

# TFS Sustainability Report 2024

## Building a sustainable future

Empowering our people, advancing patient care,  
and preserving the planet for generations to come.

May 2025



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## A Word from Our CEO

2024 was a transformative—and, at times, challenging—year for TFS and the broader clinical research industry. Amid evolving market conditions and growing global demands, we made meaningful progress toward a healthier more equitable world. Exceptional people and a strong commitment to responsible growth remain at the heart of our impact within clinical research and healthcare.

We dedicated substantial effort to advancing our sustainability reporting and further integrating environmental, social, and governance (ESG) principles into our governance, strategic decisions, and daily operations. This progress is reflected in our fifth consecutive EcoVadis Silver rating (69/100) and maintained CDP “C” score, where we reached Management-level performance in key categories. In 2024, we aligned more closely with global sustainability standards, including the Global Reporting Initiative (GRI) Standards and the EU Corporate Sustainability Reporting Directive (CSRD) and the associated European Sustainability Reporting Standards (ESRS). Our double materiality assessment was updated to prepare for reporting in accordance with CSRD and GRI Standards requirements, providing a strong foundation for our sustainability strategy, ensuring alignment with stakeholder expectations, regulatory requirements, and our material priorities.

Our people are vital to delivering excellence in clinical research and achieving our goals, which are rooted in sustainable development. Creating an attractive, inclusive workplace that engages top talent, supports employee well-being, and fosters professional growth continues to be a priority. Strong governance is equally essential to maintaining compliance and transparency in our activities. As we integrate technologies like artificial intelligence to enhance operational and trial efficiency, we remain committed to the highest standards of data security, privacy, and ethical responsibility. On the environmental side, we improved the accuracy and breadth of our emissions reporting, expanding coverage across Scopes 1, 2, and 3. We established 2024 as our base year, setting the stage for

company-wide, science-based emissions reduction targets aligned with the Science Based Targets initiative (SBTi) by the end of 2025. We also reduced our Scope 1 and 2 emissions by 33% and increased our renewable energy use from 42% to 62%.

In 2025, we will continue building on these achievements—prioritizing stronger sustainability governance, improved data management and reporting workflows, deeper stakeholder engagement, and further integration of key frameworks. We also aim to embed sustainability more deeply into our business model, accelerate ESG progress, and foster a culture of accountability, transparency, and continuous improvement.

My sincere thanks to our owner, Ratos, and to our dedicated employees, clients, suppliers, and sustainability partners for supporting us on this important journey. Together, through responsible action, inclusive growth, and forward-looking leadership, we can ensure sustainable growth and lasting value.



*Markus Granlund*  
**Chief Executive Officer**

## About This Report

This is the 9th Annual Sustainability Report by TFS Trial Form Support AB (TFS HealthScience or TFS). It covers the period from 1 January to 31 December 2024 and is prepared with reference to the [Global Reporting Initiative \(GRI\) Standards 2021](#) (see [pages 37-38](#) for the GRI Content Index). This report has been structured based on the EU Corporate Sustainability Reporting Directive (CSRD) and European Sustainability Reporting Standards (ESRS), and the content is inspired by the ESRS. The Sustainability team is responsible for compiling this report, with oversight from the TFS Executive Committee. This report highlights our progress and efforts in advancing TFS's sustainability initiatives across environmental, social, and governance (ESG) areas and showcases the collective impact of our employees and other stakeholders in driving meaningful change over the past year.





## Basis for Preparation

### **BP-1 General basis for preparation of the sustainability statement**

This sustainability statement covers 1 January to 31 December 2024 and is prepared individually for TFS, with reference to the GRI Standards and inspired by the ESRS. Our owner, Ratos AB, publishes a [consolidated statement](#) that aligns with the information disclosed here. As a subsidiary, our sustainability reporting forms part of the consolidated sustainability reporting of Ratos. Ratos has obtained limited assurance over its statutory sustainability report ([refer to assurance statement on page 147](#)). The scope of our sustainability statement includes TFS's direct operations, upstream and downstream value chains, and key stakeholders. BP-1(b) on consolidated scopes is not applicable. No exemptions or omissions related to intellectual property, innovation, impending developments, or ongoing negotiations apply.

### **BP-2 Disclosures in relation to specific circumstances**

This statement includes disclosures prepared with reference to the GRI Standards 2021. TFS's EU Taxonomy-related disclosures are included at the consolidated group level in the sustainability statement published by Ratos ([see pages 49–53 of Ratos' Annual Report 2024](#)).



# Governance

## GOV-1 The role of the administrative, management, and supervisory bodies

TFS is wholly owned by Ratos, a Swedish business group listed on the Nasdaq Stockholm. The TFS Board of Directors is our highest governance body, comprising four independent (100%) non-executive members. In 2024, the Board had no female representation; this has shifted to [25% female representation in 2025](#). While there is no formal representation of employees or other workers on the Board, TFS is committed to long-term value creation for all stakeholders.

The Board oversees TFS's strategic direction, including sustainability governance and risk management, in line with Ratos' group-level requirements. These responsibilities are defined in Board mandates and internal governance policies. Operational accountability lies with the TFS Executive Committee, led by CEO Markus Granlund ([appointed CEO in 2025](#)) and supported by functional leaders across Clinical Operations, Finance, HR, IT, Strategic Resourcing, and various Business Units. These governance bodies oversee the setting of sustainability-related targets and monitor progress toward them. Oversight of material impacts, risks, and opportunities is integrated into management-level processes, with regular reporting to the Board and Ratos.

Board and Executive Committee members possess competencies relevant to TFS's operations, clinical research services, and sustainability priorities such as workforce well-being, climate change, and ethical conduct. Sustainability expertise is maintained through ongoing training, internal knowledge exchange, and external expert consultation. The Executive Committee receives regular updates from the Chief People Officer and via internal communications on sustainability strategies, goals, and progress to stay informed and engaged. Additionally, members across various levels, particularly senior management, participate in externally led initiatives on sustainability, risk assessments, and due diligence to strengthen awareness and expertise throughout the organization. The skills and expertise of these governance bodies are regularly reviewed to ensure effective oversight of sustainability-related impacts, risks, and opportunities.

TFS has policies in place to prevent and manage conflicts of interest within its governance structure. Executive Committee and Board members must follow the TFS Code of Conduct, which requires disclosure of potential conflicts, regular declarations, and recusal from decisions where conflicts arise. The Executive Committee oversees compliance to ensure prompt resolution. TFS's ownership is disclosed in relevant reporting to ensure transparency.

### TFS Board Members



**Katarina Ageborg**  
Chairman



**Anders Slettengren**  
Board Member



**Per Magnusson**  
Board Member



**Magnus Stephensen**  
Board Member



**TFS Executive Committee**



**Markus Granlund**  
Chief Executive Officer



**Jesper Hjort**  
Chief Financial Officer



**Patrik Darsund**  
Chief People Officer



**Miriam Martin**  
VP, Business Development, Clinical  
Development Services (CDS)



**Victoria Hornagold**  
VP, Clinical Development  
Services (CDS) Operations



**Anne-Marie Nagy**  
VP, Head of Internal  
Medicine & Neuroscience



**Kris O'Brien**  
VP, Head of Oncology  
& Rare Diseases



**Marcia Swank**  
VP, Head of  
Ophthalmology



**Hanna Sandvall**  
VP, Strategic Resourcing  
Solutions

### **GOV-2 Information provided to and sustainability matters addressed by governance bodies**

Sustainability matters are regularly communicated to the TFS Executive Committee and Ratos. The Executive Committee holds overall accountability for developing, approving, and overseeing sustainability commitments, policies, and goals, supported by the Chief People Officer and operational teams (e.g., HR, Quality Assurance, IT, Finance, and Vendor Management). These efforts ensure alignment with TFS's core values and Ratos's sustainability requirements and support key sustainability reporting frameworks (e.g., CSRD/ESRS).

The Executive Committee is regularly informed about material impacts, risks, and opportunities, due diligence outcomes, and progress toward targets. It oversees annual due diligence processes to identify and manage sustainability impacts on the economy, environment, and society. This includes sustainable procurement, risk management, and ongoing supplier/vendor compliance. Key insights from these processes guide strategic decisions, policy development, risk mitigation, and continuous improvement and are reported to the Board and Ratos through established governance channels.

Sustainability is considered alongside financial and operational priorities, including the evaluation of trade-offs between sustainability goals and other business objectives, to support long-term value creation.

In 2024, material topics addressed by the Executive Committee and reported to the Board and Ratos included climate change, workforce well-being, patient safety, data security, regulatory compliance, anti-corruption, and business conduct.

### **GOV-3 Integration of sustainability-related performance in incentive schemes**

TFS does not currently offer incentive schemes or variable remuneration linked to sustainability-related targets or impacts for members of our Board or Executive Committee. As such, there are currently no applicable performance metrics, targets, or proportions of remuneration linked to sustainability. As TFS advances its sustainability strategy, linking incentives to sustainability performance may be considered in future policy updates.



***GOV-4 Statement on due diligence***

TFS applies a proactive and holistic approach to risk management, viewing business and sustainability risks as interconnected. Due diligence processes are well established in relation to key social and governance areas such as patient safety, data privacy, cybersecurity, and regulatory compliance, while environmental due diligence processes are still maturing. These include annual risk mapping, assessment of likelihood and impact, and the implementation of preventive measures and contingency plans. TFS's Code of Conduct reinforces due diligence expectations, requiring employees to act with integrity, ensure actions serve a legitimate business purpose, and avoid compromising the independence of healthcare professionals. The application of our due diligence processes is further reflected in GOV-2 (governance oversight), IRO-1 (identification and assessment of material impacts, risks and opportunities), and topic-specific disclosures (EI, S1, S4, G1). This mapping illustrates how TFS applies core due diligence steps—identification, assessment, prevention/mitigation, monitoring, and continuous improvement—across relevant sustainability topics. In 2024, no direct environmental risks were identified, and due diligence related to environmental impacts and broader social topics (such as diversity and equity) remains at an early stage. Strengthening due diligence in these areas is a priority for 2025, with planned policy updates and deeper operational integration.

***GOV-5 Risk management and internal controls over sustainability reporting***

TFS is in the early stages of formalizing our internal control and risk management processes for sustainability reporting. Oversight of these processes is held by the Chief People Officer, with support from key functions including Finance, Quality Assurance, HR, and IT. In 2025, TFS is prioritizing the refinement and strengthening of these controls by clearly defining roles and responsibilities, developing standardized templates, and centralizing documentation to improve consistency and traceability across the organization. ESG-related data is currently reviewed for accuracy and completeness within the relevant functions, with support from external consultants where relevant. TFS actively mitigates key risks—such as data gaps and evolving regulatory expectations—through internal quality checks and the gradual implementation of improved workflows. Integration of sustainability reporting controls into business functions is being developed through clearer ownership structures, improved collaboration across departments, and dedicated training. As part of strengthening our internal control framework, TFS will explore the use of third-party verifiers for ESG data (particularly environmental) in 2025 to enhance data reliability and prepare for future assurance obligations. Findings and areas for improvement are reported to the Executive Committee and Ratos as part of the annual reporting cycle and regular business reviews.

# Strategy

## *SBM-1 Strategy, business model, and value chain*

### About TFS

TFS is a global contract research organization (CRO) operating exclusively within the healthcare sector, specializing in contract research services for the pharmaceutical, biotechnology, and medical device industries. We are not active in sectors such as fossil fuels, chemical production, controversial weapons, or tobacco and do not develop significant activities in any additional sectors beyond the healthcare sector. TFS's revenue is primarily derived from partnering with companies throughout their clinical development journey, offering comprehensive clinical development services, strategic resourcing, and functional solutions. No revenue is generated from any other ESRS sector. The outcomes of our services include accelerated access to innovative treatments, improved patient care, and strengthened public health systems through ethical clinical research.



**Dermatology**



**Internal  
Medicine**



**Neuroscience**



**Oncology**



**Ophthalmology**

### Our Expertise

With industry-leading expertise in key therapeutic areas and a flexible, demand-driven approach, we conduct clinical trials across Phase I-IV and real-world evidence studies, meeting the evolving needs of our clients and patients.

**1600+**  
**studies**

**50+**  
**countries**

**25k+**  
**sites**

**275k+**  
**patients**

### Our Purpose & Culture

#### Our Vision

Top global mid-sized CRO

#### Our Mission

To empower our partners to advance treatments that promote health and well-being across the globe.

#### Our Values

We are driven by Trust, Quality, Passion, Flexibility, and Sustainability, striving for excellence in clinical research to address the world's most pressing healthcare challenges.



## Global Reach

TFS operates primarily in Europe, North America, and selected markets in Asia-Pacific and the Middle East, with a direct workforce of approximately 700 employees globally and with several hundred more in our partnership networks. During 2024, TFS operated in 18 countries across Europe, North America, and Asia-Pacific,<sup>1</sup> with 19 offices in 14 countries, including Denmark, France, Germany, Israel, Italy, Norway, Poland, Portugal, Spain, Sweden, Switzerland, the Netherlands, the UK, and the USA. Additionally, [we expanded into the Asia-Pacific region](#), establishing a new operational base in Melbourne, Australia to support growth in emerging markets and strengthen our clinical research capabilities in the region. We had legal entities only in 4 countries, including Australia, Canada, Czech Republic, and Hungary.



<sup>1</sup> "Operation" is defined as any location where our staff provides direct support for clinical management or services to clients. Countries of operation include: Australia, Canada, Czech Republic, Denmark, Finland, France, Germany, Hungary, Israel, Italy, Netherlands, Norway, Poland, Portugal, Spain, Sweden, Switzerland, UK, and USA. TFS does not have separate entities e.g., subsidiaries, joint ventures, or affiliates.

<sup>2</sup> TFS employees include full-time, part-time, temporary, and permanent staff, as well as those on long-term sick, maternity, paternity, parental, and unpaid leave. Includes employees in Canada, Denmark, Finland, France, Germany, Israel, Italy, Netherlands, Norway, Poland, Portugal, Spain, Sweden, Switzerland, UK, and USA.

## Sustainable Development Strategy

Sustainable development is central to our purpose and business strategy. As a global CRO, we are committed to managing our impact on the economy, environment, and people while upholding human rights across our operations and business relationships. We take a holistic approach, embedding ESG principles into decision-making to ensure responsible research and lasting value. A double materiality assessment forms the foundation of our sustainability strategy, which aligns with global standards, including the UN Global Compact's 10 Principles, Universal Declaration of Human Rights, International Labour Organization (ILO) Fundamental Conventions, the OECD Guidelines for Multinational Enterprises, the UN Guiding Principles on Business and Human Rights (UNGPs), and CSRD/ESRS. By engaging diverse stakeholders and addressing the interconnected environmental, social, and economic factors, we prioritize high-impact issues with transparency and effectiveness, driving meaningful change. We remain committed to ethical business conduct, minimizing our environmental footprint, and fostering an inclusive, supportive workplace, ensuring transparency and accountability throughout our operations. In 2024, we refined our sustainability strategy to address evolving regulations, stakeholder expectations, and ethical standards, guided by insights from our double materiality assessment.

- **Short-term priorities** focus on strengthening sustainability governance, improving data management and sustainability workflows, enhancing stakeholder engagement, setting science-based emissions targets, and aligning more closely with key sustainability frameworks (e.g., CSRD/ESRS, GRI Standards, EcoVadis, and CDP).
- **Medium- and long-term priorities** center on embedding sustainability deeper into our business model, driving measurable progress towards our ESG commitments, actively integrating sustainability into clinical operations and innovation, and reinforcing a culture of accountability, transparency, and continuous improvement.

Through innovative clinical research and a strong commitment to sustainability, we continue to enhance our efforts to reduce environmental impact, promote social equity, and uphold ethical business practices.

## Sustainability Commitments & Sustainable Development Goal Alignment

TFS's services contribute directly to several of the global sustainability goals, particularly SDG 3, by advancing ethical clinical research. Our strategic priorities support further alignment of our operations with climate and social equity targets.

We remain committed to the United Nations Sustainable Development Goals (UN SDGs), addressing the following goals:



Additionally, we have committed to setting near-term, company-wide emissions reduction targets in line with climate science through the SBTi and plan to commit to long-term net-zero targets by the end of 2025.





## Our Value Chain & Strategic Partnerships

Our value chain spans a diverse network of suppliers, clients, patients, regulatory bodies, clinical sites, employees, contractors, and other partners—all contributing to the success of our clinical trials and the development of cutting-edge medical solutions. Key inputs into our value chain include highly skilled employees and contractors, regulatory-compliant digital systems, secure data infrastructure, and partnerships with ethical, accredited clinical suppliers. These inputs are secured through rigorous quality control, long-term supplier relationships, and internal governance processes.

Upstream Stakeholders	Downstream Stakeholders	Key Partners	Employees & Contractors
<p>TFS partners with suppliers from across the globe,<sup>3</sup> primarily supporting clinical trial execution and operational needs, including:</p> <ul style="list-style-type: none"> <li>• <b>Clinical trial service providers</b> supporting trial execution and regulatory compliance (e.g., ACM Global Laboratories).</li> <li>• <b>Technology and data management service providers</b> for trial efficiency and data optimization (e.g., Medidata &amp; Veeva).</li> <li>• <b>Sustainability and ESG service providers</b> supporting carbon accounting, ESG reporting, and sustainability data management (e.g., Zeromission, Position Green, Goodpoint).</li> </ul>	<p>Our downstream network reflects the global nature of our operations and includes:</p> <ul style="list-style-type: none"> <li>• <b>Clients</b> from pharmaceutical, biotechnology, and medical device companies in Europe, North America, Asia-Pacific, and the Middle East who engage us for clinical research services. These relationships are primarily contractual and project-based.</li> <li>• <b>Regulatory agencies</b> like the FDA (USA), EMA (EU), MHRA (UK), and TGA (Australia) overseeing compliance and ethical clinical trial conduct; <b>EU authorities</b> responsible for sustainability reporting standards (CSRD/ESRS); and <b>sustainability rating organizations</b> such as EcoVadis and CDP, with whom we maintain non-contractual, compliance driven interactions.</li> <li>• <b>Healthcare providers and clinical sites</b> conducting clinical trials and administering investigational treatments under contractual agreements.</li> <li>• <b>Study participants</b> who provide essential data, driving the development of life-changing treatments, shaping the future of healthcare.</li> </ul>	<p>We also collaborate with strategic partners to enhance clinical research and trial efficiency, including:</p> <p><b>Universities and academic institutions</b> supporting clinical research, investigator-led studies, and talent development, primarily in Europe.</p>	<p><b>Our employees and contractors</b> are at the heart of our mission and essential to our value chain.</p> <p>Their scientific, operational, and regulatory expertise drives the quality, integrity, and innovation across all stages of clinical trial delivery.</p>

<sup>3</sup> Our suppliers are distributed across Europe, North America, Latin America (Argentina, Brazil, Chile, Colombia), Asia-Pacific (Australia, New Zealand, Singapore), the Middle East (Israel), and North Africa (Tunisia). To ensure consistent quality and compliance, we maintain long-term contractual relationships with many of our key suppliers.

## ESG Goals, Progress & Challenges

In 2024, we made significant strides in advancing our sustainability initiatives. We strengthened our approach to goal-setting, strategy implementation, guiding frameworks, sustainability reporting quality and transparency, and alignment with leading sustainability frameworks. Moving forward, our priority areas include setting science-based emissions reduction targets, improving sustainability data management, strengthening risk assessments and disclosures processes, obtaining external assurance of sustainability data, and enhancing overall sustainability transparency.

	Goals & Objectives	Key Progress in 2024	Challenges & Opportunities
Environmental	<b>Minimize environmental impact and align with global climate targets<sup>4</sup>.</b> Set science-based emissions targets, improve energy efficiency, adopt renewable energy, optimize resource management, prioritize eco-friendly business travel and employee commuting, and enhance sustainable procurement.	<ul style="list-style-type: none"> <li>33% reduction in Scope 1 and 2 emissions.</li> <li>48% increase in renewable energy.</li> <li>Expanded and more accurate reporting across Scopes 1, 2, and 3.</li> <li>5th consecutive EcoVadis Silver rating (69/100 score).</li> <li>Maintained CDP score of "C", with first-time "Management" level scores.</li> <li>Actively participating in <a href="#">the Energize Program</a></li> </ul>	Increased Scope 3 emissions and key insights from EcoVadis and CDP assessments highlighted the need for deeper supplier engagement, more advanced sustainable procurement strategies, setting absolute emissions reduction targets, and verifying emissions data.
Social	<b>Foster an inclusive workplace, ensure ethical working conditions, and support healthier communities.</b> Promote diversity, equity, and inclusion; strengthen employee well-being and safety; uphold human rights; enhance career development opportunities; and expand community engagement.	<ul style="list-style-type: none"> <li>Maintained strong diversity metrics (76% female workforce; 57% female in top management).</li> <li>80% employee participation in performance reviews.</li> <li>Roughly 16,000 hours of professional development training completed.</li> <li>6.9 employee engagement score (0.5 increase from 2023)</li> </ul>	Opportunities to enhance career development frameworks for professional growth and tailor employee health and well-being initiatives more closely to employees' needs for improved workplace wellness and satisfaction.
Governance	<b>Uphold the highest standards of ethical business conduct and innovation in clinical research.</b> Enhance governance through strengthened policies and training, protect patient data and privacy, mitigate operational risks, foster innovation, and advance transparency in ESG reporting.	<ul style="list-style-type: none"> <li>Improved alignment with sustainability reporting frameworks (e.g., GRI Standards, CSRD/ESRS, EcoVadis, CDP).</li> <li>Double materiality assessment was conducted to prepare for reporting in accordance with CSRD and GRI Standards.</li> <li>High completion rate for mandatory ethics and compliance training, with 97% completion rate for training on our Code of Conduct.</li> <li>0 substantiated whistleblowing or grievances cases.</li> </ul>	Opportunity to continuously adapt to governance frameworks to evolving regulatory requirements, emerging cyber threats, and enhance the quality and accuracy of sustainability monitoring, evaluation, and reporting.
Stakeholder Engagement	<b>Cultivate sustainability awareness and collaborative partnerships.</b> Integrate sustainability across operations, improve transparency in ESG disclosures, engage and educate stakeholders, and build strategic partnerships for collective sustainability impact.	<ul style="list-style-type: none"> <li>High employee engagement at 9,400 views of internal articles and 69% open rate for corporate newsletter.</li> </ul>	Potential to strengthen employee knowledge of sustainability topics and TFS's goals to drive engagement; leverage strategic partnerships further; and deepen supplier engagement.

<sup>4</sup> We plan to submit emissions reduction targets to the SBTi for validation by the end of 2025.

## SBM-2 Interests and views of stakeholders

TFS engages with key stakeholders across the clinical research ecosystem, identifying groups based on their relevance to our operations, regulatory obligations, and sustainability strategy.



### Key stakeholders and engagement channels

- **Clients, vendors, and suppliers:** Direct dialogues, audits, meetings, and industry events.
- **Employees and contractors:** Direct dialogues, surveys, internal communications, and town hall meetings.
- **Regulatory authorities and ethics committees:** Protocol submissions, audits, compliance reporting, and ongoing monitoring or sustainability reporting standards (e.g., EFRAG, EU authorities overseeing CSRD/ESRS).
- **Patients and advocacy groups:** Patient-facing materials, community engagement, and partnerships.
- **Sustainability rating organizations:** Scorecards, questionnaires, feedback reports, and improvement dialogues (e.g., EcoVadis, CDP)



### Strategic drivers of stakeholder engagement

- Align our ESG strategy with stakeholder expectations and industry standards.
- Proactively identify and mitigate risks related to sustainability, regulatory compliance, and ethical clinical research.
- Enhance transparency in decision-making and sustainability reporting (e.g., double materiality assessment).
- Strengthen collaboration to drive meaningful impact in clinical research and sustainability.



### How TFS ensures meaningful stakeholder engagement

- Prioritizing active listening and responsiveness, ensuring stakeholder feedback directly informs ESG initiatives, reporting, and operational decisions.
- Offering diverse engagement channels (e.g., in-person, digital, anonymous reporting) and providing language-appropriate resources to ensure accessibility.
- Maintaining strict non-retaliation and confidentiality policies, protecting stakeholder rights, and fostering trust (e.g., whistleblowing and grievance mechanisms).
- Regularly evaluating engagement effectiveness, using stakeholder feedback to continuously improve communication strategies (e.g., dialogues, surveys).

Stakeholder views were formally integrated through our 2024 double materiality assessment, which informed key strategic decisions, including climate action; ethical conduct; diversity, equity, and inclusion (DEI); and data privacy. These inputs shaped our short- and long-term sustainability priorities and policies. Although no material changes were made to the business model in 2024 as a direct result of stakeholder input, stakeholder feedback directly influenced operational priorities and strategy refinement. Based on feedback, we plan to, among other key actions, enhance supplier engagement and sustainable procurement strategies, obtain external assurance of our sustainability data by accredited independent third-party auditors, and boost employee awareness and engagement in 2025. These actions are expected to strengthen stakeholder relationships and support our sustainability goals.

**The Executive Committee is regularly updated on stakeholder insights through sustainability performance reports, due diligence outcomes, and risk assessment exercises, ensuring informed oversight of stakeholder-related impacts and priorities.**

### **SBM-3 Material impacts, risks, and opportunities and their interaction with strategy and business model**

TFS's material impacts include climate change (particularly Scope 3 emissions), workforce well-being (e.g., DEI, occupational health), data privacy and cybersecurity, patient safety, ethical conduct, and regulatory compliance. These are concentrated in our operational functions, supplier interactions, and clinical trial partnerships. Associated risks and opportunities primarily affect reputation, compliance, service delivery, and stakeholder expectations. TFS is connected to these impacts directly through operations and indirectly via suppliers and downstream clinical stakeholders. Most impacts and risks are expected to materialize over the short- to medium-term, with long-term implications (e.g., Scope 3 emissions).

No material changes to our business model occurred in 2024. However, our double materiality assessment informed strategic planning and resource allocation. As a result, we prioritized setting science-based emissions reduction targets, strengthening supplier engagement, enhancing sustainability reporting workflows, and launching internal ESG training to support long-term value creation. While current financial effects are not considered material to short-term financial statements, TFS is not exposed to any risks expected to cause a material adjustment to the carrying amounts of assets or liabilities in the next reporting period.

Over the short- and medium-term, we anticipate growing financial exposure related to ESG disclosures, climate-related investments, supplier engagement, and workforce development. These are expected to be managed through reallocation of internal resources, process optimization, and strategic investment. We currently do not rely on external funding to implement our ESG strategy. TFS has not yet conducted a formal resilience assessment of our strategy and business model in line with ESRS requirements. However, we acknowledge the importance of understanding our capacity to adapt to material sustainability-related risks and opportunities. We plan to initiate a structured resilience assessment over the next two years as part of our sustainability workplan, building on the outputs of our double materiality assessment. This will include evaluating short-, medium-, and long-term time horizons, with the goal of identifying areas of strategic vulnerability and opportunity. These efforts will be supported by our expanding internal sustainability expertise and a clear ESG roadmap.

An annual update to the double materiality assessment and full stakeholder dialogue will be carried out in 2025. Compared to 2023, the 2024 assessment reflects a shift to a more formal double materiality approach. The full list of material topics and related disclosures is provided in the "Overview of material standards for TFS" table ([see page 19](#)), covering topics such as Climate Change (E1), Own Workforce (S1), Consumers and end-users (S4), and Business Conduct (G1).





# Impact, Risk, and Opportunity Management

## ***IRO-1 Description of the process to identify and assess material impacts, risks, and opportunities***

In 2024, TFS conducted a double materiality assessment in coordination with Ratios. The assessment considered actual and potential sustainability impacts, risks, and opportunities across our value chain and business relationships. Stakeholder insights—gathered through engagement with clients, suppliers, employees, regulatory bodies, and ESG experts—were integrated into the process to validate material topics.

### **Methodology**

TFS's process followed Ratios' structured approach (see [page 47](#) of Ratios' Annual Report for more details), including:



Analyzing TFS's value chain, business relationships, and the sectors in which we operate to understand our environmental, social, and governance impacts.

Impacts, risks, and opportunities were identified through a combination of internal assessments, stakeholder engagement (clients, suppliers, employees, regulatory bodies), and external benchmarking. We assessed the severity and likelihood of each impact based on scale, scope, and potential irreversibility, with financial impacts considered through their effect on business operations. We applied a likelihood-impact matrix to assess each item's potential to significantly affect people, the environment, or financial performance.

Material impacts were prioritized based on their severity and likelihood, following ESRS and GRI guidelines. This prioritization process took into account both negative and positive impacts, including the long-term effects of climate change (e.g., Scope 3 emissions) and workforce well-being (e.g., DEI and occupational health).

The process involved stakeholder consultation, including ESG experts, to validate material topics and assess their alignment with stakeholder expectations.

The results informed TFS's strategy and decision-making, with an emphasis on setting science-based emissions reduction targets, strengthening supplier engagement, and enhancing internal ESG training. These insights are integrated into our business planning and risk management processes. Material risks and opportunities were evaluated in connection with our existing risk framework and are monitored through functional leads and the Executive Committee. Sustainability-related risks are considered alongside traditional operational and financial risks in strategic planning processes. Where relevant, the financial implications of material topics were assessed based on their expected magnitude, timing, and potential volatility. Risks were classified across short- (current year), medium- (1-5 years), and long-term (5+ years) horizons. The process draws on internal and external data sources, including sustainability reports, employee data, greenhouse gas (GHG) emissions inventories (Scopes 1, 2, and 3), external ratings (e.g., EcoVadis and CDP), and feedback from clients and regulators. The scope covered all global operations. While some suppliers and sub-suppliers operate in countries with potentially higher ESG risk profiles, these relationships are subject to our supplier assessment and qualification process, which includes due diligence aligned with recognized international standards. No critical risks were identified in 2024. Additionally, starting in 2024 and continuing into 2025, we've participated in a value-chain due diligence project to strengthen our internal expertise and capabilities in assessing supplier risk, mapping our supplier network, and effectively managing ESG-related processes.

In 2024, we transitioned to a more structured and formal approach to double materiality, to prepare for reporting in accordance with CSRD/ESRS. This included clearer integration with our risk management process and the addition of financial materiality assessments. The last update to the assessment was completed in June 2024, and an annual update will be conducted in 2025, continuing to adapt to evolving sustainability challenges and opportunities.



## ***IRO-2 Disclosure Requirements in ESRS covered by the undertaking's sustainability statement***

In line with our 2024 double materiality assessment and the ESRS guidelines, TFS has disclosed the relevant ESRS requirements in our 2024 Sustainability Report, in accordance with the materiality topics identified through the assessment process.

### **Overview of material standards for TFS**

Standard	Disclosure	Material	Location	Omitted <sup>5</sup>
ESRS 2	General disclosures	Mandatory	<a href="#">Page 4</a>	-
MDR	Minimum disclosure requirement	Mandatory	<a href="#">Page 4</a>	-
E1	Climate change	Yes	<a href="#">Page 20</a>	-
E2	Pollution	No	-	Yes
E3	Water and marine resources	No	-	Yes
E4	Biodiversity and ecosystems	No	-	Yes
E5	Resource use and circular economy	No	-	Yes
S1	Own workforce	Yes	<a href="#">Page 24</a>	-
S2	Workers in the value chain	No	-	Yes
S3	Affected communities	No	-	Yes
S4	Consumers and end-users	Yes <sup>6</sup>	<a href="#">Page 33</a>	-
G1	Business conduct	Yes	<a href="#">Page 34</a>	-

- Not applicable.

<sup>5</sup> Reasons for omitting certain topics were based on their "low materiality" or minimal relevance to TFS's direct operations, value chain, and sustainability strategy. These topics were reviewed as part of our double materiality assessment and did not meet the thresholds for materiality based on their impact on the environment, people, or TFS's financial performance.

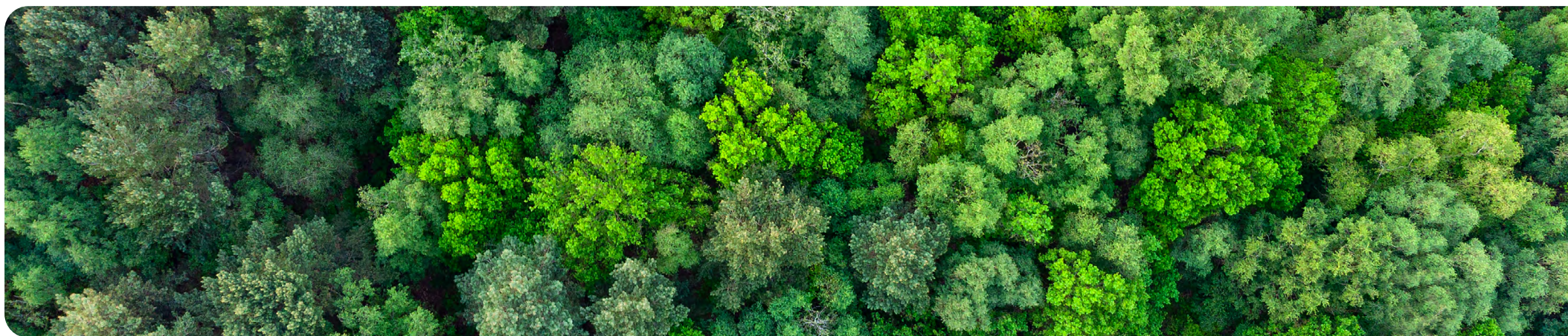
<sup>6</sup> While the likelihood of negative impacts under S4 is considered low due to strict regulations, robust internal controls, and limited direct interaction with clinical study participants, we recognize the importance of data security and study participant safety in the context of our services as a CRO. These areas are proactively managed through internal policies, IT security systems, and regular audits. Given their relevance and potential impact on individuals involved in clinical trials, we have chosen to include this disclosure in our report as part of our commitment to transparency and responsible clinical research practices.

In addition to the ESRS requirements, TFS has also ensured compliance with relevant EU legislation as outlined in Appendix B of the ESRS. These datapoints are reflected in the BP-2 Disclosures in relation to specific circumstances section: EU Taxonomy-related disclosures (included at the group level by Ratos) [[see pages 49-53 of Ratos' Annual Report 2024](#)].



## ESRS E1 Climate Change

TFS's climate change strategy aligns with the Paris Agreement, targeting a limit of global warming to 1.5°C. TFS's Environmental Policy guides our approach to reducing CO<sub>2</sub> emissions, conserving resources, enhancing energy efficiency, and transitioning to renewable energy. We prioritize sustainable procurement through our Supplier Code of Conduct and Vendor Selection Procedure, ensuring alignment with suppliers that share our environmental and ethical standards.



### ***E1-1 Transition plan for climate change mitigation***

Our transition plan is embedded in our long-term sustainability strategy and is aligned with our financial planning. The plan is overseen by the Executive Committee and reported to the Board and Ratos. In 2023, TFS committed to setting near-term emission reductions in line with climate science by the end of 2025. With 2024 as our base year, we have developed preliminary targets (not yet submitted to or approved by the SBTi): a 42% reduction in Scope 1 and 2 emissions and a 52% reduction in Scope 3 emissions by 2030. Our plan also includes transitioning to 80% renewable energy by 2030, increasing energy efficiency, engaging suppliers to meet our goals, and committing to net-zero targets by the end of 2025. Since 2024, we are actively participating in the [Energize Program](#) to support our plans to increase renewable energy use, reduce emissions, and meet science-based emissions reduction targets.

### ***E1-2 Policies related to climate change mitigation and adaptation***

TFS's policies address climate change mitigation and adaptation, energy efficiency, renewable energy adoption, and sustainable procurement. Senior leadership oversees the implementation of these policies, ensuring alignment with our climate targets. We have begun aligning our Supplier Code of Conduct with our Scope 3 reduction targets, and our Global Travel Policy provides guidance on reducing travel-related emissions through digital meetings and sustainable transport options. TFS allocates CapEx and OpEx to renewable energy projects and sustainable technologies, such as transitioning our fleet to hybrid/electric vehicles and upgrading IT systems. These investments contribute to our emissions reduction targets and sustainable practices.



## **E1-5 Energy consumption and mix**

### **Methodologies and assumptions**

Our energy consumption and mix were calculated per the GHG Protocol. Total energy consumption included Scope 2 emissions from purchased or acquired electricity. Scope 2 emissions were calculated using both the location-based method (using grid-average emission factors) and the market-based method (using energy purchased, with Guarantees of Origin [GOs] provided for renewable energy claims). The share of renewable energy in our mix was determined based on the GOs associated with purchased electricity, representing the proportion of energy contractually sourced from renewable providers. Non-renewable energy—mainly fossil fuels and nuclear power— was calculated based on electricity consumption without associated renewable energy certificates. We have ensured, together with our third-party carbon accounting service provider, that all contractual instruments used in the market-based method meet the Scope 2 Quality Criteria, as defined in the GHG Protocol Scope 2 Guidance. Where the contractual instruments did not meet these criteria or where no instruments were purchased, market-based Scope 2 emissions have been calculated using default location grid-average emission factors, per the WBCSD/WRI Greenhouse Gas Protocol. TFS does not operate in a high climate impact sector as defined under the ESRS and does not produce or sell energy.

### **Energy consumption from renewable sources, market-based**

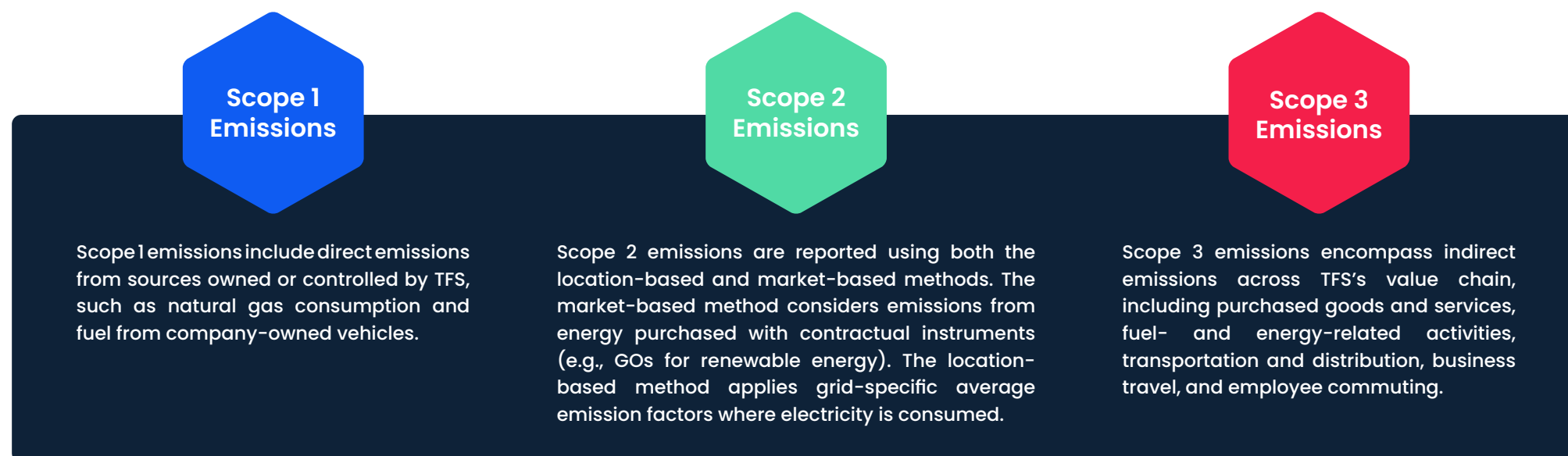
	2023	2024
<b>Total energy consumption from renewable sources (MWh)</b>	52	109
Share of total energy consumption from renewable sources (%)	42	62
<b>Total energy consumption (MWh)</b>	<b>124</b>	<b>175</b>



## **E1-6 Gross scopes 1, 2, 3 and total GHG emissions**

### **Methodologies and assumptions**

GHG emissions are presented as tonnes of carbon dioxide equivalents (tCO<sub>2</sub>e). TFS has adhered to the WBCSD/WRI Greenhouse Gas Protocol for the calculation and measurement of Scope 1, Scope 2, and significant Scope 3 GHG emissions.



These emissions are calculated using a combination of activity data (e.g., distance traveled, fuel consumption) and spend data (e.g., expenditure on purchased goods and services), along with emission factors from credible, recognized sources and is based on TFS's net revenue during 2024.

Emission factors for all scopes are drawn from the GHG Protocol and other industry standards. TFS uses data inputs from employees, suppliers, and third-party tools to calculate Scope 3 emissions. Categories such as waste disposal and downstream transportation are excluded as they are deemed immaterial to TFS's operations. TFS does not have investees, such as associates, joint ventures, or subsidiaries.

Building on our 2023 efforts, we improved our Scope 1, 2, and 3 emissions reporting, enhancing the accuracy, comprehensiveness, and transparency of our carbon footprint assessment—an ongoing priority for TFS. **Note:** This expansion in reporting scope accounted for the majority of the more than 50% increase in Scope 3 emissions in 2024 vs. 2023.

## Total GHG emissions by Scopes 1 and 2 and significant Scope 3

	2023	2024
<b>Scope 1 GHG emissions</b>		
Gross Scope 1 GHG emissions (tCO <sub>2</sub> e)	52	28
<b>Scope 2 GHG emissions</b>		
Gross location-based Scope 2 GHG emissions (tCO <sub>2</sub> e)	23	26
Gross market-based Scope 2 GHG emissions (tCO <sub>2</sub> e)	40	34
<b>Significant Scope 3 GHG emissions<sup>7</sup></b>		
Total gross location-based Scope 3 GHG emissions (tCO <sub>2</sub> e)	836	1254
Total gross market-based Scope 3 GHG emissions (tCO <sub>2</sub> e)	833	1251
Category 1: Purchased goods and services	25	82
Category 3: Category 3: Fuel- and energy-related activities (not included in Scope 1 or 2), location-based	21	24
Category 3: Fuel- and energy-related activities (not included in Scope 1 or 2), market-based	18	20
Category 4: Upstream transportation and distribution	-	58
Category 6: Business travel	599	830
Category 7: Employee commuting	191	260
<b>Total GHG emissions</b>		
<b>Total GHG emissions (location-based) (tCO<sub>2</sub>e)</b>	<b>910</b>	<b>1309</b>
<b>Total GHG emissions (market-based) (tCO<sub>2</sub>e)</b>	<b>925</b>	<b>1313</b>

- Not available in 2023.

<sup>7</sup> The following Scope 3 categories are excluded from our reporting: Capital Goods, Waste Disposal, Upstream Leased Assets, Downstream Transportation and Distribution, Processing of Sold Products, Use of Sold Products, End-of-Life Treatment of Sold Products, Downstream Leased Assets, Franchises, and Investments. These categories are not material to our operations, as we do not produce or sell physical products, and emissions from waste disposal are minimal. We will reassess their relevance in future reporting periods.

## Key environmental progress in 2024



Transitioning to more **energy-efficient** servers.



Reducing computer purchases by **58%**.



Recycling nearly **250** laptops and smartphones.



Maintaining our 5th consecutive EcoVadis Silver rating, increasing our score from 68 to **69/100**.



Maintaining a CDP score of “C,” with notable first-time achievements at the “Management” level in public policy and industry engagement, value chain collaboration, energy management, opportunity disclosure, environmental policies, and Scope 3 reporting—collectively comprising **44%** of our total score.



**33%** reduction in Scope 1 & 2 emissions.



Renewable energy increased from 42% to **62%**.



## ESRS S1 Own Workforce

*S1-1 Policies related to own workforce; S1-2 Processes for engaging with own workforce and workers' representatives about impacts; S1-3 Processes to remediate negative impacts and channels for own workforce to raise concerns; S1-4 Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions; S1-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities*



### Our Talent: The Heartbeat of TFS

People are at the core of our mission, making the social pillar of our ESG strategy a top priority. Through scientific excellence, collaboration, and ethical business practices, our employees drive innovation in clinical research. Their expertise in therapeutic areas, regulatory compliance, and trial execution ensures the delivery of safe, ethical, and efficient trials across diverse populations.

In 2024, we streamlined recruitment using AI-driven tools (TeamTailor, LinkedIn Recruiter Enterprise, and Cinode) that support efficient candidate sourcing, selection, and CV management. These tools help us identify top talent quickly and accurately, but it's the expertise and personal engagement from our Talent Management team that ensures we find the right people for TFS.

### Diversity, equity, & inclusion

DEI is embedded in our culture and reinforced through our Code of Conduct, Supplier Code of Conduct, and Global Ethics and Diversity Policy. We strive to create an environment where employees, study participants, clients, suppliers, and other key stakeholders feel valued, respected, and empowered to contribute their unique perspectives. By fostering inclusivity, we drive innovation, collaboration, and excellence in clinical research.

### Fair labor & human rights

TFS upholds human rights and fair labor practices in line with the UN Global Compact Principles and the ILO Fundamental Conventions, as outlined in our Code of Conduct and Supplier Code of Conduct, to ensure safe, equitable, and inclusive workplaces for our employees and those in our supply chain. Our policies promote fair wages, non-discrimination, and ethical sourcing, reinforcing our commitment to responsible business and regulatory compliance.

### Zero tolerance for discrimination

We are committed to equal opportunities for all, regardless of gender, age, ethnicity, religion, disability, or sexual orientation. Our policies—including our Code of Conduct and Protocol for the Prevention of Harassment at Work—promote fair recruitment, hiring, and career development, ensuring an equitable and inclusive workplace where employees can reach their full potential.

### Investing in our people

We believe in lifelong learning and career development, offering employees access to leadership training, skills development programs, and digital learning platforms such as MasterControl, Secureframe, Percipio, and Microsoft Viva. These resources support personal growth, professional advancement, and knowledge-sharing across teams.



### Engaging with our colleagues

We actively engage employees to foster a culture of transparency, collaboration, and continuous improvement. Through anonymous employee surveys and regular all-employee and town hall meetings, we gather feedback, recognize achievements, and ensure alignment with TFS's mission and values. Engagement with internal articles and corporate newsletters indicate strong employee interest and active readership.







### Employee health, well-being & safety

A healthy workforce is essential for a thriving workplace. TFS invests in well-being initiatives, local social programs, and cultural events (e.g., annual summer and end-of-year events) as well as online platforms to promote physical, mental, and emotional health—ensuring employees feel supported and engaged. All employees are entitled to family-related leave, including maternity, paternity, parental, and carers' leave, as specified by applicable legal frameworks and/or collective bargaining agreements.

TFS's commitment to a safe and healthy work environment is outlined in our Code of Conduct, which prohibits forced labor, discrimination, and harassment, and mandates compliance with local safety and environmental regulations.

Our Global Ethics and Diversity Policy further emphasizes the importance of creating a work environment that promotes mental, social, and physical well-being, which includes guidelines for preventing ill-health, managing accidents, and facilitating return-to-work and rehabilitation after long-term illness.

TFS monitors staff turnover, sick leave, and work-related injuries to identify patterns and address emerging issues. Employees are encouraged to share feedback or raise concerns through their

direct supervisors, helping inform targeted actions that support employee well-being and workplace safety.

TFS has additional policies to address harassment and discrimination in the workplace, such as our Whistleblowing Policy, Protocol for Prevention of Harassment at Work (covering grounds of sex, gender identity, and sexual orientation), and the Disciplinary and Grievance Procedure.

These policies ensure that our workplace is designed to minimize work-related injuries and that line managers are responsible for providing employees with the necessary equipment to safely perform their roles. TFS's whistleblowing mechanism is accessible in multiple languages and available to all employees via internal platforms. All reports are investigated promptly, and actions are taken where needed, ensuring transparency and confidentiality.

In 2025, all new employees will be required to complete a Display Screen Equipment Workstation Checklist, to help identify any issues they may encounter while working with their equipment. Already implemented in the UK during 2024, this checklist encourages employees to report discomfort and reminds them of their entitlement to eyesight testing and the importance of regular breaks to prevent strain.



Our actions taken to prevent or mitigate material impacts on our employees respond directly to material topics identified through TFS's double materiality assessment, including DEI, occupational well-being, and talent retention.

TFS's policies apply across all countries where TFS operates and cover all employee categories regardless of employment contract type. The interests of employees and relevant stakeholders are considered through engagement surveys, risk assessments, and policy reviews.

Additionally, TFS has not yet adopted formal quantitative targets related to workforce matters but monitors key indicators such as diversity, training hours, and job satisfaction to drive continuous improvement. Target-setting is planned for 2025–2026.

## Internal inclusive campaigns:



### #TFSTogether for Inclusive Innovation

In February, for International Day of Women and Girls in Science, our colleagues honored women in STEM with global tributes and events, bringing internal and external awareness to the extraordinary contribution of women in our field.



### Women in Clinical Trials

Our Executive Director of Medical Writing, Marta Mas, inspired audiences on medical writing's role in clinical research and advancing female representation in clinical trials at Medicon Village in Lund, Sweden.



### #ShowUsYourBlue

In June, TFS colleagues wore blue for Men's Health Month, promoting awareness, well-being, and support for healthier lifestyles and regular health check-ups.

## S1-6 Characteristics of the undertaking's employees

### Methodologies and assumptions

TFS employees include full-time, part-time, temporary, and permanent staff, as well as those on long-term sick, maternity, paternity, parental, and unpaid leave. Headcount data covers all employees active in 2024, including those who left due to dismissal, retirement, or death, but excludes contractors. TFS applies consistent terms for employees, whether covered by collective bargaining agreements or not.

Data on the number of employees indicates the number of employees at the end of the reporting period, meaning the headcount as of 31 December 2024, or in full-time equivalents (FTEs).

**FTE is defined as follows:** Total number of hours worked during the period restated as full-time positions.

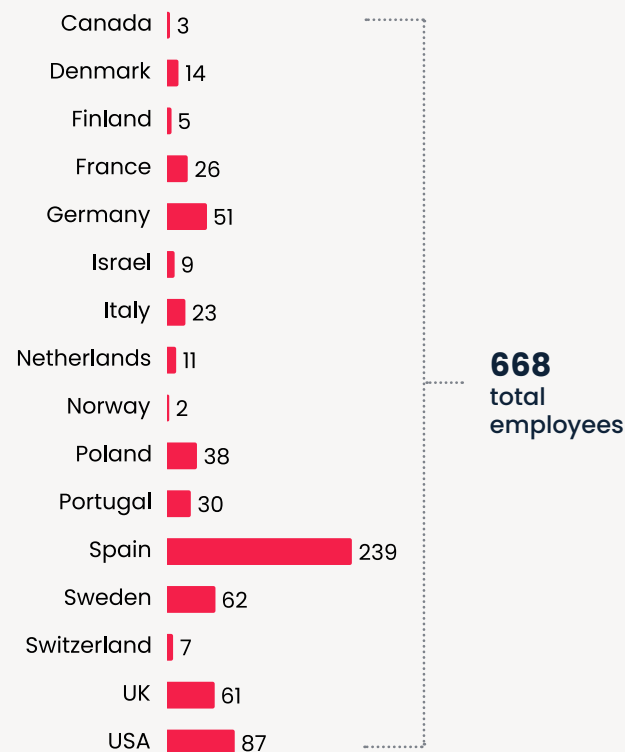
Data is presented as headcount figures as of 31 December 2024, unless otherwise stated. Data for calculations were retrieved from our HR Management System.

In 2024, TFS had a headcount of 668 employees across 16 countries, with the largest presence in Spain, Sweden, the UK, and the USA. The FTE for 2024 was 644, excluding contractors.

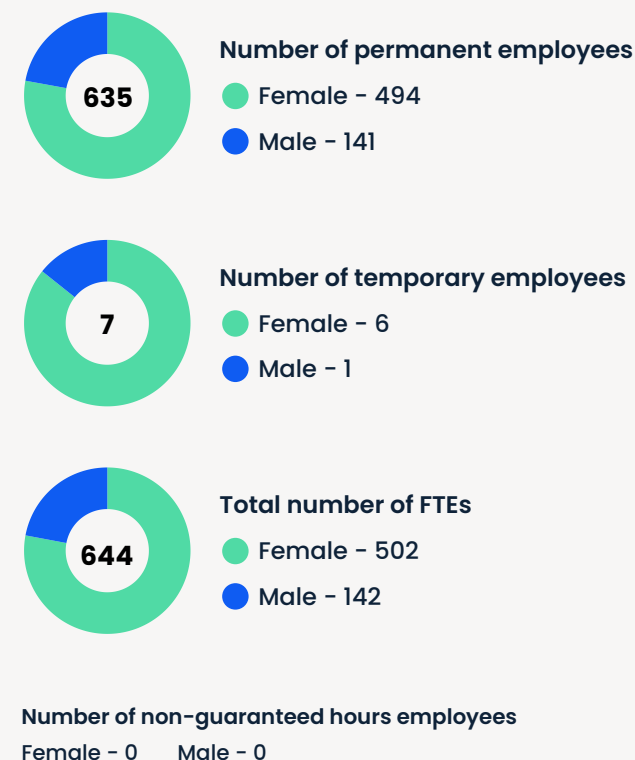
Headcount in 2024 was roughly 17% reduced compared to 2023, driven by a general market decline resulting in both normal voluntary and to some extent involuntary turnover caused by restructuring, realignment, and efficiency improvements through the implementation of new technologies. The number of contract workers has remained relatively stable compared to 2023 (51 vs. 50 employees).

**Note:** This data has not been externally validated beyond the internal assurance process.

### Employee headcount in countries where TFS operates



### Employees by contract type



## S1-7 Characteristics of non-employees in the undertaking's own workforce

### Methodologies and assumptions

TFS engages contract workers ("non-employees") through consultancy agreements to support clinical research and operations. They serve in roles such as clinical research associates (CRAs), trial managers, and study coordinators, overseeing trial conduct and site compliance. Contractors supplement full-time staff, meet project-based demands, and provide specialized expertise. These data were collected from our HR Management System and reflects contractual relationships with TFS. FTEs represent the total number of hours worked during the period restated as full-time positions.

### Metrics

TFS employed 27 non-employee workers in 2024, classified as contractors. **Note:** This data has not been externally validated beyond the internal assurance process.



## S1-8 Collective bargaining coverage and social dialogue

### Methodologies and assumptions

No employees outside the European Economic Area (EEA) are under collective bargaining agreements. For those not covered, TFS ensures fair and consistent employment terms by adhering to industry standards, best practices, and local labor laws to maintain equity and compliance across all locations. Data is presented as headcount as of 31 December 2024, unless otherwise stated. Data for calculations were retrieved from our HR Management System.

### Metrics

TFS had 265 employees covered by collective bargaining agreements, including 100% coverage in Spain (239 employees) and France (26 employees) (in significant employment countries with ≥50 employees representing >10% of total employees).

**Note:** This data has not been externally validated beyond the internal assurance process.



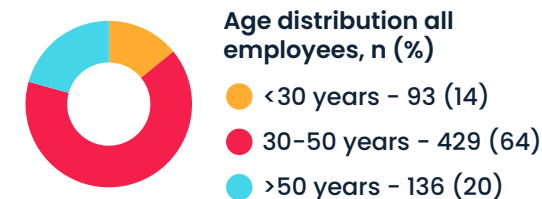
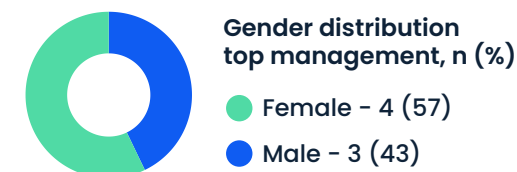
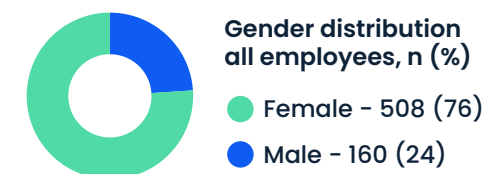
- Employees covered by collective bargaining - 265
- Employees not covered by collective bargaining - 403

## S1-9 Diversity metrics

### Methodologies and assumptions

Gender diversity is measured by male and female representation. Top management is defined as employees in executive management. Diversity data are headcount figures as of 31 December 2024, retrieved from our HR Management System.

### Key diversity metrics



**Note:** This data has not been externally validated beyond the internal assurance process.



## S1-10 Adequate wages

### Methodologies and assumptions

TFS ensures that all employees receive wages at or above national minimum wage levels, in accordance with local legislation. Salaries include guaranteed fixed payments, and the lowest wage is calculated based on the base salary of the lowest pay category, excluding interns and apprentices. Where applicable, collective bargaining agreements) are used to confirm compliance with minimum earnings per job grade. In non-EEA countries without defined minimum wages, adequacy is assessed using international benchmarks such as 60% of the national median wage or 50% of the gross average wage.

### Metrics

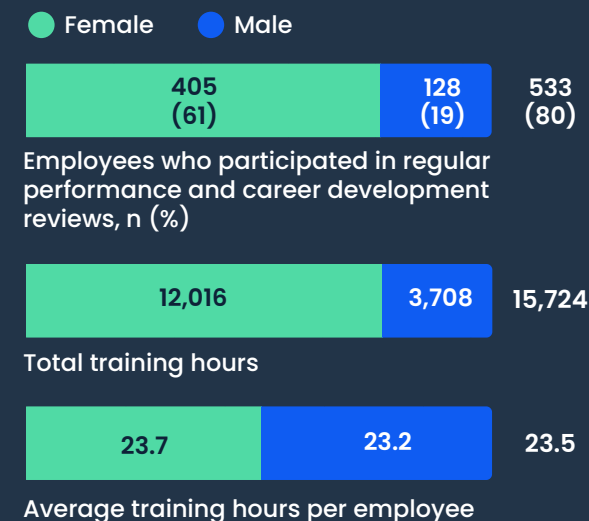
100% of employees are paid an adequate wage in line with applicable national laws or international benchmarks. **Note:** This data has not been externally validated beyond the internal assurance process.

## S1-13 Training and skills development metrics

### Methodologies and assumptions

Performance reviews are conducted annually, with employees tracking their objectives and development via our HR Management System. Reviews are based on agreed-upon goals and may include peer input. The data is derived from the system, with headcount figures as of 31 December 2024 used. A limitation exists in the availability and accuracy of performance review data, depending on timely updates from employees and supervisors. Training data is collected from our learning management systems (MasterControl and Percipio). MasterControl is a validated 21 CFR Part 11-compliant cloud-based Quality Management System (QMS), to centralize and streamline document management, change control, training, and audits. It is continuously reviewed by the TFS Quality and Information Security Council. MasterControl enhances compliance, collaboration, and quality improvement across our operations. MasterControl tracks course completion by unit, and Percipio records training hours. The total training hours for 2024 were adjusted according to the average headcount and gender ratio (76% female, 24% male). Average training hours for female and male employees were calculated separately. A limitation arises in categorizing gender-specific training hours due to gender not being directly recorded in MasterControl or Percipio, and incomplete data for some courses in MasterControl.

## Key training and skills development



**Note:** This data has not been externally validated beyond the internal assurance process.

## S1-14 Health and safety metrics

### Methodologies and assumptions

All employees and non-employees (such as contractors) are covered by TFS's health and safety management system, which is designed to meet legal requirements and recognized standards. The coverage includes incidents related to work-related injuries, fatalities, and ill health. The health and safety data is collected based on employee headcount over the reporting period and is supplemented with reports of such incidents for both employees and non-employees. The total hours worked by non-employees are estimated using FTE data, taking into account contractual engagement and geographic location. Sick leave is subtracted from the total hours worked to calculate the absence rate. However, it is important to note that the work-relatedness of sick leave has not been established, as many instances of sick leave may not be directly related to work. Consequently, the deduction for sick leave represents general employee absences and does not necessarily reflect work-related health issues. The methodology assumes that all sick leave is equally relevant to work-related injury calculations, which may not fully capture the scope of work-related health issues. In 2024, TFS is not aware of any recordable work-related ill health or days lost due to work-related injuries. Sick leave totaled 5,879 days, which was deducted from the total hours worked to calculate the absence rate.

### Potential limitations

While sick leave has been deducted from the total hours worked, the work-relatedness of the illnesses or injuries is not verified, which could impact the accuracy of health and safety assessments. Additionally, some non-employee work hours are estimated based on FTE data, and this method may not fully capture all work-related health issues.

### Health and safety metrics

	2024
Employees covered by the company's health and safety management system based on legal requirements and/or recognized standards or guidelines, n (%)	668 (100)
Fatalities as a result of work-related injuries, n (%)	0 (0)
Fatalities as a result of work-related ill health, n (%)	0 (0)
Recordable work-related accidents (excluding fatalities), n (%)	0 (0)
Total recordable work-related accidents, n (%)	0 (0)
<b>Total hours worked by employees in company's own workforce</b>	<b>1,143,763</b>
Non-employees covered by the company's health and safety management system based on legal requirements and/or recognized standards or guidelines, n (%)	50 (100)
Fatalities as a result of work-related injuries, n (%)	0 (0)
Fatalities as a result of work-related ill health, n (%)	0 (0)
Recordable work-related accidents (excluding fatalities), n (%)	0 (0)
Total recordable work-related accidents, n (%)	0 (0)
<b>Total hours worked by employees in company's own workforce</b>	<b>52,96</b>

**Note:** This data has not been externally validated beyond the internal assurance process.

## S1-15 Worklife balance metrics

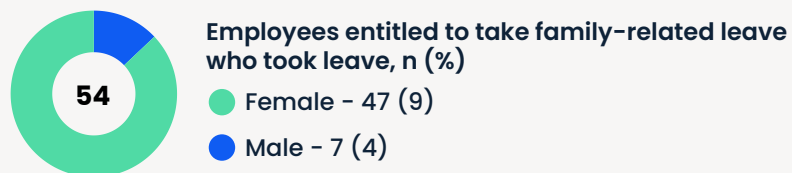
### Methodologies and assumptions

All employees are entitled to family-related leave, including maternity, paternity, parental, and carers' leave, in accordance with applicable legal frameworks and/or collective bargaining agreements. No additional family-related leave is provided beyond these regulations, in line with internal policies. The entitlement to family-related leave is applied consistently across all employees. The number of employees entitled to family-related leave for each reported category (e.g., maternity, paternity) is based on headcount data collected from our HR Management System. The data represents headcount figures as of 31 December 2024.

### Potential limitations

The data on family-related leave entitlement is based on headcount data, and the accuracy of the reported numbers depends on the completeness and consistency of the HR records over the reporting period.

### Family-related leave metrics



**Note:** This data has not been externally validated beyond the internal assurance process.

## Community Engagement & Memberships Associations

TFS is committed to giving back by supporting organizations that align with our values and mission to advance healthcare and ethical research. We contribute to medical research, patient advocacy, and social impact initiatives through partnerships with global organizations.

We hold memberships or collaborate with the following industry associations:



Medicon Valley Alliance



We engage with advocacy and nonprofit organizations through strategic partnerships, funding, and collaborative initiatives, including:



These memberships and partnerships support industry collaboration, clinical research advancements, and global health initiatives, reinforcing TFS's commitment to responsible business practices and corporate social responsibility.

# ESRS S4 Consumers and End-Users

## **S4-1 Policies related to consumers and end-users**

TFS's policies to manage material impacts under S4 focus on the well-being, safety, and data protection of clinical study participants as the primary end-users of our services. While we do not manufacture or market consumer-facing products, our work as a CRO directly impacts individuals participating in clinical trials. Our policies aim to identify, assess, and manage any potential risks associated with clinical research activities, ensuring that they are conducted ethically and in compliance with global standards.

These policies, including our Code of Conduct and Global Ethics and Diversity Policy, govern our approach to human rights, safety, and the protection of study participant interests, ensuring fair treatment and respect for all stakeholders. We are committed to continuous improvement and will enhance our policies in 2025 with a focus on sustainability and ethical procurement practices.

TFS is committed to ensuring patient rights, safety, and data integrity by adhering to the highest regulatory and ethical standards. We conduct clinical trials transparently in compliance with the Declaration of Helsinki, ICH-GCP, and global regulatory requirements. Every trial is approved by an ethics committee and regulatory authority, and all participants provide informed consent before enrollment.

Through robust monitoring processes, advanced technologies, and rigorous quality control measures, we minimize risks and uphold data accuracy, reliability, and confidentiality. Our adherence to regulatory guidelines, including those from the EMA, US FDA, ISO, MHRA, GPP, GCP, ICH, and TGA, ensures compliance with local, national, and international regulations, reinforcing our dedication to patient safety and ethical clinical research.

## **S4-2 Processes for engaging with consumers and end-users about impacts**

While study design decisions ultimately rest with our clients, TFS promotes inclusive study participation, by offering remote or decentralized options where possible. These approaches help reduce barriers and improve access, particularly for vulnerable groups such as older adults and other individuals with limited mobility, supporting more equitable and participant-centric clinical research.

## **S4-4 Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities**

TFS proactively mitigates negative impacts on study participants and seizes opportunities that improve outcomes for individuals engaged in or affected by our services, such as enhancing patient safety, improving accessibility, and reducing environmental impacts in clinical trial processes.

We continuously assess the impact of regulatory changes, safety standards, and emerging industry trends on our clients and study participants and pursue opportunities to improve the sustainability of our trials, such as reducing environmental impacts and driving innovation through adoption of digital and automated technologies and remote monitoring, while ensuring data integrity and patient safety.



# ESRS G1 Business Conduct

## ***G1-1 Business conduct policies and corporate culture***

TFS aligns with international standards, explicitly referencing the Universal Declaration of Human Rights, ILO Fundamental Conventions, GRI Standards, and UN Global Compact Principles in our Code of Conduct. The UN Guiding Principles on Business and Human Rights (UNGPs) and the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct are adhered to in practice and will be formally integrated into our Code of Conduct and Supplier Code of Conduct in 2025.

Our policies mandate due diligence for ethical conduct, human rights protection, and environmental responsibility:



Policies are approved at executive level, apply to all TFS operations, employees, and business partners, and are regularly reviewed for compliance and alignment with global standards and regulations. Key policies ([Code of Conduct](#), [Privacy Policy](#)) are publicly accessible, while internal policies (e.g., workplace policies) are available to all employees and can be shared with external parties upon request. The Supplier Code of Conduct is provided to all suppliers. TFS also ensures adherence to local laws and regulations across all jurisdictions in which it operates. Our external auditors validate key business processes and sign off on our practices to ensure legal and ethical compliance is maintained. No instances of non-compliance with laws or regulations were reported in 2024.

## **Digital responsibility and participant well-being**

As part of our commitment to ethical and responsible innovation, TFS integrates digital technologies that enhance participant safety, data integrity, and sustainability, including AI tools. In 2023, we implemented Medidata Rave, a cloud-based platform that supports decentralized trials, real-time data capture, and AI-powered analytics. This system reduces environmental impact through paperless processes and remote monitoring, while improving data quality and participant

accessibility. Given that digital systems are critical to our business operations, clinical trials, and stakeholder engagement, TFS maintains robust data protection practices aligned with regulations like the General Data Protection Regulation (GDPR) in Europe and the Health Insurance Portability and Accountability Act (HIPAA) in the US.

Employees complete regular cybersecurity training, including AI-tool best practices, through MasterControl. Our data protection measures to mitigate risks of data breaches or unauthorized access include:

- Security Response Team & Incident Plan
- Encryption technologies
- Access controls
- Secure data storage systems
- Regular security audits
- TFS Privacy Policy

The Executive Committee ensures policy commitments are embedded across all organizational levels, with day-to-day oversight assigned to managers and relevant operational teams.

### Mechanisms for seeking advice & raising concerns

Employees and stakeholders can seek guidance and raise concerns via:



**Direct consultation  
with managers or HR  
representatives**



**Internal communication  
channels and training**



**24/7 confidential  
whistleblowing channel**

All reported concerns are reviewed promptly, investigated if substantiated, and resolved with appropriate corrective actions, protecting reporters from retaliation.

Critical concerns—ethical violations, harassment, compliance matters—are managed through whistleblowing and grievance channels. Concerns are escalated to senior management, with significant issues reported to the Executive Committee and Ratos.

### Remediation of negative impacts

TFS addresses negative impacts through structured grievance mechanisms, internal investigations, and corrective actions in line with recognized standards for ethical business conduct and human rights. Key remediation mechanisms include:

- Whistleblowing Channel, which is confidential and managed by a third-party (<https://report.whistleb.com/en/tfs>)
- TFS Grievance Procedure detailing formal and informal reporting channels via HR and management

Remediation effectiveness is monitored through regular grievance reviews, internal audits, stakeholder feedback surveys, and corrective actions are based on lessons learned.

## ***G1-2 Management of relationships with suppliers***

Responsible business conduct clauses are incorporated in supplier/vendor contracts and regular evaluations.

### **Supplier and vendor compliance**

#### **Supplier/Vendor Compliance Procedures**

- GxP suppliers/vendors undergo initial onsite audits
- Non-GxP suppliers/vendors assessed via detailed questionnaires
- All suppliers/vendors undergo biannual reassessment/audit

#### **Non-compliance Procedures**

- Assessment of severity and regulatory impact
- Formal supplier notification and response requirement
- Implementation of corrective action plan
- Ongoing monitoring
- Escalation or termination if unresolved

The review and revision of the Supplier Code of Conduct and the development of a Sustainable Procurement Policy were initiated in 2024, with finalization and approval expected in 2025. These updates aim to improve alignment with Scope 3 emissions and specific human rights criteria. To support implementation, supplier engagement training will be introduced as part of this initiative.

## ***G1-3 Prevention and detection of corruption and bribery***

Anti-bribery and anti-corruption measures require mandatory reporting of suspected violations, with strict non-retaliation policies. TFS has an Anti-bribery and Anti-corruption (ABAC) Policy. Employees are trained on ethical conduct, reporting channels, and compliance procedures through MasterControl. Sustainability and ethical risks are managed through supplier vetting, internal audits, and compliance monitoring.

## ***G1-4 Incidents of corruption or bribery***

In 2024, 2 whistleblowing cases and 1 grievance case were reported. All cases were investigated and found to be unsubstantiated.





# GRI Content Index

TFS has reported the information cited in this GRI content index for the period 1 January to 31 December 2024 with reference to the GRI Standards.

Standard & disclosure	Location – page number(s)	Disclosure omitted in GRI Standards 2021	Reason for omission	Required explanation	Comment
<b>GRI 2: GENERAL DISCLOSURES 2021</b>					
2-1 Organizational details	Pages 4, 6-7, 11				
2-2 Entities included in the organization's sustainability reporting	Page 11				
2-3 Reporting period, frequency, and contact point	Pages 1, 4, 39				
2-4 Restatements of information	Pages 16-18, 20, 22				
2-5 External assurance	Page 5	2-5 a, b	Incomplete information.	TFS does not currently have any policy or practice in place for seeking external assurance for sustainability reporting, focusing on the verification of sustainability disclosures, ESG data, and sustainability performance. However, we plan to investigate appropriate third-party verifiers in 2025 and establish the relevant guiding frameworks to facilitate external assurance, mostly likely in 2026.	As a subsidiary, our sustainability reporting forms part of the consolidated sustainability reporting of Ratos. Ratos has obtained limited assurance over its statutory sustainability report ( <a href="#">refer to assurance statement on page 147</a> ).
2-6 Activities, value chain, and other business relationships	Pages 10-13				
2-7 Employees	Pages 11, 13, 15, 24-32				
2-8 Workers who are not employees	Page 29				
2-9 Governance structure and composition	Pages 6-9, 34-36	2-8 c	Incomplete information.		
2-10 Nomination and selection of the highest governance body	-	2-10 a, b	Incomplete information.	The nomination and selection process for the highest governance body is not disclosed in full, as it is not required under ESRS.	
2-11 Chair of the highest governance body	Page 6				
2-12 Role of the highest governance body in overseeing the management of impacts	Pages 6-9, 17-18				
2-13 Delegation of responsibility for managing impacts	Pages 6-9, 17-18				
2-14 Role of the highest governance body in sustainability reporting	Pages 6-9				

Standard & disclosure	Location – page number(s)	Disclosure omitted in GRI Standards 2021	Reason for omission	Required explanation	Comment
2-15 Conflicts of interest	Page 6	2-15 b	Incomplete information.	TFS has policies to prevent and manage conflicts of interest; however, disclosures on specific conflict types are not included, as they are not required under ESRS and fall outside of our current reporting scope.	
2-16 Communication of critical concerns	Page 35				
2-17 Collective knowledge of the highest governance body	Page 6				
2-18 Evaluation of the performance of the highest governance body	-	2-18 a, b, c	Information unavailable.	TFS does not currently conduct formal evaluations of the highest governance body's performance in overseeing sustainability-related impacts. This is not required under ESRS and is not part of our current reporting scope.	
2-19 Remuneration policies	-	2-19 a, b	Information unavailable.	TFS does not currently apply sustainability-linked remuneration policies. This level of disclosure is not required under ESRS and is not part of our current reporting scope.	
2-20 Process to determine remuneration	-	2-20 a	Information unavailable.	TFS does not publicly disclose the process for determining remuneration. This level of disclosure is not required under ESRS and is not part of our current reporting scope.	
2-21 Annual total compensation ratio	-	2-21 a, b, c	Information unavailable.	TFS does not publicly disclose compensation ratios due to confidentiality and competitive considerations.	
2-22 Statement on sustainable development strategy	Pages 10-16				
2-23 Policy commitments	Pages 34-35				
2-24 Embedding policy commitments	Pages 35-36				
2-25 Processes to remediate negative impacts	Page 35				
2-26 Mechanisms for seeking advice and raising concerns	Page 35				
2-27 Compliance with laws and regulations	Page 36				
2-28 Membership associations	Page 32				
2-29 Approach to stakeholder engagement	Page 15				
2-30 Collective bargaining agreements	Pages 26, 29-30, 32				
<b>GRI 3: MATERIAL TOPICS 2021</b>					
3-1 Process to determine material topics	Pages 17-18				
3-2 List of material topics	Page 19				
3-3 Management of material topics	Pages 16-36	3-3 e, f	Incomplete information.	TFS does not yet fully address all requirements of the GRI Standards 2021 for 3-3. For this disclosure, efforts to improve management are ongoing.	



For more information, please visit [tfscro.com](https://tfscro.com)  
or contact us at [info@tfscro.com](mailto:info@tfscro.com).