

A photograph of children in a science laboratory setting. In the foreground, a young boy with brown hair, wearing a colorful plaid shirt, a white protective apron, and a clear face shield, has his mouth open in an excited expression. He is wearing black gloves and has one arm raised. To his left, another child is partially visible, also in protective gear. In the background, other children and adults are working at lab benches. The lab benches are covered with white plastic sheeting and have various scientific equipment and supplies on them. The overall atmosphere is one of active learning and discovery.

Almac Group Sustainability Report

2025



About this report

Almac Group publishes an annual sustainability report to share the activities that make up our overall sustainability strategy and detail our progress on key targets and commitments. We believe this transparency is essential to contributing to a more responsible working world. The activities outlined in this report took place during our fiscal year 2025 which runs from 1st October to 30th September 2025 (referenced in this document as 2025 or 'this year').

Unless otherwise stated, the information and statistics included represent Almac's global operations. Our sustainability strategy has been designed to align our priorities with the United Nations' Sustainable Development Goals (SDGs) and the Pharmaceutical Supply Chain Initiative (PSCI).

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Alan Armstrong
Chairman & CEO
October 2025

A letter from our CEO

Almac's mission to advance human health continues to guide every aspect of our work.

This mission extends beyond the work we do with our customers on providing life-saving therapies for patients to also ensuring the health of our planet, our colleagues and the communities in which we operate.

We are proud of the progress we've made this year, particularly in advancing our environmental goals. As part of our journey to net zero, we've made substantial strides in transitioning to renewable energy. We are pleased to share that 54% of our operations are now powered by renewable sources. Key milestones include the signing of a virtual power purchase agreement in 2024, which allows us to power our Craigavon headquarters with energy from a local wind farm and the introduction of renewable energy credits (RECs) at our U.S. sites.

This year our emission reduction targets were officially verified by the Science Based Targets initiative (SBTi), a major step forward in our net zero journey. Additionally, we expanded our ISO certifications to cover a greater percentage of our operational sites, reinforcing our commitment to environmental excellence.

Our employees remain at the heart of our success. Their unwavering dedication is instrumental in fulfilling our mission. To support them, we continue to invest in programmes that foster an inclusive, inspiring, and healthy workplace. Through our All4Health initiative, we promote employee wellbeing across the organisation. This year, our efforts were recognised with a 'best practice' commendation during our ISO 45001 (health and safety) and ISO 14001 (environmental management) surveillance audits.

We also remain deeply committed to making a lasting impact in our communities. Through the Global Community Service Committee, our STEM outreach programmes, and the philanthropy of the McClay Foundation, we've supported 74 charities globally. Our STEM initiatives reached over 20,000 post-primary pupils this year through in-person and virtual engagements, including school visits, scholarships, and work experience opportunities.

These achievements reflect not only our dedication to our customers but also our broader responsibility to society and the environment. They are made possible by the passion and perseverance of our employees, individuals I am honoured to work alongside every day.

Our mission as a company

The Almac Group is a global leader in providing a range of expert services and support across the drug development life cycle to pharmaceutical and biotech companies. We are trusted experts in R&D, Diagnostic Services, API Manufacture, Formulation Development, Clinical Trial Supply Services and Technologies through to Commercial Scale Manufacture and Distribution.

We are recognised as an industry leader, providing understanding, experience and knowledge to our customers as we work together to advance human health. We are trusted by the leading global pharmaceutical and biotech companies to provide crucial services across their drug development projects.

In the last six years alone, Almac has contributed to over 50% of all FDA and EMA approved New Molecular Entities (NMEs).

Managing sustainability at Almac

Our sustainability strategy is focused on our three areas of people, planet and place with our ethical frameworks and principles underpinning all of our activities. Our overarching strategy is set, driven, overseen and sponsored by our Board of Directors to ensure it plays an integral part in all company operations. Our tactical and operational committees of business unit vice presidents, key business representatives and other subject matter experts (SMEs) ensure objectives are carried out at facility level and achieve the Group strategic goals. We have coupled this with key appointments including the hiring of a dedicated Global Energy Manager.

This year we formed a specific team aimed at driving forward our scope 3 initiatives. The Scope 3 Committee is a dedicated team focused on addressing indirect greenhouse gas emissions across the value chain. Comprised of members responsible for areas such as purchased goods and services, capital goods, upstream transportation and distribution, waste generated in operations, business travel, and employee commuting, the committee brings together expertise from across the organisation. Their vision is to drive meaningful reductions in scope 3 emissions by fostering collaboration, implementing best practices, and engaging both internal stakeholders and external partners.

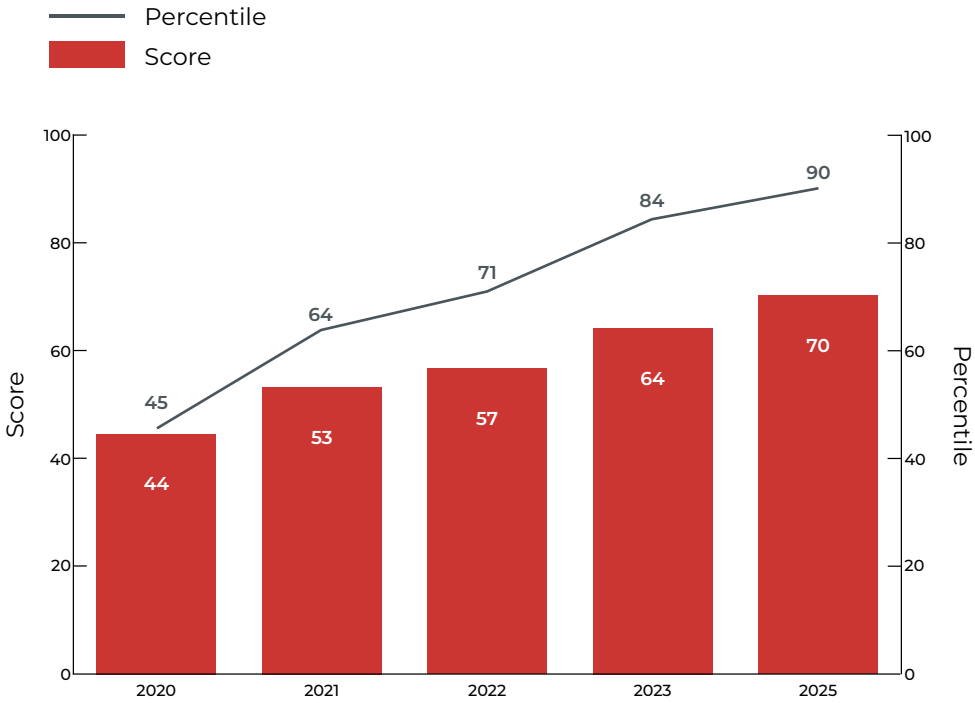
Reporting frameworks

Almac is committed to transparent sustainability reporting, and we report our progress via a number of platforms:

- We are annually assessed on the Ecovadis platform and in 2025 we achieved a silver medal rating and were placed in the 90th percentile of all companies rated globally with a score of 83 for environment.
- We submit annually to CDP and this year received a score of 'B'.
- We are also regularly audited via the Pharmaceutical Supply Chain Initiative (PSCI) and the results of these audits are shared with PSCI members in line with the relevant data-sharing agreement.

In addition we regularly report to a variety of other frameworks as requested by our clients including IntegrityNext and M2030.

Ecovadis scores and percentiles - progress across years





AN OVERVIEW OF ALMAC'S SERVICES



Discovery

A research driven drug discovery business dedicated to the development of novel and innovative approaches to the treatment of diseases of unmet need.



Diagnostic Services

A stratified medicine business specialising in biomarker driven clinical trials. Our diagnostic experience spans oncology, immunology, CNS and infectious diseases.



Sciences

Providing integrated services, from development to commercial scale of advanced intermediates and Active Pharmaceutical Ingredients (API), a full suite of analytical testing, and a range of services for small molecules.



Clinical Services

Recognised as an innovative, global solutions provider within the specialised and complex market of clinical trial supply.



Clinical Technologies

Empowering trial sponsors to pro-actively manage sites, patients and clinical supplies through industry-leading Interactive Response Technology (IRT).



Pharma Services

Providing expert pharmaceutical product development solutions, and a wide range of customised commercial services.



Galen

Partnering with companies to grow and expand into new markets through sales, marketing and launch excellence.

Vision and Values

The vision of Almac Group is to 'strategically develop and expand a world-class Group of companies operating in the pharmaceutical and biotech sectors'. This vision and our mission to advance human health are woven into the culture of our organisation and achieved by championing five core values:

Outstanding Quality

We ensure exceptional and reliable quality in all aspects of our work and recognise that quality determines the extent of our success.

Exceptional Innovation

We are dedicated to solving important and challenging problems. We do this by promoting an environment where extending the boundaries of knowledge, technology and creativity is encouraged.

Superlative Customer Focus

We are committed to understanding and exceeding our customers' needs and expectations. We build relationships based on integrity, responsiveness and excellent communication.

Inspirational People

People are our core asset. Individually and collectively, people are critical to the success of our vision. We recognise excellence and acknowledge that to empower our employees, we need to invest in their continuous development.

Financial Performance

We will drive excellent, sustainable financial performance.



THE
McClay
FOUNDATION

Corporate governance

Ownership

The Almac Group is a private organisation which is owned by The McClay Foundation (the 'Foundation'). The Foundation is a charitable entity which was established by the late Sir Allen McClay, the founder of the Almac Group and one of Northern Ireland's most distinguished entrepreneurs and philanthropists. The aim of the Foundation is to make a meaningful improvement and advancement in human health. The relationship between the Foundation and Almac Group ensures that the organisation remains privately owned and that all profits generated by Almac Group are invested back into the business, enabling further growth. This ensures that we continue to provide strength, reliability, and stability for the customers we serve, the people we employ, and the communities we support.

Oversight

In pursuing its mission to advance human health, the Almac Group displays a strong commitment to corporate governance. This top-level commitment starts with the Board of Directors (the 'Board'), which sets our strategic direction and has responsibility for ensuring the long-term success of the business. The Board's commitment to corporate governance is shared by our Senior Leadership Team and it has responsibility for ensuring that it is reflected in the execution of our strategy and in all areas of our business. Throughout the year, the Board, in collaboration with the Senior Leadership Team and other senior business leaders, oversees our global operations and ensures that we continue to deliver on our ambitious growth strategy while still maintaining the highest ethical standards.





Future investment, growth, and innovation

Almac Group is committed to reinvesting 100% of the organisation's corporate profits back into the business. As drug development continues to become more complex, we understand that Almac must invest to grow, sustain best-in class service, and bolster innovation.

We are pleased to confirm another fiscal year of growth, on track with our pledge to surpass £400 million in global capital investments by 2026. As we grow as a business, we remain conscious of our impact on the world around us and on our communities. All new building projects at Almac Group campuses are designed and constructed by adopting the principles of the Building Research Establishment Environmental Assessment Method (BREEAM) and/or Leadership in Energy and Environmental Design (LEED) certification standards.

This financial year, we celebrated the completion of the following major capital expansion projects:

- **Grand opening of £65 Million Commercial Manufacturing Facility (Craigavon, Northern Ireland)**
Purpose-built, state-of-the-art facility designed to meet the growing demand for commercial manufacturing and packaging capabilities, solidifying Almac Pharma Services at the forefront of delivering high-value products and services to clients across the globe.
- **Launch of Enhanced Cold Chain Capabilities (Craigavon, Northern Ireland)**
Multi-million pound investment to enhance clinical supply cold chain capabilities, including ultra-low temperature storage freezers and expanded temperature-controlled production rooms. This investment doubled our cGMP operations capacity at our Craigavon site and complemented our existing ultra-low offering in Durham, North Carolina.
- **Completion of Phase 1 in Clinical Supply Capacity Expansion (Souderton, Pennsylvania)**
Achieved significant progress in the expansion of our clinical supply capacity in Souderton, including the completion and handover of our new ambient warehouse, chest freezer corrals, and finished goods distribution space. This milestone accounts for roughly 75% of the site's overall planned expansion, ensuring we are on track to complete the 120,000 sq. foot, \$90 million project by 2026.
- **Opening of New Stability Chambers (Souderton, Pennsylvania)**
Addition of new stability chambers in Souderton expanded our analytical capacity at the facility, further supporting the rigorous demands of pharmaceutical development and quality assurance. This investment ensures we continue to deliver reliable, high-quality analytical services to our clients.

Investing in our People



Almac's people are our core asset – without a healthy, engaged and motivated workforce we cannot deliver for our customers or on our mission to advance human health.

We are therefore committed to supporting, developing and rewarding our employees at every step of their journey with Almac. Together, we strive to foster a working environment and culture that is safe, inspiring and inclusive.



All4Health - championing health and wellbeing globally

All4Health is our global health and wellbeing programme, designed to create a proactive culture that prioritises prevention, early intervention, and holistic support for every employee.

Through education, resources, and engagement initiatives, All4Health empowers individuals to take charge of their physical, mental, financial, and social wellbeing. The programme offers practical toolkits, e-learning modules, and signposting to specialist services on topics such as menopause, domestic abuse, retirement planning, and working carers. Across the globe, our dedicated platforms in each region provide on-demand, 24/7 access to regionally-specific resources and activities to promote and improve wellness in work and at home.

All4Health is available to 100% of Almac employees worldwide, with regionally tailored information and campaigns which are all created based on the feedback provided to our Global Wellbeing Committee.



Minding your Mind Month

The 'Minding Your Mind' campaign, facilitated by All4Health throughout September, was designed to encourage individuals across global sites to actively focus on their mental wellbeing. The initiative aimed to help participants identify what boosts their positivity and mental fitness, offering opportunities to discover new habits and practices that support emotional resilience. By providing accessible resources such as daily and weekly journal templates, interactive sessions on nutrition and mood, practical resilience seminars and webinars focusing on managing emotions, the campaign empowered employees to prioritise themselves and reduce stress in everyday life.

Resources and toolkits were made available to ensure ongoing support and self-care beyond the campaign. Overall, 'Minding Your Mind' encouraged everyone to explore what brings them joy, improves their mental health, and helps them thrive together in a supportive community.



Active April

Active April is designed to energise employees, foster camaraderie, and promote healthy habits across our global workforce. At the heart of the programme was The Almac Games, a dynamic team challenge, where colleagues logged over 50 types of activities, from walking and cycling to yoga and strength training.

Our employees logged 29,952 hours of activity, and 114,790 kilometres travelled—nearly three times around the globe. Together, participants burned 10.7 million calories, proving that small daily actions can create extraordinary collective impact. The initiative sparked genuine connection, with 97% of registered participants actively engaging.

From sleep seminars and self-defence classes to virtual races and motivational webinars, Active April offered something for everyone. Weekly themes encouraged creativity and community spirit, while leaderboards added a fun, competitive edge. Feedback was overwhelmingly positive—77% of participants committed to maintaining healthy habits after the challenge ended.



Engaging with and listening to our employees

We're always listening to our employees and involving them in shaping the support and reward packages we offer. Their feedback helps us make sure our initiatives genuinely reflect what they need and what challenges they face. We keep communication open through employee forums and site level group meetings, where employees can raise concerns or share ideas.

This year we surveyed employees based at our site in Craigavon, Northern Ireland on their journey to work and what we could do to encourage active travel and car sharing. This is part of our scope 3 emission reduction strategy which you can read more about in the 'planet' section of this report.

Reward and recognition

The success, performance, and quality achieved by the Group today are largely attributable to the dedicated individuals who work for Almac. We recognise and reward their vital contributions through our Global Recognition Programme, which is open to our entire workforce.

This programme allows our employees to receive acknowledgement from their peers, colleagues, and line managers for demonstrating exceptional behaviours aligned with our core values.

Our Almac Celebrates Excellence (ACE) recognition programme remains a cornerstone of this effort, celebrating positive results, behaviours, and commitment to company values. This year, we are delighted to share that 4,870 ACE awards have been presented across the business, a testament to the incredible achievements of our teams.

In addition to recognition, we provide a wide range of benefits designed to reward our teams and support a healthy work-life balance. This includes flexible and hybrid working arrangements, where job roles permit, to accommodate personal needs. Additionally, we offer participation in an annual bonus scheme for all employees and a flexible holiday scheme, enabling our employees to purchase or sell holidays to suit their personal circumstances.

In the US, 99.5% of our employees are full-time and benefits-eligible. We are proud to offer a comprehensive benefits package to employees, including five 100% company-paid benefits (short term disability, long term disability, life insurance, critical illness, and accidental death and dismemberment).

Number of pastoral care sessions - >1,500

Number of recognition awards - 4,870

Pastoral care

Almac's Pastoral Care Service is available to confidentially support any employee who finds themselves in a place of needing immediate help at a time of difficulty or challenge. The service can also signpost to more relevant care if needed. We are delighted to have appointed both a Pastoral Care Manager and Pastoral Care Associate.

This year the pastoral care service has held over 1,500 sessions with our employees.

Career pathways

At Almac, we are committed to building careers, not just offering jobs. This year, we have focused on early talent acquisition programmes, aimed at nurturing future talent and fostering a robust career progression pipeline.

In the UK, these initiatives include:

- Offering a range of Higher-Level Apprenticeship (HLA) programmes.
- Developing partnerships with colleges and universities to provide opportunities for students prior to graduation, including 51 industrial placements for second and third year undergraduates in the 2024/25 academic year.
- Continuing our in-person work experience offering to accommodate almost 300 students, while also providing an interactive online platform, the virtual work experience hub. Both online and in-person students gain insights into the diverse and rewarding career paths available at Almac Group.
- To date, our partnerships with education providers, such as Southern Regional College and Ulster University, have created 148 apprenticeship jobs, with 86% of apprentices who completed their HLA programme securing permanent roles with us.

Career progression and performance evaluation

Throughout our organisation, we have established career development routes that enable both upward mobility and movement across different functions. Our employees are given essential guidelines to help them progress and are encouraged to engage in forward-looking conversations with their managers to plan their next steps.

We also strongly support internal growth, as demonstrated by almost 800 team members who have transitioned to new roles within Almac this year, furthering their career journeys.

US Internship Programme

This summer, we welcomed 20 students from various colleges and universities to our Pennsylvania facilities as interns for our internship programme. These students held roles in Central and Business Unit functions and received hands-on experience in our critical work to advance human health, as well as peer-to-peer networking, professional development training, and coaching.



Our award-winning Higher Level Apprentices

In the past year, our Higher-Level Apprenticeship programme continued to achieve success at both local and national levels.

Highlights include recognition at Southern Regional College's Celebration of Success event and a Gold award in the 'Laboratory Technician' category at the 2024 WorldSkills UK National Competition.

One of our Analytical Higher-Level Apprentices now trains with Squad UK as part of an 18-month programme and is aiming to represent the UK at the WorldSkills global competition in Shanghai in 2026.

Our apprenticeship programmes provide technical knowledge and hands-on experience, supported by mentorship and opportunities like WorldSkills, helping participants build confidence and develop valuable skills for future careers.



Growth and development

We now employ 7,800 individuals globally, offering opportunities in more than 120 different professions.

We understand that robust learning and development are essential for inspiring our workforce and reaching our company's goals. By helping our employees realise their full potential, we drive profitability, efficiency, and expansion, while also supporting fulfilling and lasting careers.

Our policies cover Professional Development, Higher Education, and Technical Training tailored to specific roles, enabling team members to seek and obtain the support they need. We are committed to nurturing talent at every stage of employment, ensuring our approach to learning and development is closely linked to organisational priorities. The Global Training team works hand-in-hand with business units to identify both present and future skill needs, delivering targeted, measurable, and impactful training initiatives. Throughout all our locations worldwide, Almac provides a range of internal certifications and open programmes to encourage continuous employee growth and advancement.

Almac training programmes

This year we revisited our suite of skills programmes.

'The Almac Academy' pathways and programmes have been developed internally, with input from across the business, to ensure content is delivered in alignment with Almac's values, competencies and behaviours. This programme is currently available at our Craigavon and Charnwood sites and will be rolled out globally in 2026/27 (with modules tailored as appropriate depending on location).

These programmes cover all levels of the organisation from new recruits to high level managers and directors and provide pathways for both personal development and management responsibilities.

Participating in our programmes offers all attendees the unique opportunity to meet, build relationships and share knowledge with others in similar roles throughout the organisation. Attendees can learn from the experiences of others, while self-reflection on their current knowledge and skills level is actively encouraged. These practices, along with the support of their line managers will allow employees to apply what has been learned within their area of work, ensuring continuous improvement throughout the organisation.

More than 6,000 employees have attended internal training sessions in the last year.

Over 2,500 colleagues have attended external training sessions in the last year.

There have been almost **110,000 e-learning courses** completed globally in the last year.

Ensuring the health and safety of our employees

Almac remains steadfast in its commitment to providing a safe, healthy, and supportive work environment for our employees. Building on our ISO-accredited Health and Safety integrated management system (ISO 45001), we have continued to prioritise employee wellbeing, risk mitigation, and a culture of continuous improvement this year.

	2022	2023	2024
Lost time incident severity rate*	0.04	0.05	0.04
Lost time incident frequency rate**	2.74	2.53	3.07
*Severity rate: Based on nos. of days absent **Frequency rate: Based on nos. of accidents with lost time			

Fatalities remain at 0.
NB Data is recorded in December of each year so data for calendar year 2025 not yet available.

Achievements this year:

- Proactive Risk Management:** Regular internal audits, external certification, and business resilience exercises have ensured robust risk identification and mitigation, supporting uninterrupted service delivery.
- Safety Performance:** We recorded a Lost Time Incident Severity Rate of 0.04 and a Frequency Rate of 3.07, reflecting our ongoing focus on reducing workplace incidents. For construction contractors involved in infrastructure projects on site accident rates improved to 1 per 58.1k hours worked, with increased site safety inspections and inductions. Our proactive approach is further evidenced by over 600 internal safety inspections and 8,000+ training sessions delivered.

- Construction Safety:** Major projects were delivered with enhanced contractor safety measures.
- Business Continuity and Resilience:** Our teams achieved the Certificate of the Business Continuity Institute (CBCI)- the most comprehensive business continuity certification that covers the full range of practices used to maintain an effective business continuity management system. We also conducted multiple scenario-based exercises to test and strengthen our response to potential disruption. In addition, the size of the teams supporting business continuity increased at the business unit level.
- Training and Development:** Investment in training remained a priority, with a strong focus on fire safety, manual handling, behavioural safety, and emergency preparedness.



Best Practice Award in Employee Wellbeing

We are delighted that during our recent ISO 45001 (health and safety management) and 14001 (environmental management) surveillance audit we were awarded a 'best practice' finding for our dedication to the health and wellbeing of our employees.

The auditor stated that “The company (Almac) demonstrates a strong commitment to pastoral care and employee wellbeing. Managers and associates are approachable and supportive, fostering a workplace culture throughout the organisation. Regular wellbeing initiatives, access to mental health support and an open-door policy contribute to a high level of support and service provided by the Pastoral Care, Health/Wellbeing and HR team.”

The audit, which took place at our Craigavon site over a nine-day period, involved a review of our processes, procedures, and compliance with ISO requirements. It is a critical, independent verification that Almac continues to meet and in this case exceed the requirements of these international standards.



Emergency Services Joint Exercise

A joint Almac, Police Service of Northern Ireland (PSNI), Northern Ireland Fire and Rescue Service (NIFRS), Northern Ireland Ambulance Service Hazardous Area Response Team (HART) and Sky Watch exercise was conducted at an external plant area at our Craigavon site. The overall aim was to exercise the team's response to a report of a major emergency incident within a controlled industrial environment.



Diversity and inclusion

Our mission to advance human health can only be achieved when we attract, retain and motivate the best and most diverse talent. This belief is reflected in our diversity mission statement: Embracing diversity is at the heart of our unique culture and reflects our fundamental belief that everyone deserves equality, inclusivity and the opportunity for advancement. We are committed to cultivating a welcoming, supportive, and inclusive environment for all. Together, we will harness the strength in our diversity and deliver exceptional solutions to advance human health globally.

As part of our commitment to fostering an equitable and inclusive workplace, the Global VP of HR works together with the Board and Executive teams to oversee and implement initiatives to promote diversity, equity and inclusion across our organisation. Some of these initiatives include:

- Talent acquisition – review of protocols to ensure fair and unbiased hiring practices.
- Training – providing training programmes for our employees on diversity, equity, and inclusion.
- Sharing concerns - facilitating ways to safely share concerns, issues and feedback.
- In the UK, engaging with external DE&I focussed organisations such as Disability NI, Autism NI and Inspire Wellbeing to understand best practices and guide our initiatives and policies and providing specific training for relevant line management.

- In the US, conducting targeted recruitment outreach initiatives aimed at reaching underserved and diverse populations.
- Working with expert external bodies to create supportive toolkits which aim to raise awareness and understanding in various areas such as menopause, domestic abuse and working carers.

Commencing in 2025, and continuing in each year following, our employees receive an additional one day of leave which is called our Annual Diversity Day. This time can be used to celebrate diversity; be it, amongst others, race (including colour, nationality or ethnic origin), religion or belief, gender (including gender reassignment), sexual orientation, disability, marital status, age, culture or, however our employees choose to use it. Alternatively, it can be dedicated to voluntary work or community work, if the employee prefers.

All initiatives are aligned with our internal policies on equal opportunity and dignity at work which ensure that every employee has the opportunity and support necessary to develop their full potential. Our policies outline our zero-tolerance approach to bullying or harassment and to discrimination in any form, including on the basis of age, disability, gender or gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation.



Almac Group partners with Reach Out and Read at Children's Hospital of Philadelphia

Reach Out and Read is a national, award-winning early literacy intervention and access programme, enabling physicians and nurse practitioners to distribute books directly to patients during milestone visits. This year, Almac continued support of the Children's Hospital of Philadelphia's (CHOP) award winning, national Reach Out and Read programme serving the Primary Care Practice based in Souderton Pennsylvania. The one-year partnership, which spanned April 2024 to April 2025, allowed Reach Out and Read at CHOP to procure 6,000 books to be distributed by medical providers in Souderton to all patients ages newborn to five during well-child visits.



Working Carers Network

At Almac, we recognise that many employees balance their careers with caring responsibilities. We are committed to creating an inclusive environment where carers feel supported, valued, and able to thrive.

Our Working Carers Networking Group provides a safe and supportive space for colleagues who juggle work and caring duties. The group aims to raise awareness, share experiences and provide regular networking opportunities to meet with peers. The network has continued to grow year on year, with an established group on both our Craigavon and Dundalk sites. The groups are further supported by targeted initiatives run during Carers Week and by local specialist organisations. In addition, our employees can access our virtual Working Carers Toolkit which helps clarify what it means to be a carer, offers practical guidance and signposts to support.

By connecting employees and signposting internal and external resources, we help carers manage their responsibilities without compromising their careers.



Almac supports SistersIN

SistersIN is a Northern Ireland-based charity committed to empowering young women and addressing gender disparities in society. The SistersIN programme aims to support female leaders of tomorrow by creating an ecosystem in which 16-17 year old girls can grow in confidence, discover their potential and unlock new possibilities for their professional journeys. Almac continued its support of the SistersIN programme as a Growth Partner in 2024- 2025, with twelve senior leaders from across the business providing mentorship over a four-month period to sixth form girls from schools across Northern Ireland. The students also visited Almac's Craigavon facility to spend time with their mentors and learn more about the Almac business.

Workforce data

This year we continued to develop and enhance our processes for diversity data collection:

US ethnicity	FY22	FY23	FY24	FY25
Asian	12%	13%	14%	15%
American Indian/Alaskan Native	<1%	<1%	<1%	<1%
Black or African American	13%	14%	14%	14%
Hispanic or Latino	3%	4%	4%	4%
Native Hawaiian or other Pacific Islander	<1%	<1%	<1%	<1%
White	67%	65%	65%	64%
Two or more races	1%	1%	1%	1%
Not specified	<1%	<1%	<1%	<1%

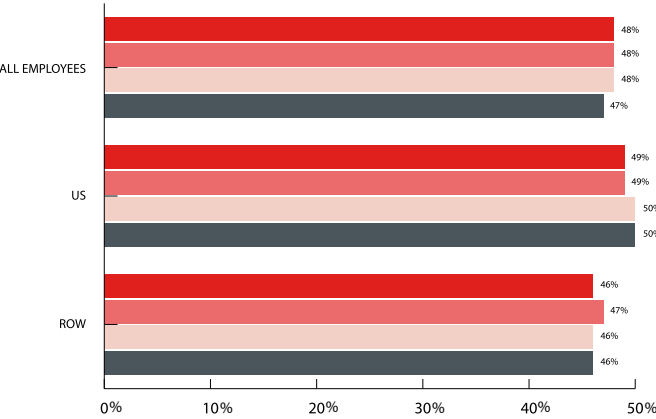
US management ethnicity	FY22	FY23	FY24	FY25
Asian	9%	10%	9%	9%
American Indian/Alaskan Native	0%	0%	0%	0%
Black or African American	7%	8%	8%	8%
Hispanic or Latino	3%	3%	3%	2%
Native Hawaiian or other Pacific Islander	0%	0%	0%	0%
White	81%	79%	80%	80%
Two or more races	0%	0%	0%	0%
Not specified	0%	<1%	0%	0%

US new hire ethnicity	FY22	FY23	FY24	FY25
Asian	17%	14%	23%	16%
American Indian/Alaskan Native	0%	<1%	0%	0%
Black or African American	22%	20%	13%	16%
Hispanic or Latino	3%	8%	9%	7%
Native Hawaiian or other Pacific Islander	0%	0%	0%	0%
White	55%	54%	51%	56%
Two or more races	<1%	2%	2%	2%
Not specified	1%	2%	3%	3%

NB Numbers add to more or less than 100% due to rounding

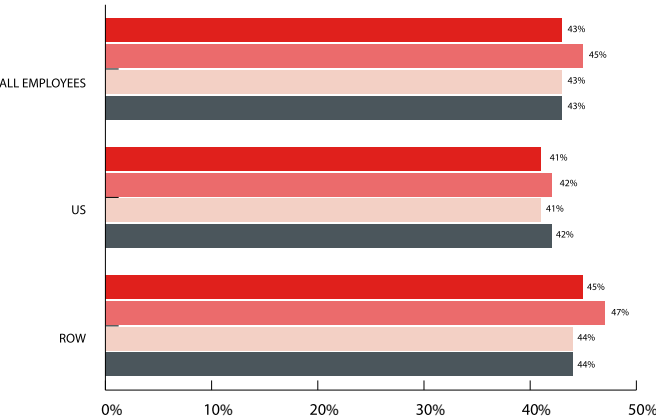
Global Gender Diversity - % of female colleagues

FY25 FY24 FY23 FY22



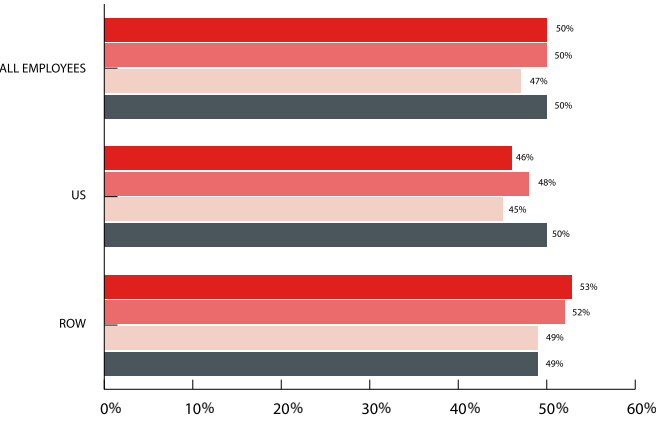
Global Gender Diversity - % of female colleagues in management roles

FY25 FY24 FY23 FY22



Global Gender Diversity - % of female new hires

FY25 FY24 FY23 FY22



Protecting our planet



At Almac, we are very aware that as we work towards achieving our mission to advance human health, we must do it in a way that considers the overall health of our planet. As part of our environmental strategy, Almac is committed to the responsible management of energy, water, waste and biodiversity and continually strives towards improvements aligned with our committed targets.



OUR COMMITMENTS

NET ZERO EMISSIONS BY 2045

50%
REDUCTION IN SCOPE 1
AND SCOPE 2 EMISSIONS
BY 2030 FROM A 2019
BASELINE

27.5%
REDUCTION
IN SCOPE 3 EMISSIONS
BY 2030

Our approach

To ensure that we have a consistent and widely recognised approach to environmental performance improvement across all our facilities we decided to identify and achieve certification to the appropriate international standards. Our ISO 14001 environmental management system facilitates the assessment of all activities across all operations and sites and initiates actions to foster a culture of continual improvement.

We are also implementing ISO 50001, a key standard in energy management and conservation across all our operational facilities. This standard provides a framework of requirements for us to develop a policy for the more efficient use of energy and implementation will form an important part of our path to net zero emissions.

In 2024 Almac successfully completed our first ISO 14064-1 verification. This validates our commitment to accurate and reliable reporting of greenhouse gas (GHG) emissions as well as underscoring our dedication to environmental sustainability and transparency. We were successfully reaudited in 2025.

In each country in which we operate the relevant legislation governing environmental issues is identified and documented in a legal compliance register. Compliance against each piece of legislation is assessed and the relevant compliance indicators documented.

As a global organisation we strive to ensure that all sites meet the highest standards of environmental performance. To demonstrate this we have set a number of global targets on issues such as climate and waste management.

Our actions

As we move towards our net zero goal, we are pleased to share that 54% of our operations are now powered by renewable energy. Key milestones include securing a 2024 virtual power purchase agreement to supply wind energy to our Craigavon headquarters and adopting renewable energy credits (RECs) for our U.S. locations, both represent significant advances in this area.

We continue to actively investigate renewable energy projects across our global manufacturing sites to reduce carbon emissions and are exploring options such as on-site solar installations to meet our long-term goals.

We are also implementing energy efficiency projects across sites to optimise operations and reduce energy consumption. As part of this effort, we have partnered with Siemens to deploy advanced technologies and solutions that support our energy efficiency objectives.

Management systems

This year our US sites in Pennsylvania and North Carolina were certified to ISO 14001 and ISO 45001, increasing the coverage of both standards significantly across the group. This strengthens our commitment to high standards of environmental control and performance improvement at all our facilities globally.

This year we extended the coverage of our management systems as per the table below:

Coverage of ISO Standards

ISO Standard	Standard type	% Operational facilities - Dec 2023	% Operational facilities - Dec 2024
ISO 14001	Environment	62.5	100
ISO 45001	Health and Safety	50	87.5
ISO 50001	Energy	62.5	100
ISO 14064	GHG Data Verification	100	100

Transparency and reporting



In June 2023 we joined the Science Based Targets initiative (SBTi), which defines and promotes best practices in science-based target setting and we submitted our targets for verification in December 2024 and in May of this year we were delighted to announce the verification of these targets.

Almac also reports energy use at all sites through an annual Carbon Disclosure Project (CDP) submission and this year our score for climate was a 'B'. We will continue to use this to standardise reporting across all our operations.

This year, Almac participated in Business in the Community NI's (BITCNI) environmental benchmarking survey which scores Northern Irish based organisations on the measures they take to protect the planet. We were awarded 'Platinum' level placing us in the top 40 companies in the region that were assessed as part of this survey.

In addition to the above we continue to regularly engage with our customers on their needs for environmental data and information related to our operations. We see increasing requests from our customers for carbon data at the product level as inputs to product carbon footprint calculations.

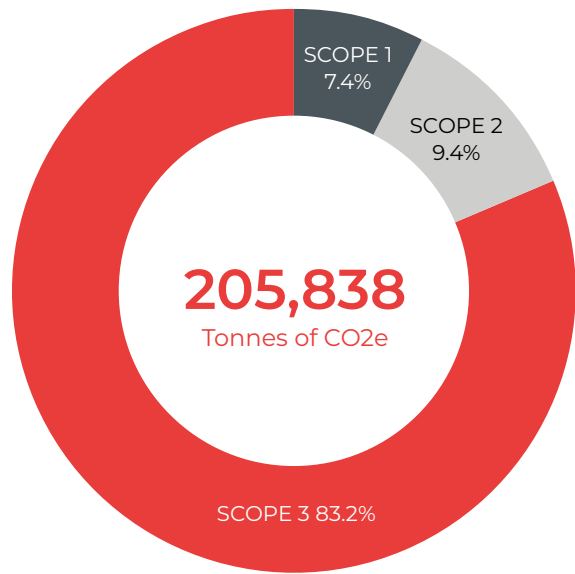
Emissions data

Our global total emissions by scope - 2024

SCOPE 1
Emitted directly - 15,243 Tonnes of CO2e

SCOPE 2
Emitted indirectly - 19,404 Tonnes of CO2e

SCOPE 3
All other indirect emissions - 171,191 Tonnes of CO2e

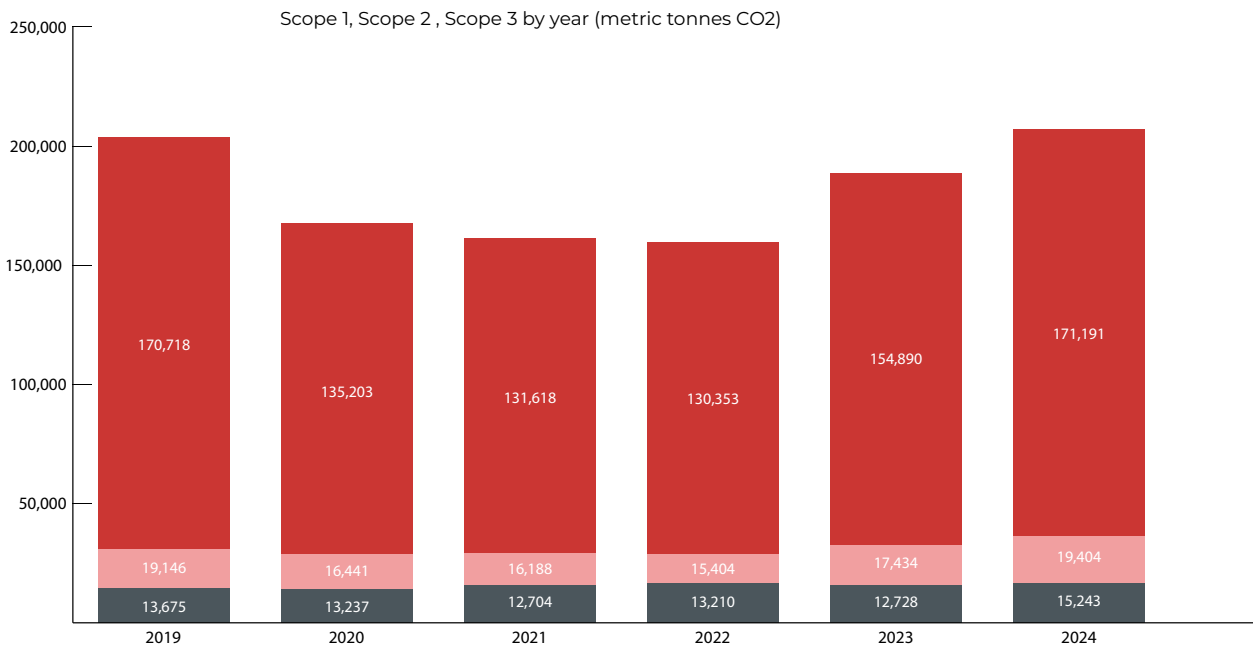


Emissions intensity by year



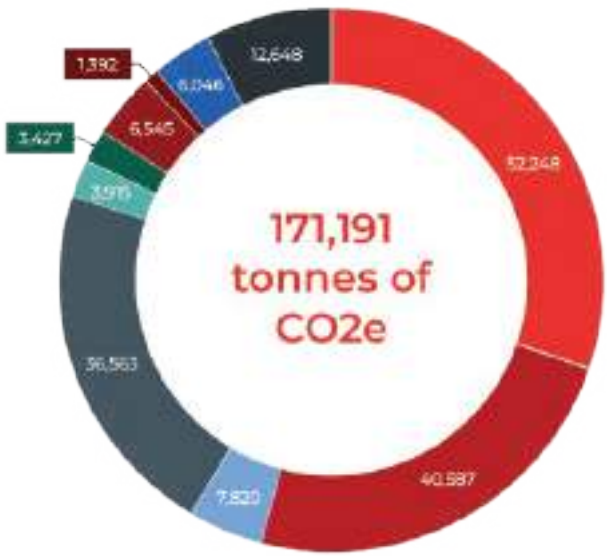
Absolute emissions by scope

- Scope 1
- Scope 2
- Scope 3



2024 Scope 3 breakdown

- Purchased goods and services
- Capital goods
- Fuel and energy related activities
- Upstream transportation and distribution
- Waste generation in operations
- Business travel
- Employee commuting
- Downstream transportation and distribution
- Processing of sold products
- End-of-life treatment of sold products



NB Scope 3 methodology

Literature review - Analysed research papers to understand the industry average scope 3 emissions

Industrial data analysis - Collected and analysed peer industrial carbon emission data and developed our scope 3 target figure

Scope 3 calculation - Calculated Almac scope 3 according GHG protocol. Used a spend based average data method.
Source: UK Government (BEIS, DEFRA, DESNZ), Ecoinvent, U.S. Government (EPA), EXIOBASE

The assimilation of accurate emissions data across Scope 1, 2 and 3 is a complex process such that 2025 data was not available at the time this report went to print



Engaging with our supply chain

Our analysis has confirmed that approximately 83% of our emissions are in our value chain and our scope 3 methodology and assumptions were validated by our ISO14064 audit and certification. This year we have initiated a project to start collecting and tracking scope 3 emission data across all categories in our supply chain. Once we establish a baseline we will:

- Work with strategic vendors to set carbon reduction targets in alignment with Almac's net zero commitment; and
- Encourage these strategic vendors to engage with SBTi to verify these targets.

Almac has launched a supplier engagement programme to drive sustainability improvements across its supply chain. The initiative uses a dedicated digital tool to track supplier performance on emissions and encourage collaboration toward net zero targets.

Climate Change risk assessments

The Climate Change Risk Assessment carried out in 2024 was reviewed and updated in 2025. This is being used to inform Business Impact Assessments in each of Almac's business units. Where appropriate, business continuity plans will be drafted to address significant climate risks.

Waste management

Four of our operational sites are currently zero waste to landfill – Craigavon, Northern Ireland, Charnwood, England, Dundalk, Ireland and Souderton, Pennsylvania.

Almac follow the waste hierarchy to inform how we manage our waste. We have implemented recycling and recovery initiatives across our sites in line with our actions towards the circular economy. Where possible waste is segregated on site before being sent for recovery or recycling. If this is not feasible, we send mixed recovery waste (MRW) to an off-site material recycling facility where the recyclable fractions are segregated, baled and sent for recycling.

Waste reporting across the group has been standardised.

The amount of waste generated across our facilities and the disposal methods are shown below:

	Metric	2024	2025
Hazardous waste	Directed to disposal (tonne)	5,829	6,548
	%	83.2%	81.4%
	Diverted from disposal (tonne)	1,181	1,492
Non-Hazardous	%	16.9%	18.6%
	Directed to disposal (tonne)	804	1,024
	%	41.9%	52.6%
Total	Diverted from disposal (tonne)	1,117	922
	%	58.2%	47.4%
	Directed to disposal (tonne)	6,633	7,572
	%	74.3%	75.8%
	Diverted from disposal (tonne)	2,298	2,414
	%	25.7%	24.2%

NB DTD – directed to disposal DFD – diverted from disposal

In the last year improvements in the segregation of solvent for recovery has decreased the percentage of hazardous waste directed to disposal (incineration).

An increase in the amount of non-hazardous waste sent for incineration has led to a decrease in the percentage being diverted from disposal.



Plastic

We continue to engage with the Responsible Plastic Management Programme to assess issues around the use of plastic in our operations.

The increased focus on the use of Polyfluoroalkyls (PFAs) in pharmaceutical manufacturing and packaging is currently being assessed. We will collaborate with our customers and suppliers to actively seek out alternative materials without compromising the quality of our products or services supplied.

Water

Water use is not a significant aspect as assessed in our ISO 14001 Management System. We do not extract water directly from watercourses at any of our sites and have implemented several actions to minimise water use where applicable.

Almac does not carry out any wastewater treatment at any of our sites. Wastewater is either discharged to the sewer system or to a contained waste tank.

Operational areas where wastewater is discharged directly to the municipal sewer system in the UK and Ireland, are subject to Trade Effluent Agreements (TEAs) with the relevant water authority. Discharges are tested regularly, and we are in full compliance with the requirements in all TEAs.

Pharmaceuticals in the environment

We have a well-established process to ensure that any discharges to the sewer system from our sites do not cause any harm to the receiving watercourses (after treatment in the municipal wastewater treatment plant).

This process compares the calculated Predicted Environmental Concentration (PEC) in the receiving watercourse with the Predicted No Effect Concentration (PNEC) of the relevant pharmaceutical material.

When materials with a very low PNEC are processed any resulting waste water is confined to contained waste tanks. The contents of such tanks are removed from site and treated at an off-site facility.

Biodiversity

We recognise that our activities have the potential to impact on biodiversity. In response, we have introduced a biodiversity policy to keep this top of mind as we expand our campuses across the globe.

Representing one of our largest capital expansion projects this fiscal year, the planning and landscape of our project in Souderton, Pennsylvania was carefully designed to preserve biodiversity. This included the construction of a 120-foot pedestrian bridge to span and preserve protected wetlands on campus.



Our Craigavon Biodiversity Area in Development

Following a biodiversity assessment by Ulster Wildlife we have created a space for a wildflower garden at our Craigavon campus. Our employees have generously given up their time to prepare the ground and we hope to see the first wildflowers bloom in late Spring next year.

Contributing to our communities

We are proud of the work we do to make a positive and lasting contribution to our communities through our Community Service Committee, our Science, Technology, Engineering and Maths (STEM) outreach programmes and the philanthropy of the McClay Foundation.



The McClay Foundation

The McClay Foundation was established in 2008 by the late Sir Allen McClay, Almac Group's visionary founder. The Foundation's vision is to make a meaningful improvement and advancement in human health which it pursues through its mission to support those involved in advancing biomedical research, human health and wellbeing around the world. The Foundation's vision and mission are demonstrated by its charitable objectives:

- The advancement of health and healthcare by the support and encouragement of research and innovation in the field of healthcare and allied technologies.
- The prevention, control and cure of disease by advancing the use of diagnostic tools.
- The advancement of the health and wellbeing of all people and specifically those in poor communities to enable them to access and benefit from the latest advances in healthcare.
- The relief of poverty, unemployment and financial hardship by the generation and promotion of employment opportunities for the people of Northern Ireland.
- The support and promotion of education.



Working in accordance with these charitable objectives, the Trustees of the Foundation have identified four strategic focus areas as priorities for the Foundation, which are set out below. Within these strategic focus areas, the Foundation partners with and provides financial support to projects and initiatives around the world, whilst the primary way through which the Foundation meets its charitable objectives is through the activities of the Almac Group itself.

- Innovation: research and development of new medicines.
- Oncology research: targets and biomarkers.
- Dignity and Compassion: research-led care for those in end-of-life or life-limited circumstances.
- Health and Wellbeing: promoting health and wellbeing in disenfranchised communities in both the developed and developing world.

The following projects provide a snapshot of how the Foundation has worked within its strategic focus areas in the past year.

Mencap NI

Mencap is a charity that supports people with a learning disability, along with their families and carers. With support from The McClay Foundation, Mencap NI launched Families Together in August 2025 and appointed a new Family Support Coordinator for Belfast. In her first weeks, she focused on swift start-up and early engagement with families of children aged 0–7 who have a learning disability or emerging needs. Initial activities included welcome induction sessions and re-engagement with families known to the Children's Centre, and drop-in coffee mornings to introduce programmes, outline future plans and gain insight as to what parents need support with. The Belfast programme will continue to build on this foundation with a rolling calendar of skills-based workshops and targeted one-to-one support.

Gráinne Close, Director, shared that, *"The generous support from the McClay Foundation has been transformative in allowing us to deliver our family support programme. With their backing, we will be able to provide vital guidance, practical help, and emotional support to families of children with a learning disability at the times when they need it most. This investment doesn't just fund a service — it gives families hope, reassurance and the confidence that they are not alone. We are deeply grateful to the McClay Foundation for partnering with us to make such a lasting difference in people's lives."*



NI Hospice

NI Hospice provides specialist palliative care for babies, children and adults living with life-limiting illnesses across Northern Ireland. The Foundation has provided multi-year funding towards the NI Hospice's Community Nursing Service. NI Hospice has commented that, "The McClay Foundation's support for our Community Nursing service has enabled us to provide thousands of specialist visits each year to patients in their own homes. Thanks to this partnership, more families across Northern Ireland can spend precious time together in comfort and dignity, knowing their loved one is receiving expert, compassionate care." In the past year, NI Hospice's Community Nursing Service carried out over 13,000 visits to people in their own homes, enabling more than 1,900 patients to spend their final days at home surrounded by their loved ones.



Johns Hopkins - Hopkins Community Connection, Baltimore MD

The Hopkins Community Connection (HCC) works to screen patients for essential resource needs during their routine medical appointments and uses student volunteers and Community Health Workers to navigate them to community resources. In doing so, the students become trained as future leaders who champion a more just healthcare system through an innovative and patient-centred approach to addressing social determinants of health. The McClay Foundation is providing funding to the HCC to cover the costs of student stipends, office supplies and patient transportation costs.



Children in Northern Ireland (CiNI)

Children in Northern Ireland (CiNI) is the regional umbrella organisation for the children's sector in Northern Ireland. Its vision is to make Northern Ireland a society where all children are valued, treated fairly and are able to flourish. The Foundation has had a long-term partnership with CiNI through which it has supported Portadown Gets Active holiday schemes and after-schools clubs for a number of years. Such initiatives provide educational and enjoyable activities for children outside of the school day or term, teach them useful skills and work to tackle food insecurity. One of their service users commented, *"All staff are doing an excellent job. We have enjoyed all "Gets Active" we have participated in, and can't wait to hear about and take part in more in the future."*



National Autistic Society (NAS)

The National Autistic Society (NAS) provides support for people in the UK with autism and their families. In Northern Ireland, NAS provides a range of support to 35,000 autistic people and their families and campaigns to help create a society that works for autistic people. The Foundation has provided support to NAS to help equip its new centre in Randalstown, Country Antrim which provides day provision for autistic individuals with complex needs. The Foundation's funding covered fit-out costs for the centre's sensory suite and additional sensory equipment. Such sensory equipment is vital in supporting autistic adults and children with their wellbeing as well as facilitating cognitive development, communication, and social skills, and providing opportunities to introduce new experiences in a safe space.



Almac Charity Committee

Almac takes pride in its strong tradition of charitable giving and community engagement. This commitment is reflected in the many employees who dedicate their personal time to fundraising and volunteering for causes close to them. To recognise and support these efforts, Almac provides direct financial contributions to charities nominated by our employees. Through regional committees, employees worldwide can nominate organisations for funding, ensuring local impact and meaningful support.

Across the globe, we have supported 56 different charities through our community service committees this year, all nominated by our employees.

The Annual Grand Draw

This year's Annual Grand Draw raised an incredible £70,000 for our two chosen charities, Dementia NI and MNDA NI.

The donations from Almac employees and suppliers enabled these charities to provide invaluable support to individuals living with illness and their families.



Craigavon Fun Run and Walk in aid of Northern Ireland Children's Hospice

It was a record turnout at our 2025 charity Fun Run & Walk with an incredible 1,200 registrations – surpassing last year's total.

Thanks to the help of Almac employees and members of the public who took part, we raised almost £15,000 with a donation from Almac to reach a total of £17,000 going directly to Northern Ireland Children's Hospice to help fund their vital work.



US Month of Volunteering

Across the US, we once again supported a June Month of Volunteering” that brought hands-on volunteer opportunities to each of our US based facilities.

In Souderton Pennsylvania, we returned to Garden of Health Food Bank's Hatfield Farm, where our employees gave their time to support the Farm's gardening needs. Garden of Health is a local nonprofit that provides fresh produce and allergen friendly foods to the community's food banks—this year harvesting and donating hundreds of thousands of pounds of fresh produce to local families in need.

In Durham North Carolina, we welcomed back Note in the Pocket's mobile volunteer programme. Note in the Pocket's mission is to provide clothing and dignity to impoverished and homeless children in the local community. Our employees gathered clothes via a clothes drive, and helped Note in the Pocket quality check and sort a large set of donations for distribution.

In Audubon Pennsylvania, Almac supported new partner eCLOSE Institute, which encourages unique hands-on science education opportunities that expose students to real-life, impactful research experience at a young age, regardless of resources. Our employees in Audubon packed over 250 science education kits for children in need at local schools during the event.



Festive Drives

Almac's employees showed remarkable kindness in the run-up to the festive season by contributing food, gifts, and other essential supplies to our charitable drives.

The donations of food were distributed to individuals in Craigavon who are in urgent need, thanks to the outstanding efforts of the Craigavon Area Foodbank.

It was also heartening to witness the generous donation of gifts to Northern Ireland Adoption & Foster Care. These presents were provided to young people aged 16 to 21 across Northern Ireland who are living independently or lack family support.

Almac employees support the Pink Ribbon Walk in Singapore and Japan

Almac participated in the 2024 Pink Ribbon Walks held in Singapore and Japan, events dedicated to raising awareness about breast cancer and promoting the importance of early detection. In Singapore, employees completed the walk to support fundraising efforts for the Breast Cancer Foundation (BCF). In Japan, participants carried pink or white Almac-branded balloons throughout the event to demonstrate solidarity with those affected by the disease.



Charity Shop's Challenge - Cancer Focus NI

Almac Group recently participated in Business in the Community Northern Ireland's Charity Shops' Challenge in partnership with Cancer Focus NI, raising over £3,000 for this vital local charity.

As part of the initiative, businesses across Northern Ireland took on the challenge of managing a Cancer Focus NI charity shop for a day to generate funds. In the lead-up to the takeover, members of the Almac team also organised and took part in a range of fundraising activities.

Almac Tokyo office joins Tokyo Bay Odaiba Cleanup

A group of Almac employees from the Tokyo office and their families joined the Tokyo Bay Odaiba Cleanup Campaign, a community initiative aimed at restoring the bay's natural beauty and ecological health.

The team took part in beach cleaning and supported an aquatic life observation event for children, in line with the campaign's mission to create "a sea you can swim in, and a beach you can walk barefoot on." A great experience, especially for the younger participants who learned about the biodiversity of Tokyo Bay.

This employee-led initiative reflects Almac's strong commitment to community engagement, aligned closely with our sustainability strategy.

Ronald McDonald House

A group of employees from the Japan office came together to volunteer at Ronald McDonald House Charities (RMHC). The accommodation is a "home away from home" for families whose children are receiving critical medical care in the hospitals next door. It offers support and provides a sense of normalcy during challenging times, lessening the burden of accommodation and travel costs.

After a guided tour of the UTokyo House facilities which gave us insight into the impact RMHC brings, our team cleaned some of the apartments to do our part for these families in need.

Almac also donated ¥20,000 to purchase educational items including books, stationery and origami folding paper for the children.

Investing in the next generation

At Almac Group, we remain committed to nurturing the next generation of scientists, technologists, and engineers. These are future innovators who may one day help us deliver on our mission to advance human health.

Our outreach efforts span a wide range of activities, including direct engagement with schools, strategic partnerships with leading educational museums and institutions, scholarship programmes, work experience opportunities, and support for live events and community initiatives.

This year, we are proud to have reached over 20,000 students at in-person outreach programmes, helping to inspire and inform young minds across Northern Ireland and beyond.



Our partnership with W5

Almac's partnership with W5, an award-winning science, discovery, and education centre based in Belfast, is an example of our commitment to invest in the next generation of scientists, engineers and technologists. Our MED-LAB exhibit is an interactive exhibition area developed in partnership with W5 and allows children and their families to discover how medicines are developed. This year W5 had over 270,000 visitors.

As part of Almac's work experience programme, 163 students gained valuable practical biology and chemistry skills, taught by Almac scientists, in the W5 laboratory.



Science-in-a-Box

Almac Group has strengthened its strategic partnership with STEAM Education Limited by continuing to deliver the 'Science in a Box' initiative for 10–11-year-old students for the fourth consecutive year.

This curriculum-aligned programme was introduced to an additional 16 primary schools across Northern Ireland providing 600 pupils with high-quality STEM learning resources. This takes our total impact to 62 schools and 3,600 pupils. Each school receives a comprehensive Science-in-a-Box package, which includes replenished materials, a training webinar, and ongoing support from both Almac and STEAM Education Ltd.

In addition, Almac STEM Ambassadors actively engage with participating schools through interactive presentations and hands-on scientific demonstrations.

Climate Action in a Box

In the past year we also launched our 'Climate-Action-in-a-Box' programme which is a five lesson, hands-on resource specifically designed to engage and educate children with a solution-based programme exploring climate change and action.

Almac is investing £30,000 in the programme and we aim to reach out to 2,000 children across 40 primary schools in Northern Ireland over the next three years.

St Francis' Primary in Lurgan, NI is one of six local primary schools who have received the programme resources as part of the initial roll out. World Around Us and Eco Coordinator Dwyer Coleman said: "This is an amazing opportunity given to us by Almac and their new initiative. These resources will help make understanding Climate Change real for our pupils in Primary 6."

It's fantastic to see a local business supporting our community with real practical learning opportunities for our children. It will also support us across the range of activities we need to complete as part of our eco flags accreditation."

Work experience

Throughout the year, Almac's Craigavon facility welcomed pupils from schools across Northern Ireland as part of our work experience programme. This initiative offers an invaluable, hands-on opportunity for young people aspiring to careers in STEM.

We delivered a series of three-day programmes, engaging nearly 300 pupils in interactive tours and practical workshops. Highlights included a day at the Almac W5 laboratory in Belfast, direct engagement with industry professionals, and an introduction to the wide range of rewarding career paths available within Almac.

Removing barriers to higher education

In 2021, Almac Group entered two partnerships with community organisations local to our US facilities to establish an 'Almac Scholars' programme for students with demonstrated financial need and an aspiration to study in a STEM field. Both partner organisations - The Philadelphia Education Fund and the Triangle Community Foundation were chosen due to their alignment with our belief that educational opportunity has the power to transform lives and communities.

This year, we were proud to add two more "Almac Scholars" to our programme in Pennsylvania and North Carolina. These additions brought us to six total students since the inception of the program, awarding over \$240,000 in undergraduate funding to date.

School visits

This year, our dedicated STEM Outreach team supported 75 events, including 11 scientist visits to primary schools. The team also hosted a STEM tent with interactive activities and experiments at the Almac Fun Day in Craigavon, NI.

Almac Group was thrilled to partner with NI Science Festival and be an Arts and Business NI Investment Programme recipient for 'Chemistry and the Celts', a show created and delivered by Scientific Sue, that brings the world of the Irish Celts to life through the magic of chemistry. The show has been delivered to audiences all over Ireland, with special performances for Almac staff and their families.

Almac team members have actively participated in delivering presentations and attending career conventions at various schools, colleges and universities to help facilitate our STEM activities.



Operating to the highest ethical standards

Our commitment to ethical business is fundamental to the success of our organisation and to our mission to advance human health. We hold ourselves to the highest ethical standards and expect the same of anyone with whom we do business.



Ethics

Following ethical business practices is essential to the success of our organisation and to ensuring that we continue to be regarded as a trusted business partner. This commitment to ethical business is firmly embedded within our organisation's culture, is endorsed by our Board of Directors and Senior Executive Leadership Team and flows throughout our organisation. The robust policies and procedures which we have in place ensure that we maintain the highest ethical standards in our day-to-day business activities. These policies cover matters such as anti-bribery and corruption, human rights, anti-slavery and human trafficking, conflicts of interest, fraud prevention, money laundering, fair competition, trade compliance and global data privacy. Our Employee Code of Ethics signposts our employees to the relevant policies which are in place, as well as underlining our commitment to doing business ethically. It provides guidance to help employees make good ethical decisions and ensures that we act responsibly when engaging with our customers, suppliers and other stakeholders.

Ethics training

To help ensure that our policies operate effectively, we provide relevant training for our employees. Training on ethics forms part of the induction process for all new staff members. Training on topics which are relevant to specific business functions or business roles is provided on an ongoing basis. Training on our Employee Code of Ethics helps our employees to understand the importance of doing business ethically, explains how employees can raise concerns when they arise and outlines the consequences of potential misconduct.

Speaking up

As part of our commitment to doing business the right way, we believe it is important that our employees are able to speak up and raise issues concerning any potentially unethical or illegal conduct. This gives us an opportunity to work to resolve any such issues, which we believe ultimately protects our employees and organisation from harm. Employees are encouraged to raise concerns with their line manager and, in addition, we have implemented a whistleblowing policy which explains how employees can use our dedicated whistleblowing line to raise concerns confidentially and, if they wish, anonymously. Any concerns raised are taken seriously and investigated in a professional and fair manner. We recognise that it takes courage to speak up and we are committed to ensuring that anyone who raises a concern is adequately protected.



Responsible sourcing

Our supply chain plays a critical role in ensuring we can deliver on the expectations of our customers to the highest possible standards and we will only work with suppliers who share our values and commitments. Our sustainable procurement programme outlines how we will engage and monitor our supply base. The key objectives of our programme are as follows:

- To align the procurement strategy with Almac's overall sustainability goals and vision.
- To reduce the environmental, social, and economic impacts of Almac's procurement activities.
- To ensure fair and ethical practices in the supply chain, such as respecting human rights, labour standards, and diversity.
- To create value by improving operational efficiency, reducing costs, enhancing reputation, and mitigating risks.

We adopt a whole life cycle cost modelling approach to our sourcing activity and sustainability is an input factor, addressing ethical, environmental and social considerations to underpin commercial and quality requirements.

Sustainability training is currently being rolled out throughout all Procurement Departments within Almac Business Units. All procurement staff actively work with their suppliers to educate and set expectations that are aligned with Almac's sustainability goals.

As well as our environmental engagement with our suppliers outlined in the 'planet' section, Almac's sustainable procurement programme is built on a further two pillars:

Social

Our Supplier Diversity programme has evolved this year with the establishment of a baseline position regarding the current diversity status of our US based supply chain. Following our initial reach-out to a proportion of our US suppliers on their diversity status, we will continue to engage with those suppliers that have not responded to us as well as extending the questionnaire to the remainder of our US supply base.

Governance

As a part of our approach, we have introduced a robust Supplier Code of Conduct which sets out our expectations in terms of:

- Business integrity.
- Labour and human rights.
- Environmental and health and safety practices.
- Management systems.
- Transparency and reporting.

The Code of Conduct is a mandatory requirement for all existing and new suppliers. This code has been integrated into supplier agreements and suppliers are responsible for ensuring that they comply with the principles, and that any third parties engaged by them also apply the same principles. Our Vendor Registration Form incorporates our Supplier Code of Conduct and other Almac policies and no supplier will be approved by Almac unless they are fully aligned to our Code.

In terms of ethics, it is our expectation that anyone who provides services to Almac shares our values and our commitment to the highest ethical standards. We require our suppliers to strictly adhere to all applicable laws and regulations in the jurisdictions in which they are based, including laws addressing anti-corruption and bribery. We plan to roll this out across our wider supply base in due course and it will ultimately form part of our supplier qualification and onboarding process.



Risks in our supply chain

Another strand of our sustainable procurement programme is derisking our supply chain and this year we conducted additional screening on our suppliers in relation to country specific risks and restrictions. Our analysis revealed that 98.5% of our spend is concentrated in the top 50 countries ranked in the FM Global Resilience Index*, while the remaining 1.5% is distributed among countries ranked between 51 and 84. This index provides an enhanced picture of risk and resilience - understanding a country's vulnerability to disruptive events and its ability to recover swiftly. In terms of human rights our analysis revealed that 88% of our supply base is situated in Tier 1 and Tier 2 countries, as classified by the Trafficking Victims Protection Act (TVPA)**.

All new suppliers will be screened against multiple due diligence criteria ranging from credit worthiness, resilience factors, sustainability status to compliance in relation to anti-bribery, corruption and data protection.

*2024 FM Resilience Index **World Risk Map – KnowYourCountry (LINKS)

Cybersecurity

At Almac, we prioritise the protection of our business, customers, and the highly sensitive information entrusted to us through a comprehensive cybersecurity programme. We are proud to have successfully achieved the ISO/IEC 27001:2022 standard - an internationally recognised framework for managing information security risks. This certification covers enhanced controls for cloud security, threat intelligence, and business continuity readiness, aligning our Information Security Management System (ISMS) with the latest global best practices.

Our ISMS is designed to encompass people, processes, and technology, and is governed by a robust policy framework that ensures the confidentiality, integrity, and availability of our systems and data. Independent audits validate our ongoing compliance with ISO 27001.

We require all employees, third-party data processors, and suppliers to comply with our cybersecurity policies and procedures. In 2025, all Almac staff members were provided with refresher training in data security awareness, reinforcing our commitment to a security-aware culture.

Our cybersecurity strategy focuses on three key pillars:

- **Prevent, Detect, and Respond:** We partner with a leading security services provider to deliver 24/7/365 monitoring, detection, and automated response capabilities. Advanced tools and techniques are used to prevent, contain, and isolate potential cyber threats.
- **Advise and Inform:** We implement robust policies, a secure software development lifecycle, and system designs that reflect the latest cybersecurity approaches. Regular internal assessments and audits help us identify and address vulnerabilities.

- **Assure:** Our Information Services team works closely with all employees to ensure continuous compliance and improvement. We invest significantly in end-user data security awareness training, which is refreshed annually and reinforced through phishing simulations and ongoing communications.

Our cybersecurity programme reflects our commitment to safeguarding the trust and confidence of our customers. We continuously strive to improve our programme through strategic infrastructure investment and identifying opportunities to protect and enhance Almac’s systems, staying ahead of the ever-evolving cyber landscape.



Safeguarding data privacy

Almac is committed to the ethical collection, use, management, and safeguarding of personal data. We respect the privacy of all individuals whose personal information is shared with us and comply with all applicable laws and regulations, including the EU General Data Protection Regulation (GDPR).

Our Global Privacy Policy outlines the types of personal data we process, how it is used, and the safeguards in place to protect it. Oversight is provided by a dedicated Group-level Data Protection Officer (DPO) and data privacy team who supports privacy considerations across the business, including in contracts, business development, clinical research, HR, and data security.

In 2025, all Almac staff members were provided with refresher data privacy training, fostering a culture of privacy awareness and compliance. By proactively identifying and preventing privacy risks, we ensure our systems and services are fully functional and secure without compromising privacy. For more information, please refer to our Privacy Policy at www.almacgroup.com/privacy-cookie-policy/.

Artificial Intelligence governance

Almac has implemented a comprehensive AI governance framework to ensure the ethical, secure, and compliant use of artificial intelligence across its global operations. Governance is overseen by the Board of Directors and a cross-functional AI Council. The framework includes strict acceptable use policies, mandatory training, and continuous monitoring to safeguard against misuse. This governance model reflects Almac’s commitment to responsible innovation, operational excellence, and trust.

