



Sustainable Performance Report
Site of UCB in Bulle, Switzerland
2023



Inspired by patients.
Driven by science.

Table of Contents

Who are we?

Introductory Note	3
Our Company at a glance	4
UCB in Switzerland	5

What is sustainability?

Sustainable Development	6
Sustainability as our Strategic Approach	7
Our Sustainable Journey Highlights	8
UCB in Switzerland: Sustainable Performance 2023	9

How do we create value?

Value for the Patients	10
Manufacturing our Medicines	11
Access to Medicines in Switzerland	12
Value for the Planet	14
Health of the Planet	15
Value for the employees	19
Health and Wellbeing	20
Securing the High-Risk Activities	22
Diversity, Equity & Inclusion (DE&I)	24
Value for the communities	26
Early Careers – Education Pathways	27
Societal Engagement	29
Closing Note	30

Introductory Note

It is with immense pride that we welcome you to the 2023 Sustainable Performance Report of the UCB site in Switzerland. This report is the result of a fruitful collaboration within the team, where each idea, each initiative and each action contributed to reaching new milestones in our sustainability journey.

The year 2023 was rich in achievements, but also in challenges. Thanks to the commitment and determination of each employee, we have made significant progress in exploring new scenarios for the decarbonization of the Bulle site, in consolidating our commitment to diversity, equity and inclusion, and in collaborating with our stakeholders.

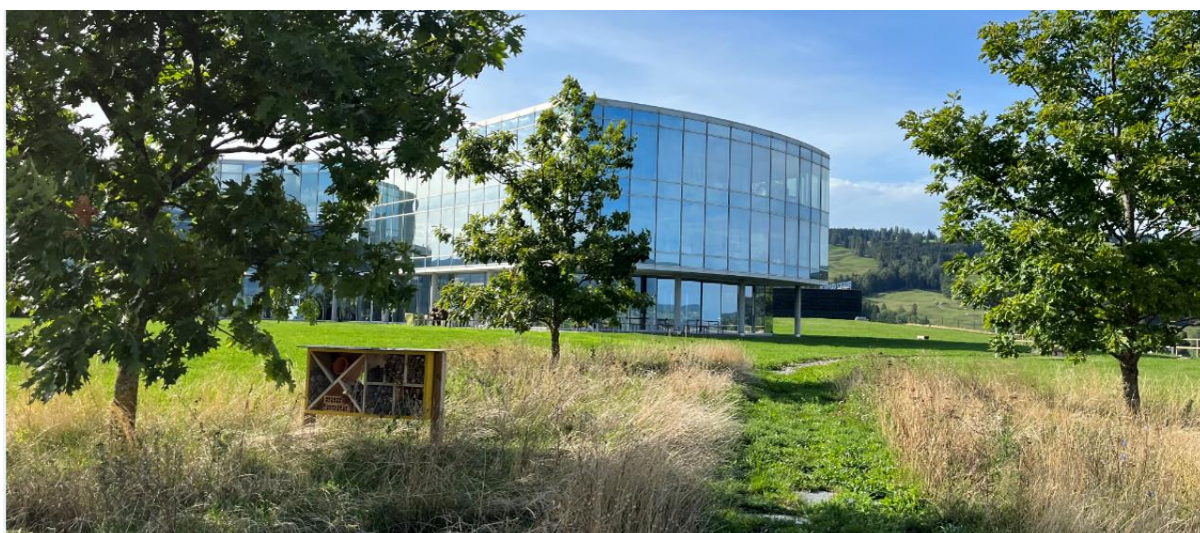
We are aware of the efforts to be made in the coming years; these challenges are opportunities to continue to grow, innovate and act in an even more responsible way.



Florentine Audema
Sustainability Lead

Our purpose

We create value for patients, today and tomorrow.



This report concerns only UCB in Switzerland and does not follow any international standard in terms of sustainability reporting. To learn more about the UCB Group report, please refer to our integrated annual report following the GRI reporting standard: reports.ucb.com

Our Company at a glance

Founded in 1928, UCB has transformed over time to become a global biopharmaceutical company, inspired by patients, and driven by science. Our approximately 9,083 employees focus on creating value for people with serious diseases, mainly in the fields of immunology and neurology.

With more than 90 years of heritage and experience, we are aware of the responsibility we have, to drive positive change in society, today and in the future. That is why we consider sustainability in our business approach and use our expertise and innovation to amplify our impact.

Our Company in a Nutshell



Global Biopharmaceutical company



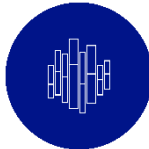
Solid scientific heritage



Revenue of 5.25B



Sustainability in our strategic approach



Listed in Euronext Brussels

Our Areas of Activity



Neurology



Immunology



Other therapeutic areas including allergy

Key Numbers



Present in nearly 40 countries



9083 employees

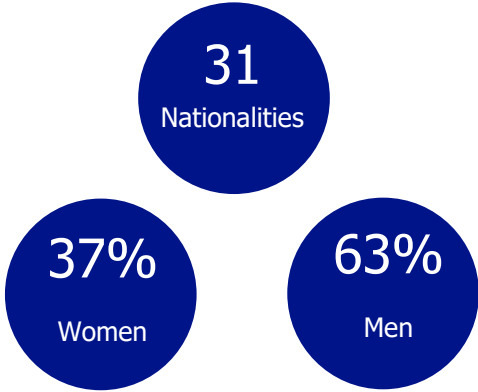
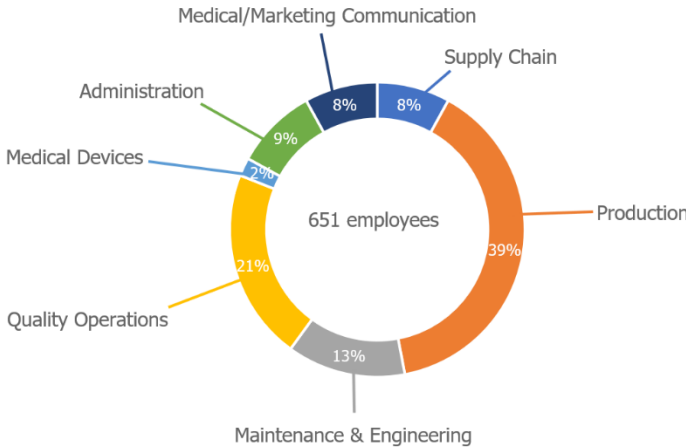


31% R&D/revenue ratio

UCB in Switzerland

Established in Bulle - in the canton of Fribourg - since 1996, the UCB site in Switzerland is one of the main drug production sites of the UCB group and is particularly committed to contributing to the improvement of the lives of thousands of people suffering from allergies, epilepsy, and auto-immune diseases.

Our diversity



Our Vision:
In a **unique working environment**, we aspire to be a **site of choice** to deliver **key products** that bring **value to patients, to UCB, to us, today and tomorrow.**

Our Mission:
To **consistently** deliver medicines to our patients in a **safe, efficient, and quality manner**, supported by strong **human skills** and **corporate culture.**

Sustainable Development

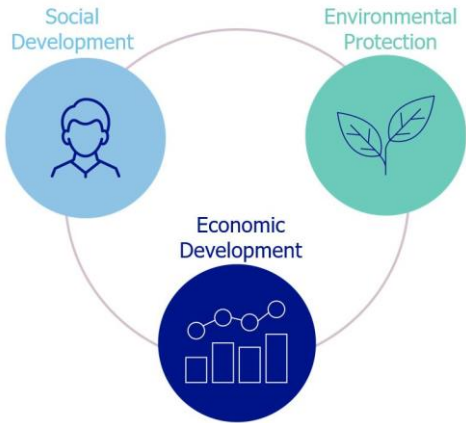
Sustainable development refers to the ability of a system, process, or activity to last over time while minimizing its negative impact on the environment, society, and economy. It involves a balanced and responsible approach that aims to meet the needs of the present without compromising the ability of future generations to meet their own needs.

To address the challenges of sustainable development, all member states of the United Nations adopted a global action plan in 2015 composed of 17 Sustainable Development Goals (SDGs). This global roadmap allows for a better understanding of global challenges and promotes a coherent and effective implementation. The SDGs are interconnected and propose a holistic approach to sustainable development.

The 17 sustainable development goals (SDGs)

“Adopted by the United Nations in 2015, the 17 SDGs establish a global action framework aimed at addressing urgent global challenges while seeking to create a more sustainable and equitable future by 2030”.

The holistic approach



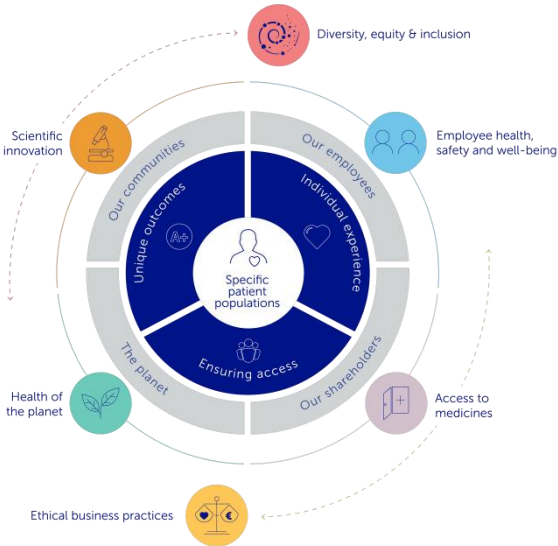
Sustainability as our Strategic Approach

At UCB, we know that the challenges the world is facing, from climate change to increasing inequalities, are closely linked and that businesses have a key role to play in ensuring a sustainable future for all. Our activities have an impact on the planet and society, and because we have our share of responsibility, we must also be part of the solution.

In order to maximize our societal contribution, we focus on the areas where we have the most potential for impact, taking into account our stakeholders, our specific skills, our expertise, and our heritage.

Materiality assessment

To identify these areas of impact, UCB conducts periodic materiality assessments. The results of this work guide the integration of sustainability into our strategic approach and how we measure our performance globally: Financial and Extra-Financial.



Sustainable engagements of UCB in Switzerland

This sustainable strategy is implemented at the UCB site in Switzerland, in concrete commitments and actions in the following 4 areas:

Assuring access to our medicines



Securing the distribution of our medicines
Support the "Social Business"

Lead the environmental transition



Reducing our CO₂ emissions
Reducing our water consumption

Anchor a sustainable culture



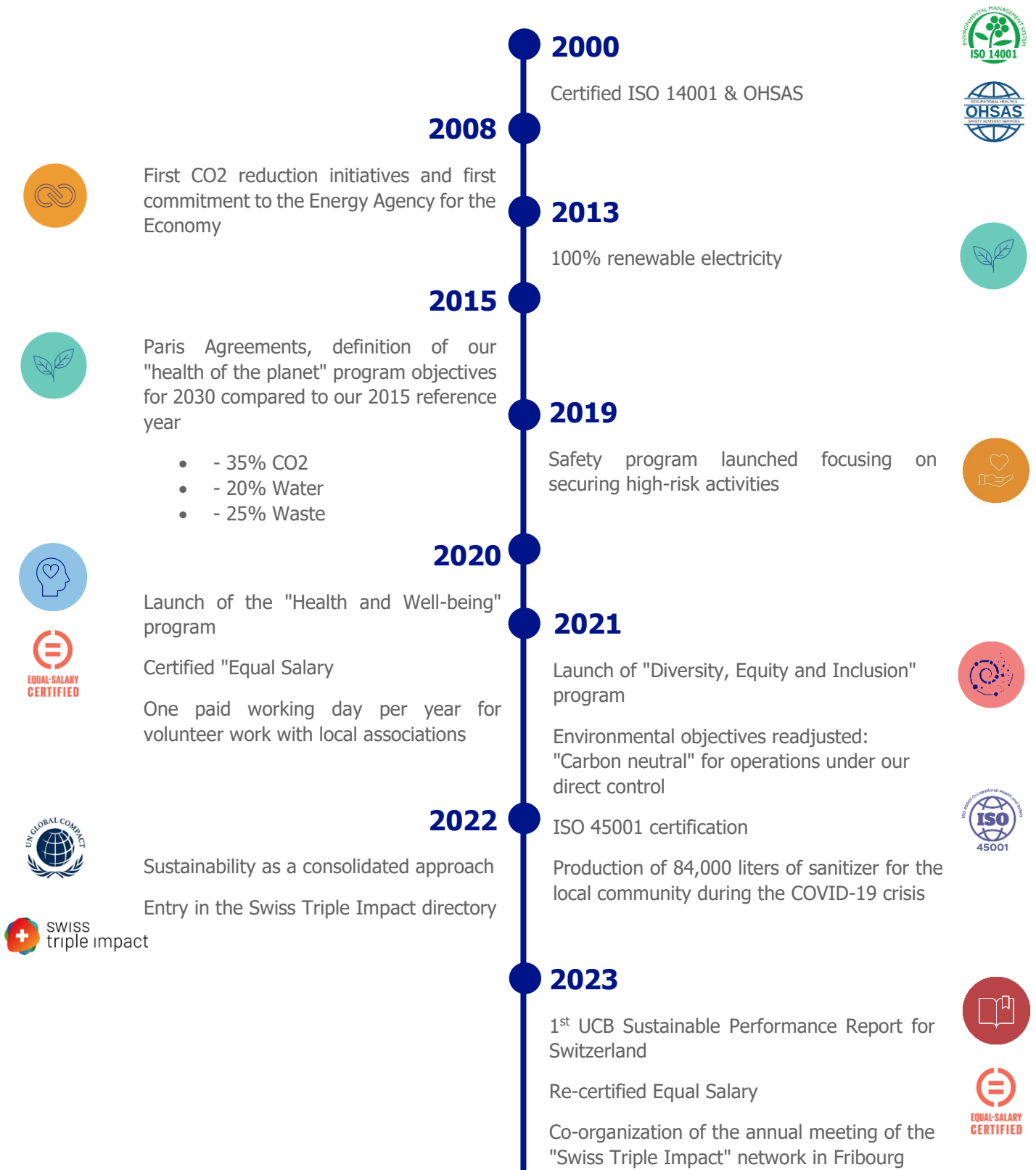
Diversity, equity & inclusion
Ethical practices

Create the ideal workplace



Health and Wellbeing
Security

Our Sustainability Journey Highlights



UCB in Switzerland: Sustainable Performance 2023

Value for the Patients (see page 11)



78 million patients reached through the **Allergy** stream
607'000 patients reached through the **Neurology** stream
162'000 patients reached through the **Immunology** stream
100% access performance Index in Switzerland
0 out-of-stock



Value for the Planet (see page 15)



6'670 m³ of water saved*
74 tons of CO₂ saved*
21 tons of waste saved*
59.4% of UCB suppliers' global tCO₂e emissions (Scope 3) covered by the Science Based Targets initiative

*Savings from reduction projects



Value for the Employees (see page 20)



82.9% for our Health, Safety & Wellbeing Index
Reduction of 41% of the working accidents
Re-certification **Equal Salary**
More than **200 people trained** in inclusive practices



Value for the Communities (see page 27)



>220 CHF million* reinvested in local economy
* Including salaries, social charges, taxes, and duties
45 jobs created
3 projects carried out with local associations





Value for the Patients



Inspired by patients.
Driven by science.

Manufacturing our Medicines



What is our Main Challenge?

As a production site, manufacturing a part of UCB's global drug portfolio is our main mission. However, if our raw materials do not arrive on time, it is impossible to meet our demand, which will have a direct impact on the needs of the patients.

How do we respond to it?

To mitigate the risks of raw material delays, we continuously analyze many factors such as market conditions, supplier relationships, and delivery reliability to determine the best sourcing strategy for each supplier. We also work on the level of our safety stocks and the diversification of our supplier portfolio to mitigate the risk of delivery delay.

Support the "Social Business"

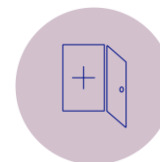
UCB's ambition is that, by 2030, all people in need of our medicines in the countries where we operate will have access to them in a way that is sustainable for society, our investors and UCB.

In addition, we aim to improve access to quality care and medicines for people with epilepsy in low- and middle-income countries. Within this framework, a "Social Business" approach is being developed. UCB's skills are used to extend collaboration with local partners, find innovative sources of funding and deploy a comprehensive package of services in terms of awareness, availability, accessibility, and affordability that fundamentally improve quality, speed of diagnosis and treatment.

UCB in Switzerland produces and distributes the medicines needed to set up "Social Business" in India and Rwanda.



Access to Medicines in Switzerland



What is our Main Challenge?

There are many challenges that can prevent access to our medicines in Switzerland, including the time it takes for new drugs to become available in Switzerland or for their reimbursement to be approved by the healthcare system. This is why maintaining a 100% access rate for the Swiss population every year is a major challenge for us.

How do we respond to it?

Access to medicines can be hindered by a number of barriers: diagnosis, optimal treatment, price and availability. The most critical barrier remains price.

Our Swiss subsidiary works with two different stakeholders to improve reimbursement of our solutions: private health insurers and the Swiss Federal Office of Public Health. Stakeholders want to understand the efficacy, benefits, risks and costs associated with medicines. Their evaluation methods determine reimbursement decisions.

By working closely with these stakeholders to set the right reimbursement and patient value for UCB medicines, we can improve the outcome and the patient experience.

Our Progress for the Patients

Manufacturing the Medicines

In 2023, there was no shortage of medicines linked to production at UCB's Bulle site for our patients.

0 out-of-stock

Number of Patients in the 3 Therapeutic Areas



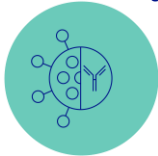
Allergy

78 million
patients have access
to our solutions



Neurology

607'000
patients have access
to our solutions



Immunology

162'000
patients have access
to our solutions



Access Coverage in Switzerland

Access in Switzerland was maintained for all products in the UCB portfolio.

Collaborations with health insurers also enabled patients to be reimbursed for new treatments whose indications were not yet available in Switzerland.

100% of coverage*

* Reimbursement granted to all or limited to certain patients according to the use indicated by regulators



Value for the Planet



Inspired by patients.
Driven by science.

Health of the Planet



What is our Main Challenge?

Our aim is to maintain the production and distribution of medicines while minimizing our impact on the planet.

We aim to significantly decarbonize our activities, reducing our water consumption and waste generation.

How do we respond to it?

To meet this challenge, we have defined quantitative targets in absolute values to materialize our ambition in relation to our 2015 baseline (date of the Paris agreements). With our Health of the Planet program, the UCB site in Switzerland is contributing to the effort to reduce UCB's global targets.

Priority Areas for 2030



Reduce CO2 emissions and become carbon-neutral* for operations under our direct control by 2030.

**80% invested in reduction, 20% in offsetting short-term impact.*

Ensure that **60%** of the emissions generated by our suppliers are covered by targets equivalent to SBTi (Science Based Targets) by 2025.



Reduce water consumption by **20%** by 2030.



Reduce waste production by **25%** by 2030.

In June 2023, the UCB Group announced its intention to accelerate its commitment to climate change and to align itself with the **"Net-Zero"** objective of the Sciences Based Target.

Partners/Organizations



Setting CO₂ emissions science targets.



Carbon Disclosure Project.



Standard to measure and manage CO₂ emissions.

Our Progress for the Planet

Program Water

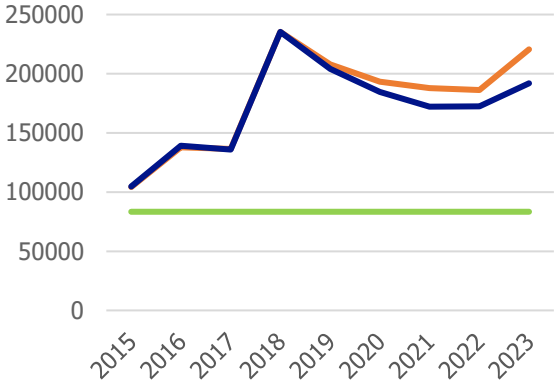
The development of our product portfolio over the last few years has led to changes in our production processes, which require considerable amounts of water.

Mapping our water consumption has enabled us to identify and prioritize our projects for reducing consumption based on eliminating waste, optimizing our water management processes, integrating new innovative equipment and assessing the feasibility of recycling.

In 2023, we have focused in particular on purified water production processes and equipment.

3 projects
carried out

6670 m³
saved



193'096 m³
of water consumed

This is equivalent to the consumption of **1,135** Swiss households.



Bernard Murith
Engineering Lead – "Water" Champion

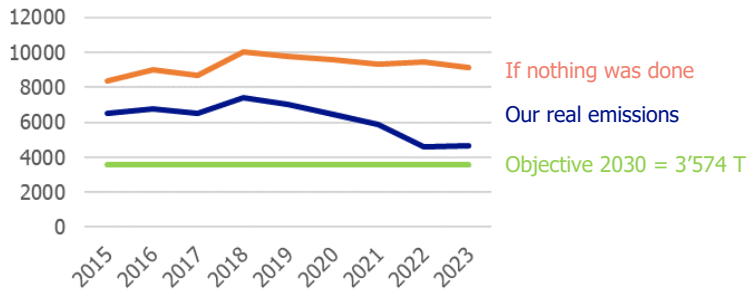
"The arrival of the biotech production on the Bulle site has led to a significant increase in our water consumption, making the achievement of our target even more ambitious.

Our teams remain optimistic and determined. This challenge is a great opportunity for teams, technicians and experts to work together to rethink our processes, test equipment and deploy innovative solutions."

Program CO₂ (Scope 1 and 2)

The CO₂ emissions reduction program is made up of around thirty projects, 2/3 of which have already been completed.

We are currently working on projects based on ambitious and innovative technologies, which will require longer study periods before they can be implemented.



4'639 Tons
of CO₂ emitted (scope 1 and 2)

This is equivalent to the emissions of
331 Swiss citizens

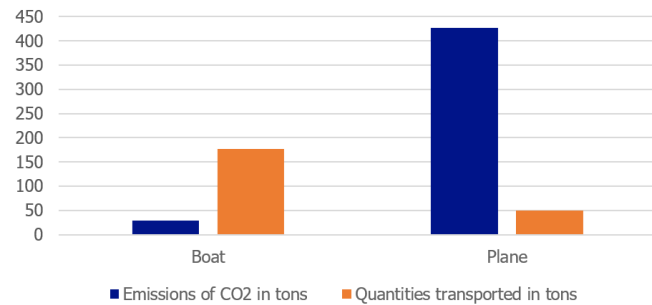
The Challenge of Transport (Scope 3)

The conditions for transporting biopharmaceutical products are demanding and regulated (hygiene, contents, temperatures...), therefore air transport is often preferred.

However, since 2020 we have been transferring our air shipments to sea.

*Graph = CO₂ emissions vs. quantities transported in 2023 for a family of medicines produced in Switzerland.

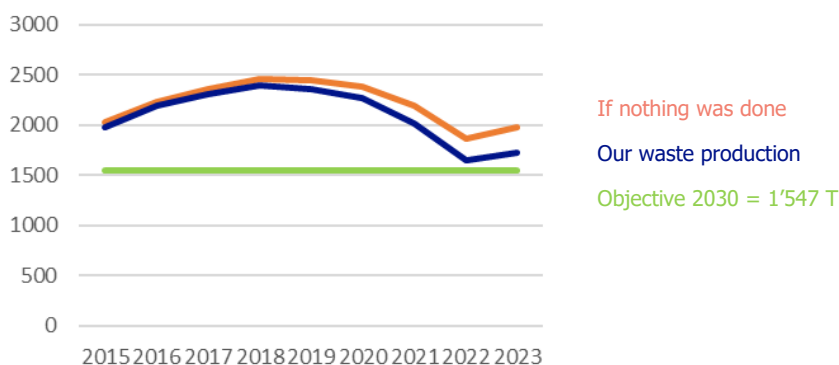
Emissions of CO₂ and quantities transported by means of transport



Waste Program

In our industry, anything that leaves the company and is not used or reused is considered waste.

In 2023, 2 initiatives enabled us to reduce our annual waste balance by 21 tons.



1'725 tons
of waste produced

This is equivalent to that of
2,464 Swiss citizens.

Biodiversity



What is the Main Challenge?

Prior to UCB's arrival on the Bulle site, the region was home to a specific fauna and flora. Aware of the importance of preserving nature and the local species, UCB initiated a "Biodiversity Concept" in 2023. This is a bold project, because in a pharmaceutical industry such as ours, strict hygiene rules can restrict our field of action.

How do we respond to it?

Environmental engineering specialists helped us map the current situation and define a multi-year improvement plan.

We encourage the natural development of flora and fauna. We have also created an educational trail to raise our employees' awareness on biodiversity issues.



Scan to discover our biodiversity concept





Value for the Employees



Inspired by patients.
Driven by science.

Health and Wellbeing



What is the Main Challenge?

At UCB, we know that creating value for patients begins with taking care of oneself and creating an environment that fosters personal fulfillment. We continue to implement our strategy to respond ever more effectively to the well-being of our employees, despite an increasingly anxious context, particularly in terms of geopolitics, climate, and inflation.

How do we respond to it?

Our Health & Wellbeing program was created in 2021 with the aim of delivering improvements and solutions across 5 pillars of wellbeing: physical, mental, social, caring interaction, purpose and growth.

Actions for the Wellbeing

We have implemented a consistent absence management process, defining roles and responsibilities for the manager and human resources depending on the duration and type of the employee's absence.

In 2023, we also deployed, with the support of professionals to provide individualized advice, activities and training related to nutrition, ergonomics at work and teleworking.



Following the implementation of the hybrid working model, giving employees the option of working from home, it was important to provide flexibility for those where remote working was not possible for operational reasons. Access to vacation buy-back and flexible working hours are examples of measures put in place to meet this need.



Benoit Romanens

Program Lead – Health and Wellbeing

“The success of the program depends on listening to employees and involving them in our various health and well-being initiatives. With the support of management, we will continue to deploy our efforts over the coming years to develop more effective processes to support and promote health and well-being.”

Our Progress for Health and Wellbeing

Health and Wellbeing Index

Each year, we organize a questionnaire for all employees to measure our performance, identify areas for improvement and realign priorities. The questionnaire consists of 3 questions per pillar. In 2023, the response rate was 81%. From these results, we observe particularly good scores on physical and social wellbeing, demonstrating that our actions have been successful. We also see an opportunity to work on mental well-being, which will give rise to initiatives such as training managers to recognize stress factors and appropriate ways of engaging employees in discussions about wellbeing.

Health, Safety and Wellbeing Index
Score 82.9% > Objective 81%

Sustainability Week

Every year, we organize a Sustainability Week during which we promote various activities for both the environment and well-being. For 2023, we had workshops on promoting sport and meditation to improve employees' physical well-being.



Securing High Risk Activities



What is our Main Challenge?

As an industrial site, one of our main objectives is to contribute to a safe workplace for our employees. Accidents in the workplace are one of the challenges we have to face and prepare for every day.

How do we respond to it?

We work on three main pillars: :



The "Safety" program aims to ensure that we all have the same perception of safety, in order to avoid accidents in the workplace. It is also about making every employee aware that safety is everyone's responsibility.

High-risk Activities

These are the activities that present lethal risks (use of chemical products, working at height, etc.).

Training, procedures and design standards are defined for all these high-risk activities and their implementation regularly verified.

Our Progress for Securing High-risk Activities

Assessment of our High-risk Activities

Each year, we are assessed on the control of these risks through regular audits of all high-risk activities. The purpose of these audits, carried out by third parties (internal and external), is to compare the current situation (processes, training, facility design) with the defined standards and thus to readjust our improvement plans.

This year, we were audited on three of our activities: "Handling and Storage of Chemical Products", "Explosive Atmospheres (ATEX)" and "Working at Height". The results are encouraging and allow us to update our improvement plan.



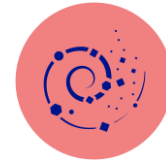
Anchoring of our Safety Culture

In 2023, we continued our work on safety culture by consolidating safety processes, deploying trainings adapted to the work of our employees and supporting "Safety" tours in the field.

Thanks to this deep-rooted safety culture and everyone's cooperation, we have seen a significant drop in the number and severity of working accidents.

Reduction of **41%** of the working accidents

Diversity, Equity & Inclusion (DE&I)



What is our Main Challenge?

Diversity is a reality in the workplace and integrating it into our company is essential. The challenge lies in our ability to create and maintain an inclusive environment that enables people to express their individual differences, respect those of others and above all grasp the multiple collective benefits.

How do we respond to it?

A local group (DEI Local Council) has been set up to establish a roadmap for achieving our ambitions. Sub-groups are responsible for advancing specific topics in our approach, which is built around 3 pillars:

- **Strategic direction:** ensure consistency between DE&I ambitions and the sustainable development approach, provide clear and measurable objectives, etc.
- **Organizational adaptation:** develop an inclusive mindset and work environment, implement practices/processes to ensure fair treatment, include DE&I principles in decision-making.
- **Networking:** ensure appropriation of the principles and create groups of influence.

Employee Resource Groups (ERG)

ERGs are voluntary, employee-run groups whose aim is to foster a diverse and inclusive workplace, aligned with the organizations they serve. These ERGs aim to support groups of people with barriers in the working world. For example, cultural barriers can hinder a person's successful integration and these ERGs are there to prevent this.

These employee groups enable people to exchange ideas, help with integration and organize events to initiate discussion with other colleagues. On the Swiss site, three ERGs are currently active.



EMERGE

Promoting the integration of new generations



Raíz

Promoting the integration of diverse origins



UCB+

Promoting the integration of diverse sexual orientations

Our Progress for DE&I



“Equal Salary” Certification

We already obtained this quality seal in 2020 after correcting a few non-conformities. With this re-certification, we wanted to assess to what extent we were able to anchor the progress made in all the certification requirements and how dynamic we were in terms of continuous improvement.

Only if equity is systematized in our organization can we be sure that people are treated and remunerated fairly over the long term. The external auditors assessed management commitment and actions, human resources processes and policies and employee perceptions.

After an in-depth statistical analysis of the pay gap, a survey of 10% of randomly selected employees and a 3-day on-site audit during which 6 focus groups with employees were organized, we obtained re-certification with 0 non-conformities or observations. We are giving a strong signal of commitment and stability over time and a demonstration by proof that we are where we want to be in terms of gender equality. This is a collective achievement, reflecting everyone's commitment to ensuring fair treatment at every key stage of the employee life cycle.

This year saw the first edition of the "Impact Awards", which recognize outstanding sustainable performance initiatives within the UCB Group.

We are proud to have received the award in the "Diversity, Equity & Inclusion" category for our "Equal Salary" re-certification.



Training our Employees

To ensure that the Diversity, Equity, and Inclusion (DE&I) culture is properly integrated among our employees, two "Inclusive Mindset" training modules have been launched to help them understand and put DE&I concepts into practice:

- Module 1 - Unconscious biases: how to recognize and deal with them
- Module 2 - Building inclusive habits as a team

« Inclusive mindset »

> 200 people trained



Value for the Communities



Inspired by patients.
Driven by science.

Early Careers



What is our Main Challenge?

As a company at the cutting edge of technology, the need for talent with specific skills is significant. Faced with a future shortage of talent, due in particular to a shrinking workforce and rising demand for these skills, companies must commit to training the professionals of tomorrow.

How do we respond to it ?

We offer talented young people the opportunity to join our company through several ways. The first is an **apprenticeship**, which allows you to join a dual training program leading to a Federal Certificate of Competence (CFC). The second is an **internship**, which offers the chance to join a department for a 3 to 6-month assignment to work on various projects. The third option we offer is the **Graduate program**. This program, specific to UCB, offers young graduates from a university or college the chance to carry out 2 or 3 rotations of 6 to 8 months, in different UCB roles and departments in Switzerland. Graduates receive training, coaching and practical experience to enhance their employability and accelerate their careers.

The Advantages we offer

At UCB Bulle, we offer various benefits to support our young trainees, including general train subscription for apprentices, a special subsidy for the restaurant, a wellness bonus, payment of professional expenses (clothes, books, etc.) and all the basic benefits offered to employees.



Andrea Kiner
Graduate

“Participating in UCB's Graduate Program enables me to discover different jobs and to make my contribution through 3 very distinct missions: management of improvement projects, relations with suppliers for the sourcing of critical raw materials and production planning.

This experience represents a great opportunity after obtaining my master's degree. By getting involved in these initiatives, I have the unique possibility to perfect my professional skills and deepen my knowledge of the chemical and biotechnology production sectors.”

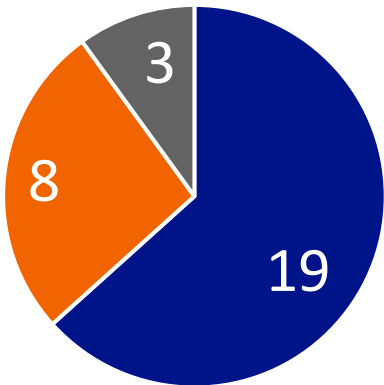
Our Progress for Early Careers

6 Collaborations to attract Regional Talent:

- **EPFL:** Swiss Federal Institute of Technology Lausanne
- **HEG-FR:** Fribourg School of Business Administration
- **HEIA-FR:** Fribourg School of Engineering and Architecture
- **HEIG-VD:** Haute Ecole d'Ingénierie et de Gestion du Canton de Vaud (Vaud School of Engineering and Management)
- **HES-VS:** University of Applied Sciences - Valais
- **UNI FR:** University of Fribourg



The Population of "Early Careers" in 2023



- **19 Apprentices**
- **8 Interns**
- **3 Graduate programs**

Achievements 2023

- 100% success rate in apprenticeship exams.
- Creation of an apprenticeship program for automaticians.
- Integration of pre-HES and Master's in alternance programs into our Early Careers offering.

Societal Engagement



What is our Main Challenge?

People are at the heart of everything we do. This applies to the patients we serve, to our employees, but also to the surrounding communities.

The challenge therefore lies in how we integrate and support our local communities, beyond what we create with our business approach.

How do we respond to it?

The UCB Volunteer Group encourages employees to get involved and mobilize around social issues (social or environmental impact).

By facilitating encounters and promoting community involvement, these actions help to strengthen ties, promote mutual understanding and create a more inclusive society.

“La Famille au Jardin”



“Le Festival des Soupes”



Red cross blood donation



Closing Note

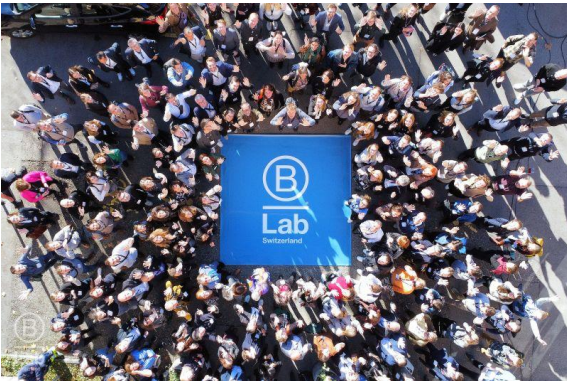
Awareness and Sharing Knowledge

As a company, integrating sustainability into business practices is essential, but we believe that raising awareness, collaborating and sharing experiences with our employees, industrial neighbors and external organizations is equally crucial.

This fosters mutual learning, innovation and the deployment of creative solutions.

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

Swiss Impact Forum



Regional event Swiss Triple Impact



"Fresque du climat"
90 employees trained



Language of the report

This document is available in English and in French.

Availability of the Sustainable Performance Report

The sustainable performance report is available on the website: ucbsuisse.ch

Calendar Year

January 01, 2023 - December 31, 2023

Contact:

François Vanier

Head of Bulle Site

Francois.Vanier@ucb.com

Fabrice Véricel

Head of Bulle Technical Operations

Fabrice.Vericel@ucb.com

Florentine Audema

Site Development Partner - Sustainability Lead

Florentine.Audema@ucb.com

Patrice Scherly

Head of Communication

Patrice.Scherly@ucb.com

UCB Farchim SA
Zone Industrielle de Planchy d'Avau
Chemin de Croix-Blanche 10
CH – 1630 Bulle
Tel : +41 (0) 58 822 31 80

www.ucbsuisse.ch
info.bulle@ucb.com

©2023 UCB Farchim SA, Switzerland. All rights reserved



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