

# Sustainability Report 2023

Accelerating access to  
medicines, globally



**CLINIGEN**





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# A message from our CEO

Our mission is to accelerate access to medicines for patients in every corner of the globe. For over 35 years, we have been working to ensure that we can deliver on that promise.

Health is a fundamental human right. Yet there are glaring global disparities in access to medicines and effective healthcare. Through the work we do and the people we work with, Clinigen has the opportunity to build transparent and resilient supply chains, shorten access times for patients, and help healthcare professionals and pharmaceutical and biotech companies navigate new and uncharted territories.

The last 12 months have presented many challenges. The Ukraine war has destabilised supply chains, energy prices and food prices. Consumers and businesses are still recovering practically and financially from the impact of the pandemic, and global inflation has reached **6.88%**, representing the highest annual increase since 1996. Despite this unpredictable and difficult climate, we have continued to improve health outcomes by meeting the needs of patients, healthcare professionals and pharmaceutical clients around the world.

Our immediate focus is to address urgent global challenges, including climate change and resource scarcity, which will directly impact our ability to succeed. As we gather more and better data, we are increasing understanding of our business impacts which improves our Environmental, Social and Governance (ESG) performance and enables measurable progress over time. This approach enhances our growth potential in new and existing markets, whilst increasing positive outcomes for all our stakeholders.

We're also committed to reducing our carbon pollution with **an ambitious emissions reduction pathway**. We will submit our targets to the Science Based Targets initiative (SBTi) for validation next year. This is aligned to the approach of our parent company Triton.

We are proud members of the UN Global Compact and active supporters of the UN Sustainable Development Goals (SDGs). In this report we present a set of refreshed targets and ambition for our own performance that are aligned to a range of the Goals.

Looking ahead to the next ten years, I am confident that the foundations shared in this report will serve as a futureproof platform for Clinigen's growth and enhanced positive impact. They will enable us to accelerate access to medicines for more people in more corners of the world, enhancing the health of patients whilst protecting the health of the planet.

Whatever the challenge, **we find a way.**

A handwritten signature in black ink, appearing to be 'JC' or similar initials, written in a cursive style.

**Jerome Charton, CEO**

About Clinigen

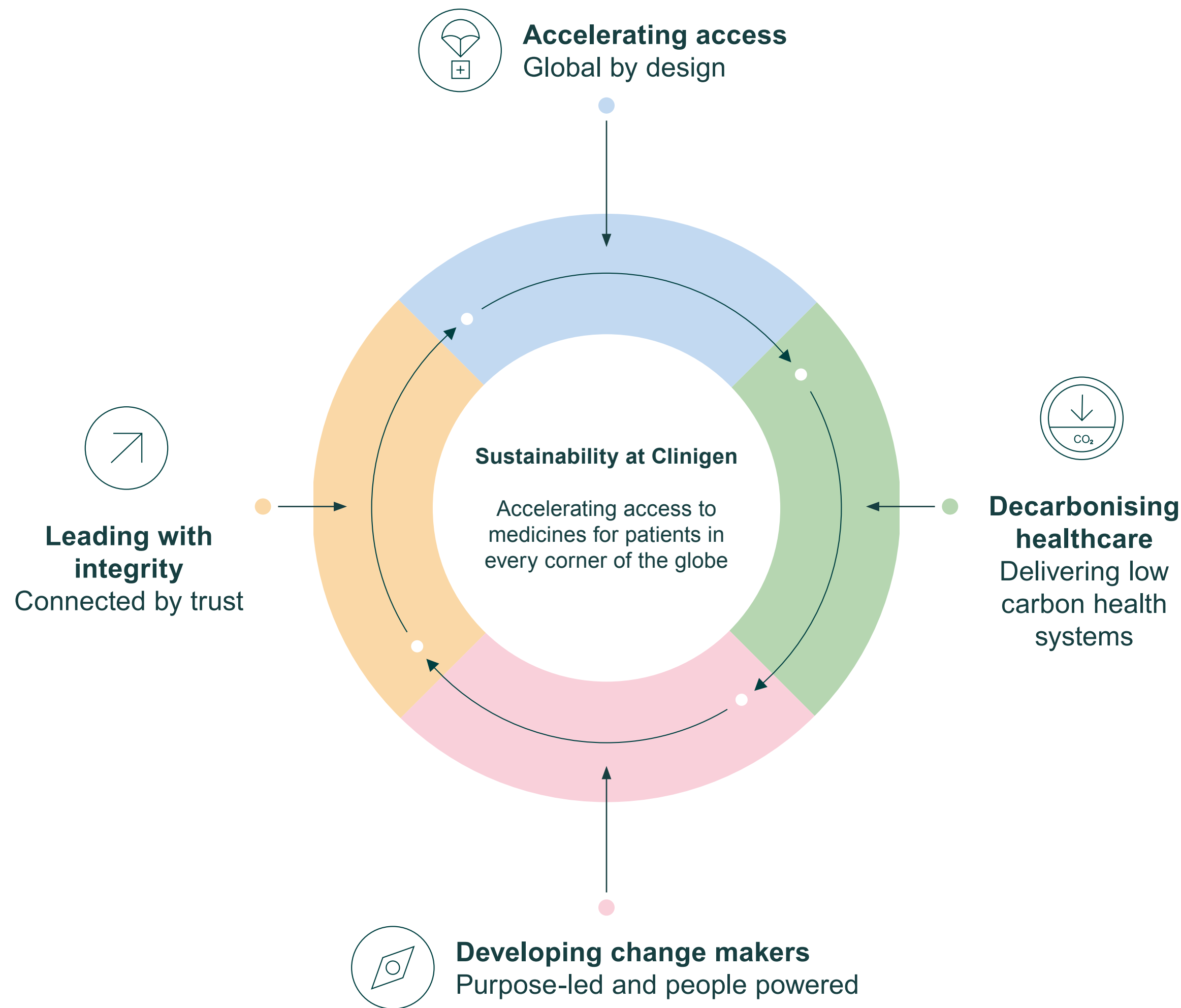
# What sustainability means at Clinigen

We are privileged to be custodians of a business that changes lives for the better. By providing equitable access to 'hard to find' medicines, we offer a life-changing service to patients who would otherwise continue to suffer without alleviation. We hear many compelling stories of gratitude from patients and these inspire our belief that access to medicines should be global by design.

In pursuit of this vision we are proud to support the UN SDGs as the pathway to removing inequities in healthcare and building a sustainable future for all.

## Our sustainability strategy

The results of our **2023 materiality assessment** have informed our sustainability strategy. We have 14 focus areas, grouped under four themes, each with their own targets and initiatives:

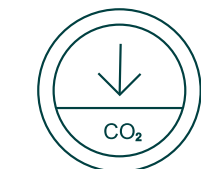


## Our commitments

**We improve lives** by accelerating access to medicine for patients in every corner of the globe



**We take collective action** to reduce emissions and minimise our impact on the environment



**We empower the people** we work with every day to expand our positive impact



**We build trust** through collaboration, inclusion, and transparency, creating a culture where ethics drive our success



“The climate challenge presents both risks that need to be managed but also new business opportunities for companies that are ready to respond. We work with our portfolio companies to help to try and identify value creation opportunities by being ahead of the curve. Clinigen has made very positive progress over the last 12 months, which is indicative of how they are evolving their business – ensuring it’s set up in the right way and that data drives the discussion.”

— Graeme Arduis, Head of ESG, Triton




About Clinigen


# Highlights from the year

We're pleased to have taken some important steps forward across each of our sustainability pillars. Here are some of the highlights.

We launched **NaviGATE**, a new educational programme for rare disease patients and organisations



We sponsored the Rare Diseases Europe (EURORDIS) annual membership meeting



We implemented a new **Global Data Protection and Privacy Framework**, including **ROBUS data governance software**

We developed our new employee **Code of Conduct**, ready to launch next year

We designed and implemented **Aravo Third Party Risk Management software**, enabling **ESG screening of our supply chain** and future compliance with CSRD reporting




We committed to setting near and long-term targets with the **Science Based Target initiative (SBTi)**



Our board committed to moving to **100% renewable electricity by 2030**, with the UK&I now at 100%



We launched our new **Diversity, Equity & Inclusion (DEI) Programme and Policy**

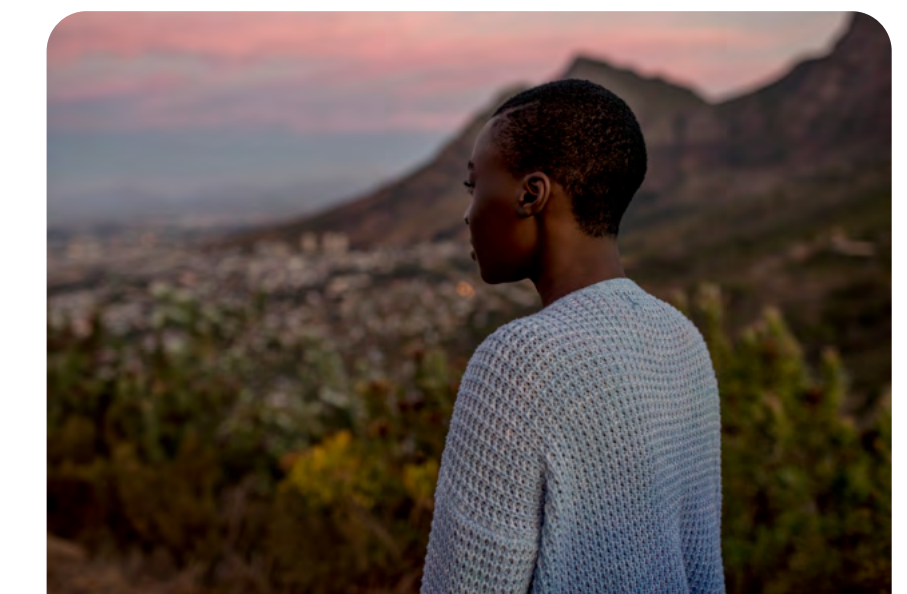


**55** Change Makers graduated our **Leadership Management Programme**



We measured our impact with sustainability platform **Greenstone+** and set a baseline from which we'll work to **reduce our carbon pollution**

We installed **324 solar panels** on the roof of our warehouse in Pretoria, minimising reliance on the grid and significantly **reducing air pollution** on site



We celebrated **PRIDE** and **Women's History Month** with several events taking place globally across our business



About Clinigen

# We are pathfinders for innovative medicines

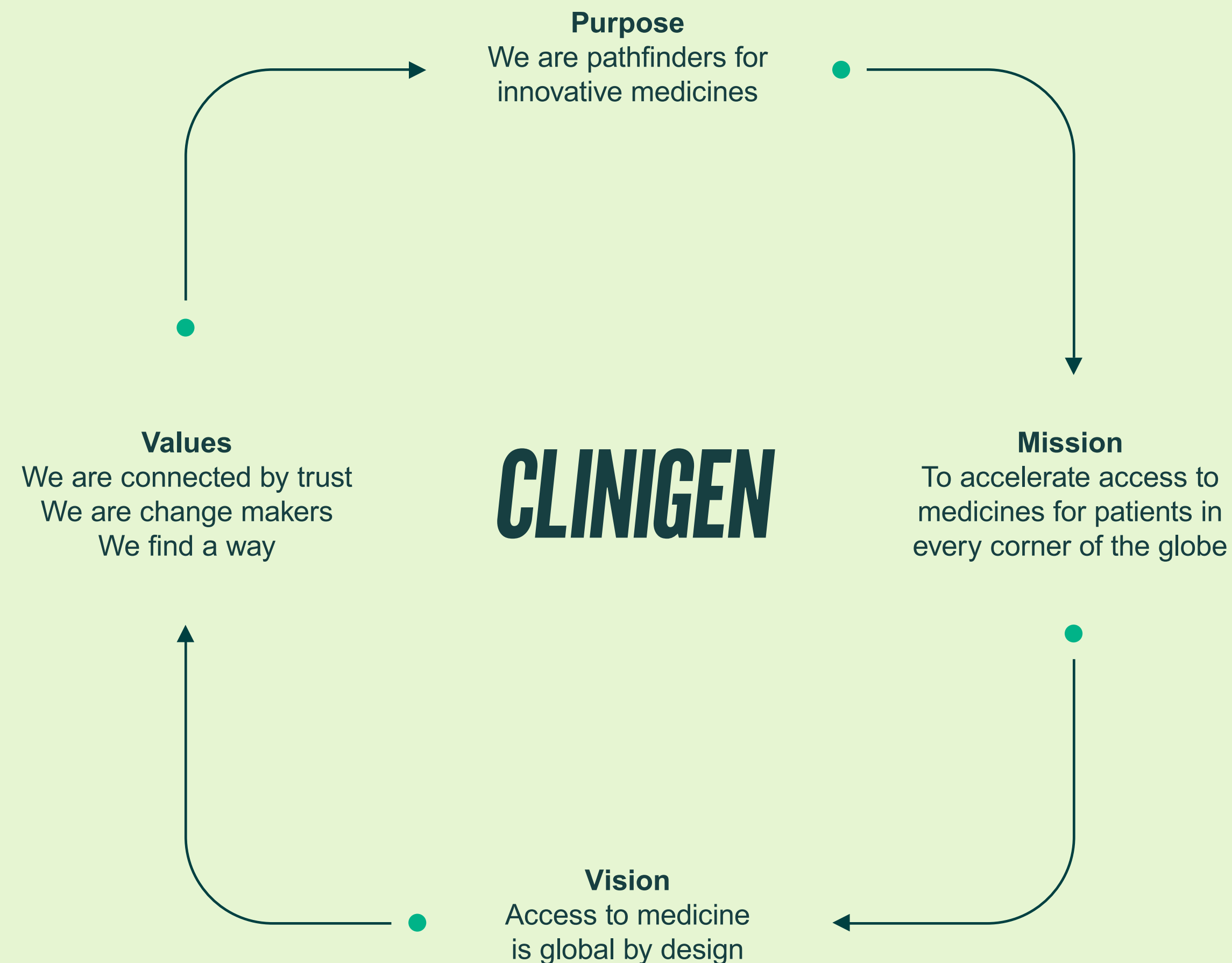
We exist to ensure life-changing medicines can reach patients in every corner of the globe – quickly, easily and safely, whether licensed or unlicensed.

Around the world millions of patients can't access the medicines they need when they need them, due to complex social, supply and regulatory barriers. As global populations grow, average age increases and disease profiles evolve, so the demand for medicines changes and expands. In parallel, climate change is impacting supply chains and resource availability, contributing to the destabilisation of medicine availability globally.

In addition to these global barriers to existing medicines, new therapies must go through a lengthy process before approval for distribution. Launching these medicines may take years in some countries, or never happen at all. Sometimes established medicines are withdrawn. Meanwhile, patients need help.

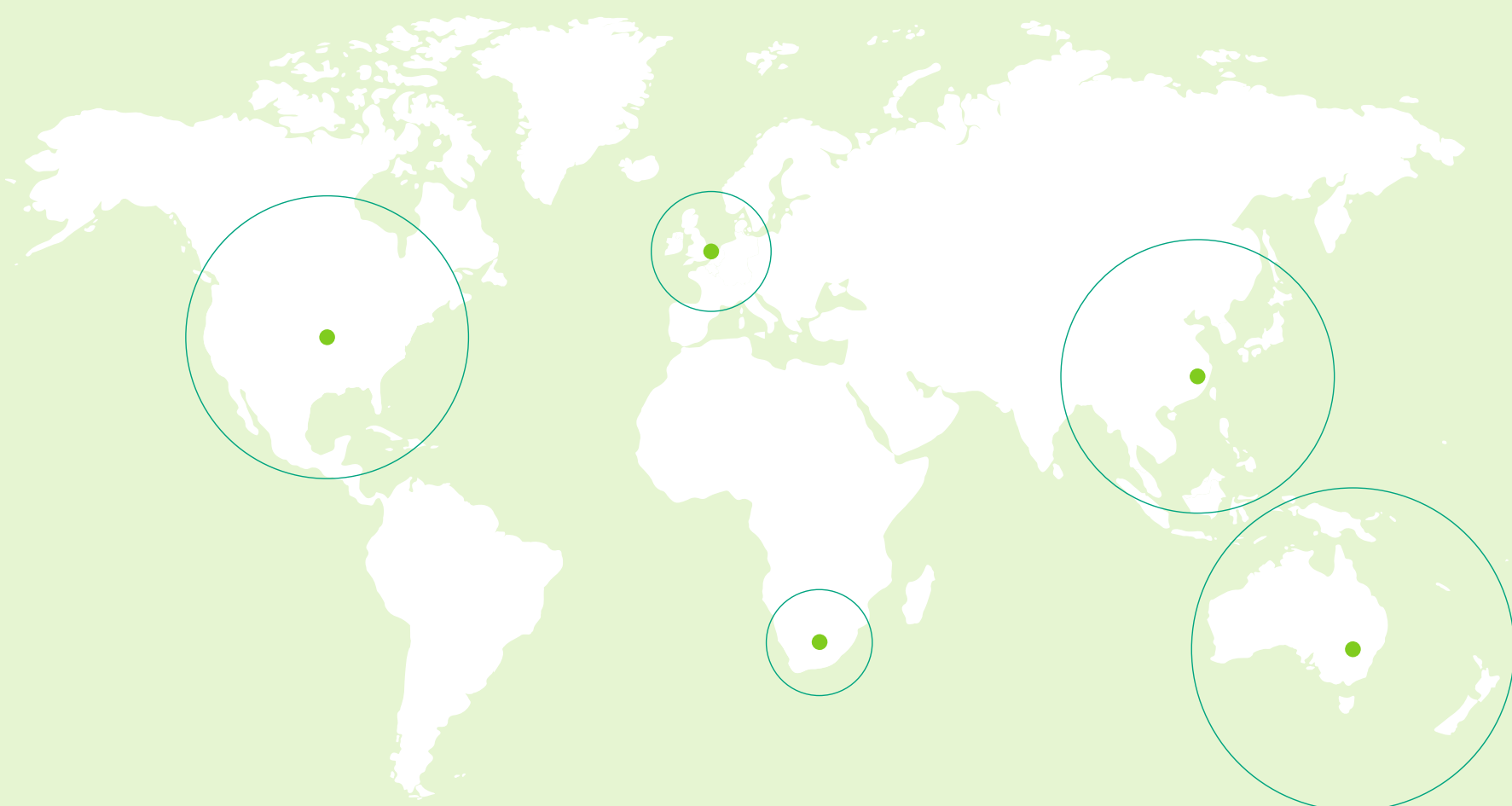
With more than 35 years' experience working with pharmaceutical companies and HCPs to address these barriers, Clinigen provides quicker and broader access to limited medicines. Our global capability, coupled with our local expertise, accelerates equitable access to medicines in 130+ countries each year.

Our mission, vision, purpose and values, together with our four sustainability pillars, are central to our business strategy and drive us forward to do well by doing good.



About Clinigen

# Reaching more places, touching more lives



## 130+

Countries shipped to in the last 12 months

## 100+

Countries online per the credentials map

## 35+

Years enabling access

## 300

Products under exclusive contract

## 25,000+

Registered HCPs

## 500+

Clients across pharma/biotech

## 21

Top 25 pharma partner with Clinigen

## 10+

Year partnerships with pharma clients

## Recognition, participation and awards



**Sustainable Development Goals**  
Delivering impact against the SDGs since 2021



**UN Global Compact**  
Clinigen has been a signatory of the UN Global Compact since 2021



**CDP Climate**  
Our CDP 2021 climate change score was C



**Valuable 500**  
Member of the V500, aimed at narrowing the inequality in disability in the workplace



**Atom Coalition**  
During 2022, Clinigen became an official partner of the Access to Oncology Medicines (Atoms) Coalition



**Ecovadis**  
Awarded silver sustainability medal in 2023



**MSCI**  
Clinigen was awarded an A rating in 2023



**CyberVadis**  
Our CyberVadis score is 757, rating our cybersecurity as 'developed'



**Sustainalytics**  
We are rated as low risk by Sustainalytics



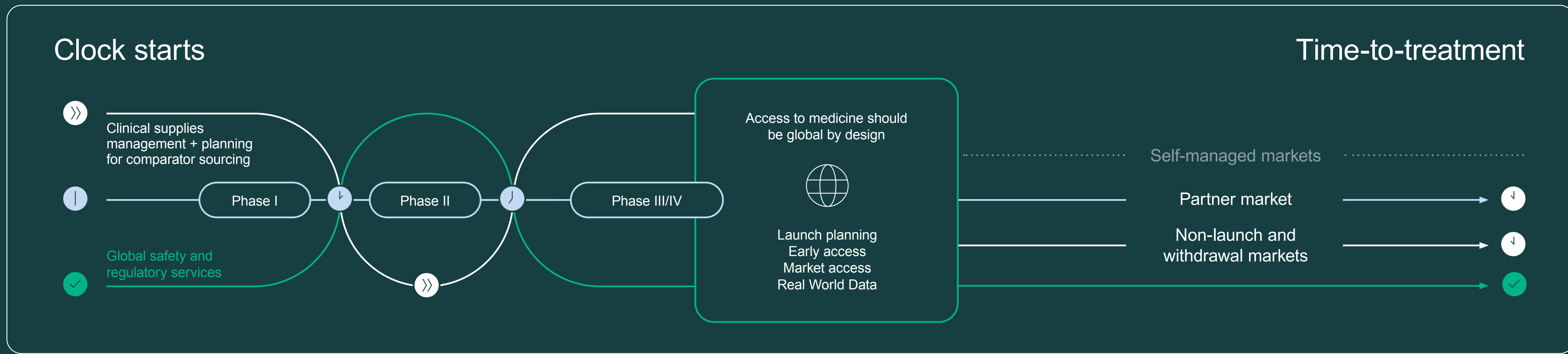
**The ICS**  
We are TrainingMark accredited, demonstrating the quality of our internal customer service training



**ISO 14001**  
Clinigen has received ISO 14001 Environmental Management Certification



What we do



**1 Clinical Services**

● **We accelerate the journey** through clinical development so medicines can reach more patients and touch more lives.

- Packaging and labelling
- Comparator sourcing
- On-Demand sourcing
- Global storage and distribution
- Clinical supply chain management
- Returns, reconciliation and destruction
- QP services
- Controlled drug services
- Specialty services

**2 Product access and commercialisation**

● **We accelerate access** to innovative medicines for patients in every corner of the globe.

- Managed Access programs
- Managed Access consulting
- Real World Data
- Partnering
- Licensed and unlicensed distribution

**3 Lifecycle services**

● **We offer the regulatory affairs and patient safety services** that are a pre-requisite to providing quicker, broader access to medicines:

- Regulatory strategy
- Regulatory intelligence
- Regulatory submissions
- Marketing authorisation holding and maintenance
- Adverse event reporting
- IRMS Max
- Regulatory inspection preparation
- Safety signal detection
- Medical Information



Materiality

# Our material sustainability issues

Since 2021, we have conducted an annual materiality assessment to ensure we prioritise issues with the greatest impact on our business, while addressing what matters most to our stakeholders. We regularly review our assessment to ensure it aligns with changes to our business and the external environment context in which we operate.

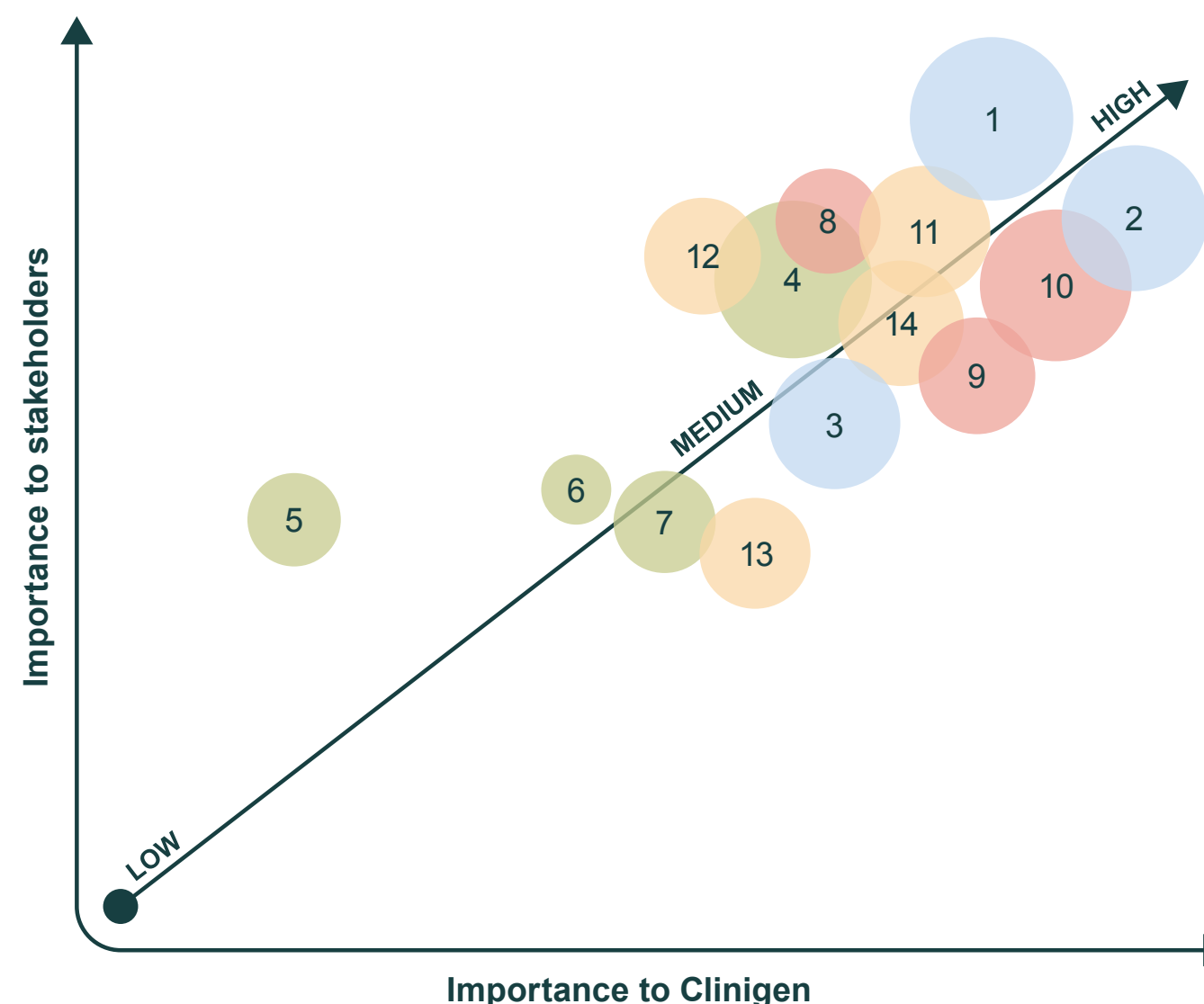
Following Triton's acquisition of Clinigen in 2022, we refreshed our materiality assessment to ensure it aligned with Triton's ESG Priority Topics for its Portfolio Companies.

In 2023, we again reviewed our materiality assessment alongside Triton's ESG priorities. We identified 14 sustainability issues of material importance to both our business and our stakeholders. The outcomes were used to help drive sustainability plans and targets, ultimately informing our updated sustainability strategy.



## Materiality assessment

The following matrix shows how Clinigen and our stakeholders ranked the relative importance of the 14 material topics that frame our sustainability strategy:



### Accelerating access

- 1. Access to Medicines
- 2. Patient Safety & Quality
- 3. Patient Advocacy

### Developing change makers

- 8. Diversity, Equity & Inclusion
- 9. Employee Engagement & Wellbeing
- 10. Health & Safety (Zero Harm)

### Decarbonising healthcare

- 4. Climate Change
- 5. Biodiversity / Natural Capital
- 6. Circular Economy
- 7. Environmental Compliance

### Leading with integrity

- 11. Business Ethics & Compliance
- 12. Sustainable Supply Chain
- 13. ESG governance
- 14. Data stewardship

## What did we learn?

Overall, access to medicines, which is core to our vision, mission and purpose, was the top priority for all of our stakeholders – closely followed by patient safety and quality, given the highly regulated nature of our industry.

The value creation drivers most important to Clinigen and our stakeholders are:

- Top-line growth - a strong ESG proposition will help Clinigen to access new markets and expand into existing ones
- Cost reductions through lower energy consumption
- A robust environmental strategy and set of actions to protect the planet at a local and global level across our direct operations and our full value chain
- Strong governance and compliance to enhance our reputation, positioning us as partner of choice across our industry
- Ability to deliver our purpose and mission through engaged and empowered people

The most material sustainability risks we have identified are:

- Negative impact on the climate and the environment
- Failure to ensure the health and safety of our people
- Non-compliance with legislation and regulatory requirements

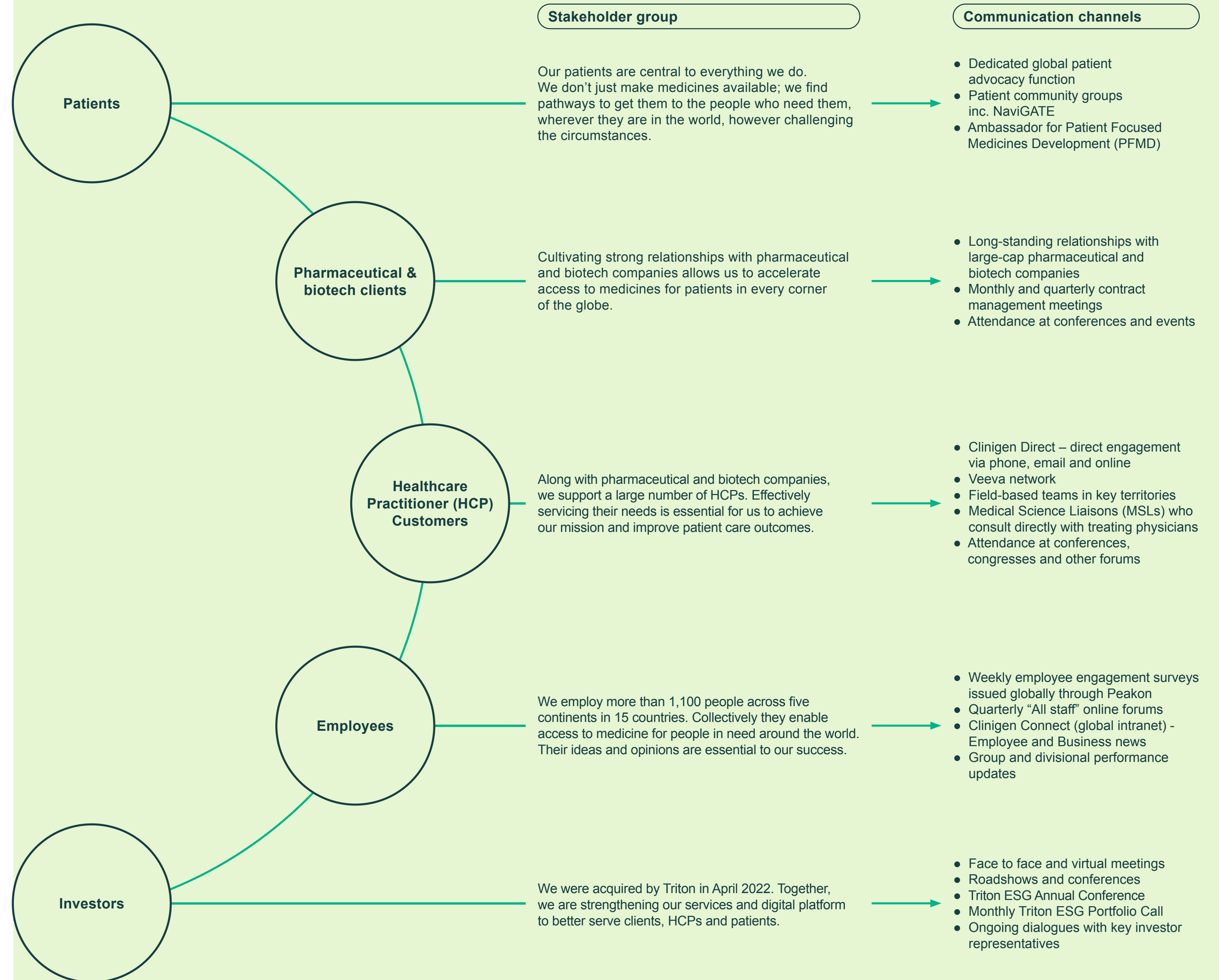
In 2024, we will carry out a Double Materiality Assessment for the first time, in preparation for compliance with the EU Corporate Sustainability Reporting Directive (CSRD). This represents a significant step for the business in aligning impact materiality with financial materiality.



Stakeholder engagement

# Engaging with our stakeholders

We value the perspectives of all our stakeholders and seek to engage with them meaningfully and regularly through a variety of channels, including our materiality assessments. Embracing a collaborative approach enhances our decision-making, ultimately helping us to create long-term value for everyone involved.







# Accelerating access

We improve lives by accelerating access to medicine for patients in every corner of the globe.



## Our material focus areas

- Access to medicines
- Patient safety and product quality
- Patient advocacy

## Why this matters

Health is a human right and foundational to a sustainable society. Enabling healthcare professionals to source the medicines they need for their patients is the reason we exist. Our experience, expertise and infrastructure mean that we can support them to treat their patients even when a medicine is unlicensed in their home country. We believe that access to medicines should be global by design, and everything we do is focused on making that vision of the future a reality.



## Our approach

We ensure that medicines are available where and when they are needed by leveraging our expertise in pharmaceutical supply chains and the international regulatory environment. We find pathways to supplying medicines to practitioners and patients, no matter the obstacles we encounter.

## Key targets and plans

We will actively define the targets for this pillar in early 2024. One of the key metrics we plan to track is our **Client Net Promoter Score (NPS)**, beginning with a baseline measurement from which we can set an ambitious target that supports our patient-centric approach.

We are working to **champion the voices of our patients**, raising understanding amongst investors about the value of engaging patients in clinical development for health science companies. Meeting their needs is our priority, so amplifying their voices is an essential.

We will maintain a **100% compliance rate** in all audits and Competent Authority Inspections. During the next 12 months, we will continue to centralise and standardise our quality activities to align with global regulatory frameworks, protecting our ability to effectively distribute medicines worldwide.

Through our ongoing strategic partnership with **7Bridges**, we will achieve **global logistics excellence**, optimising deliveries to patients and building greater operational resilience with their AI-powered logistics technology. This partnership is critical in ensuring we accelerate access to medicines for those who need it most.

Alongside this, the opening of our **new flagship Dublin facility** will **expand our presence in Europe**, serving as a hub of innovation and driving force in accelerating access to medicines.

## Alignment with the UN SDGs

Our sustainability commitments are aligned to:

**SDG 3**  
Good health and well-being



**SDG 16**  
Peace, justice and strong institutions



## Specifically we support SDG targets:

**3.8**

Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all

**16.5**

Substantially reduce corruption and bribery in all their forms

**16.6**

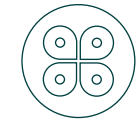
Develop effective, accountable and transparent institutions at all levels

**16.7**

Ensure responsive, inclusive, participatory and representative decision-making at all levels



# Accelerating access in action



## NaviGATE: Championing the rare disease community

NaviGATE is a new educational programme for people with rare diseases and all who support them. It aims to provide navigational support and tools to help the rare disease community engage with HCPs, industry and regulatory bodies.

We have co-created NaviGATE alongside representatives of the rare community and patient advocacy groups. Our overall goal is to support greater participation in rare disease research and development, and through this to enable better access to medicines for more patients.

“Patients with rare diseases often struggle to understand how to cut through the complexity of this industry and make their voices heard among decision makers. This unique initiative will help us co-design a programme which should help this community use its voice in an informed way to influence industry, healthcare providers and regulators.”

— **Dr Lorna Pender, Global Patient Engagement Lead**

We began in September 2023 with a UK-wide patient group survey, to understand the needs of this community and the gaps that should be addressed. We'll use these learnings to develop an inclusive, accessible and multi-format training programme for the rare community.

“Education and training across multiple stakeholders, including patient advocacy groups, healthcare organisations and healthcare professionals, is key to ensuring that people living with chronic illness and rare disease are able to navigate to receive the care that they need.”

— **Carole Scrafton, Director of Flutters & Strutters Patient Advocacy Organisation**



## Advocating for patients

Access to healthcare is not yet truly global. Patient advocacy groups are often created as a response to an urgent need for representation, providing a collective voice for all who live with a medical condition.

The terminology to describe a patient advocacy group varies around the world, however, they all represent the voice for people who do not have the ability, network, capability, good health or understanding of the healthcare landscape to campaign for change.

This extends far beyond engagement with the medicines regulators. It represents a collaboration with research and development; patient advocacy embedded in organisations, medical affairs; and clinical development in industry, biotech and clinical research organisations.

At Clinigen, we recognise the importance of having internal representation of the patient voice at a senior decision-making level. We engage with patient organisations, independent patient expert consultants and carers to learn what matters to them the most about their medical condition. We use these insights to drive a medical and commercial strategy that actually meets the needs and reflects the reality of the community.



## Diseases don't wait Patients shouldn't either



“When a patient with a diagnosis of primary immunodeficiency, myeloperoxidase deficiency of phagocytes D71.0, came to us requesting help in providing the Imukin medicine, we knew that this task was difficult and complicated. But thanks to your care and efficiency, we were able to solve this problem.

After less than three months of joint work, all processes were agreed and passed, and Imukin is already in Ukraine. You have become a great example for us of how business can make a real difference in people's lives, especially those who need special attention and help.”

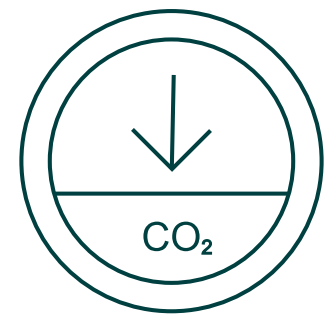
— **Tetian Kulesha, Chairman of the Board, Orphan Diseases of Ukraine**



“You just made my weekend. I'm smiling at my laptop. Your team's rapid response, delivering the required medicine for a highly complex intra-abdominal infection in less than 24 hours, is truly remarkable. Thank you so much to you and the entire Clinigen group for your patience and dedication. Now, it's in the hands of the doctors and the medication to help the patient. Kindest regards from a very happy Supply Chain Director.”

— **Monica Keller, Supply Chain Director, PAION AG**





# Decarbonising healthcare

We take collective action to reduce emissions and minimise our impact on the environment

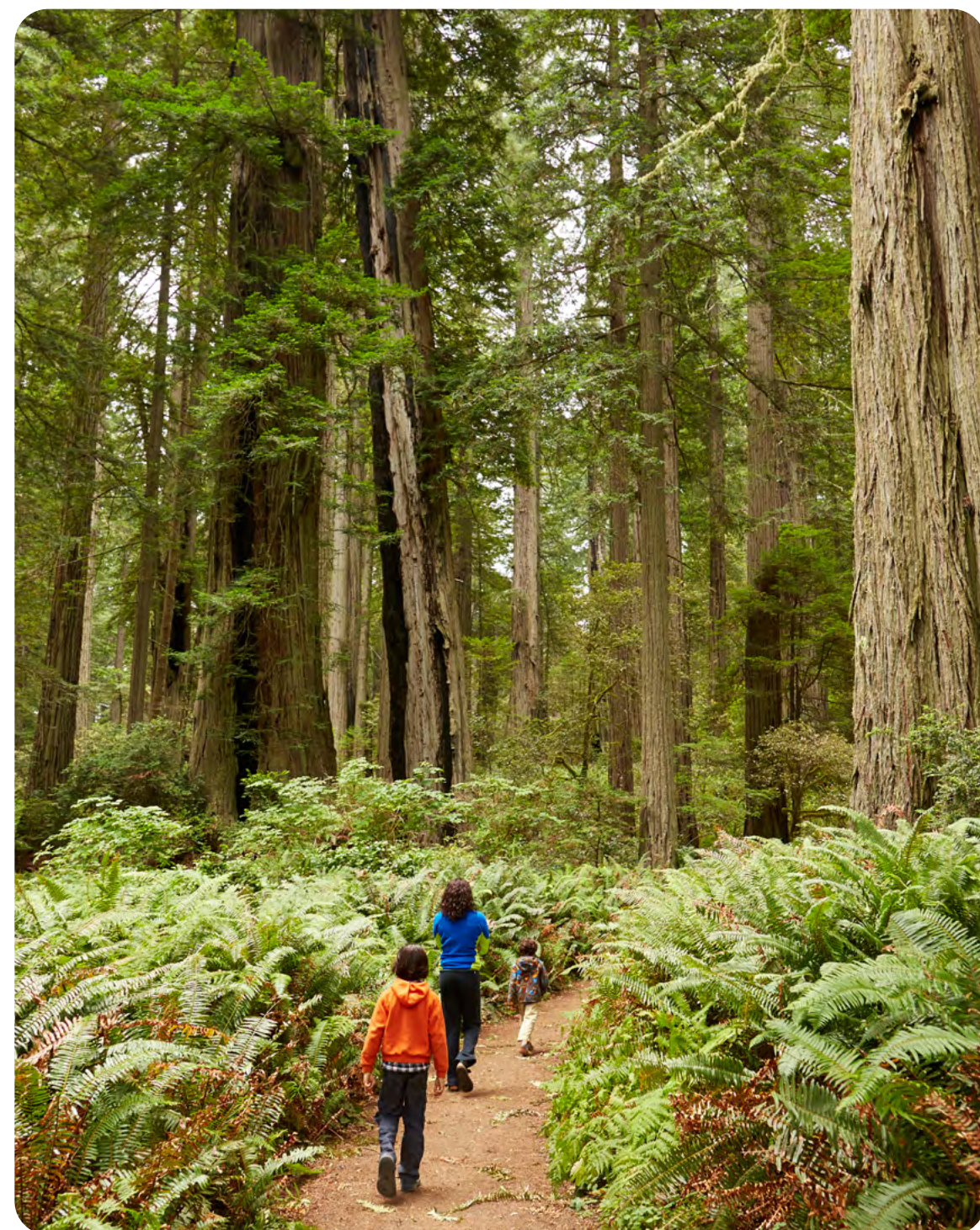


## Our material focus areas

- Climate change
- Biodiversity / natural capital
- Circular economy
- Environmental compliance

## Why this matters

Health services are currently a significant source of greenhouse gas emissions, accounting for around 4.5% of the worldwide total. This figure does not factor in associated logistics such as transportation, warehousing, packaging and waste management. The rapidly intensifying impacts of climate change demand sector-wide action. We are implementing strategies to reduce emissions and other resource impacts, readying for future environment-related risks.



## Our approach

Our ambitious goal for carbon emissions reduction is exemplified by our commitment to SBTi and our proposed pathway to Net Zero.

## Key targets and plans

Clinigen has set a Net Zero ambition for 2040 which aligns with Triton's own target. To underpin this, we have committed to obtaining SBTi approval for our near and long-term science-based targets by 2025.

## By 2030 we commit to a...

**42%**

reduction in absolute scope 1 and 2 GHG emissions

**42%**

reduction in absolute scope 3 GHG emissions from air and road freight

## By 2040 we commit to a...

**90%**

reduction in absolute scope 1, 2 and 3 GHG emissions by 2040

## Alignment with the UN SDGs

Our sustainability commitments are aligned to:

**SDG 12**  
Responsible consumption and production



**SDG 13**  
Climate action



## Specifically we support SDG Targets:

**12.5**

By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

**12.6**

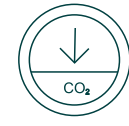
Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle

**13.1**

Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries

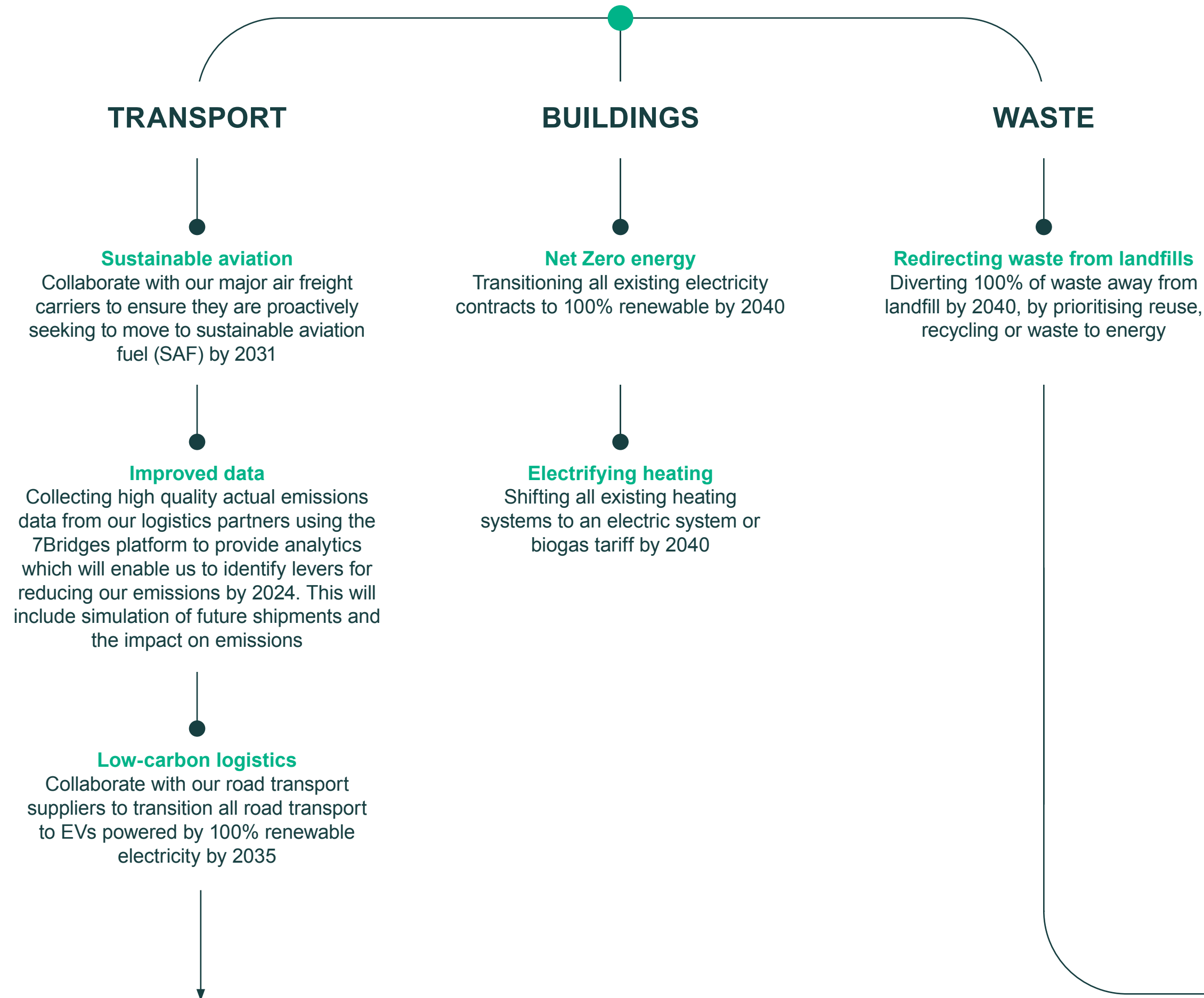
\*from a 2022 base year (FY22)





# Net Zero pathway

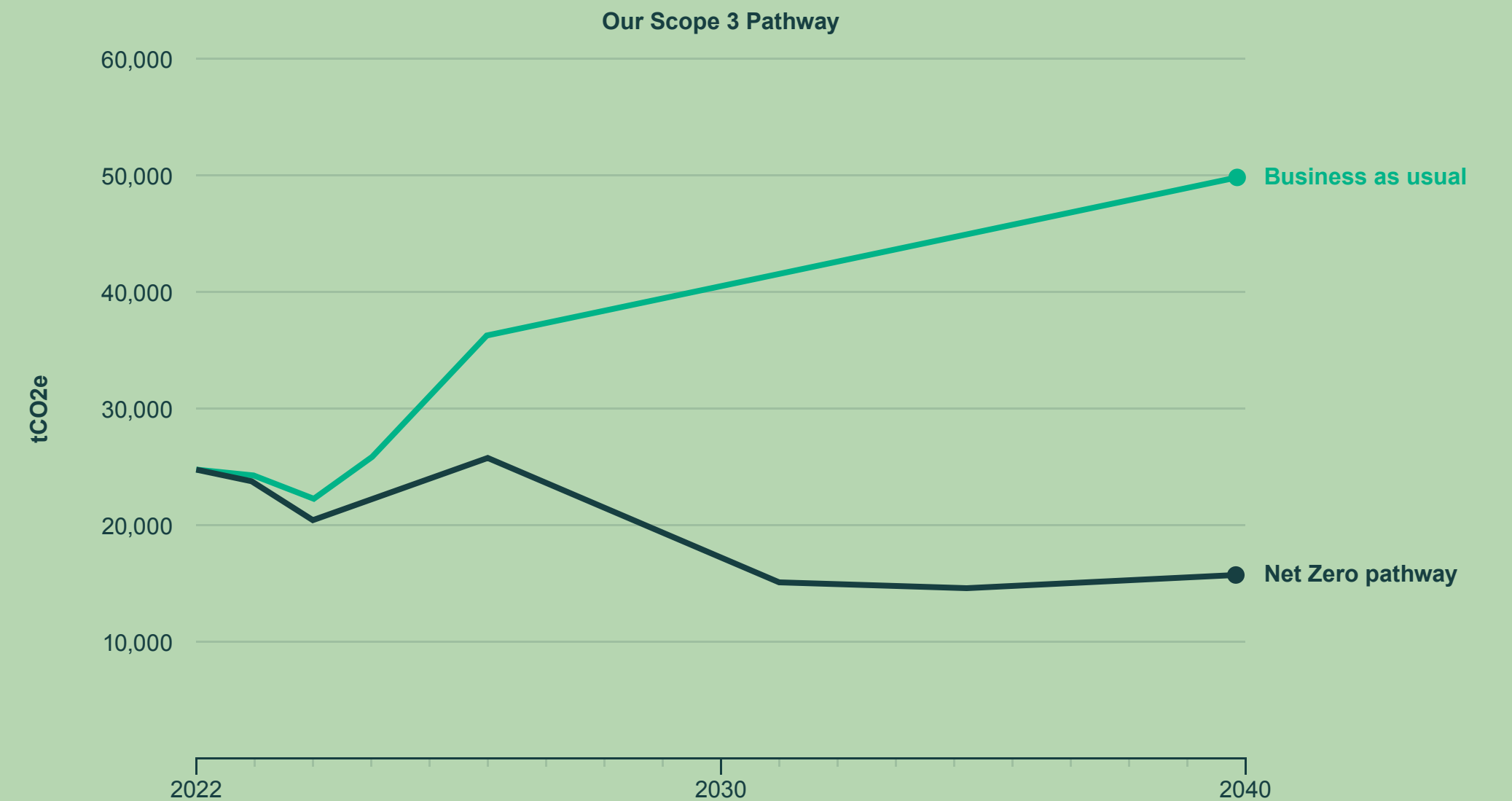
This year we collaborated with sustainability consultancy Seismic to develop our **Net Zero roadmap** and identify focus areas for carbon reduction. Right now, we're focusing on three priority areas.



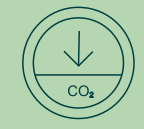
**We want to be transparent about this process.** As it stands, even with the full implementation of all measures in our roadmap and accounting for our growth, we still forecast that we would fall short of achieving a 90% overall reduction demanded by our long-term target. This is not uncommon for many companies seeking to set SBTs.

We want to be part of the solution, pushing for ambitious solutions, adopting new technologies and practices, and ensuring our strategic partners do the same. By regularly revisiting our roadmap, we aim to bridge the gap between current capabilities and our goals, maintaining a commitment to a 90% reduction in the long run.

Our baseline year confirmed that aviation and road freight accounted for 64.8% of our Scope 3 emissions. We rely on aviation to deliver life-saving medicines to patients. It's part of our vision of a world where access to medicine is global by design. We also have a responsibility to manage our impact on the natural world upon which all life relies upon to thrive and survive.







## Decarbonising healthcare in action

### Improving energy efficiency at our sites worldwide



#### Dubhub: a flagship for sustainability in Dublin

“Dubhub” is our new European Union distribution hub, located on the outskirts of Dublin. Due to open in early 2024, this flagship construction project has prioritised sustainability throughout its design and build, ensuring that the lifetime operating costs and environmental impacts are minimised. Location is an important aspect of the building’s sustainability – it offers excellent access to air and road networks to minimise transport emissions and shipping distance. The site will operate on 100% renewable energy.

##### Design features of the building include:

- Maximised use of daylight
- Minimised solar gain (glazing)
- Reduced fabric heat loss and improved air tightness throughout, reducing loads on the active systems within the building
- Reduced energy consumption through intelligent control of HVAC equipment and Lighting
- Highly efficient plant and equipment, including energy efficient LED lighting
- Electric charging points for EVs



#### Solar power capacity in Pretoria

Continuity of power supply in South Africa is a persistent problem that creates reliance on back-up generators, mostly diesel powered. A reliable power source is essential to ensure the safety of stored products, as well as maintaining normal office functionality.

To manage this risk, we have implemented a 100kw Hybrid Solar Power system at our Pretoria warehouse, with 324 solar panels installed on the roof, alongside a 40kw storing power battery. This is expected to secure 75% of our energy needs through renewable sources, reducing our reliance on grid power and diesel generators.

This will significantly reduce carbon emissions and air pollution on-site, and provide savings in the long term, given the anticipated rise in grid electricity costs and diesel prices in the country.



#### Reducing waste and emissions in clinical trials

We know from industry benchmarking that as much as 25-50% of all packaged and labelled clinical supplies are never used. In parallel, ongoing strain on global supply chains has meant that drug manufacturing resources are limited, increasing costs to drug sponsors. This has intensified the need to cut down on unnecessary drug waste.

In response, we have developed new ways of working to minimise waste and lower carbon emissions throughout our operations and the value chain. Our efforts include two innovative strategies to reduce drug waste and associated logistics and packaging materials wastage.

##### 1. On-Demand packaging and labelling

Providing opportunity for clinical trials with expensive and limited supply medicines to package and label in exact quantities, minimising wastage and both upstream and downstream emissions.

##### 2. Optimised forecasting

Our forecasting and planning software can reduce drug supply needs by 20-60%, significantly reducing wastage.

“Clinigen is committed to helping pharmaceutical and biotechnology companies serve a dual mission of meeting patient needs and addressing global environmental concerns. We are proud to deliver client specific clinical supply strategies that include innovative methods of managing clinical trial supplies with built-in flexibility to reduce waste and streamline processes. As technologies evolve, we are always actively seeking new ways in which we can contribute to reducing the carbon footprint of clinical trials.”

— Shelagh Cooney, Business Development,  
Clinical Supplies Management





# Developing change makers

We empower the people we work with every day to expand our positive impact



## Our material focus areas

Diversity, Equity and Inclusion (DEI)  
Employee engagement and wellbeing  
Health and safety (zero harm)

## Why this matters

Our world is in a state of rapid transformation. Both patients and HCPs are being presented with new and unpredictable challenges, requiring innovative solutions at pace. We trust in our team of change makers to seize the chance to innovate, turning challenge into opportunity. Their ability to navigate change is how we will succeed in making a difference to the lives of patients every day.



## Our approach

We maintain a strong values-led culture, empowering each individual to find solutions for positive change. We invest in their development, offering a fulfilling career that enables innovation, helping patients access the medicine they need wherever they are in the world. We understand that diversity makes us stronger, so the promotion of DEI is central to our global people strategy.

Providing a safe workplace for our colleagues across the world is of course a priority, as is promoting their health and wellbeing, enabling them to thrive.

**We are connected by trust.  
We are change makers.  
We find a way.**

In 2023, we led a series of internal consultations to refresh our understanding of what it means to work at Clinigen. This involved questionnaires, focus groups and workshops, engaging hundreds of our team members to shape our new values.

These values guide our hiring process. We align each employee's objectives and goals with them, and we're integrating them into performance reviews. Nominations for our company-wide 'Make a Difference' Awards and Employee of the Year Awards are also based on our values. They are the foundation of our everyday actions and decisions.

# 95%

have had training to support the mental health of their teams



We are members of **The Valuable 500**, a global partnership of 500 companies working together to end disability exclusion

# 5.8%

**Our median gender pay gap in the UK.** It's almost half the national average (and we're working to close it!)

"Working at Clinigen for the past 7 years has been nothing short of challenging but amazing. Each day, I'm reminded of how our efforts resonate with our core values. It's not just a job for me, it's a genuine passion to know that I can contribute to touching the lives of patients, customers, suppliers in a positive way. The ways of working here encourage open communication, creative thinking, and a shared sense of purpose. It's about how we come together as a team to achieve our shared goals."

— **Jessica Boutefeu, Audit Manager (Quality)**



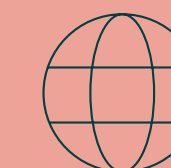


### Working at Clinigen means:

An inclusive culture where everyone is celebrated for their individuality. We take a global approach to DEI, with a company-wide DEI Policy and Programme



Customisable benefits to suit our employee's individual lifestyles and needs, including language training and gym memberships



Regional Employee Assistance Programmes for free, confidential counselling and subscription to the Calm meditation app



Professional and personal development, including running Apprenticeship Programmes and our flagship Leadership Management Academy



Remote and in-person team building, from volunteering and fitness challenges to virtual bake offs and art projects, and all-staff celebrations



Bi-monthly Making a Difference Awards, annual Employee of the Year Awards and Long-Term Service Recognition Awards – all with the goal of celebrating our people and their success



Flexible working, including remote, hybrid and customised work schedules



Shared Parental Leave (SPL) option







### Key targets and plans

- To achieve our Peakon True Benchmark Score of **7.8** in 2024
- To achieve our Peakon True Benchmark eNPS of **24** in 2024
- To reduce Lost Time Injury Frequency Rate (LTIFR) year on year by **20%**
- To maintain or lower our UK Gender Pay Gap Median of **5.8**

In the coming year and beyond, we plan to develop our **global Gender Pay Gap reporting**, launch our **DEI training programme** for managers and ensure these are integrated into our talent development and retention strategy. In 2024, we will also conduct a group-wide review of **employee well-being and our assistance resources**, to see how and where we can improve, and add new offerings to support each individual who works at Clinigen.

From a safety perspective, we're introducing an **online HSE management system** for the first time. This system, Ideagen ProcessMAP, will provide greater visibility and safety reporting across all of our sites globally.



### Alignment with the UN SDGs

Our sustainability commitments are aligned to:

**SDG 5**  
Gender equality



**SDG 8**  
Decent work and economic growth



**SDG 10**  
Reduced inequalities



### Specifically we support SDG targets:

# 5.5

Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

# 8.5

By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value

# 8.8

Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

# 10.2

Empower and promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

# 10.3

Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard



# Developing change makers in action



## Championing the voices of our change makers



No matter how big or small the issue, we believe the voices of our change makers deserve to be heard. We implemented the Workday Peakon platform in 2019 to enable this, and it's since become part of the fabric of Clinigen.

With Peakon, we can gather open and honest feedback from individuals, and turn those insights into action. We use the platform to:

- Create a safe space for people to tell us what's on their mind
- Enable a confidential two-way dialogue between managers and employees
- Track engagement to better understand the employee experience
- Identify opportunities to focus our DEI efforts
- Proactively adapt initiatives for employee health and well-being

With Peakon, our employees can challenge our leaders to make better decisions. The goal is for us to continuously improve our culture, so everyone is able to thrive and build a successful career at Clinigen.

### Highlights from this year:

7.6

**Engagement Score** (the industry standard is 7.7)

8.5

**Mission Engagement Score** (our people are inspired by our mission and understand the important impact it has on patients' lives)

75%

**Weekly Participation Rate** (our global team provide regular feedback)



## Cultivating leaders from within

We deeply believe in the potential of our people and the importance of providing ongoing training and career development for them. In 2017, we launched our global Clinigen Leadership Management Academy, which has continued annually ever since.

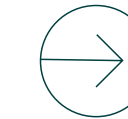
The Academy is a six month-long development programme which provides leadership and management skills to current and future team leaders. It's a highly practical training, where participants are introduced to the tools and skills they need to become more effective managers. Participants explore and understand the culture of Clinigen and what it means to lead from within our organisation.

A large part of the programme involves peer-to-peer learning. Team leaders from across different departments and locations will come together and share their experiences, forming connections with colleagues they wouldn't usually work with on a day-to-day basis.

The programme consists of five workshops where participants learn new frameworks and theories to support their development as a manager.

### Modules:

- The making of a manager
- Managing performance to deliver results
- Growing success
- Managing change
- Leading high performance teams



## Academy highlights

55

graduates in FY23

67

enrolled for FY24

245

total graduates

60+

internal promotions



"The quality of our service is only as good as the fantastic people who get out of bed every morning ready to make a difference. If we can create a workplace where everyone feels valued, motivated and engaged, we become a powerful force that truly makes a difference. Peakon offers a way for our people to give honest feedback, both qualitative and quantitative. We are transparent about sharing that feedback, using it to drive a 'You Spoke, We Listened' action plan to motivate and meet the changing needs and expectations of our people."

— Guy Strutton, Chief People Officer



"The Management Academy was particularly beneficial to me as it focused on soft skills, teaching me how subtle changes like rephrasing or knowing the difference between asking open and closed questions could achieve a better result. The combination of theory followed by practice in each session allowed us to solidify what we learned. We also shared our own experiences of what had worked well and what hadn't, gaining different methods and perspectives, so we could adapt accordingly."

— Perlotta Dultz, Customer Service Team Leader – DACH





# Leading with integrity

We build trust through collaboration, inclusion, and transparency, creating a culture where ethics drive our success



## Our material focus areas

- Business ethics and compliance
- Sustainable supply chain
- ESG governance
- Data stewardship

## Why this matters

Clinigen has a deep commitment to providing medicines for people in need around the world, and the responsibility to do this safely, transparently and ethically is one that directs everything we do. Ethical practice is an ethos that's foundational to the healthcare world and to our stakeholders – our partnerships are strengthened by our shared values. We believe that business integrity is built on strong ethical and responsible foundations, and courageous leadership.



## Our approach

We set high standards for auditing, transparency and reporting, and we embody an ambitious continuous improvement mindset that has enabled us to implement market leading reporting tools. This approach embeds processes and controls which support compliance with all applicable laws, regulations and standards across our global operations. We adopt a zero-tolerance approach to bribery, corruption and fraud.

We are committed to transparency and granularity, the highest quality governance processes, development of long-term partnerships with suppliers and supply chains, razor focus on data security, and respect and care for all our stakeholders.

We continue to work closely with our business partners to promote procurement practices that are sustainable and ethical across our supply chains, encouraging and supporting them to be change makers in their own businesses. Our third party risk management tool Aravo enables us to screen our supply chain on a range of ESG criteria, and in the coming two years, we will implement a new Sustainability Supplier Engagement Programme (SSEP).

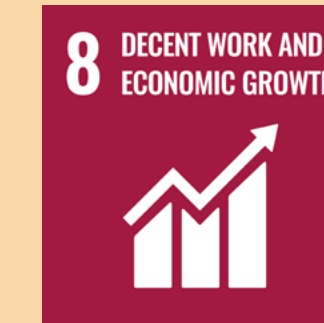
## Key targets and plans

- To ensure **100%** of our employees are trained, or retrained, on our new employee Code of Conduct
- To achieve an EcoVadis **Gold** Medal by 2025
- To achieve a CDP score of **'B-' or higher** for supplier engagement rating by 2025
- To screen **>95%** of our suppliers and vendors on ESG criteria using Aravo by 2024

## Alignment with the UN SDGs

Our sustainability commitments are aligned to:

**SDG 8**  
Decent work and economic growth



**SDG 16**  
Peace, justice and strong institutions



## Specifically we support SDG Targets:

**8.2**

Achieve higher levels of economic productivity through diversification, technological upgrading and innovation

**16.5**

Substantially reduce corruption and bribery in all their forms

**16.6**

Develop effective, accountable and transparent institutions at all levels

**16.7**

Ensure responsive, inclusive, participatory and representative decision-making at all levels





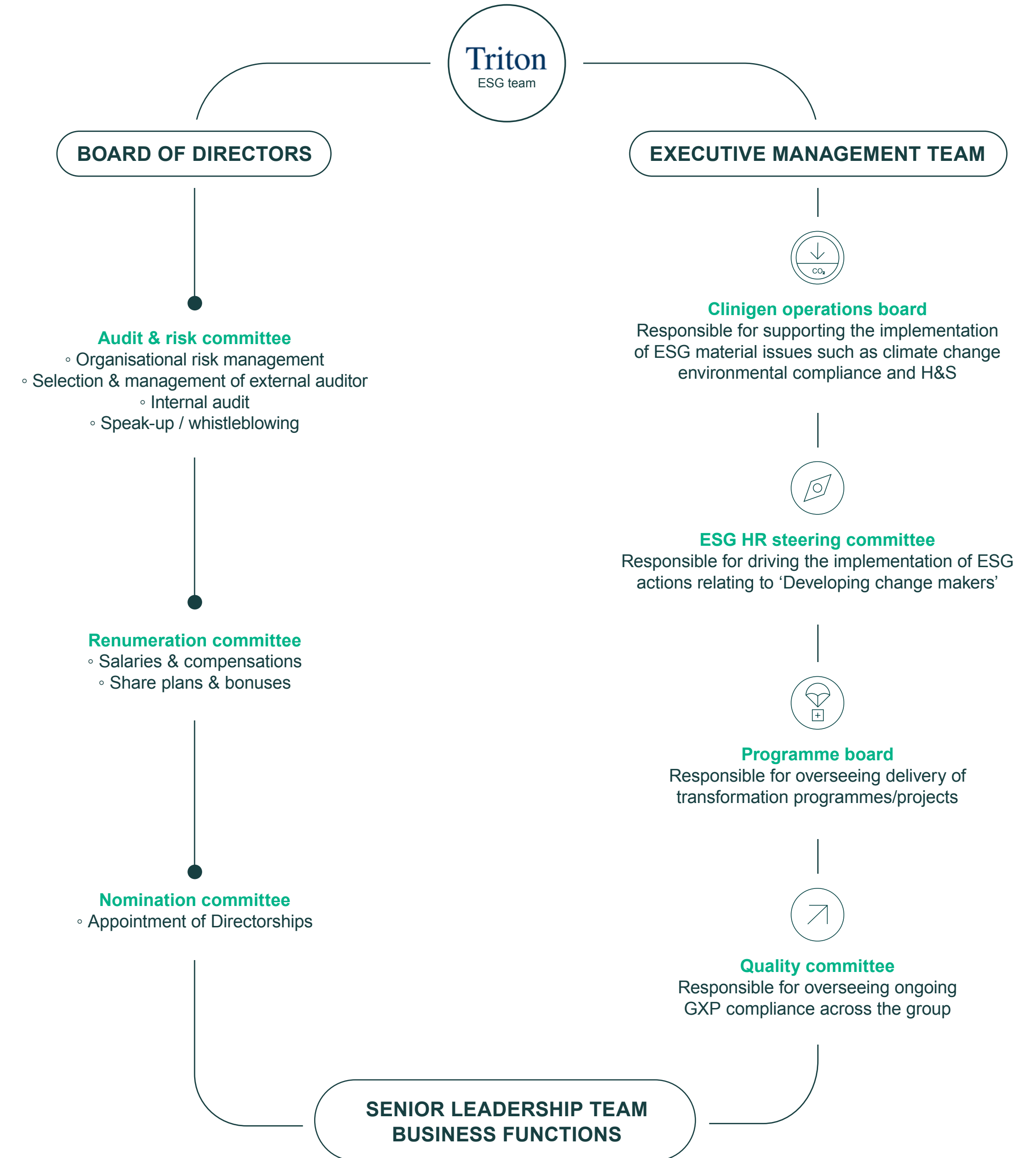
# Our sustainability governance

Like us, Triton believes ESG is central to building better businesses and driving value creation. Their ESG Team forms part of our sustainability governance model, working closely with the Board of Directors (“Board”) and VP Risk, Assurance & Compliance to embed ESG into our business strategy.

The Board plays a central role by providing an external and independent perspective and by ensuring that effective internal controls and risk management measures are in place. It promotes a culture of good governance by creating an environment of openness, transparency, accountability and responsibility.

Sustainability is cross-cutting and impacts decisions at all levels of our business. Our robust governance framework is bolstered by committees, groups and colleagues across the business who are empowered to instigate and drive activity.

- Triton’s Stewardship Programme and ESG Reporting Framework help to drive the ESG agenda across our business. Our 3-year Action Plan is refreshed and approved on an annual basis
- The Board is supported by the Audit and Risk Committee, which provides oversight on issues including risk management, internal control, cyber security and privacy
- CEO Jerome Charton oversees ESG integration and delivery, supported by the Executive Management Team (EMT), the Senior Leadership Team (SLT), and VP of Risk, Assurance & Compliance, Mark Ashton-Blanksby, as our global operational lead for sustainability
- Sustainability is championed by groups across the organisation including: the Operations Board, ESG HR Steering Committee, Quality Committee, and Programme Board
- Employee-led groups identify and champion specific projects and interests





# Leading with integrity in action



## Empowering our change makers to do the right thing

Over the last year, we have developed a global approach to ethics and compliance management, with a new Compliance Management System (CMS) and Code of Conduct. Together these provide an ethical and behavioural framework for decision making, ensuring we embody Clinigen’s values and purpose in everything we do. Successful integration of the CMS requires effective communication of our core ethics and culture, as well as compliance policies, standards and processes. The Code is to be launched to Clinigen employees and suppliers in 2024.



“Our Code of Conduct embodies our purpose and our values, acting as our everyday ethical guide. It sets the aspiration for who we want to be as an employer, a partner, and a business: purpose-led and values-guided, with a patient-focused approach that influences everyone we work with.”

— Jerome Charton, CEO



## A modern approach to data protection

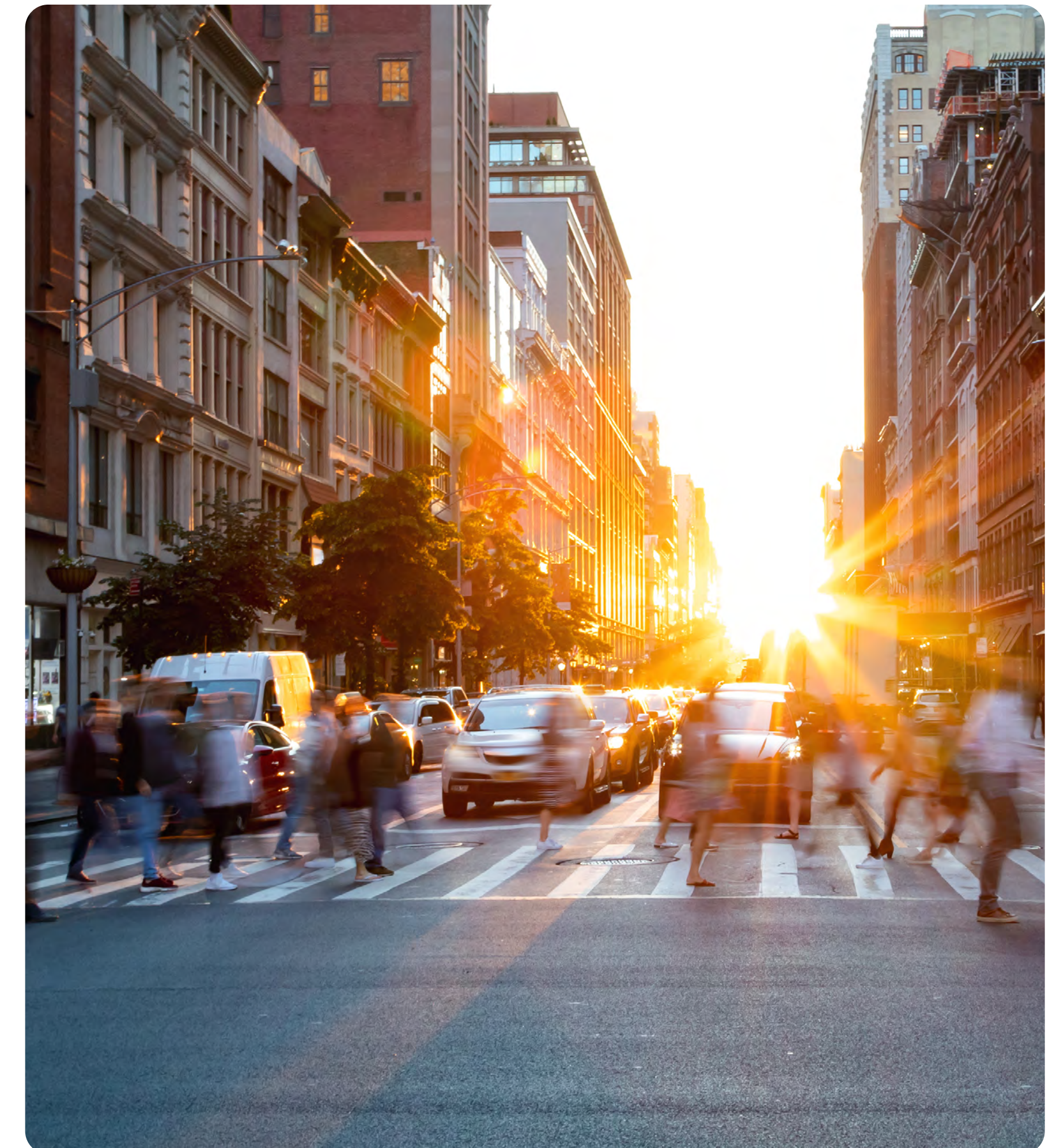
Clinigen handles a wide spectrum of data, some of which is industry specific and has greater sensitivity. We’ve also grown rapidly in recent years, extending worldwide and operating in multiple jurisdictions. This has created the need for systematic transparency, consistency, control and visibility of local compliance. In 2022 we began implementing a global framework to effectively manage data, including a global data protection policy and sensitive data map. This comprehensive approach includes:

- Implementation of ROBUS, an innovative privacy software solution
- Documentation of Records of Processing Activities (ROPAs) and DPIAs across all business units and support functions
- Implementation of a new data breach online reporting portal
- e-learning data protection training in five languages to all employees
- Appointment of a new global Data Protection Officer



“Since the implementation of the new global compliance framework, data protection has moved even higher up the business agenda. Improved visibility of privacy risks and reporting of data breaches has heightened our employees’ awareness and strengthened our clients’ confidence in our ability to protect their data. BDO’s innovative compliance software ‘ROBUS’ really has had a transformational impact in the way we identify, assess and manage our privacy risks globally.”

— Mark Ashton-Blanksby, VP Risk, Assurance & Compliance







A leading pharmaceutical services company accelerating access to medicines for patients in every corner of the globe.