025.



Courtepin-Fribourg Walk Impact story

As part of an inclusion-through-sport initiative, 10 UCB employee volunteers accompanied individuals supported by HorizonSud, an organization dedicated to the professional reintegration of people in vulnerable situations, during the Courtepin-Fribourg walk held as part of the Morat-Fribourg race.



Participation in the Sustainability Forum Impact story

The second edition of the Sustainable Development Economic Forum brought together companies and local stakeholders around the strategic role of sustainability as a driver of performance. This event enabled us to present our commitments and exchange ideas on concrete solutions for developing more responsible and innovative business models.



Seeing UCB and HorizonSud teams move forward together shows that **inclusion is built through action**. In 2025, this partnership led to the implementation of several projects, including a walking group that fosters social connections among participants, as well as an inclusive work opportunity at the Caritas grocery store, enabling participants to gain initial professional experience in a regular work environment with the support of UCB.

These initiatives share a common goal: supporting recovery pathways and strengthening social participation. **This collaboration creates value for participants and meaning for everyone involved.**

Nicolas Gachet, Managing Director of HorizonSud



Closing Message

Raising awareness and sharing

As a company, integrating sustainability into our strategy is essential. We also believe that raising awareness, collaboration and the sharing of experiences with our employees, industrial partners and external stakeholders are key.

This fosters mutual learning, encourages innovation and enables the development of creative solutions.

Together, we can make a positive impact on our company, society and the planet.

Report language

This document is available in French and English.

Sustainable Performance Report availability

The Sustainable Performance Report is available on our website: ucbsuisse.ch

Reporting period

January 1, 2025 – December 31, 2025

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 Inspired by **patients.**
Driven by **science.**

