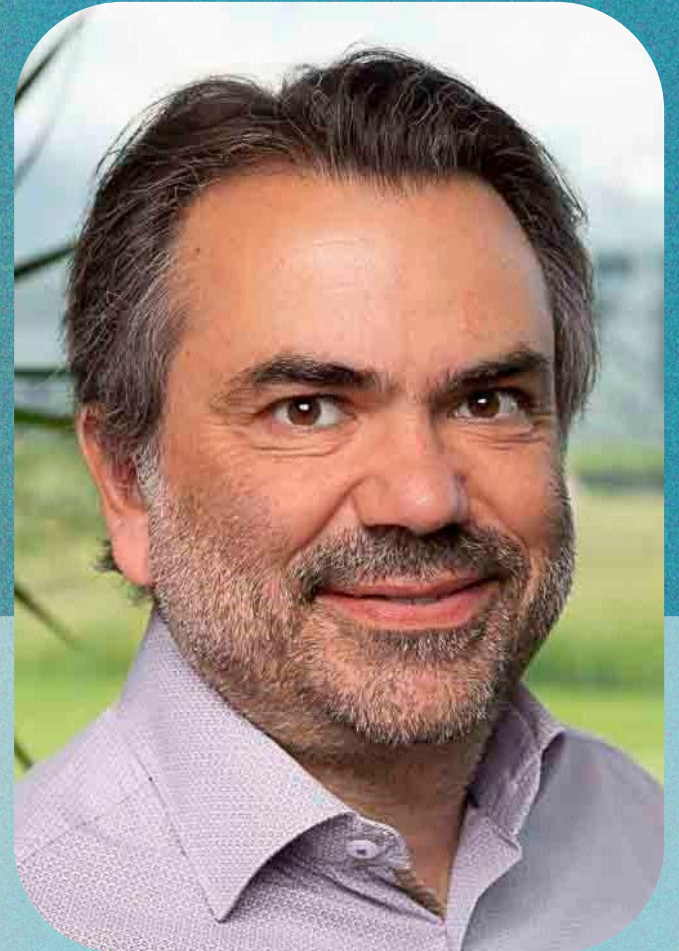


La durabilité comme avantage compétitif pour les entreprises

Fabrice Véricel

Site Head





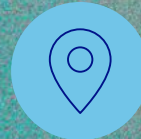
UCB, a global biopharma company

1928

Solid science heritage



Revenue €6.15 B



Presence in 36 countries



>9'000 employees



R&D spend 29% of revenue



Focus on Neurology and Immunology areas



7 R&D Centers and 3 Manufacturing Sites

We believe that **everyone
deserves to live the best
life that they can** - as free
as possible from the
challenges and uncertainty
of disease





UCB Bulle Site (Switzerland)

**Pharmaceutical &
Biopharmaceutical
Manufacturing**

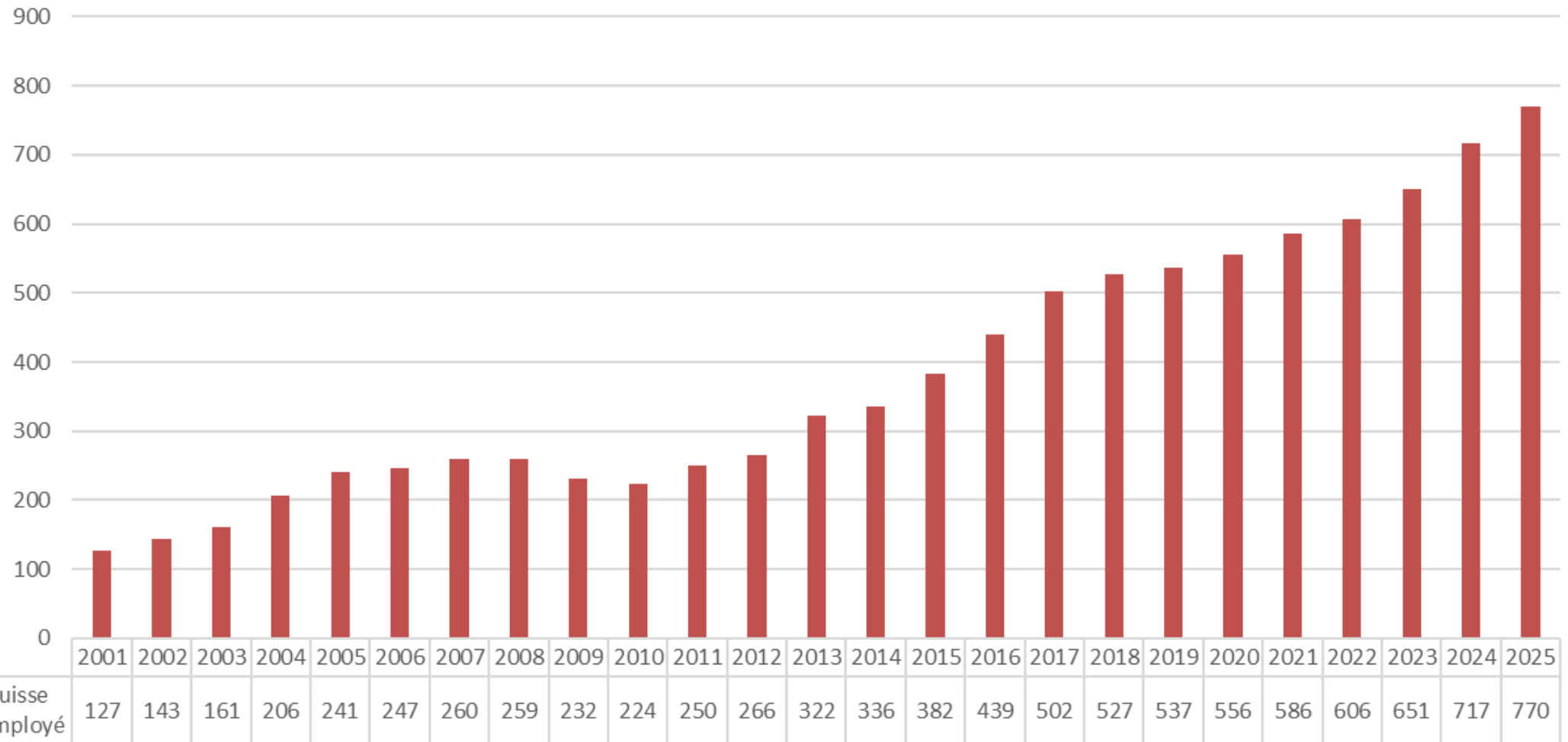
Chemical / Pharmaceutical & Biotech Manufacturing

- 2 Chemical Plants (Active Principles), 1 Pharma Plant (coated tabs), 1 Biotech Plant (bacterian)
- Centralized support services (Utilities, Laboratories, Warehousing, Technical Services)
- Products delivered world-wide (bulk manufacturing)
- >750MCHF investments over the last 30 years
- > 750 people working in manufacturing and non-manufacturing related functions

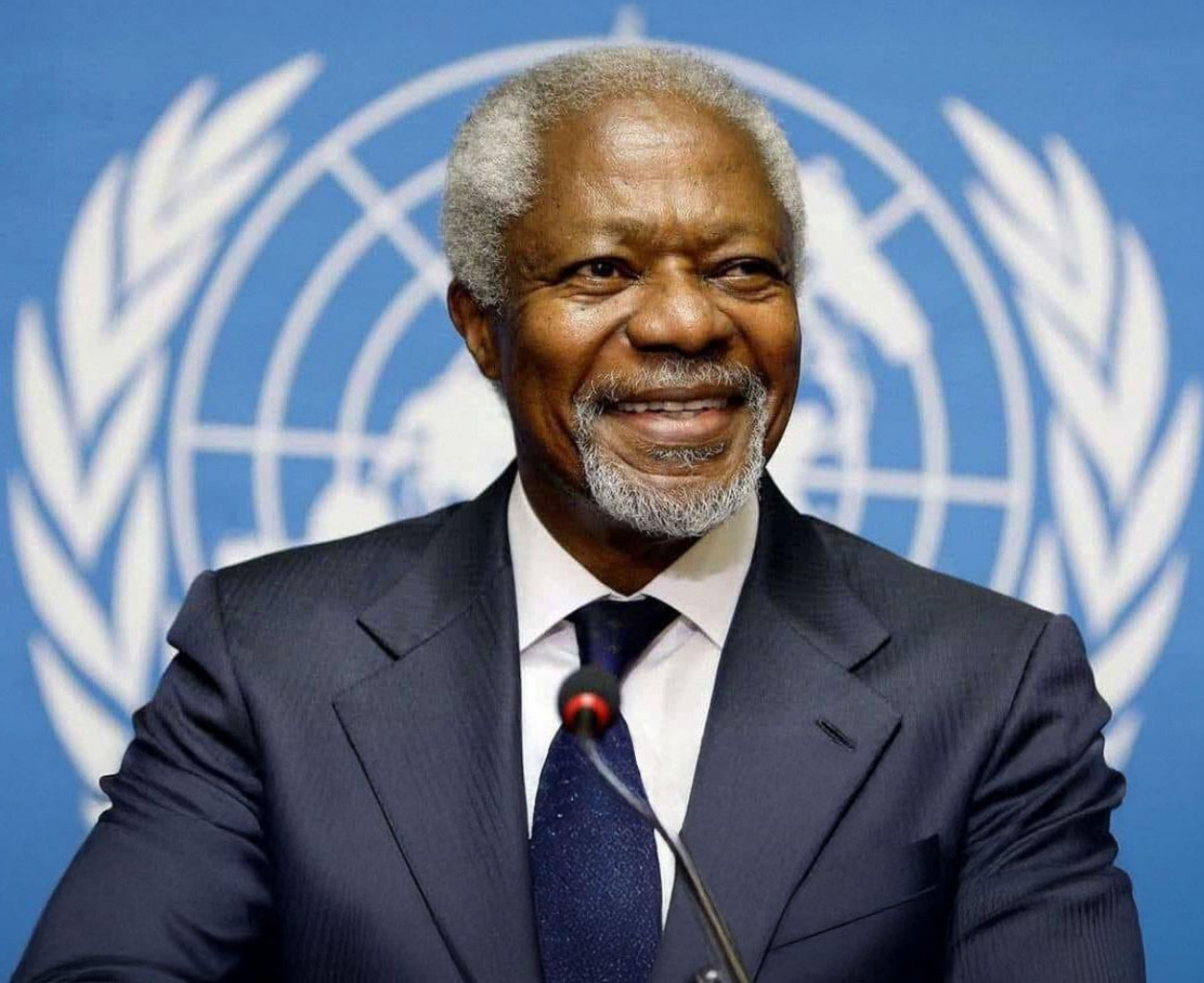


HC evolution - UCB Switzerland

Evolution des employés UCB en Suisse







**"We must always
remember that business
cannot succeed in a
society that fails"**

Food security, Kofi Annan Speech, 2016

Sustainability: An Imperative for Businesses

- **EU Non-Financial Reporting (2022 - CSRD Directive – Corporate Sustainability Reporting Directive)**
 - A double materiality analysis (how sustainability issues affect a company's financial performance, and how the company impacts the environment and society).
 - Reporting of GHG emissions (Scope 1, 2 and 3).
 - Alignment with the European taxonomy.
 - ESG indicators that are measurable and auditable.
 - Due Diligence on the supply chain and human rights.
- **Swiss Climate and Innovation Act (LCI): Net Zero 2050**
 - Climate roadmap
- **Swiss CO₂ Act: Reduction of 50% of emissions by 2030**
 - CO₂ tax
 - Reimbursements via reduction agreements
- **Art. 964a CO – Swiss Code of Obligations: ESG Transparency (Environmental, Social, Governance)**
 - Mandatory reporting on ESG impacts

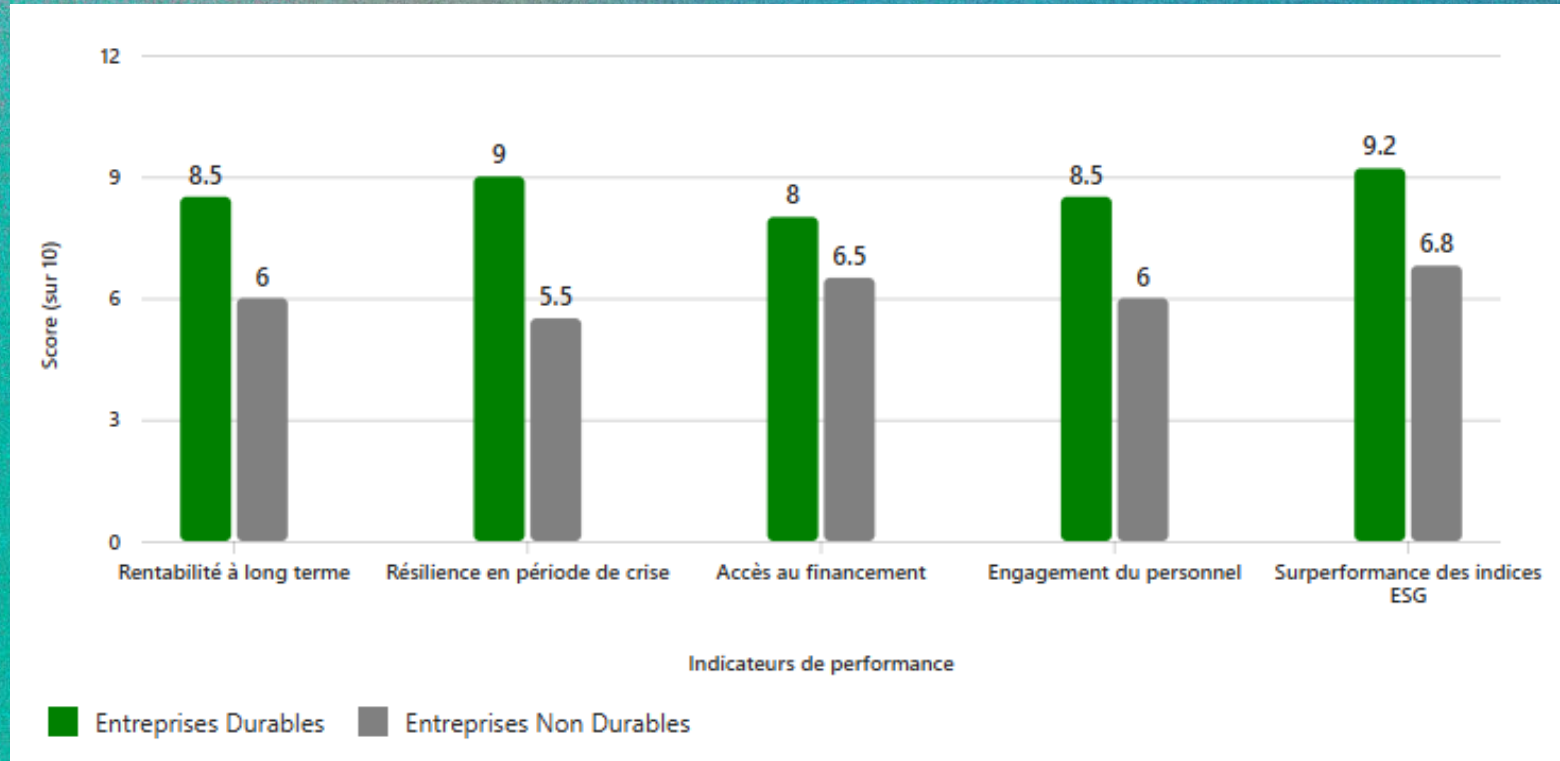


Sustainability : a competitive advantage

University of Quebec at Montreal:
Companies with **strong ESG**
(Environmental, Social, and
Governance) **performance** show
better long-term profitability and
resilience.

Academy of Management (2024):
S&P 500 firms with **high ESG**
scores benefit from **better**
productivity, employee
engagement, and financing
conditions.

BNP Paribas Wealth Management: ESG indices have **outperformed** the MSCI World
since **2018**, proving that **sustainable investing** can be **profitable** despite **occasional**
volatility.



Sustainability : a financial opportunity



3,8 MCHF savings since 2009 on **Bulle Site**

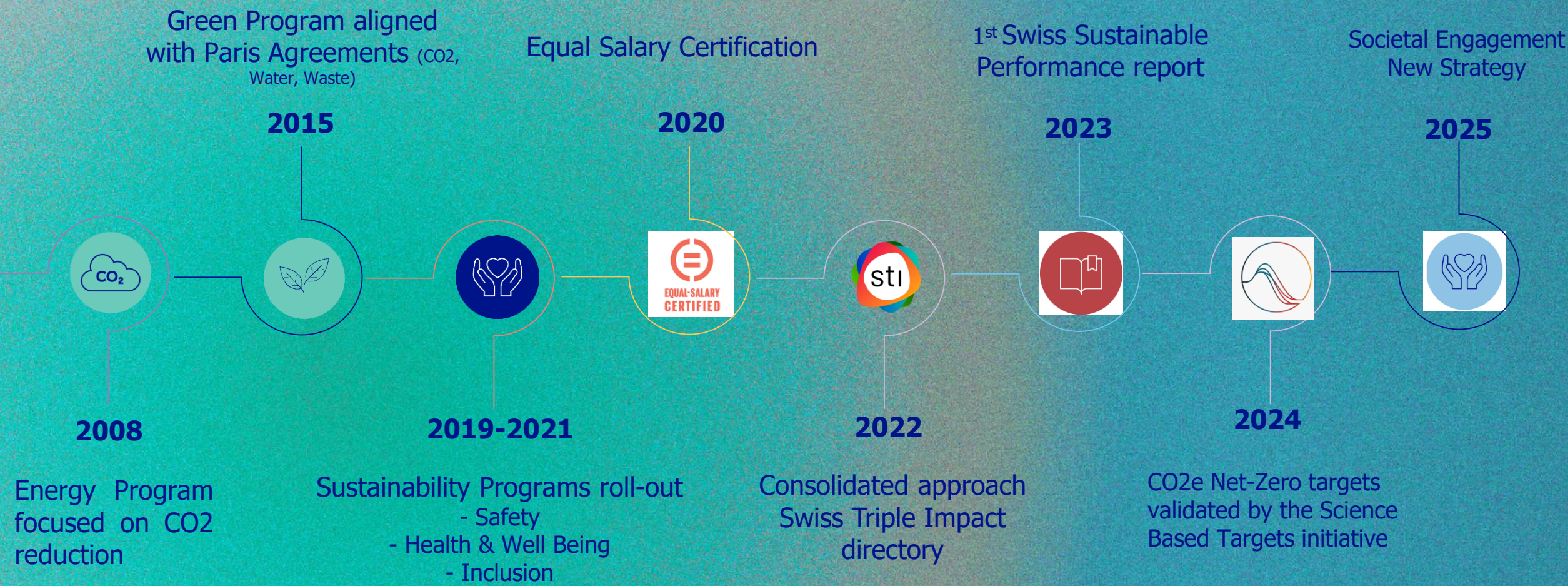


2015 : new CEO & Start of Sustainability approach at **UCB Corporate Level**



**Our approach (UCB Bulle)
for implementing a
sustainable development
strategy**

Our sustainable journey – UCB in Switzerland



ISO 14001 Certified since 2000



ISO 45001 Certified since 2021

Commitments and concrete actions in 4 areas

Ensure Access & Availability



- Secure our Supply Chain
- Ensure Coverage Access
- Support Social Business

Lead Environmental Transition



- CO2 emissions
- Water consumption
- Waste generation
- Biodiversity

Embed Sustainability Culture



- Inclusion
- Ethics Practices
- Early Careers Promotion
- Societal Responsibility

Develop Best Workplace



- Safety
- Health & Well Being

Organization by Programs with dedicated Leads

Global Sustainability Approach

Local Sustainability Board



Health of the Planet

Health and wellbeing

Safety

Inclusion

Ethics

Consolidated Approach
Engage / Measure / Collaborate



Local priorities

Promotion vs Sanction

Mobility :

- Eco Bonus for soft mobility
- Bike to work yearly contests
- Free GE for apprentices
- Bookable e-bikes
- Free parking
- 32 parking slots for electrical and hybrid cars
- Dedicated parking slots for car-pooling

Culture :

- Sustainability week to experiment and provide awareness on sustainability pillars
- Lunch and Learn conferences on Sustainability topics
- All employees trained on inclusive mindset



Health and well being :

- Free Fitness
- Participation to personal health insurance
- Free well being services
- Flexible working hours

Always consider the 3 Sustainability axis in Decision Making Process

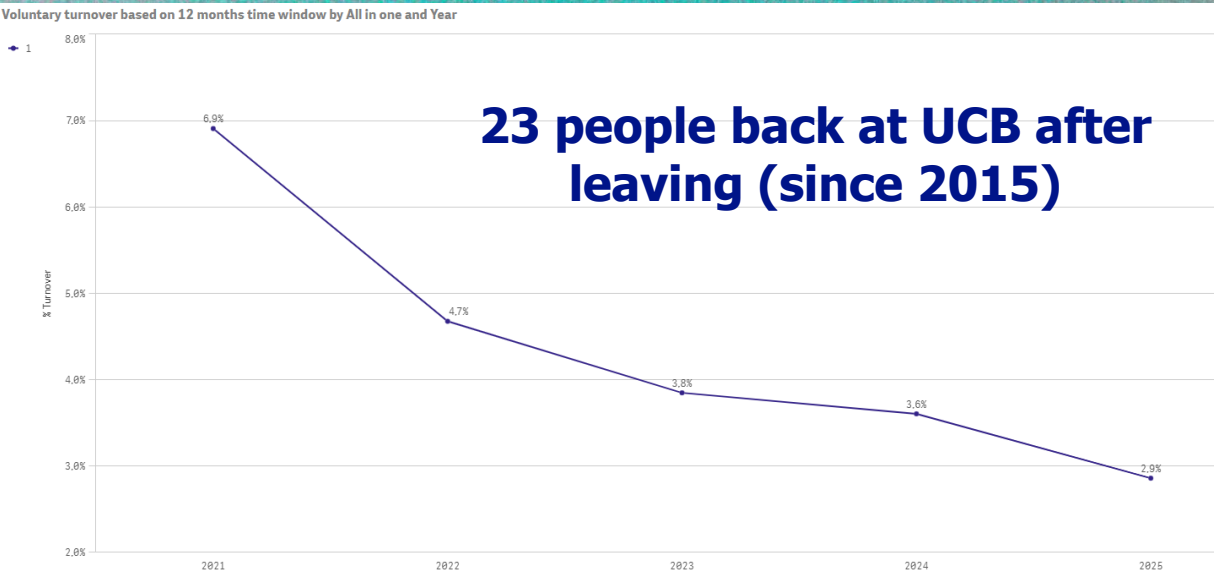




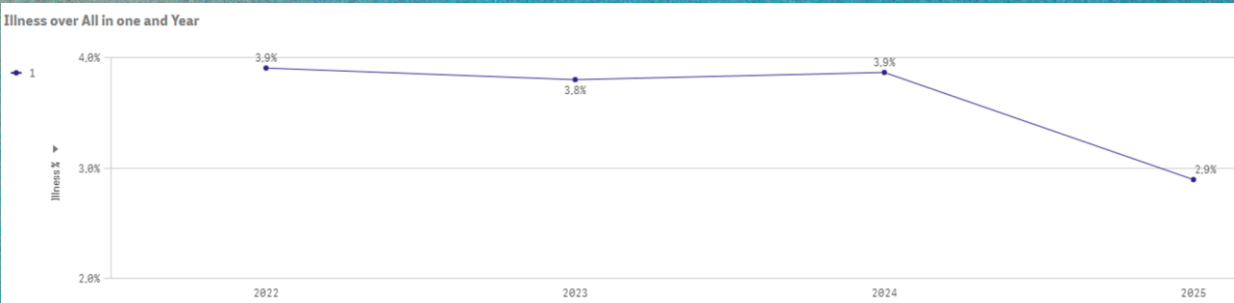
Our Impact

Impact On People

Voluntary Turnover (from 6.9% in 2021 to 2.9 in 2025)



Absenteeism (from 3.9% in 2022 to 2.9 in 2025) Illness + Accident (prof and non prof)

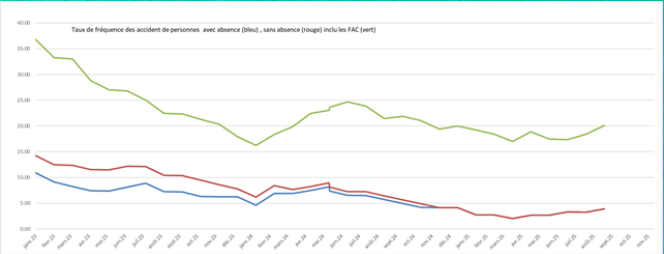


Employees engagement score (compared to 1200 companies from Glint Survey)

UCB Farchim 2024	Engagement Score	vs Global Benchmark
82	Engagement Score	+8
85	I feel proud to work at UCB.	+7
84	The work that I do at UCB is meaningful to me.	+5
83	I would recommend UCB as a great place to work.	+9
74	I rarely think about looking for a job at a different company.	+9



Certified since 2020
1st pharma company certified in Switzerland



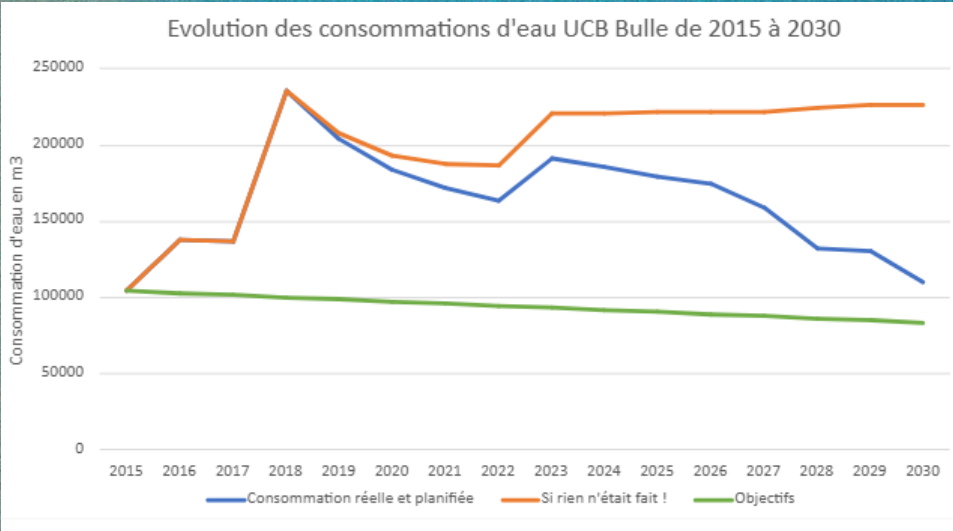
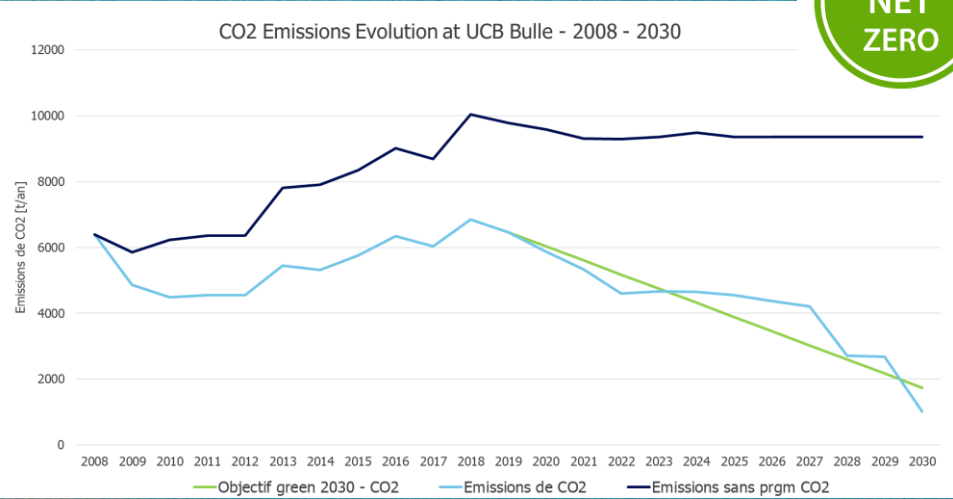
Consistent decreasing trend in accidents

Impact On Planet

- Since 2024, **no more fuel** used on site
- **48% reduction** in CO2 Emissions vs “do nothing” scenario
- **Net Zero** engagement for 2045
- **68% of suppliers** with Science Based Targets engagements

Water Recycling : successful pilot in 2024. Full implementation expected in 2026 (16% of water recycling target)

Performance	2023	2024	Objectif 2030
Émissions de CO2e (Scope 1 et 2)	4665 t	4617 t	1743 t
Consommation d'eau	190 967 m3	188 065 m3	83 367 m3
Production de déchets	1732 t	1762 t	1519 t
Engagement des fournisseurs	59,4 %	68 %	80 %




Impact On Reputation

**Die Top 10 der 250 Besten 2025**

**BESTE ARBEITGEBER 2025**
SCHWEIZ

Gesamt-rang	Arbeitgeber	Score	Rang Vorjahr	Branche
1	Die Mobiliar	8.71	2	Versicherungen und Krankenkassen
2	Delica	8.47	5	Herstellung von Lebens- und Genussmitteln, sonstige Verbrauchsgüter
3	Rhätische Bahn	8.41	15	Verkehr und Logistik
4	Zurich	8.24	7	Versicherungen und Krankenkassen
5	Rivella	8.24	kein	Herstellung von Lebens- und Genussmitteln, sonstige Verbrauchsgüter
6	Breitling	8.18	1	Uhren / Schmuck
7	BLS	8.16	11	Verkehr und Logistik
8	Rolex	8.12	3	Uhren / Schmuck
9	Sanitas Krankenversicherung	8.07	37	Versicherungen und Krankenkassen
10	UCB Farchim	8.07	kein	Chemie und Pharma

Score: Punktwert, den der Arbeitgeber in der Erhebung erreicht hat (maximal 10)

**Chemie und Pharma**

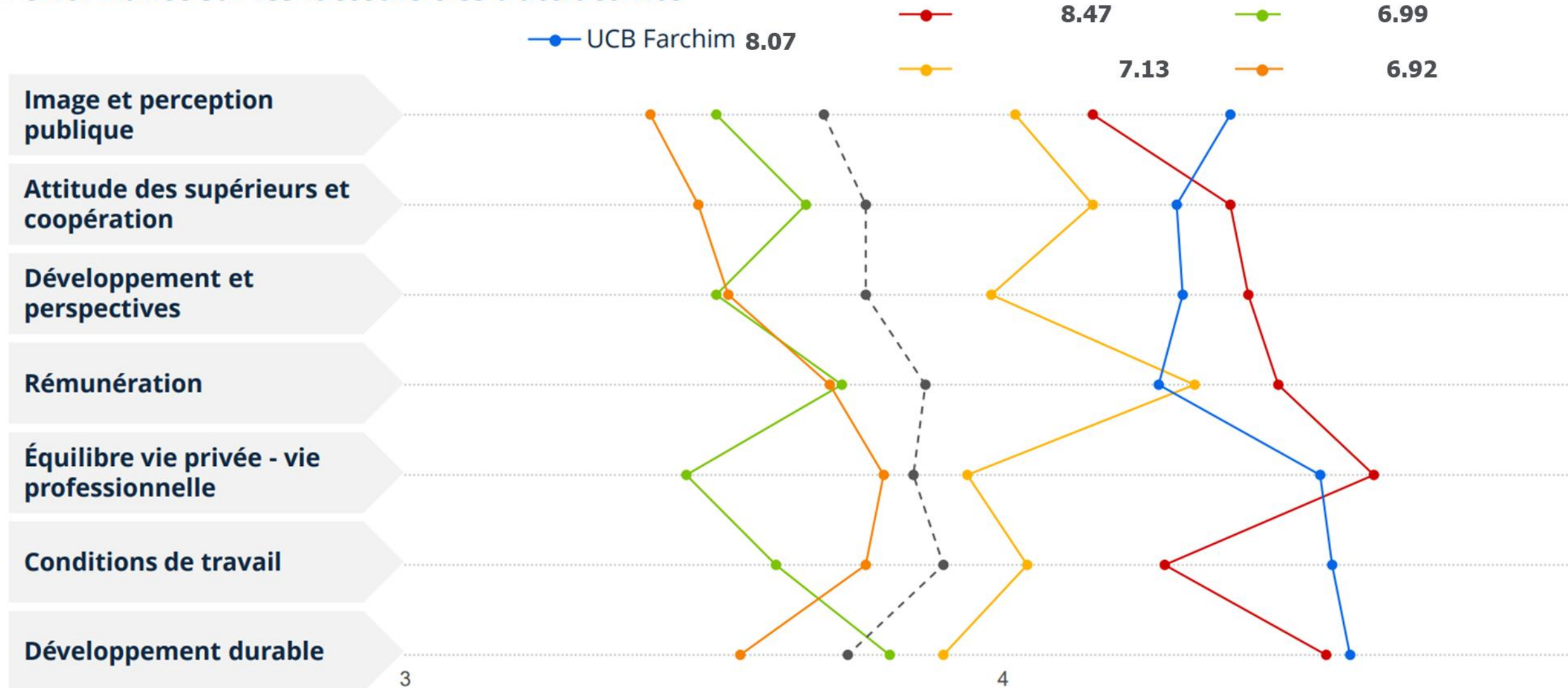
Branchen-rang	Gesamt-rang	Arbeitgeber	Score	Anzahl Mitarbeiter	Hauptsitz Stadt
1	10	UCB Farchim	8.07	600	Bulle
2	34	Roche	7.74	14,200	Basel
3	90	Lonza	7.40	>200	Basel
4	115	Abbott	7.31	500	Baar
5	117	Johnson & Johnson	7.27	4,400	Schaffhausen
6	124	Givaudan	7.23	1,700	Vernier
7	129	Novartis	7.23	10,400	Basel
8	152	CSL Behring	7.13	1,800	Bern
9	181	BASF	6.99	1,000	Basel
10	204	Merck	6.92	2,500	Zug
11	226	Syngenta	6.79	2,900	Basel
12	228	Bayer	6.78	1,545	Zürich
13	232	MSD	6.77	1,000	Luzern



Our Learnings

Never stop progressing

Performance sur les facteurs clés d'attractivité⁽¹⁾



Act in a honest and transparent way

INTERNATIONAL

Orange: harcèlement moral institutionnel confirmé par la justice française

Jeudi 06 février 2025

Rédaction

Futurs, Environnement, Climat

« Greenwashing » : TotalEnergies condamné par la justice française pour « pratiques commerciales trompeuses »

TotalEnergies a été partiellement condamné par la justice française ce jeudi pour « pratiques commerciales trompeuses ». En cause, une communication jugée mensongère sur sa capacité à « atteindre la neutralité carbone en 2050 ».

Promotions et allégations environnementales « trompeuses » : pourquoi Shein a écopé d'une amende de 40 millions d'euros

Le géant chinois de l'ultra fast-fashion Shein a écopé d'une amende de 40 millions d'euros de la part de la DGCCRF en raison de promotions et d'allégations environnementales trompeuses. Une décision intervenant dans un contexte de crise du prêt-à-porter en France.

A écouter



DeepTechs

« Posséder ses
c'est un acte

Our Challenges

- **Regulatory Uncertainty:** Regulations can be unclear or change frequently, making it difficult for companies to plan and invest in long-term sustainability initiatives
- **High Compliance Costs:** Complying with new sustainability laws, such as those imposing stricter reporting obligations or emission caps, can lead to significant upfront costs for new technologies, infrastructure, and employee training
- **Inconsistent Global Frameworks:** The patchwork of different regulations across countries creates uneven competitive conditions and complicates cross-border operations for multinational companies
- **Political Resistance:** Strong lobbying by industries threatened by new sustainability rules can lead to political gridlock and slow progress



Conclusion :

If it is not Us, Who ?

If it is not Now, When ?

Jean-Christophe Tellier : CEO d'UCB

