



SUSTAINABILITY STATEMENT OF INTENT: OUR ESG PATHWAY





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“At Mundipharma, our mission, ‘United for Patients’, extends far beyond the medicines we deliver. It reflects our responsibility to operate with integrity, to earn trust, and to create a lasting, positive impact for healthcare professionals, the patients they serve and the communities in which we operate.

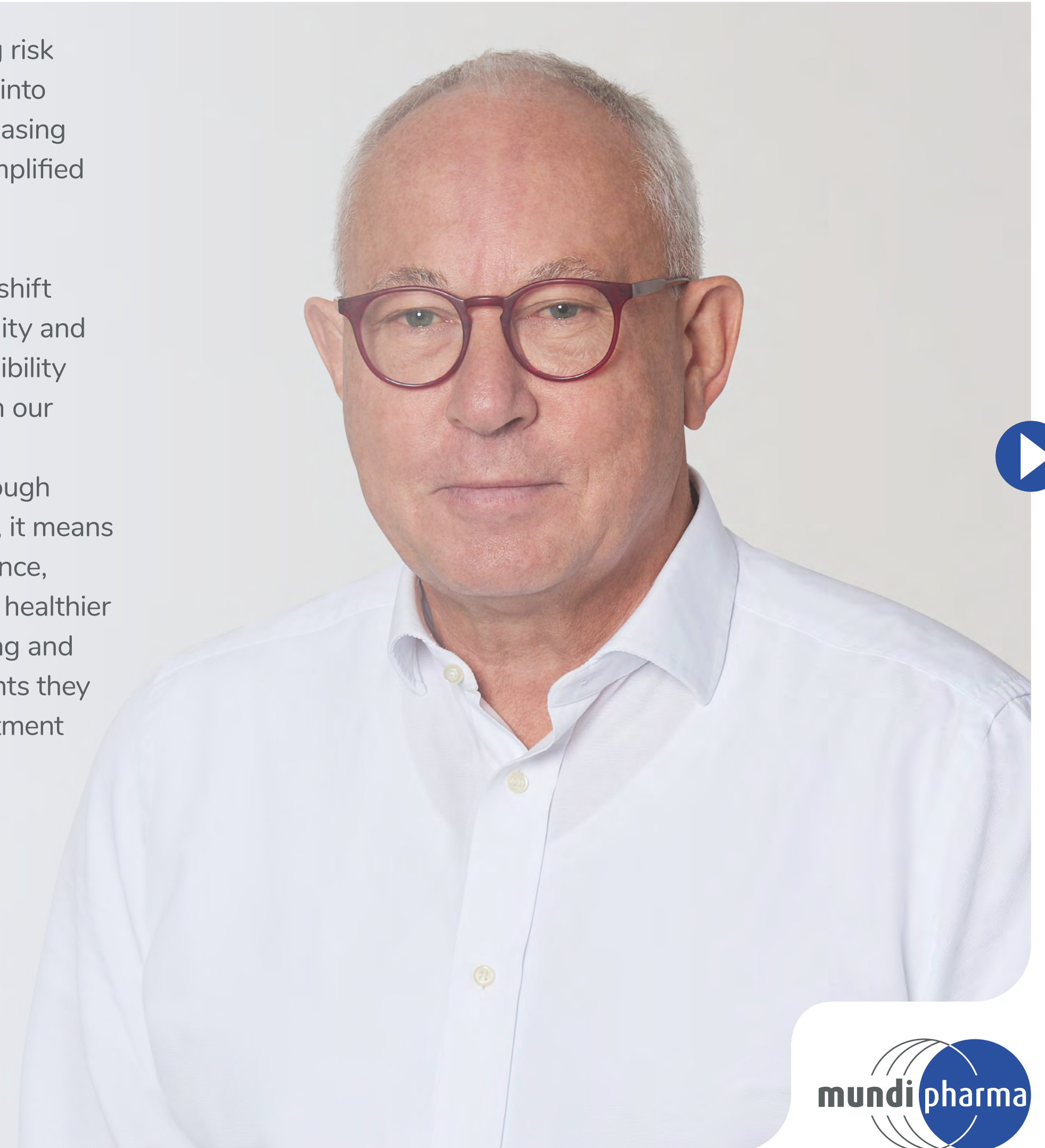
We know that credibility must be earned. Our focus on Environmental, Social and Governance (ESG) is part of a broader commitment to responsible growth and how we operate. It is the first step in sharing how we are embedding ESG principles into the core of our business, not as an add-on, but as a foundation for understanding our place in the world and how we create and deliver value.

Our pledge is to be honest about where we stand today and demonstrate meaningful progress through action. Across our organisation, on the **environmental** front, we are reducing energy consumption, working to achieve zero waste to landfill and evaluating more sustainable packaging and product constituents. From a **social** perspective, we are prioritising patient-centricity, supporting our people through an inclusive and empowering workplace, and strengthening our engagement with communities. In terms of **governance**,

we are enhancing leadership oversight, strengthening risk management through embedding risk considerations into decision-making and operational processes, and increasing transparency in our operations and reporting, as exemplified through this Report.

Advancing our ESG priorities requires a fundamental shift in how we think, lead and act. It demands accountability and requires Mundipharma to prioritise long-term responsibility over short-term gain. We recognise that confidence in our ability and trust to deliver will not come overnight. However, we are committed to proving ourselves through consistent and transparent action. For our employees, it means being part of a company that makes a positive difference, where their work contributes to a more equitable and healthier world. For our partners, it is a sign that we are listening and acting. And for healthcare professionals and the patients they serve, it is a commitment to act responsibly – a commitment to making a difference when it matters most.”

Marc Princen
Chief Executive Officer Mundipharma
07 August 2025





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Our Mission: United for Patients

Our mission to become united for patients means putting patients at the heart of Mundipharma. We remain committed to living this mission as we strive to improve access to care and enhance health outcomes for all.

Our Core Values: Unique | Nimble | Impactful

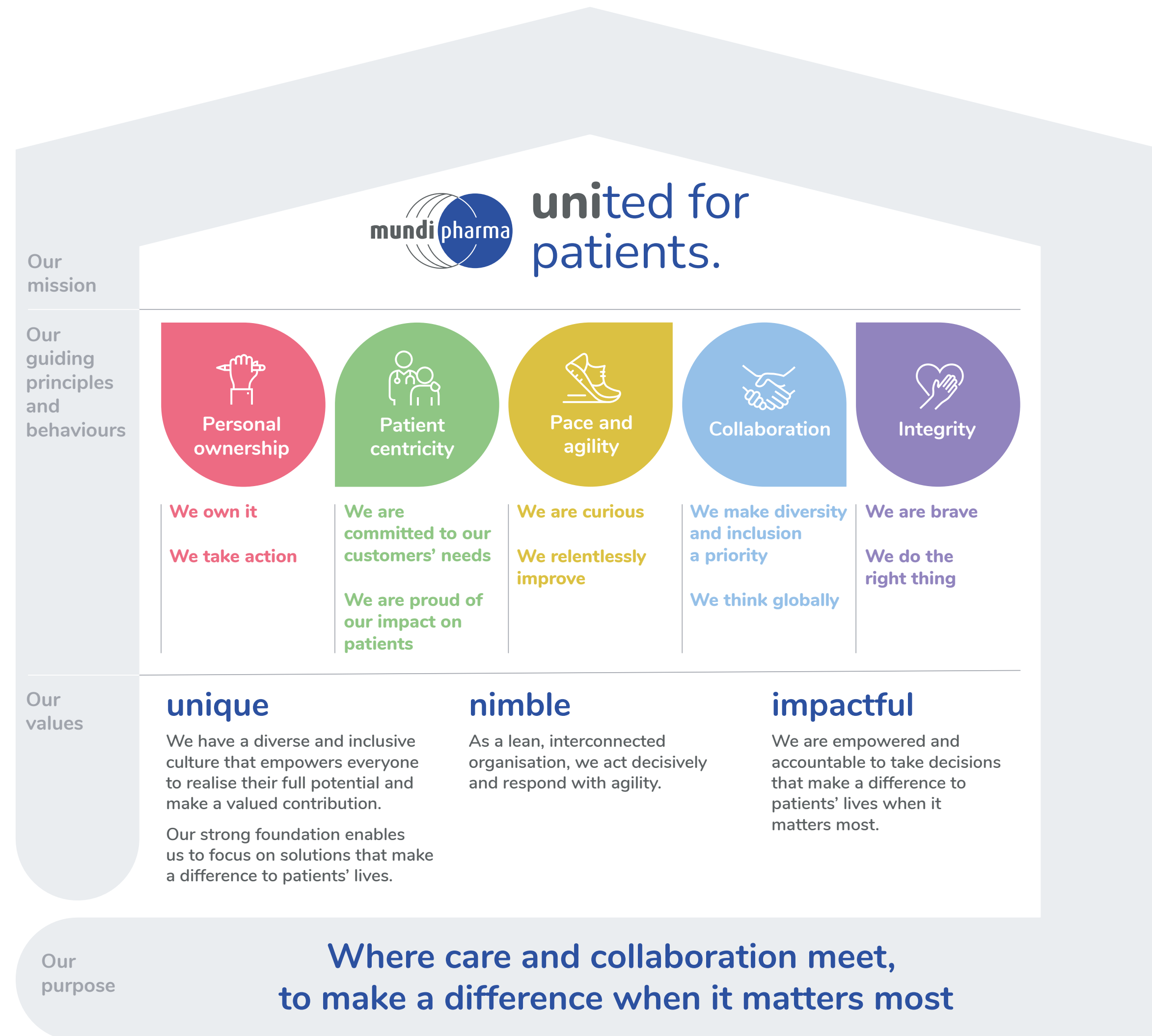
At the heart of our organisation are our core values which help guide our actions and our behaviours towards each other and all our external stakeholders including, and most importantly, healthcare professionals and their patients. These values shape our culture and define who we are as Mundipharma.

Our Guiding Principles: Personal Ownership | Patient Centricity | Pace & Agility | Collaboration | Integrity

In addition to our core values, our principles help us navigate challenges, make decisions, and foster a culture of accountability and collaboration.

Our Purpose: Where Care and Collaboration Meet, To Make a Difference When it Matters Most

Understanding our purpose is crucial. It unites us, providing clarity on why we do what we do. Together, we can achieve our mission and drive meaningful change.





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Our Cross-functional Patient Engagement Working Group

ensures we embed patient centricity in every aspect of our business.

The company strategy aims to address unmet medical needs and offer new solutions to therapeutic gaps. Here are some of the ways we work to consider patients across Mundipharma:

- Building a **patient-centric culture** where every employee understands the impact their work can have on the lives of the patients we serve.
- Deepening our understanding of **patient engagement** to ensure that every decision we make is informed by patient needs.
- **Embedding patient insights** throughout the product lifecycle to optimise outcomes and position Mundipharma as a partner of choice.
- **Launching REZZAYO®** which has the potential to change the clinical practice of candidemia/invasive candidiasis treatment

Actions and Initiatives

Annual Patients' Day

A special day to celebrate inspiring stories about how our medicines can benefit patients.

Patient in the Room

In company meetings, one person is assigned the role of 'patient' to bring a real-world perspective to the discussion.

Patient Centricity and Engagement Conference in London

We were honoured to co-chair and present at this conference.

Annual Patient Safety Week

This week provides information and stimulates engagement.

Awareness Days

We recognise global awareness initiatives and highlight patient centricity.

Foundation Enablers

Onboarding Module (Q4 2025)

Introducing patient centricity to new employees.

A Day in the Field Initiative (by September 2025)

A pilot programme for UK-based employees.

Adverse Event Reporting Form Harmonisation (by September 2025)

The new mandatory global training standard to ensure consistent reporting.

Upgrade to Servicenow Portals (ongoing)

IT, People, Legal and Finance departments to capture impact of incidents on patients through a drop-down field.

Patient Experience Questionnaire (ongoing)

Part of the REZZAYO® CPA study.

50+ Activities
(YTD)



We are demonstrating year on year improvements in patient-centricity. When employees were asked how patient-centric they feel Mundipharma is today:

2025
85%

agreed with
a high rating

2024
55%

agreed with
a high rating

Source: Great Place to Work Survey





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Our medicines and therapeutic areas include anti-infectives, oncology, pain management with a focus on cancer and supportive care, biosimilars, respiratory, central nervous system (CNS) and ophthalmology. We have an increased focus on three of our medicines that improve access to speciality treatments, supporting our ESG ambitions and reflecting patient- centricity in decision making and operation.

ANEREM®



FOQUEST®



REZZAYO®
(rezafungin acetate)





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ANEREM®

ANEREM® (remimazolam besylate) is a fast-acting, ultra-short-acting benzodiazepine intravenous anaesthetic. It was first approved in Japan in January 2020 for the indication of induction and maintenance of general anaesthesia. In June 2025, based on the results of a clinical study conducted in Japanese adults, an additional indication for sedation during gastrointestinal endoscopy practice was granted.

FOQUEST®



REZZAYO® (rezafungin acetate)



In the context of general anaesthesia, ANEREM® has demonstrated a significantly lower incidence of hypotension compared to conventionally used agents, highlighting its favourable safety profile.

In Japan, a large number of patients still undergo endoscopic procedures without sedation. ANEREM® aims to contribute to the realisation of patient-centric care by reducing anxiety and discomfort, thereby offering a more comfortable and acceptable examination experience and promoting the early detection of diseases such as gastric and colorectal cancers.





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ANEREM®



FOQUEST® is a once-daily, long-acting methylphenidate hydrochloride controlled-release capsule for the treatment of attention deficit hyperactivity disorder (ADHD) in patients six years of age and older.

FOQUEST®

ADHD is a disorder that impacts patients in many aspects of their lives. As symptoms can continue into the evening, patients with ADHD can benefit from longer symptom control with FOQUEST®.

REZZAYO®
(rezafungin acetate)



FOQUEST® takes effect within 1 hour and has demonstrated sustained ADHD symptom improvement at 16 hours post dose in adults and at 13 hours post dose in children.^{6,7}





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ANEREM®



FOQUEST®



REZZAYO®
(rezafungin acetate)

REZZAYO® (rezafungin acetate) is a treatment for patients with invasive candidiasis and candidemia.

Invasive candidiasis (IC) is a severe, life-threatening Candida infection of the bloodstream and/or deep/visceral tissues^{8,9} which continues to be an area of significant unmet need. IC affects seriously ill people, especially those with a weakened immune system and the mortality rate can be 40% or more.^{10,11} It can place a large burden on the healthcare system, with the potential for extended treatment regimens and long hospital stays.¹²

REZZAYO® was first approved by the European Medicines Agency (EMA) in December 2023. Since then, it has been approved and launched in Germany, UK, Spain, Brazil, GCC and Italy, and actively commercialised in the US. We also have an agreement with Clinigen to make REZZAYO® commercially available to 26 additional markets on a reactive basis.

Rezafungin is recommended as one of the first line therapy options, along with other echinocandins, for the treatment of candidemia in the global guideline published in *Lancet Infectious Diseases*.¹³





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Being Responsible

Mundipharma recognises that the use of prescription opioid medications is associated with risks, including misuse, abuse, addiction (opioid use disorder, OUD), and diversion. We maintain a high integrity and compliant approach to all business practices and robust global governance, including mandatory compliance and medical training for all employees who interact with HCPs.

Our opioid charter sets out how we commercialise these products in an ethical and responsible manner to help HCPs meet the needs of their patients. We act in accordance with all applicable laws, regulations, industry codes and internal company guidance wherever our products are commercialised. The Product Stewardship Committee is the governance body overseeing this.

We provide nonpromotional education to ensure treating physicians are knowledgeable in a holistic pain management approach. Appropriate treatments are considered and determined by HCPs based on a multimodal, holistic approach which considers many factors, including: the patient profile, treatment duration, tolerance of oral vs injectable treatment, severity of pain experienced by the patient, existing co-morbidities, liver and kidney function to name but some.

Our opioid analgesic product portfolio is grouped into three areas: cancer-related pain, acute post-operative pain, and chronic non-cancer pain.

CANCER-RELATED
PAIN



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EMERGENCY TREATMENT
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There are two main causes of cancer-related pain: pain caused by the cancer itself or its metastases, and pain caused by cancer treatments such as surgery, radiotherapy or chemotherapy. Opioid analgesics can be an important pharmacological treatment option for the multimodal, holistic pain management of both causes of cancer-related pain. The different treatment options our portfolio offers in dosing, administration route and different formulations can be suitable for patients with cancer-related pain in the different courses of the patient journey.





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When considering treatment for patients to manage their acute post-operative pain, HCPs consider various factors including (but not limited to) the patient's level of pain before the operation, what is the expected level of pain associated with surgery, and what other medicines the patient has been taking and for how long, including opioid analgesics, before surgery. These provide information which can help to optimise recovery and minimise the duration of any opioid medication the HCP believes is appropriate to manage the acute post-operative pain. Pain intensity before surgery and in the post-surgical period may be a risk factor for developing chronic post-surgical pain, and opioid analgesics continue to play an important role in the management of acute post-operative pain.





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Mundipharma does not promote strong opioid products* within this category. Our focus is to provide the right level of information to HCPs to enable them to make informed decisions based on risks, and the steps needed to ensure safe and appropriate use of medication, in accordance with the guidelines.

*Apart from the seven-day, low dose, transdermal buprenorphine patch.





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Harm Reduction Services aim to reduce fatal outcomes of overdose, reduce the risk of overdose, and support recovery and reintegration. Behavioural and psychological therapies are supported by pharmacological interventions to substitute illicit opioids with prescribed opioid receptor agonists that can reduce euphoric effects whilst preventing withdrawal symptoms. In Europe, Mundipharma has licensed a slow release oral morphine (Substitol/SevreLong) for use in Opioid Use Disorder which helps to:

- Reduce illicit opioid use and associated infections (HIV, HCV)
- Support social reintegration and improve quality of life
- Offer an alternative for patients at risk of methadone-related adverse effects.





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Available in the UK, Europe and Australia, Mundipharma manufactures a nasal naloxone device (Nyxoid) as emergency therapy for known or suspected opioid overdose. Naloxone can reverse the effect of opioid overdoses and was recommended by WHO in 2014 to be made available to anyone likely to witness an opioid overdose.

Take Home Naloxone (THN) programmes provide evidence to support their role in reducing drug-related deaths.^{4,5}

Naloxone can be administered via injection or nasal spray. Nasal sprays may become the preferred alternative in THN programmes, being easier to handle by a wider range of people.^{4,5}





◀ **GOVERNANCE
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Patient Safety

Product Quality

Data Privacy

Risk Identification & Mitigation

Mundipharma is a unique corporate network made up of independently associated companies like Bard and Napp Pharmaceuticals.

Sustainability Oversight

Our core teams are accountable for all ESG strategies and targets.

Product Stewardship Committee

Oversees the ethical and responsible management of proprietary and in-licensed products using cross-functional collaboration to ensure consistent alignment. The committee ensures decisions prioritise patient interests and safety, while remaining compliant with applicable laws and regulations.

Chair: Dr. Yuri Martina, Chief Development and Medical Officer

Executive Committee

Responsible for overall ESG strategy and performance. The committee receives regular updates and approves strategic direction.

Chair: Marc Princen, CEO

ESG Steering Committee

A cross-functional committee that pressure tests, forms strategy and evaluates ESG initiatives, ahead of ratification by the Executive Committee.

Chair: Sarah McLoughlin, SVP Corporate and Business Development

Global Sustainability and ESG Team

Integration and implementation of ESG principles, referencing broad business strategy to ensure sustainability is considered in all policies and processes. As editors of the ESG Report, they define the structure, request input and submit for approval by the Executive Committee. A team with subject matter expertise that provides insight and recommendations on sustainable actions.

Through these activities, they help the business identify opportunities for innovative and impactful decisions and manage risks as well as meet stakeholder expectations by delivering measurable ESG outcomes.

Lead: Alistair Blackmore, ESG Director

Leaders Circle

A global cross-functional leadership community accountable for shaping and delivering strategy and projects, empowering teams to deliver a patient-centric organisation and make Mundipharma a great place to work for all our colleagues.





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Key Milestones on our ESG Pathway

Sustainability became a focus in Mundipharma in 2023, and a formal workstream in 2025, with Executive Committee sponsorship. This timeline shows the key points over the last three years.

2023

2024

2025

2026

Carbon Footprint
for 2023

Head of EHSS
Joins

Q2 23 ExCo
Compliance+
Approach &
2 FTEs Approved

Sustainability Expert
Appointed

Energy Reduction
Programme
Launched

Publication of
1st Carbon Reduction Plan

1st Materiality
Assessment

Q4 24
ESG KPIs Approved
by ExCo

ExCo Sponsor
Assigned

Green Car Flex
Benefit Launched

Q1 25
ESG Identified
as a Key
Workstream

Q2 25
1% Marginal Gains
Initiative Launched

1st ESG Report

ESG Director
Appointed

OUR AMBITION

NET ZERO

ACROSS OPERATIONS
AND SUPPLY CHAIN EMISSIONS
FROM PLANET TO PATIENT

— Governance Milestones — Action Milestones

*Reduction in emissions based on 2022 baseline data from net zero workshops to be confirmed in 2026

**ESOS Scope 1,2,3 UK legislation data collection and submission(s) 2024, 2025

***Annual CRP action plans up to Net Zero, Scope 1, 2 and 3 data collections,

Legal compliance e.g. increasing reporting on Packaging Waste e.g. bi-annually instead of once a year

CRP: Carbon Reduction Plan; CSRD: Corporate Sustainability Reporting Directive;

EHSS: Environment, Health, Safety, and Security; ESOS: Energy Savings Opportunity Scheme;

SECR: Streamlined Energy and Carbon Reporting





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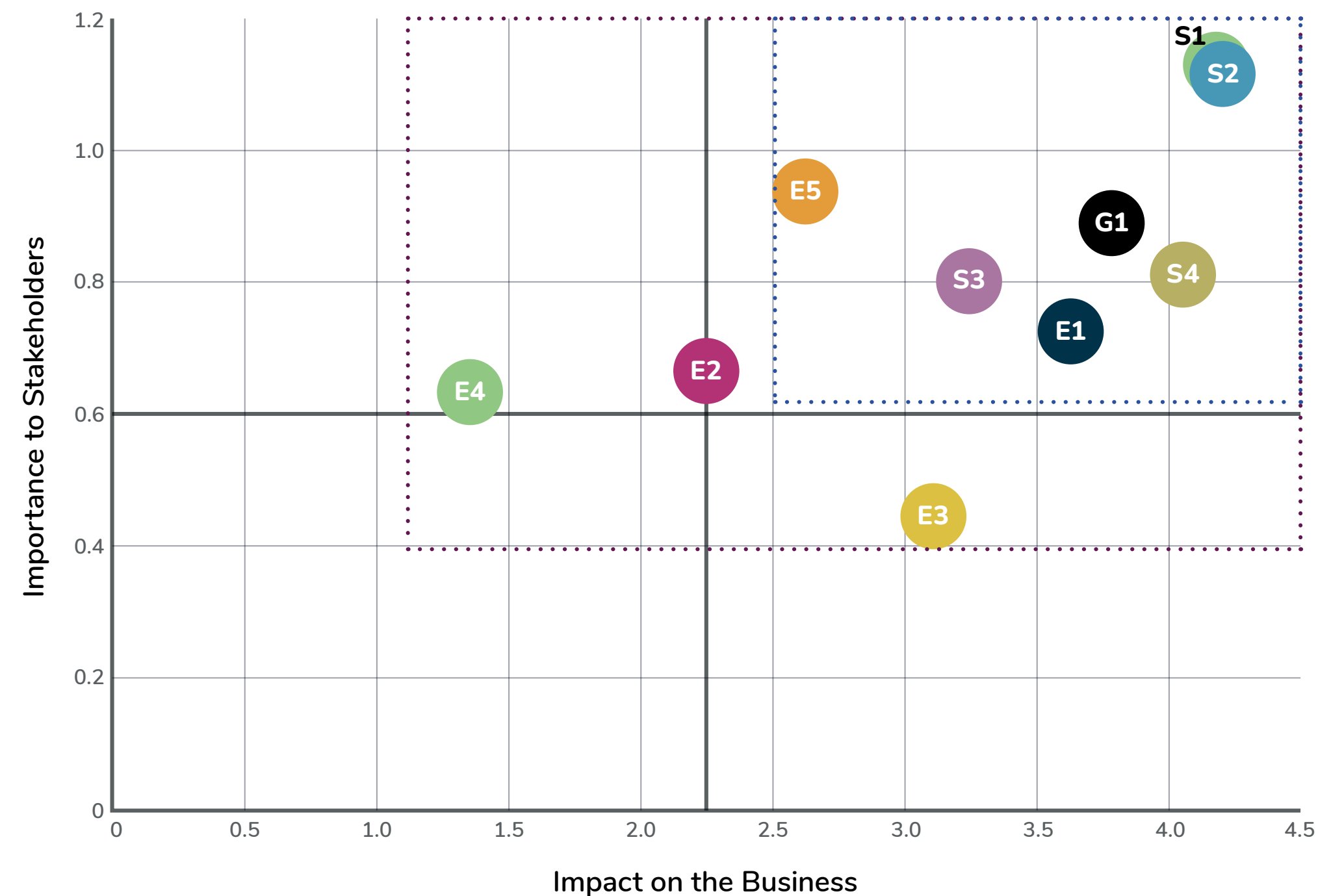
Risk Identification & Mitigation

In 2024, we conducted our first materiality analysis of Mundipharma. This first round double materiality assessment (DMA) was based on input from internal stakeholders and requests from the UK and German health ministries (NHS Evergreen and Strada EcoVadis). This enabled us to identify the primary areas of interested parties, and any significant issues for Mundipharma.

The DMA process we followed aligns with the widely accepted best practice guidance published by the European Financial Reporting Advisory Group (EFRAG), as part of their mandate to provide technical advice to the European Commission in the form of European Sustainability Reporting Standards (ESRS). This is a fundamental cornerstone in our preparation for any mandatory reporting required by the EU under the Corporate Sustainability Reporting Directive (CSRD).

This assessment allows us to focus resources and efforts on challenges and opportunities that will shape our ESG strategy in the coming years, enabling us to deliver impactful healthcare outcomes for patients in the most competitive and sustainable way possible.

Importance to Stakeholders vs Impact on the Business



Critical Material Issues Identified:

- S1** Own Workforce
- S2** Workers in the Value Chain
- S4** Consumers and End-Users
- G1** Business Conduct
- E1** Climate Change
- S3** Affected Communities
- E5** Resource Use and Circular Economy
- E2** Pollution
- E3** Water and Marine Resources
- E4** Biodiversity and Ecosystems





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Our counter-diversion and illicit trade programme supports our commitment to reducing the risk of misuse, abuse, and diversion of opioid products through cross-functional initiatives that seek to prevent, detect, and respond to risks of diversion.

Key Terms

The term **diversion** is generally used to describe products being **diverted from a regulated supply chain**, prior to being dispensed by a pharmacist, hospital, or doctor and introduced into the illicit market or reinserted into a regulated supply chain in another market.

Illicit trade in dispensed medicines refers to products that have been dispensed by a pharmacist, hospital, or doctor and are subsequently traded illicitly, such as on the street or online.

Counterfeiting is the fraudulent imitation of genuine products, which may bear similarities to a legitimate product or be packaged to appear so.

Mundipharma has implemented multiple programmes and actions at a market and global level that help reduce the risk of diversion, for example:

Packaging:

- Serialisation
- Track and Trace

Warehousing and Transportation:

- Security audits and inspections
- Tracking of high-risk products while in transit

Responsible Sales and Promotional Activities:

- Monitoring of orders and sales to identify indicators of risk, ensuring orders are legitimate and appropriate per market.
- Monitoring and analysis of in-market sales data post order fulfilment, ensuring patient access to medicines is maintained while reducing risk of diversion.
- Liaison with regulatory agencies to discuss market-specific threats, share intelligence and collaboratively identify mitigation strategies.

A key pillar of the counter-diversion strategy is engagement with regulators, enforcement agencies, and industry associations, to:

- Share information and discuss indicators of risk in support of market monitoring and enforcement activities.
- Enable proactive information exchange with the World Health Organization where appropriate.
- Provide training on products, packaging, and analytics techniques to support intelligence gathering and enforcement activities.
- Proactively monitor online websites for products being illegally advertised and/or sold and taking proactive action to remove these posts.

6

Audits and inspections carried out on average per year

11
YTD

Counter-Diversion Investigations led internally

200+

Online adverts/websites taken down (2024)





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We uphold our standards by continuously monitoring the robustness and benefit of our pharmaceuticals. Assessing the risk profile of marketed and developmental products drives us to ensure the right product is available to the **right patient at the right time**.

In this highly regulated industry, we adhere to the highest level of compliance with targets at least aligned with, and often exceeding, industry standards and regulator expectations.

We have streamlined global processes to meet local standards and allow for global assessment in a **Single Global Safety Database**. These records allow us to:

- Continuously monitor and assess the safety profile of our products at global and local levels
- Propose any safety profile changes to the relevant authorities
- Implement approved changes swiftly by changing healthcare professional and patient information leaflets
- Participate in consultation papers, such as European Medicines Agency (EMA) reports

We ensure we meet our standards by:

- Complying with regulatory requirements for monitoring on a routine basis
- Self-auditing to deep dive into systems and processes
- Undertaking company-wide mandatory training on pharmacovigilance ensuring safety events are reported by everyone. This is further enhanced by a week-long of activities which coincide with WHO World Patient Safety Day (17 September)

97%

On-time case submission to global regulators

100%

On-time submissions of global aggregate safety reports





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We are united to **make a positive difference** to the patient, customer and business by ensuring supply of quality products. Quality is responsible for Good Practice assurance across Mundipharma, a proactive system of processes and procedures that ensures our products meet rigorous safety, efficacy, and quality standards throughout their lifecycle.

What Drives Us

As a Quality Directorate our aim is to ensure our business delivers the right quality product to meet all of our patients' needs. To do this, we ensure we:

- Comprehensively Quality Control test all products to ensure they meet registered standards and are effective for our patients.
- Adhere to local and global legislation to maintain compliance of our licences in relation to manufacturing, importation, storage and distribution.
- Implement and improve our quality management systems platforms and procedures to ensure documentation and training is delivered effectively.
- Fully qualify and continually assess all third parties in relation to our medicinal products from clinical trials through to manufacture, release and distribution.
- Make decisions with the patient at the forefront of our minds to deliver the right product at the right time.
- Chair the Global Quality Policy and Training group such that training is of a high standard and is delivered effectively.
- Train, develop, and engage with our people to ensure they have a 'promote growth' mindset and make this a great place to work.
- Hold cross-functional patient-centricity meetings to review complaints data and identify actionable improvements that enhance patient care, safety and overall experience.
- Monitor the performance of our products through periodic quality review to ensure the patient continually receives a high-quality product and experience.
- Measure quality metrics which serve as a compass and benchmark to prompt improvements and ensure the supply of products and services meets or exceeds established standards.

Sustainability Contributions:

- Use of Global Audit Community to reduce audit travel and reduce CO₂ emissions
- Recycling of all laboratory plastic gloves
- Reduction of waste and chemicals initiatives in our laboratories
- Green initiative ideas board in laboratories to drive improvements





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At Mundipharma, we are committed to upholding high data protection standards across our organisation and to complying with legal requirements regarding processing of personal data within markets across our geographical footprint. We strive to protect everyone's privacy not just because it is a legal requirement, but because we believe that it is the right thing to do.

Our key commitments to data privacy adherence are set out in Mundipharma's Global Privacy Policy, alongside mandatory employee training. Both of which are updated periodically to reflect the evolving legislative landscape. As of July 2025, 97% of enrolled employees have completed and passed the updated Global Privacy Policy refresher training.

We have established processes and guidance for mapping our data processing activities, handling data subject requests and data breaches in a timely and compliant manner, and developing bespoke materials to provide guidance for handling patient and other types of sensitive personal data.

As of 2025, we have launched our Data Protection Officer (DPO) network, under the oversight of our Chief Privacy Officer.

This group of data privacy contacts, together with other members of the Mundipharma legal team, ensure that across the business data privacy requirements are met.

- **One Global Data Privacy Policy.**
- **Over 15 data privacy policies, processes and tools to support all business activities.**
- **Tailored guidance for processing Sensitive Personal Data.**
- **Bespoke contractual clauses in all template global contracts.**
- **In-house data privacy expertise, including two individuals with Certified Information Privacy Professional status.**

15 Policies, processes and tools

97% Employees trained*

*All employee-related data throughout this report excludes employees based in China due to local data protection and disclosure restrictions





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Our risk preparedness programme continues to evolve, fostering a culture of proactive risk management and business resilience. Increasingly, our global functions are embedding risk considerations into decision making and key operational processes.

Examples include:

- **Technical Operations & Quality:**

Leadership teams at our manufacturing facilities regularly review key risks and urgent matters, collaborating across functions to ensure clear accountability and timely resolution of actions.

- **Information Technology (IT):**

The IT function proactively identifies potential risks – such as cybersecurity threats – and works cross-functionally to manage required actions to a benchmarked level.

- **Global Security Operations:**

Conduct risk-focused security assessments across all countries where our products are distributed, ensuring that risks are identified and mitigated through appropriate strategies and actions.

Key risk themes are reported to the Executive Committee (ExCo) and the Board's Audit & Compliance Committee (ACC). Operational excellence workstreams instigated by senior management drive impactful actions on the most business-critical risks.

The risk-oriented Internal Audit Plan focuses on our key risk themes, with regular reporting to the ACC providing assurance over mitigation efforts.

Through these integrated efforts, we continue to strengthen our resilience and ensure that risk management is embedded in our culture and operations.

The Mundipharma Integrity Line can also play a crucial role within sustainability frameworks, in place for anyone to ask questions or raise concerns so that appropriate action can be taken.





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Our **Code of Conduct** is at the heart of everything we do, and acting with integrity means that we make decisions that uphold the highest ethical and legal standards, and that we:

- Are honest in our words and behaviours.
- Respectfully engage with one another, without regard to title, race, colour, gender, sexual orientation, religion, or any other characteristic.
- Consider the impact of our decisions on patients, colleagues, customers, the communities we work in, and the wider public.
- Consider how we would feel if our actions were made public.

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We are committed to operating with integrity and honesty and recognise that it is important for employees to be able to raise any concerns or complaints. This Policy enables the company to ensure any grievance, complaints or concerns raised by employees are dealt with in a fair, timely and consistent manner.

We foster an environment where individuals feel safe raising concerns of possible misconduct. Mundipharma does not tolerate retaliation against individuals who raise concerns.

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Diversity, equality and inclusion are a priority. We celebrate the wide range of backgrounds, experiences and cultures represented by our employees. We believe that enabling employees to share their different perspectives and talents will provide a better work environment.

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We expect our third parties' policies to align with our high standards and principles.

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We uphold strict compliance with global anti-bribery laws, including the UK Bribery Act and Foreign Corrupt Practices Act (FCPA). Third parties are prohibited from accepting bribes, including facilitation of payments, and must maintain accurate and complete records. All interactions with healthcare professionals must also comply with our Anti-Bribery and Anti-Corruption (ABAC) Third Party Principles and industry codes.





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Mundipharma prohibits forced, child or exploitative labour in any form and has a Public Modern Slavery Statement that we adhere to. We expect partners to uphold international human rights and labour standards, promoting fairness and inclusion. Our third-party Code of Conduct outlines expectations for ethical labour practices and working environments.





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Third parties must ensure all services and financial transactions are clearly documented and auditable. Where required by law and/or industry code membership, transfers of value to healthcare professionals and healthcare organisations must be publicly disclosed. Our Interactions with Healthcare Professionals Policy (IHCP) and Anti-Bribery Anti-Corruption guidelines govern these obligations with complete traceability.





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All third parties are required to report suspected misconduct or violations of our Code of Conduct via the Mundipharma Integrity Line or another applicable compliance contact. We take all reports seriously and respond appropriately.





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The UK manufacturing and engineering sectors continue to face structural challenges in achieving gender pay equity. According to the Office for National Statistics (ONS), the average (mean) gender pay gap across all UK employees was 13.1% in April 2024, with a gap of 7.0% among full-time employees. Within manufacturing, the gender pay gap remains consistently above the national average, particularly in skilled trades and technical roles.

In this context, Bard's reported 2.1% mean and 3.8% median gender pay gaps in favour of men are notably below both national and sector benchmarks. This reflects the company's sustained commitment to equitable pay practices and inclusive workforce policies.

Bard's lower-than-average gap is the result of ongoing efforts to embed fairness in pay structures, promotion criteria, and role grading. Regular audits and structured salary frameworks help ensure consistency and equity across comparable roles.

The difference between earnings is expressed as a percentage of men's earnings. The mean figure represents the difference between the average pay, while the median figure reflects the difference between the midpoints in the pay ranges.

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While progress has been made, Bard recognises that even small gaps require continued attention. The company remains committed to advancing gender equity through initiatives that support attraction, retention, and progression of women in manufacturing and engineering.

These efforts include maintaining flexible working arrangements, enhancing support policies, and continuing engagement with outreach programmes to strengthen the pipeline of women in the workforce.

Bard will continue to monitor progress through internal reporting and external benchmarking, while remaining consistently focused on sustaining its position and contributing to broader sector-wide change, recognising that a diverse and inclusive workforce is essential to long-term success and innovation.





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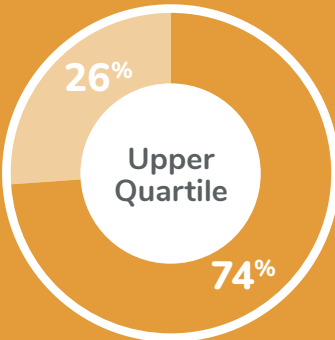
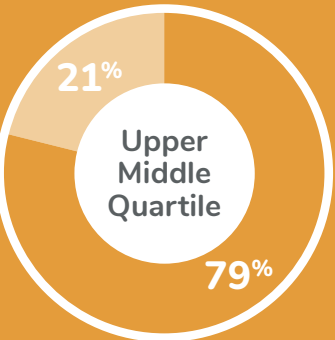
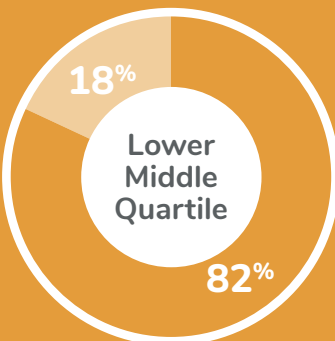
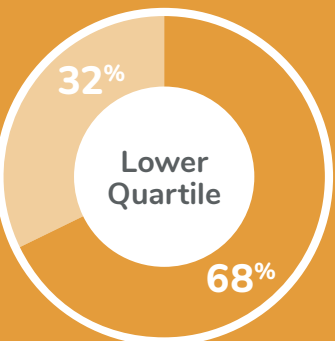
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Headline Gender pay

	Gender Pay Gap
Mean	2.1%
Median	3.8%

	Gender Bonus Gap
Mean	-2.9%
Median	-7.1%



Gender Breakdown by Grade

Female Male

Individual Contributors



Management



Senior Management





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While progress has been made, Bard recognises that even small gaps require continued attention. The company remains committed to advancing gender equity through initiatives that support attraction, retention, and progression of women in manufacturing and engineering.

These efforts include maintaining flexible working arrangements, enhancing support policies, and continuing engagement with outreach programmes to strengthen the pipeline of women in the workforce.

Bard will continue to monitor progress through internal reporting and external benchmarking, while remaining consistently focused on sustaining its position and contributing to broader sector-wide change, recognising that a diverse and inclusive workforce is essential to long-term success and innovation.

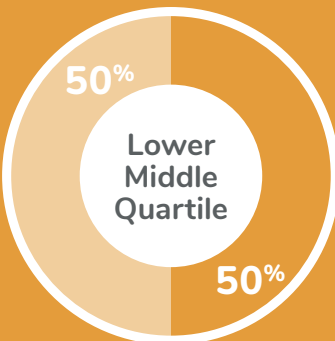
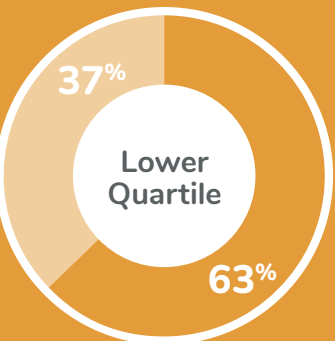
The difference between earnings is expressed as a percentage of men's earnings. The mean figure represents the difference between the average pay, while the median figure reflects the difference between the midpoints in the pay ranges.

CAMBRIDGE FACILITY >

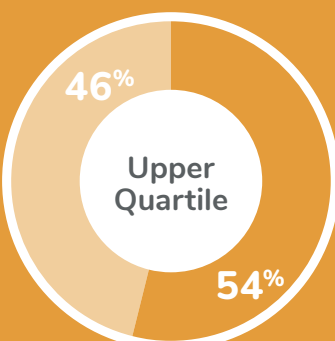
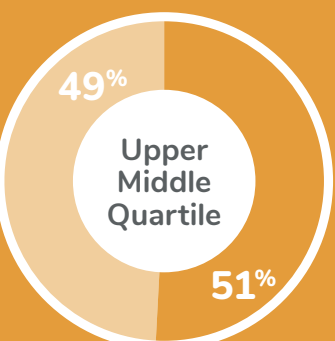
GLOBAL SITES

Headline Gender pay

	Gender Pay Gap
Mean	4.26%
Median	-5.82%



	Gender Bonus Gap
Mean	36.14%
Median	-24.22%



Gender Breakdown by Grade

Female Male

Individual Contributors



Management



Senior Management





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Our business culture is firmly rooted in the principles of diversity, equality and inclusion.

It is essential to us that all employees can work in an environment that is comfortable, free from prejudice and offers equal opportunities.

Diversity, Equality and Inclusion (DE&I) helps employees feel valued, strengthens teams and fosters collaboration.

Ultimately, this contributes to our shared goals of delivering high performance, achieving success, increasing retention, and engaging with customers.

Initiatives include Mundipharma’s Curiosity Space. This is an employee-curated resource that shares content designed to promote global inclusivity and authenticity. It won the Global Diversity Initiative of the Year award at the 26th annual GG2 Leadership & Diversity Awards in 2025.

DE&I VALUES

Employees are expected to:

LEAD BY EXAMPLE

Actively champion inclusive behaviours, challenge bias and be accountable.

EMBED DE&I INTO CULTURE

Welcome diversity, equality and inclusion into all parts of the business.

ENGAGE

Show up and make space for everyone to get involved.

LEARN

Reach out to learn more.





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2025 marks the fifth consecutive year we've celebrated PRIDE Month globally. Through LGBTQIA+ inclusion we have driven meaningful progress with more inclusive policies, greater visibility, and stronger allyship across all levels of our organisation.

We elevated our commitment with the Every Thread Matters campaign that was launched by CEO Marc Princen. From June 2025 – February 2026 employees are encouraged to donate fabric to help create an artwork symbolising the strength of Mundipharma. Unique threads will be woven together to represent our unique and varied employees and bringing to life the importance of DE&I.

GREAT PLACE TO WORK 2025 results included:

People here are treated fairly regardless of their sexual orientation, race and gender are our highest scoring statements:

over
90%

At Mundipharma, diversity is valued, and all people are treated with fairness and respect:

86%

Other initiatives include supporting International Women's Day, World Mental Health Day, and Neurodiversity Week which act as a springboard to drive conversations.

We also celebrate a range of events including Diwali, Chinese New Year, and South Asia Heritage Month.

**EVERY
THREAD
MATTERS**



Mundipharma is committed to creating an inclusive environment:

84%

I can be myself here:

78%





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Corporate Social Responsibility

Since its launch in 2021, our 'Be the Difference' programme has helped us to make a positive impact on those around us, here at Mundipharma (our people) and in our communities.

Employees have donated to charities around the world, as part of efforts to continually expand our social responsibility, including in times of need to our Mundipharma charity of choice, UK-Med, a humanitarian medical aid charity.

This programme aligns with our purpose and mission, including three commitments to empower change:

- **Our people: Build an inclusive company where everyone can thrive.**
- **Our communities: Make a positive and measurable impact.**
- **Our environment: Reduce our company's impact on the environment.**

To support employee efforts, each employee is entitled to take up to two volunteer days per holiday year to participate in events and activities to support the community.

Our people have participated in volunteering days across multiple countries in partnership with a range of organisations including:

Hospice
care

Disease
awareness
charities

Blood
donation

Charities
supporting
children and
families in
poverty

Child
and
youth
advocacy

Food
centres

Clothing
banks

Farms

Environmental
charities

Mental
health
facilities

40+
Activities
(Jan-Aug 2025)





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Global Town Halls

We hold three to four Global Town Halls per year at our Cambridge Facility, attended locally in person and broadcast globally to all colleagues. Hosted by our CEO, they provide an opportunity for executives and senior leaders to update teams on how we are tracking against objectives, company performance and key projects. It is also a time for us to share stories of how our medicines and our teams are helping patients around the world. There is an open Q&A session and those watching virtually are able to submit questions live or in advance. Town Halls are always well attended, both in person and virtually. More than 30% of employees attended in person or watched the replay of the last event.

3

Annual Town Halls

Recurring Communication Through Key Channels

Our organisation prioritises open and transparent communication and ongoing dialogue with colleagues. This includes regular CEO and executive emails on a range of topics, including company performance, development opportunities, and disease and DE&I awareness programmes. We have a global intranet site housing employee resources, sharing global, country and functional news and updates,

and serving as a central communication channel. We also have a social networking service which encourages employees to connect, share knowledge, and engage with their peers.

We have an active LinkedIn presence and share key updates and achievements (within regulatory and legal parameters). Our engagement rate is consistently above the industry average and having a positive presence is beneficial for both recruitment and retention.

CEO Listening Sessions

We organise CEO Listening Sessions, where participants can engage in informal conversations with our CEO and have their questions answered. Feedback from these is analysed so we can adjust and improve our internal communication.

Engagement Surveys

A strong internal culture underpins employee collaboration and engagement resulting in good retention. We seek to understand people's needs and conduct employee surveys as part of our efforts to do so. These Great Place to Work (GPTW) surveys are an important component of our feedback culture, an opportunity for employees to share their work experiences and benchmark progress, and for us to identify improvement opportunities to make Mundipharma a better place to work.

Future Vision

We will continue to prioritise employee communication and engagement, ensuring colleagues feel connected to company initiatives. This is critical for effectively communicating our mission, values and objectives.

All employees should feel comfortable and psychologically safe to be their authentic selves and know where to turn for open dialogue and discussion.

We will continue sharing impactful stories and achievements from across the business, both internally and externally, to inspire pride in working at Mundipharma and in our mission to be **United for Patients**.

Great
Place
To
Work®

86%

Survey
participation
(June 2025)

76%

GPTW
score
(June 2025)





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Learning and Development (L&D) is a key part of our commitment to our employees at Mundipharma. The global L&D approach is to create an inclusive, diverse and high performing culture with quality learning and career development opportunities for all. Our goal is to create an engaged, thriving global workforce of individuals and teams equipped to develop their careers at Mundipharma and beyond.

Our Learning and Development Portfolio

MundiLearn
Apprenticeships
Performance Leadership
Psychological Safety

Mentoring
MundiLead
E Learning
Career & Development Planning

Development Week
Insights
Coaching

Development Programmes

Rising Stars

A focused programme designed to support emerging talent as they step into more senior and strategic roles. This includes opportunities to work with colleagues globally and across the company to enhance skills and provide exposure to senior leadership.

Accelerate

For more senior colleagues, the Accelerate programme consists of targeted modules to help prepare them to move into executive or other critical company roles.

Learning and Development

450+

Employees attended
Personality Profiling
workshops (2022–2025)

1378

Employees engaged in
Development Week (2025)

7.5/8

Would recommend our
sessions to others

330+

Employees attended
Psychological Safety
workshops (2022–2025)

970+

Employees attended
Performance Leadership
workshops (2024)

+1.5%

Rise in internal moves and
promotions from 5.5% to 6.9%
(August 2024–July 2025)

Accelerate (2021–2024/25) 3 cohorts

19 Countries	64%/36% Female/Male	55 Participants	35% Job change or promotion after programme
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Rising Stars (2022–2024) 3 cohorts

23 Countries	60%/40% Female/Male	109 Participants	28% Job change or promotion after programme
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Health and Wellbeing - Employee Health

In addition to our compliance requirements for Occupational Health Surveillance at our primary manufacturing site and global headquarters, we provide an onboarding service and have partnered with our provider to undertake targeted interventions during work hours that reduce absenteeism and promote overall employee health.

190 Flu Vaccinations

Flu vaccinations

We implemented an annual flu vaccination programme accessible to all staff, demonstrating our commitment to employee health. Workplace vaccination makes it easier for people who want it to receive the vaccine without having to book time off work.

Vaccinations were conveniently provided on-site at our Cambridge Facility, and for our remote UK employees a voucher system was established to ensure equitable access. Through this initiative we successfully provided flu vaccinations for over 140 individuals across all shifts, as well as an additional 50 employees who utilised the voucher system.

[Data provided by OH Provider anonymised report]

75* Know
your Numbers

Know Your Numbers Sept 2024

Blood Pressure UK and the NHS run the national health campaign Know your Numbers every September. Alongside this we hold a voluntary health screening day, which focuses on individuals' Body Mass Index (BMI), heart rate, cholesterol and kidney function. This was also offered to our night shift workers.

We provide this service in the workplace during working hours to encourage engagement and drive early intervention. Of the employees who participated in 2024:

- **20% were signposted to their doctors for further follow-up tests.**
- **40% received personalised lifestyle advice.**

70 Employees
RTW Referrals

Occupational Health Referrals

As part of our commitment to employee wellbeing we support individuals returning to work (RTW) through a tailored occupational health process. During the reporting period we provided additional support to 70 employees managing non-work-related health conditions, facilitating their smooth and safe return to the workplace.

This proactive approach not only prioritises our employees' health and wellbeing but also directly contributes to maintaining operational continuity, thereby enabling us to consistently deliver essential medicines to our patients.

*People who participated in Wellbeing Clinics





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Health and Wellbeing - Mental Health and Psychological Safety

Psychological Safety is the bedrock of effective teamwork. When people feel that they belong, they are more likely to speak up and contribute. High-performing teams have high levels of Psychological Safety.

35

Psychological Safety Sessions

The learning is split into two sessions:

The first session, led by an accredited facilitator explores what psychological safety is and how to build it. We cover the theory and how to put the learning into practice – from asking powerful questions to framing the work effectively. The session covers: What is Psychological Safety? Why it is important? How do you build it?

To date, 350 employees have completed session 1. In the second session, we take a deeper dive into the levels of Psychological Safety within a team. Colleagues complete a questionnaire covering various aspects of Psychological Safety. All responses are anonymous, and a facilitator leads a debrief of the results. This is a safe space to explore how the team works together and what they can do to strengthen Psychological Safety.



Monthly Topical Sessions

Wellbeing Wednesday

Launched in 2021, Wellbeing Wednesday is a space for everyone to pause and connect with colleagues. The sessions are led by colleagues on a topic they are passionate about.

Topics have included gratitude and journalling, connecting with nature, art to Zumba and laughter yoga. Sessions run at 8am and 3pm UK time to ensure accessibility globally. On average 10–15 people join per session. Each session is recorded for those who cannot join live.

39

Mental Health First Aiders Trained



Mental Health Awareness

We have trained 39 employees to act as Mental Health First Aiders, providing a signposting service to our colleagues who may need to reach out for support.

We have undertaken three awareness intervention sessions for our employees at our Corporate HQ, encouraging employees to talk and connect. Each year we run a Mental Health Awareness Week providing information on nutrition, sleep, mindfulness and relaxation, connection and exercise.





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Safety Performance & Culture

We take health and safety very seriously at Bard. In 2024 there were five accidents that resulted in an employee being unavailable for their next working shift. However, none of the accidents resulted in a report to the Health and Safety Executive under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2019. The three main categories of accidents, incidents, and near misses included slips, trips and falls, contact with harmful substances and manual handling.

2025 year-to-date performance is shown in the ‘safety triangle’ to the right.

A key component of our ambition to elevate our safety culture in recent years has been to improve near miss reporting. This was initiated in 2023 and remains an ongoing area of focus.

We have also invested in staff training:

- 9 employees achieved National Examination Board in Occupational Safety and Health General (NEBOSH) Certificates
- 1 employee achieved a NEBOSH Diploma
- 1 employee became a Chartered Member of the Institution of Occupational Safety and Health
- 10 ‘Inspiring Safety’ sessions were delivered across site

As part of the ‘Inspiring Safety’ session we also assessed the operation on the DuPont Bradley scale to evaluate our safety culture. 42% of staff felt that safety was reliant on “rules and supervision” with 28% feeling that safety was dependant on self reliability – achieved by increasing awareness among employees.

	2022	2023	2024	2025 YTD*
Lost Time Accident	7	3	5	0
Total Days Lost	32	43	12	
Incident Requiring First Aid	33	71	83	52
Incident Involving Property Damage	18	52	66	43
Safety Observation	80	471	401	391

*Modified Heinrich accident triangle for Cambridge Facility from January to August 2025





◀ ENVIRONMENTAL
STEWARDSHIP





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1% Marginal Gains: Driving Personal Commitment

The NHS Evergreen process, formerly known as the Evergreen Sustainable Supplier Assessment, is a crucial component of any tender submission to supply goods or services to the UK National Health Service. It enables suppliers to engage with the NHS and understand how to align with its sustainability ambitions, including those set out in the NHS Net Zero Supplier Roadmap.

The assessment results in a maturity rating from 1 to 4. We are very pleased that, in July 2024, we reached level 2 which the NHS defines as:

- Has developed and is actively implementing sustainability strategies.
- Is tracking and managing carbon emissions and other ESG metrics.
- Demonstrates alignment with NHS sustainability priorities.

Level 2 achieved! July 2024

Required elements:

Carbon Reduction Plan

Public Modern Slavery Statement

Corporate Social Value Programme



EVERGREEN SUSTAINABLE SUPPLIER ASSESSMENT MATURITY CRITERIA MATRIX

Criteria	Level 1	Level 2	Level 3	Level 4
Environmental measures in effect (e.g. carbon reduction projects)	Required	Required	Required	Required
Scope of net zero target and emissions provided (publicly available)	Scope 1, 2 and a subset of scope 3	Scope 1, 2 and all relevant scope 3	Scope 1, 2 and all relevant scope 3	Global entity and reporting entity: Scope 1, 2 and all relevant scope 3
Geographical boundary of net zero target and emissions provided (minimum)	UK boundary	UK boundary	Global boundary	Global boundary
Net zero target year (minimum and publicly available)	2050	2050	2045	2045
Validation of net zero target and verification of emissions provided	Not required	Not required	Required for reporting entity	Required for reporting entity and global parent company (targets only)
Entity providing target information	Reporting entity	Reporting entity	Reporting entity	Reporting entity and global parent company
Higher performer – transparency reporting (e.g., CDP, EcoVadis or B Corp)	Not required	Not required	Not required	Required
Public modern slavery statement	As per legislative requirements	Required	Required	Required
Modern Slavery Assessment Tool	As per legislative requirements	As per legislative requirements	Required	Required
Identifying and mitigating modern slavery risks	As per legislative requirements	As per legislative requirements	As per legislative requirements	At least one of the following: - Actively taking steps to map supply chain - Actively investigating incidents and mitigating high risks found
Corporate social value programme	Not required	Required	Required	Required

england.nhs.uk/evergreen

June 2023





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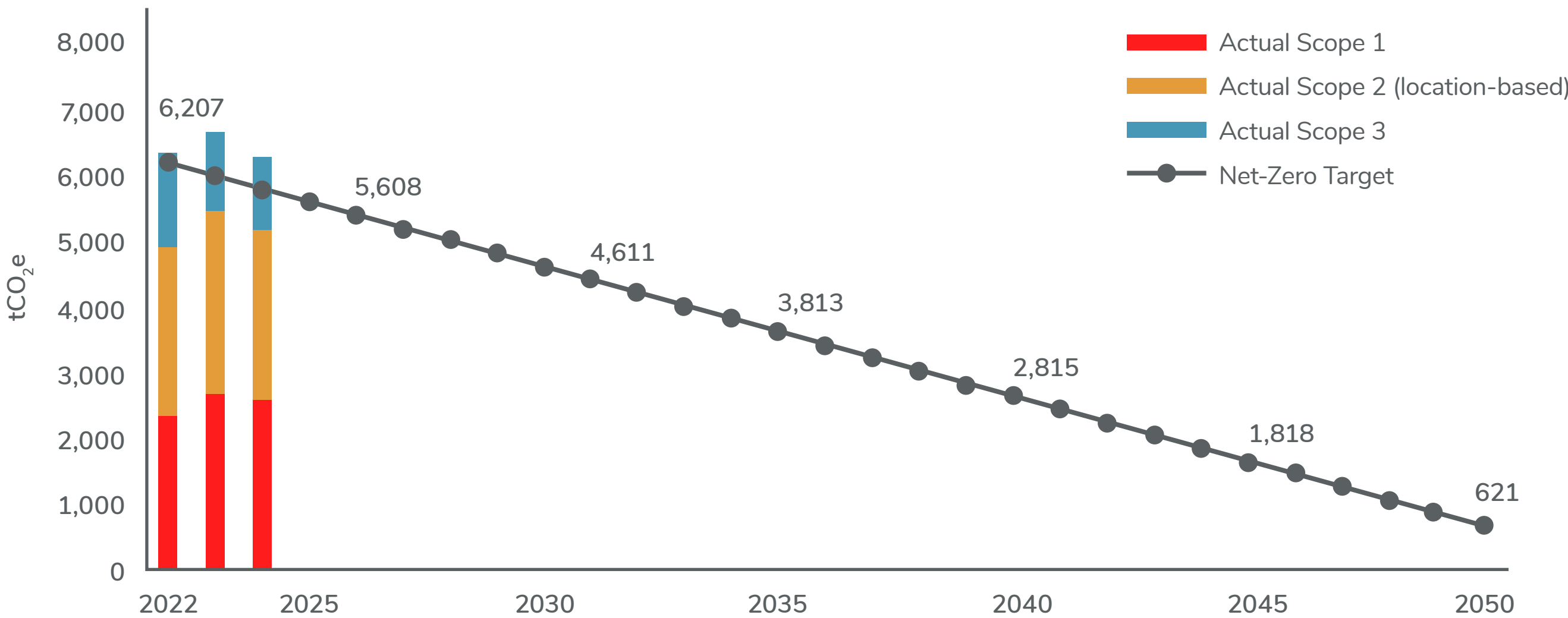
1% Marginal Gains:
Driving Personal Commitment

Napp Pharmaceutical Holdings Limited is in the process of developing and setting more detailed near-term and long-term emission reduction targets covering the entirety of our Scope 1, 2 & 3 emissions.

As with many organisations, a large proportion of our emissions come from the manufacture of our products and the emissions associated with the supply chain of components used in the final product. Whilst we work to fully account for this impact and understand the actions required to deliver a net zero business, we are investing in a series of “future-proof” initiatives that we know will deliver impactful reductions in the emissions over which we have direct control.

Our future-proof initiatives include:

- **Optimisation and replacement of our heating and chilling facilities.**
- **Installation of energy-efficient lighting.**
- **Improvements to roof insulation.**
- **Consolidation of our office buildings.**
- **Modernisation of IT infrastructure.**



2024 emissions
(Publicly available Carbon Reduction Plan data)

Emissions Scope & Category	Source	tCO ₂ e
Scope 1	Direct	2,535
Scope 2 (location-based)	Indirect	2,515
Scope 3:*	Indirect	1,119
4. Upstream Transportation and Distribution		474
5. Waste Generated in Operations		8
6. Business Travel		97
7. Employee Commuting		370
9. Downstream Transportation and Distribution		171
Total emissions (location-based)		6,169

*The five categories of Scope 3 emissions have been selected for disclosure as they are defined by the NHS Evergreen programme as materially significant for suppliers. By 2027, this will expand to include all 15 categories of Scope 3 emissions





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1% Marginal Gains: Driving Personal Commitment

Our Supply Chain's Impact

We are actively engaging with our suppliers to understand where they are on their ESG journeys and to identify opportunities for shared progress. We conducted a benchmarking exercise covering over 75% of suppliers by spend.

This exercise identified that our packaging suppliers are among the most advanced in this space, with 70% having set Science Based Targets* or self-assessed company sustainability goals.¹⁴ We are starting to work with our API suppliers to assess opportunities to reduce process waste and minimise water usage through efficiency improvements and innovation.

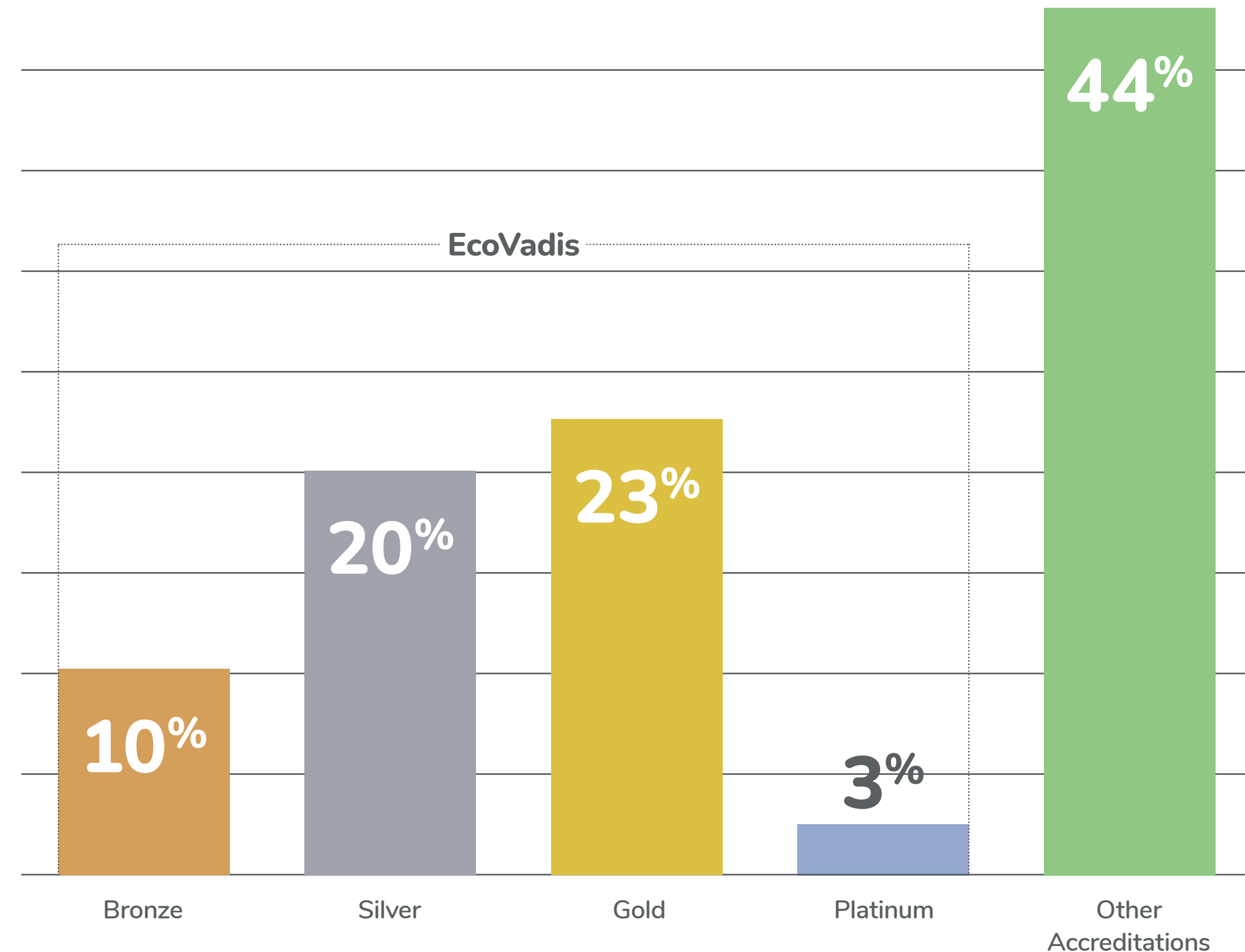
Across our supply base, we are also exploring opportunities for greater circularity, including the reuse and refurbishment of containers, to reduce material demand and avoid unnecessary waste.

100% of key suppliers[†] benchmarked against ESG credentials

>50% Certified to a 3rd party ESG standard

Environmental Accreditation

Results of our supplier benchmarking exercise



*Science-based targets (SBTs) are greenhouse gas (GHG) emission reduction goals set by companies that align with the Paris Agreement's objective of limiting global warming to well below 2°C, or ideally 1.5°C, above pre-industrial levels. These targets are considered "science-based" because they are grounded in climate science and provide a clear pathway for businesses to reduce their emissions in line with what's needed to avoid the most dangerous impacts of climate change¹⁴

[†]Key suppliers represent 75% of direct procurement spend





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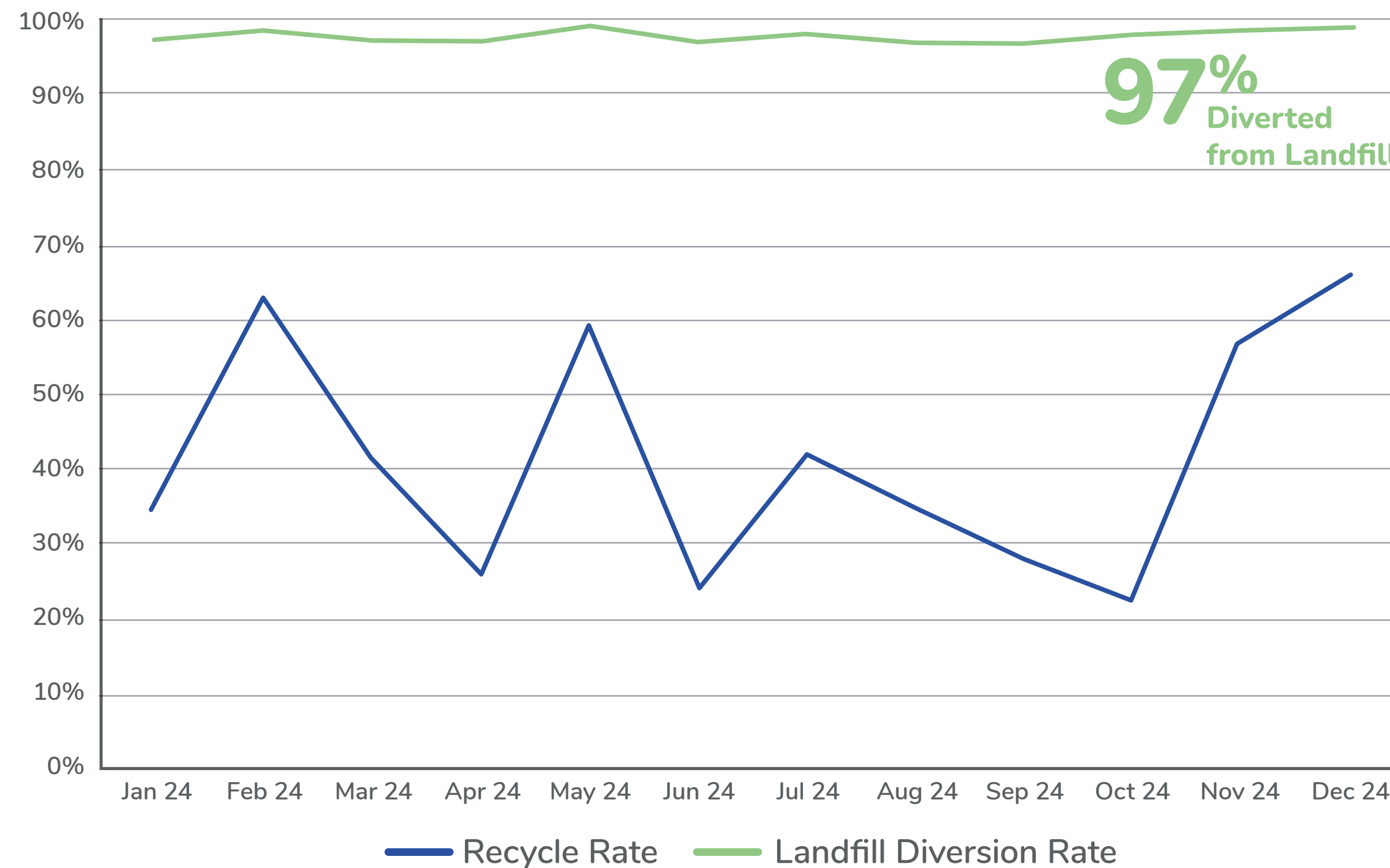
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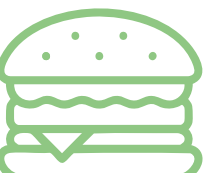
1% Marginal Gains: Driving Personal Commitment


In 2024, our Cambridge facility generated 350 metric tonnes of waste which was removed from site with an average recycle rate of 42% and 97% diversion from landfill. We also addressed waste streams, including pallets, to receive rebates for the first time. In 2025, we aim to increase our recycling rate and enhance circularity into waste streams.



RESOURCES DIVERTED FROM LANDFILL:

340t = 56 
Waste diverted Adult elephants*

7.7t = 63.5k 
Food waste composted Cheeseburgers**

28.8t = 6.3m 
Paper recycled Standard A4 sheet paper[§]

27t
Cardboard

42t
Wood

16t
Metal

15t
Plastic

*Average African adult male bush elephant weighs six metric tonnes **Average McDonalds cheeseburger weighs 119g [§]Standard ream of paper weighs 2.27kgs and has 500 pages (29.7t is approx. 13,083 reams)





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1% Marginal Gains:
Driving Personal Commitment

*flutiform® (fluticasone propionate/formoterol fumarate) is an established pressurised metered-dose inhaler (pMDI) for the treatment of asthma, where the use of a combination product is appropriate, and has been available for more than a decade.¹⁵

With more than 262 million people living with asthma worldwide, the reformulation of some asthma treatments to reduce carbon emissions could have a significant impact on global carbon footprint.¹⁶

The inhaler currently uses apaeurane hydrofluoroalkane 227 (HFA-227ea), a type of fluorinated greenhouse gas, as its propellant.¹⁵ European Union (EU) regulation on these types of gases aims to reduce their use and associated greenhouse emissions by two-thirds by 2030.¹⁷

Work is underway to source an alternative to the HFA-227ea gas used in the flutiform® pMDI. Such change will need to be supported by significant data to ensure safety and efficacy are maintained for patients. A collaboration between Mundipharma and Phillips Medisize will revitalise efforts to identify and switch to a more environmentally friendly propellant, which, if successful will significantly lower the impact on global warming in line with EU regulations.¹⁷

“We are dedicated to positively influencing the life of asthma patients across the globe. This is the first step in our long-term plan to develop a near-zero-emissions asthma inhaler. We are determined to achieve this before the European Union ban on HFA gases comes into effect, and our collaboration with Phillips Medisize demonstrates this commitment, as well as our aim of sustainable healthcare innovation.”

Dr Yuri Martina

Chief Development and Medical Officer at Mundipharma

flutiform® pMDI today has a high environmental impact due to the propellant gas used¹⁸

- HFAs are “**high global warming potential (GWP) gases**” as they trap substantially more heat than CO₂ per unit mass¹⁸
- Inhaler emissions account for approximately 3% of the total NHS (England) carbon footprint¹⁹

HFA-227ea

A 115-mile petrol car journey (about 35 kg CO₂e)²⁰

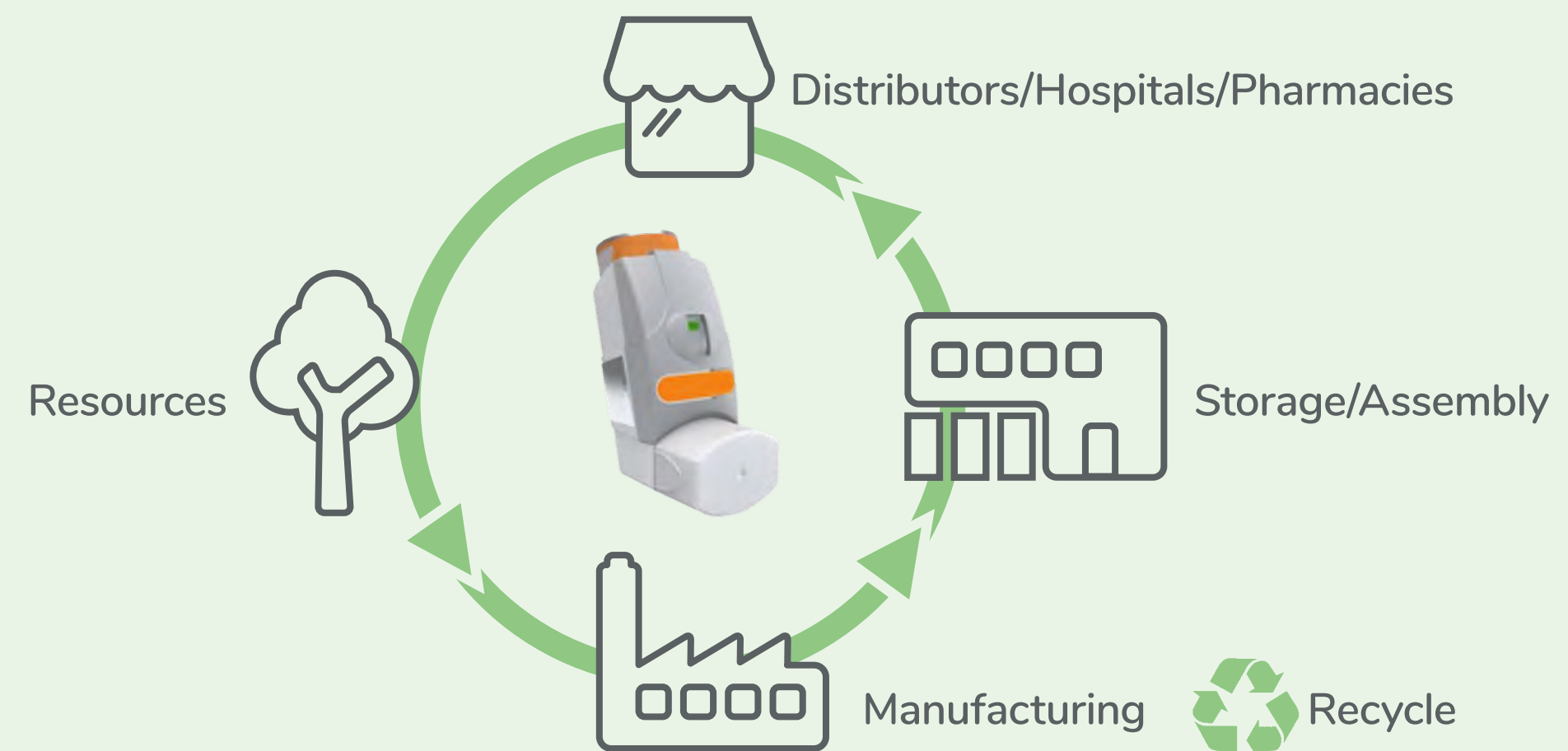


3,220 GWP

Each 120 dose flutiform® pMDI or symbicort® (budesonide/formoterol) pMDI metered dose inhaler (36.5 kg CO₂e)¹⁸



All Stages of Product Lifecycle Contribute to Environmental Impact



*flutiform® is a registered trademark of Jagotec AG used under licence by Mundipharma





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of Our Medicines

**Growing Together:
Cambridge Facility Expansion**

1% Marginal Gains:
Driving Personal Commitment

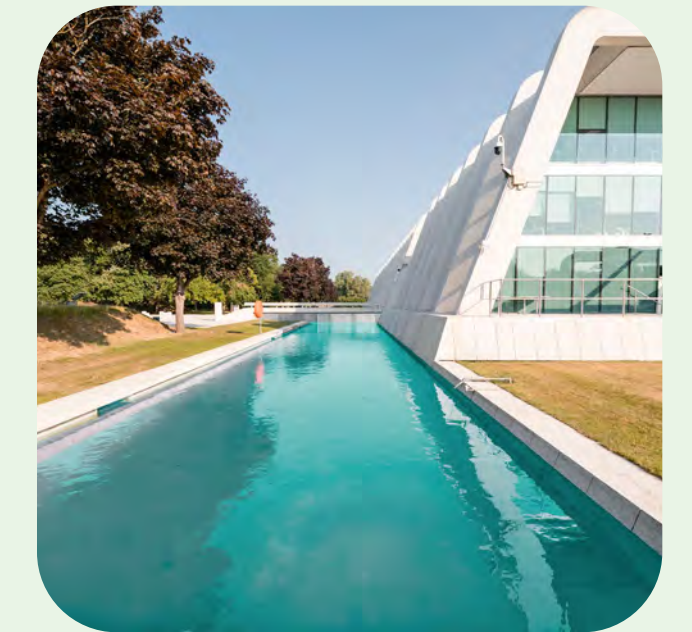
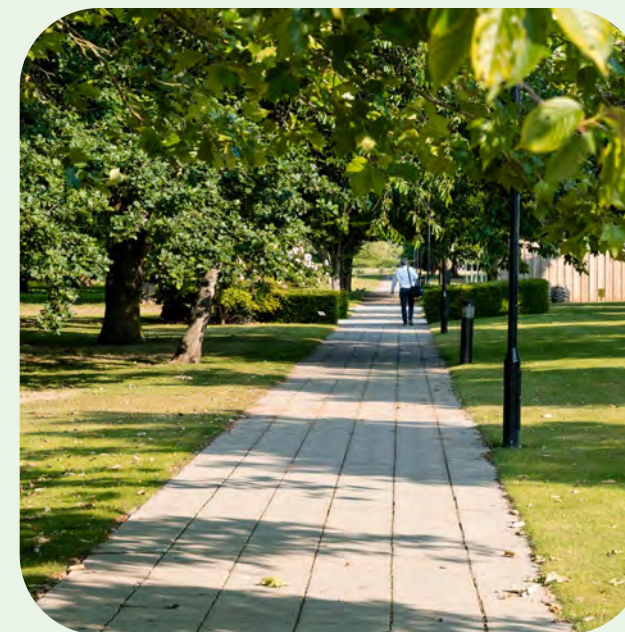
Investment in HQ and Manufacturing

In 2025 we broke ground on a significant expansion to our Cambridge facility. As well as showcasing our growing manufacturing capabilities, the event also marked the launch of new environmental initiatives which are a core part of the project. Environmental commitments, as part of our 2025 ESG global objectives, have been front of mind when planning the site. These include:

- Investment in 2,000 sqm of solar panels to reduce emissions and save energy onsite.
- Planting a wildflower meadow to increase biodiversity of the surrounding environment.
- Installing a beehive in the grounds of our HQ building, which will help pollinate the plants around us, support the local bee population, and be a welcome addition for colleagues based at the site.
- Planting new trees using soil produced from food waste generated on site and turned into compost locally.

688* Trees planted

50% Biodiversity increase



Employee Flexible Benefit started in April 2025 in partnership with Furthr
*Tree(s) planted in Senegal and Kenya in managed forests reducing CO₂ emissions by 59 kg





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Growing Together:
Cambridge Facility Expansion

1% Marginal Gains:
Driving Personal Commitment

We launched the **1% Marginal Gains** initiative to drive meaningful ESG improvements across the organisation. The campaign is designed to inspire colleagues to make small, personal changes that collectively drive significant progress.

The idea was simple: the smallest change, when multiplied across teams and time can create a powerful ripple effect. Videos of colleagues sharing their actions and aspirations brought this to life, helping inspire others and build momentum across the business.

We created intentionally individualised and accessible content to encourage employees to reflect on what matters most in their daily work and help them identify simple actions that could lead to a 1% improvement.



Lowering heat
to reduce
gas consumption

“To help support sustainability through managing the utilities on site better, we have reduced the temperature of the hot water that heats the building which has reduced our gas consumption.”

Gary Cox,
Head of Maintenance,
Cambridge Facility



Reducing energy
consumption
through lighting

“Last year, we spent 1% of our capital budget on replacing legacy fluorescent lighting with new LED lighting. This has removed some of the obsolescence risks around securing old light bulbs. It has improved the appearance of the facility and reduced our energy bill by 1%.”

Andrew Hazelwood,
Site Director,
Cambridge Facility



Introducing
a green
car policy

“Our 1% ESG contribution is moving from a regular car policy to a green car policy. We will significantly reduce CO² emissions from our car fleet. We also expect savings in fuel costs, reduced taxes and parking fees which are subsidised for low emissions vehicles.”

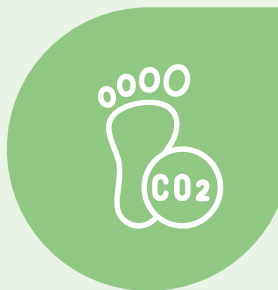
Juan Vergez,
VP Global Strategic Marketing and
former Iberia General Manager



Evaluating vendors'
sustainability
policies

“We are working with our vendors to evaluate if they have a sustainability policy in place. As we work with large global vendors, adhering to a sustainability policy can significantly reduce the impact that businesses have on the environment.”

Victoria Goff,
VP Regulatory Affairs



Reducing carbon
footprint through
communications

“All communication, such as sending emails and texts, requires energy. By reducing the number of emails we send or not responding unnecessarily, we can reduce the carbon footprint and achieve a 1% marginal gain.”

Aileen Fisher,
PMO Lead





◀ CONCLUSION





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This document is our first enterprise-wide sustainability communication. We wanted to include an overview of the incredible work that our colleagues are already undertaking to deliver a more robust governance structure, understand and improve our environmental performance, and positively impact the societies around us.

Following a full Materiality Assessment, we will publish a more comprehensive ESG Report in 2026 that includes data for the material indicators identified aligned to the EU Corporate Sustainability Reporting Directive (CSRD). In the meantime, please find below an overview of our next steps.

E

Celebrate the 1%
Marginal Gains
victories

Develop a product-
level environmental
lifecycle analysis
strategy

Expand Scope 3
carbon footprinting at
enterprise level

Establish the full
impact of the transition
to net zero

S

Enhance employee
wellbeing
(Great Place To Work)

Upskill all employees
on our ESG values

Look to establish
STEM ambassadors in
our organisation

Advance uptake of
volunteering in our
local communities

G

Issue Mundipharma-
wide sustainability
strategy and policy

Establish global
network of
sustainability leads

Implement
sustainability data
management process

Publish report aligning
to global reporting
framework for EU
and RoW





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1% Marginal Gains: Employee-generated ideas that lead to a small change which can either be scaled up across the organisation, or embedded into ways of working, that enhance our sustainability endeavours. For example, replacing fluorescent bulbs with LEDs leads to year-on-year saving, a marginal gain (UK); or reducing the petrol allowance for company cars while increasing the monthly purchase amount to encourage uptake of electric vehicles (Spain).

CSRD: The EU’s Corporate Sustainability Reporting Directive requiring member states to implement approximately 1440 reporting requirements for organisations that meet reporting criteria (People Size / Turnover Size).

DMAlite: Internal Double Materiality Assessment exercise with identified business entities impacted by the CSRD enabling the organisation to assign ESG priorities for the first time.

EcoVadis / Evergreen (NHS): Self-assessment tools used by industry to ‘score’ sustainability performance, often required as part of our business tendering process.

ESG: Environmental, Social, and Governance.

ESG Director: Second FTE in position working on sustainability (1st corporate position taking work from Bard – Mundipharma).

ESG SME Joins: One full-time equivalent working as an Environmental Social Governance Subject Matter Expert.

ExCo: Executive Committee chaired by CEO.

ExCo Sponsor: Chair of the SteerCo and direct access to the CEO for ESG Workstream. Allowing access to ad hoc budget requests, agreement and alignment on workstream or resource allocation and focus. Enabled birth of the OE Workstream and buy in of senior management as ‘soft KPIs launched post Zurich’.

GHG: Greenhouse gas, a gas in the atmosphere that traps heat, contributing to the greenhouse effect and global warming.

MLC: Mundipharma Leaders Circle, meetings and ‘key outputs’ with reference to our ESG journey.

NEBOSH: stands for National Examination Board in Occupational Safety and Health, a UK awarding organisation offering professional qualifications in health, safety and environmental management.

OE ESG Workstream: Operational Excellence ESG workstream – corporate project for the furtherment of ESG/ sustainability within Mundipharma. One of the five projects enhancing our licence to operate and continue to provide medicines to patients at the time they need them most.

SCOPE 1: Direct emissions from owned or controlled resources (company vehicles/industrial processes).

SCOPE 2: Indirect emissions from purchased energy (electricity/gas) for building.

SCOPE 3: All other indirect emissions in our value chain both up and down stream, including purchased materials.

SECR: Streamlined Energy and Carbon Reporting (Mandatory UK environmental reporting framework).

SteerCo: ESG/Sustainability Governance Committee formed by ExCo members and other senior management.

Stop the clock/Omnibus proposal: Reduction in scope and impact of the CSRD reporting requirements and phasing (major delay to our need to report and changed the EU Approach to CSRD).

