

CSR REPORT 2024



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editorial

In 2024, UPSA's commitment to sustainable and responsible business practices, in line with its 'Be well, Live Well, Act Well' mission, earned significant recognition. We are proud to now be included in the top 3 French pharmaceutical groups to be certified B Corp, a globally recognised label awarded to companies that achieve the highest standards of social, environmental and transparency performance. Far from being an end in itself, it fuels our ongoing commitment to ensure our business creates long-term benefits for all.

Be well has always been at the heart of our mission, striving to improve the health and quality of life of as many people as possible every day. In 2024, UPSA took a significant step in this direction with the acquisition of Séréllys Pharma, a specialist in women's wellbeing. This move directly addresses a major health concern – one that is thankfully becoming less taboo – supporting women to navigate the hormonal shifts they face throughout their lives.

For UPSA, Live well entails limiting our environmental footprint to safeguard both our future and the one we are creating for our children. We are achieving this by enhancing sustainability at every stage of production, aiming to reduce waste production by 25% and water consumption by 20% by 2030. We are also contributing to collective carbon neutrality of our direct emissions through an energy mix prioritising green sources.

Finally, Act well is about ensuring our business benefits everyone: our economic fabric, our community and our employees. To achieve this, we are committed to 'Made in France'.

As France's leading producer of paracetamol, UPSA supports its local economy by employing 1,700 people in Agen and generating more than 3,500 jobs in the region. It favours short supply chains, with eight out of ten suppliers based in France and one out of two in Nouvelle-Aquitaine. It also supports the local community by subsidising charities, cultural organisations and sports clubs.

Our social policies are also yielding results for our employees: at UPSA, the gender equality index rose by 5 points in just one year to reach 93/100, and a proactive programme to adapt workstations and create new roles is enabling us to retain employees in difficult circumstances who are experiencing health issues, disability or other forms of incapacity.

All these advances provide a solid basis for the future, one which we fully intend to build on. Inspired by our Sustainable Pact and the collective energy of our teams, we are ready to embrace new challenges and pursue our commitment to being a successful, responsible and forward-looking company.

Let's strive together for
a positive and lasting impact!

Isabelle **VAN RYCKE**
President and CEO, UPSA



A healthcare model that **benefits everyone**

UPSA AT A GLANCE



6 therapeutic areas

- Pain and fever (historical speciality)
- Vitality and well-being
- Sleep disorders
- Digestion
- ENT and respiratory tract
- Women's health

3 subsidiaries in Europe

#1 private employer in Lot-et-Garonne



More than **1,700** employees



More than **55%** of volume exported



60 countries of distribution



€501M in net sales
in 2024



90 years of innovation

Our mission

Be well.

Live well.

Act well.

Every day, we are committed to enhancing the well-being of our consumers. To providing responsible and safe products for a healthier life.

Every day, we strive to create a fairer and more inclusive society. For a better life.

Every day, we put people at the heart of everything we do.



Our Sustainable Pact commitments for 2030

As part of the UPSA 'Conquest 2027' growth strategy, we have developed the **Sustainable Pact**: a structured roadmap to strengthen our positive impact on society and the environment. It embodies our commitment to taking concrete action towards more responsible healthcare, preserving the planet and promoting a more inclusive society.

It is based on 3 essential pillars:

Be well: improving quality of life

We help people of all ages to live better lives every day by offering responsible healthcare solutions.

Live well: preserving our environment

We are reducing our environmental footprint and, on our own scale, acting against climate change to ensure a more sustainable future.

Act well: promoting inclusion and a dynamic local economy

As a committed employer, we value our employees and support the local economy by favouring suppliers from the area.

B Corp, a demanding label for a committed company

Certified



Corporation

Among our initiatives to lead the way in social responsibility, we are proud to announce that we achieved B Corp certification in 2024. This prestigious international label recognises companies that meet the highest standards of social and environmental performance, transparency and responsibility.

A DEMANDING PROCESS

B Corp certification was awarded to us based on a rigorous and comprehensive assessment of our commitments. We were audited on five fundamental pillars:

- **Governance:** transparency and integration of societal issues into our strategy.
- **Employees:** continuous improvement of working conditions and social protection.
- **Patients:** innovation and commitment to patient well-being.
- **Community:** active support for the local economy and community organisations.
- **Environment:** reduction of our carbon footprint and eco-design of our products.

87.8+

Total B Impact score



This certification is a great tribute to the teams who worked so hard to achieve it. We are proud to be a pioneering laboratory in terms of social, societal and environmental impact.



Pauline SAUVAN,
Director of CSR, UPSA



B Corp certification recognises concrete commitments

Customers

- Products and solutions for minor everyday ailments, with a positive impact on health
- Strict compliance with regulations to guarantee product quality and safety
- Innovative partnerships with organisations committed to pain management: Remedee, Analgesia Institute

Environment

- ISO 14001 certification for over 20 years
- Collective carbon neutrality target by 2030 (direct emissions)
- Eco-designed packaging
- Life cycle analysis for over 75% of our product portfolio by volume

Local community

- Responsible local purchasing policy
- +200 new hires since 2021, 400 permanent positions
- Active support for local charities and associations

Employees

- Value sharing: employee participation, profit sharing, maintaining purchasing power
- Initiatives promoting health, wellbeing and safety at work
- Gender equality index: 93/100

Governance

- Ethical and transparent practices
- CSR objectives incorporated into our growth strategy and Sustainable Pact
- Articles of association amended to incorporate social and environmental criteria

BE WELL

ACTING TO PROMOTE HEALTH AND WELLBEING FOR ALL

Recognising that health is essential to wellbeing, UPSA is dedicated to enhancing quality of life for people of all ages. By developing accessible and responsible solutions, we support all those who trust our products, every day. More than just a laboratory, we are a committed player striving to make a positive, lasting impact on everyone's health.

What we achieved in 2024

- ▶ PROVIDED ACCESS TO MEDICINES FOR THE MOST DISADVANTAGED PATIENTS (DONATION OF OVER 400,000 BOXES OF MEDICINE)
- ▶ IMPROVED THE FORMULA OF TWO OF OUR FERVEX SPECIALITIES IN 16 COUNTRIES THROUGH A 40% REDUCTION IN SUGAR WITHOUT THE ADDITION OF ARTIFICIAL SWEETENERS

SDG



Our targets for 2030

- ▶ **IMPROVE PATIENTS' QUALITY OF LIFE** THROUGH INCREASINGLY INNOVATIVE SERVICES AND SOLUTIONS
- ▶ **INGREDIENTS: 100%** OF NEW WELLBEING PRODUCTS DEVELOPED IN COMPLIANCE WITH OUR COMMITMENT AND TRANSPARENCY CHARTER

UPSA and Sérélys Pharma: a strong commitment to women's health

The acquisition of Sérélys Pharma, our laboratory's first in over three decades, marks a key step in our commitment to offering nature-inspired, rigorously developed and science-backed solutions to help women cope with hormonal shifts. By investing in this unique expertise, we can support women at every life stage, providing effective alternatives that respect their wellbeing.

Proven effectiveness in clinical studies

After two months' use, hot flushes are reduced by 50% compared to placebo, and sleep disturbances and mood fluctuations are significantly reduced. Solutions derived from this technology are made from 100% natural ingredients and have no known side effects. By offering a hormone-free alternative, UPSA is responding to the growing demand from women for solutions that respect their biological balance.



These days, women no longer want to put up with the hormonal problems that are a recurring part of their lives. As a woman director, it felt natural that I should contribute to tackling such a basic challenge.



Isabelle **VAN RYCKE**,
President and CEO, UPSA



A SOCIAL NEED THAT CAN NO LONGER BE IGNORED

Hormonal disorders in women have long been overlooked and often downplayed and inadequately treated. Yet they have an impact on the quality of life of millions of women around the world. In France alone, 80% of women over 45 suffer from menopause-related symptoms. Despite a growing awareness of the problem, alternative solutions are still not widely available. With Sérélys Pharma, we can provide an innovative and effective response to this public health challenge.

SCIENCE AND NATURE COMBINE TO IMPROVE WOMEN'S HEALTH

Central to this breakthrough is the patented CyTonin® technology, which extracts and purifies the active ingredients of pollen, recognised as a super-food since the dawn of time. This unique process improves the assimilation of essential nutrients which help to reduce menopausal symptoms with no need for hormones or phytoestrogens.

INTERNATIONAL REACH IN THE SERVICE OF WOMEN'S HEALTH

By integrating Sérélys Pharma, which operates in more than 50 countries, we are strengthening our international presence and our role as a major family health-care player. This acquisition is fully in line with our ambition: **'Act well and do good'** as it enables us to offer solutions that respect women's health and well-being. This approach is in keeping with our mission: to support everyone in their daily pursuit of better health.



INTERVIEW WITH
Sergio GARCIA,
Director of the UPSA Prescription Division

In spite of medical progress, pain management remains a major challenge. While some brands are content to rest on their laurels, UPSA takes a broader view of the care pathway, going beyond simple medication to enhancing patients' quality of life. Some types of pain, such as osteoarthritis pain, will never completely disappear - it is essential to work with doctors to provide appropriate and effective care.

With this in mind, we have developed practical tools to support healthcare professionals: information sheets to help doctors inform families about childhood fever, specific documentation on chronic pain, and a series of clinical meetings bringing together more than 400 doctors to share best practices on conditions such as lower back pain and osteoarthritis.

Another challenge is to dispel confusion between paracetamol and the various brands that sell it. Patients are primarily looking for an active ingredient, not a specific brand name. By raising awareness among doctors about their prescribing power, we are promoting effective alternatives that are tailored to patients' needs.

Our commitment goes beyond medication. In collaboration with Remedy Labs, we have developed a connected bracelet designed to better understand and relieve chronic pain. The Inable programme looks at pain management from an emotional point of view. Finally, we have launched educational initiatives such as the comic book **'Tom's Adventures at the Doctor's'**, to help children understand their healthcare journey and the use of medicines.

Our overall goal is to offer comprehensive, intelligent solutions that enable doctors to provide patients with better information and offer reliable, effective alternatives, while ensuring that paracetamol is used properly.

Patient expectations drive innovation at UPSA

Understanding and treating pain is a major public health issue. With needs constantly evolving, we are committed to adapting our solutions to meet patients' expectations. Thanks to our expertise in pain management and our commitment, we are dedicated to helping everyone access effective and responsible care.

Patient expectations regarding pain medication*

Our commitment to responsible production responds to strong expectations on the part of patients, who are increasingly attentive to where and how medicines are manufactured.

96% of pain medication purchasers prefer French-made products.

91% trust the 'Made in France' label.

85% believe that medicines manufactured in France have a positive environmental impact.

77% have greater confidence in laboratories committed to environmental and social responsibility.

58% consider that the B Corp label is a guarantee of quality and responsibility.

84% want 'Made in France' to be a top priority for the government and the healthcare industry.

In response to these growing expectations, we are pursuing our commitment to local and responsible production, combining innovation, quality and respect for social and environmental issues.

Sources: online survey conducted between 5 and 20 June 2024 / Representative sample of 737 people aged 50 to 70 who use pain or fever medication, drawn from a nationally representative sample of 1,000 French people.

HELPING CHILDREN TALK ABOUT PAIN

Because it can sometimes be difficult for children to put their pain into words, we have created **'Tom's Adventures at the Doctor's'**, a comic book designed to help young children and their parents understand the importance of describing exactly how they feel. This educational tool aims to improve communication between children, parents and healthcare professionals, thereby facilitating diagnosis and appropriate treatment.



400

equals the number of doctors who participated in clinical meetings with our UPSA teams

Acting for an effective care pathway

The patient care pathway relies on close collaboration between different healthcare professionals. As a committed laboratory, we play a key role alongside pharmacists in ensuring effective and responsible pain management. Their expertise and proximity to patients make them essential partners in providing advice and monitoring treatment.



WORKING WITH PHARMACISTS FOR BETTER PATIENT RELIEF

As part of our commitment to effective and responsible pain management, we were delighted to be a partner of the 60th ANEPF (National Association of Pharmacy Students in France) conference, held in Agen from 4 to 7 July. This major event brought together more than 400 students from 24 French pharmacy faculties. They are all future healthcare professionals who will play a key role in patient care.

The congress provided a valuable opportunity to strengthen dialogue with young professionals and share our pain management expertise. During our presentation, we emphasised the importance of close collaboration between pharmaceutical companies and pharmacists, who are responsible for providing expert advice and support tailored to patients' needs.

RAISE STUDENTS' AWARENESS OF INDUSTRIAL AND ENVIRONMENTAL ISSUES

Beyond scientific and professional training, we wanted to give students a behind-the-scenes look at our production through a tour of our Guyenne site. This immersive experience allowed around 30 students to discover our 100% French manufacturing process, our commitments to innovation and environmental responsibility, and the essential role of industrial pharmacists.

The enthusiasm of the participants demonstrated their keen interest in these topics and their desire to explore new career opportunities. By investing in the training of future pharmacists, we are affirming our commitment to building increasingly ethical and effective pain management.



400

equals the number of pharmacy students who participated in the 60th ANEPF congress, of which UPSA was a partner

Solidarity at the heart of our commitment

At UPSA, people are always our primary concern. Our commitment goes beyond simply manufacturing pharmaceuticals - we also support patients at the most challenging times and respond to health emergencies. Thus, we support vulnerable populations by donating medicines in partnership with associations and organisations working on the ground.

PHARMA SOLIDAIRE: GIVING MEDICINES A SECOND LIFE



As part of our drive to be responsible and reduce waste, we have set up a partnership with **Pharma Solidaire** to ensure that medicines are redistributed to disadvantaged patients rather than simply being disposed of. We pulled out all the stops to make our first donations in record time:

July 2024: donation of **175,000 units** of medicines, worth **€315,000**, redistributed to **5 sites in France**.

September 2024: second donation of **161,000 units**, worth **€245,000**, to help even more patients.

This project illustrates our commitment to taking concrete action to improve access to healthcare and to make the most of resources that would otherwise have gone to waste. This mobilisation would not have been as effective without the involvement of our teams and the logistical support of our Agen site.



MAYOTTE: EMERGENCY RESPONSE IN THE WAKE OF CYCLONE CHIDO

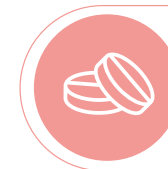
On 14 December 2024, Mayotte was ravaged by Cyclone **Chido**, leaving a trail of destruction that affected the entire population. In this region, where poverty is prevalent and the hospital handles nearly **10,000 births per year**, access to healthcare is already a major challenge, and was further exacerbated by the disaster.

Thanks to our presence on the ground, particularly that of **Cyril Dubois**, our pharmaceutical representative who has been working in Réunion and Mayotte for over 10 years, we were quickly able to assess the urgency of the situation. Within a few days, we mobilised our teams and partners to deliver essential medicines via our warehouse in Réunion, in coordination with the local authorities.

On **21 February 2025**, an initial shipment was organised to Mayotte, comprising:

70,100 boxes of medicines, 95% of which was UPSA paracetamol (60% in paediatric form, 40% for adults), representing **4 tonnes of medicines** with a **volume of 17 m³** and an **internal value of €54,929**.

This donation, made in conjunction with the **Mayotte Hospital Centre** and government services, provided essential aid to prevent the risk of epidemics linked to waterborne diseases in a health emergency.



70,100

equals the number of boxes of medicines donated to the Mayotte Hospital Centre

These initiatives demonstrate our concrete commitment to solidarity-based access to healthcare and our ability to respond quickly to health crises by mobilising our expertise and resources to help the most vulnerable patients.

LIVE WELL

MITIGATING OUR IMPACT TO PRESERVE OUR FUTURE

Protecting the environment means ensuring a sustainable future for generations to come. With climate change challenges ahead, we have a duty to act now. We are reducing our emissions, optimising our resources and incorporating eco-design into our products. Every action makes a difference: innovating and rethinking our practices today helps build a better tomorrow.

What we achieved in 2024

- ▶ 16% REDUCTION IN DIRECT GREENHOUSE GAS EMISSIONS COMPARED TO 2020
- ▶ 16% REDUCTION IN WATER CONSUMPTION COMPARED TO 2023
- ▶ 12% REDUCTION IN WASTE COMPARED TO 2021

SDG



Our targets for 2030

▶ **20% REDUCTION** IN WATER CONSUMPTION BY 2030 (VS 2020)

▶ **100% OF OUR SECONDARY AND TERTIARY PACKAGING** AND POS MATERIALS WILL BE RECYCLABLE, RECYCLED OR BIO-BASED

▶ **25% REDUCTION** IN WASTE GENERATED BY 2030 (VS 2021)

▶ **100 % OF OUR NEW PRODUCT PACKAGING** WILL BE ECO-DESIGNED

▶ CONTRIBUTION TO THE **COLLECTIVE CARBON NEUTRALITY** OF OUR DIRECT GREENHOUSE GAS EMISSIONS

Changing at the source, thinking long term

From reducing resource use to rethinking models, we are taking action on multiple fronts to accelerate our environmental transition. At our Gascony site, an innovative water recovery system is a concrete example of our commitment, while our participation in the Business Climate Pact is fuelling strategic thinking on an industry-wide scale.

OPTIMISING WATER CONSUMPTION: AN INNOVATIVE, ENVIRONMENTALLY FRIENDLY SYSTEM

In October 2024, we took another step forward in responsible resource management by commissioning an innovative water recovery system on an air handling unit (AHU) at our Gascony industrial site. This system, the first of its kind in a pharmaceutical environment, is a clear demonstration of our commitment to water sobriety.

The system recovers up to **10,000 litres of water per day** by condensing moisture from the air, a resource that would otherwise be discharged into the drainage system. This water is then reused to supply evaporative cooling systems, which are among the site's largest water consumers. The impact is significant: **an estimated saving of 1,500 m³ per year, equivalent to half an Olympic swimming pool.**

This project, which is being closely monitored by the Industrial Projects and Infrastructure Maintenance teams, paves the way for even more ambitious prospects. Olivier Papet, the technician in charge of the project, estimates that **the recovery potential could be increased by an additional 100 to 200 m³ per year** by connecting other AHUs to this system.

At the same time, we are exploring further solutions to maximise industrial water reuse. We are looking into recovering wastewater from equipment washing, which alone accounts for 60% of our factories' water consumption.

1,500 m³

equals the amount of water saved
by the AHU



This simple and inexpensive system could be rolled out to other plants in Gascony and Guyenne, saving up to 10,000 m³ of water, or more than 10% of the sites' total consumption, per year.

Ronan **COCAUD**,
Director of Industrial Operations and Supply Chain, UPSA



COMMITTING TO A MORE SUSTAINABLE INDUSTRY WITH THE CEC



Last May, we joined the **Convention des entreprises pour le climat – Parcours Industrie (CEC)**, a multi-month programme bringing together over 50 companies and 76 executives to work towards a common goal: rethinking **business models within planetary boundaries and accelerating the transition of their industry.**

Inspired by the **Citizens' Climate Convention**, this initiative invites companies to co-develop concrete solutions to accelerate the ecological transition in industry. This approach is in line with our **Sustainable Pact** and our **B Corp** certification, and aims to combine innovation and responsibility.

Regular meetings take place throughout the programme, enabling us to tackle the major environmental challenges facing our industry. Issues range from **access to resources** and their circularity, **water management** for transforming and recycling our raw materials, **the energy required to power our production facilities**, where sobriety is a key lever, to **reducing pollution** at every stage of the value chain. These discussions fuel our collective thinking and help us identify concrete solutions.

Once the programme is complete, our teams, represented by **Laure Lechertier** and **Pauline Sauvan**, will be tasked with drawing up our roadmap. This is a new step forward in our industry's transition to a more responsible model that is in line with our values.

Our district heating network, a major step towards a low-carbon model

From November 2025, UPSA's district heating network (DHN) project will mark a major step forward in the decarbonisation of its industrial activities at its Agen sites (scopes 1 and 2). Powered by heat recovered from the incineration of household waste in the Agen metropolitan area, the DHN is set to emit 80% fewer greenhouse gases than the current natural gas-based thermal energy production.

Decarbonisation potential of the DHN

- 1,500t of CO₂ /year** with
- **400t/year** for Guyenne,
 - **1,100t/year** for Gascony.

That accounts for over:
30% of our current carbon footprint.



3 QUESTIONS TO

Grégory CACERES,
Director of Industrial Investments

How did the district heating network (DHN) project come about?

The idea had been on the drawing board for several years, but it finally took shape in 2020. Although it was initially intended for public buildings, UPSA saw an opportunity to link up its industrial sites in order to benefit from more sustainable energy. Technical adaptations were necessary to align the network with our needs.

What are the benefits for UPSA?

The DHN enables us to both reduce our carbon footprint and secure our energy supply. Analysis showed it to be more viable than a biomass alternative, which would have been too expensive. This energy supply is fully in line with our decarbonisation strategy and optimises our energy consumption.

What stage has the project reached?

Our Guyenne site was connected in 2024, and work is ongoing at our Gascony facility. Full commissioning is scheduled for November 2025, marking a major step forward in our transition to a more sustainable energy model.

Eco-designed packaging for better management and recycling

Caring for health also means being respectful of our environment, and we therefore take action at every stage of the product lifecycle: from eco-designing our packs to responsible waste management and the recycling of our cardboard packaging. We adopt a practical approach, in which innovation and commitment combine to reduce our impact.

OPTIMISING OUR FORMULAS, REDUCING PACKAGING WEIGHT

UPSA is innovating to ensure that health goes hand in hand with environmental responsibility. By optimising both the formula and the packaging of Fervex Low Sugar, our **new Fervex formula**, and our **Efferalgan 1G** speciality, we have succeeded in reducing our consumption of raw materials and waste production.

Optimised formulas: fewer raw materials, with no compromise on efficacy.

More responsible packaging: lighter weight to generate less waste.

422 tonnes of packaging waste avoided every year,

1,091 tonnes of raw materials saved,

4,547 fewer tonnes of CO₂, or **3.3%** of Scope 3 emissions.

A strong commitment to more responsible production, in line with our ambition to reduce **our direct emissions by 70% by 2030**.

422 tonnes

equals the amount of packaging waste avoided per year



CONCRETE ACTION TO CUT DOWN ON INDUSTRIAL WASTE

With a view to reducing waste and improving waste management on our production lines, we have streamlined our processes.

We reintroduced **empty tubes** on **Tube 2 and Tube 3** lines in Gascony and approved the integration of **pipettes and spoons** on the liquid line in Guyenne, effective **January 2025**. Furthermore, **products ejected** during production (incorrect labelling, missing instructions, etc.) are now reintroduced on the paste line in Guyenne. Further projects are underway with tailored solutions being developed for **strips and sachets**.

Aside from production, the following initiatives reinforced our commitment in 2024:

- **Recycling single-use equipment** (coveralls, shoe covers, etc.) to avoid incineration and reduce our carbon footprint by **7 tonnes of CO₂**.
- **Recycling bio-waste** from our kitchens and canteens and transforming it into biomethane and fertilisers: **1 tonne** of bio-waste produces **100 m³ of biomethane** and **800 kg of organic fertiliser**.



GIVING OUR CARDBOARD PACKAGING A SECOND LIFE

Previously, our cardboard packaging was considered as waste and treated by Veolia. Now, with the Carton Vert start-up, it is bought back and reused, reducing **the volume of waste produced** and promoting a circular economy. This alternative solution also optimises waste processing costs, with an estimated saving of **€40/tonne**.

By 2025, this initiative should result in the **recycling of 300 tonnes of cardboard**, i.e. **200,000 boxes reused** or the equivalent of **41 truckloads of cardboard reused each year**.

Raising awareness and encouraging employees to adopt eco-friendly practices

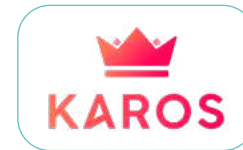
At UPSA, we encourage responsibility in our employees by facilitating the adoption of eco-friendly practices. From sustainable mobility to raising awareness of CSR issues, we are taking concrete steps to reduce our impact and move forward together.

ENCOURAGING CAR-POOLING AT OUR AGEN SITE

As part of our commitment to more responsible mobility, we have set up a car-pooling scheme at our Agen site, in partnership with the Karos mobile app. This solution enables employees to optimise their home-work travel, thereby helping to reduce CO₂ emissions.

To encourage this scheme, UPSA covered travel costs for passengers until 31 December 2024, with the operation set to be renewed in 2025.

To date, **232 UPSA employees** are registered on Karos, including **168 active carpoolers**. There is currently a community of regular carpoolers, with an average of 48 employees taking part each month.



RAISING AWARENESS AND TAKING ACTION: OUR 'GET YOUR CSR MOVING' WEBINARS

At UPSA, we promote a concrete approach to CSR among our employees through a series of webinars called **"Bouge ta RSE" ("Get your CSR moving")**, which give them the opportunity to discuss key CSR issues with experts.

The first webinar, **'Water, a resource under pressure'**, attracted more than 130 participants, allowing them to explore solutions to preserve this essential resource more effectively.

Other themes will be addressed throughout the year to encourage everyone to adopt more responsible practices.



7,750

carpool journeys were made by UPSA employees in 2024

ACT WELL

COMMITTED TO EMPLOYEE VITALITY AND LOCAL DYNAMISM

Our vision is that of a committed company where every employee counts. Being a responsible employer means creating an inclusive and fulfilling environment. In the wider community, we take concrete action to promote sustainable development by boosting the local economy and supporting local players.

What we achieved in 2024

- ▶ INCREASED OUR GENDER EQUALITY INDEX TO 93/100 POINTS, I.E. +5 POINTS COMPARED WITH 2023
- ▶ SUPPORT FOR LOCAL ASSOCIATIONS TOTALLED €200K

SDG



Our targets for 2030

- ▶ EXCEED 50% OF LOCAL SUPPLIERS
- ▶ EMBED WELL-BEING AT THE HEART OF OUR ORGANISATION

Local anchoring to support national sovereignty

Our role as a **'pollinator' company** means committing to fostering a thriving ecosystem through supporting our local economy and building lasting relationships with local stakeholders. Because of our long-standing presence in Lot-et-Garonne, our impact can be measured in terms of the jobs we create, the expertise we preserve and the wellbeing we promote.



At UPSA, we're proving that it is still possible to produce 100% French medicines. The fact that we're moving a step further up the value chain and relocating the active ingredient in paracetamol is a concrete way of pursuing our commitment to France's health sovereignty.



Laure **LECHERTIER**,
Director of Market Access, Public Affairs,
Communications and CSR, UPSA



A STRONG TERRITORIAL ANCHORAGE THAT DRIVES THE LOCAL ECONOMY

When UPSA forges ahead, the entire region benefits. Our activity supports **2,200 jobs in Lot-et-Garonne**, extending well beyond our own walls. Our socio-economic impact study shows that UPSA's activity generates £213 million in GDP in the Lot-et-Garonne department, representing 4% of its overall GDP. We are proud to be the **largest private employer in the Lot-et-Garonne department** and take our responsibility seriously by supporting strong regional development and solidarity.

MANUFACTURING IN FRANCE IS A BOLD AND MEANINGFUL CHOICE

At a time when many companies are opting for delocalisation, we have decided to take a different path: investing locally, creating locally, and innovating locally. With **1,500 employees** in Agen, we are resolutely committed to maintaining 100% French production, despite a challenging economic environment. This commitment requires an additional effort, but it is a powerful lever for preserving our expertise, boosting employment and guaranteeing sustainable access to medicines. Behind every box of UPSA paracetamol, there are women and men working with dedication and passion to provide accessible, effective and responsible healthcare solutions.

COMMITTING TO HEALTH AND INDUSTRIAL SOVEREIGNTY

Manufacturing in France guarantees secure access to essential medicines without relying on unpredictable international supply chains. The government has entrusted us with a key role: to revive local production of strategic molecules. From 2026, we will be manufacturing a new essential medicine in Agen: **pregabalin**, used to treat neuropathic pain and generalised anxiety. Ensuring a reliable supply of Paracetamol will also remain a priority. Every year, our factories already produce **310 million boxes of Paracetamol**. We are investing in the resources needed to increase this figure to **450 million**, further improving our ability to meet patients' needs. Our mission is clear: **to safeguard everyone's health** by guaranteeing sustainable access to treatment.



MADE IN FRANCE, A SHARED SOURCE OF PRIDE

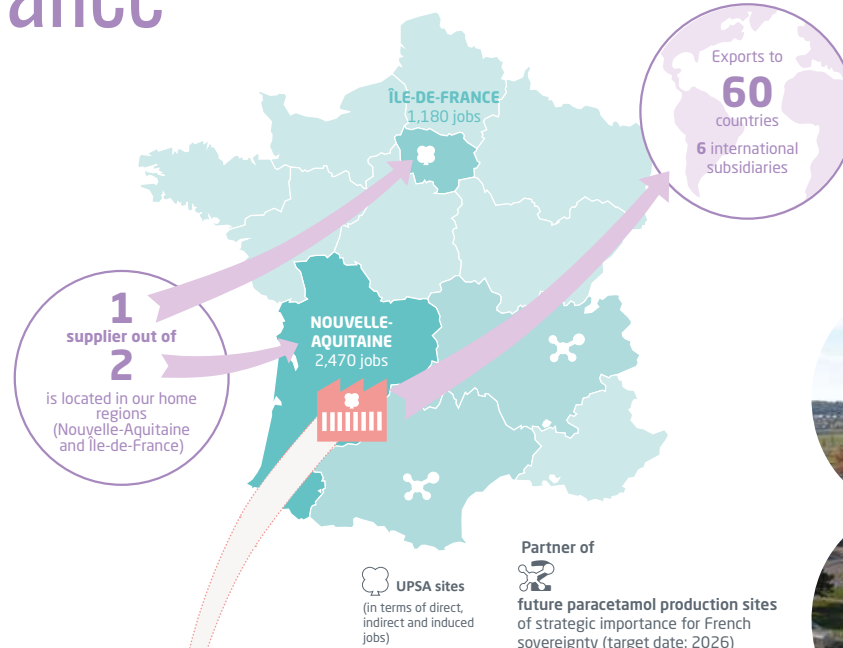
Our achievements received significant recognition **at the Élysée Palace, at the Great Exhibition of Made in France**, where UPSA was distinguished as an exemplary exponent of French know-how. Our Dafalgan 1G was singled out for praise, and we proudly represented the Lot-et-Garonne region at the presidential palace.

A few weeks later, visitors to the **Made in France trade fair** were firm in their conviction that manufacturing in France is much more than a label – it is a fundamental philosophy.

We are proud to contribute to an innovative industry that creates jobs right here in our own country, and we will continue to **ensure that our care extends not only to our patients, but - more widely- to our region and the local communities who are its lifeblood.**

UPSA a leading player in Made in France

For nearly nine decades, we have been manufacturing in France and investing to build a stronger, more innovative and more responsible pharmaceutical industry. Based in Agen, we contribute to the local economy by supporting employment, prioritising local partnerships and supporting partners who are seeking to relocate their paracetamol production.



FOCUS ON LOT-ET-GARONNE

UPSA contributes to employment and prosperity in the Lot-et-Garonne region

UPSA's business activities in 2023 supported



2,200
jobs

Jobs are expressed in FTEs (Full-Time Equivalents).



1,440
direct FTEs
(65%)

70
indirect FTEs
(3%)

690
induced FTEs
(32%)

and generated a



GDP of
€213M
in the Lot-et-Garonne department

UPSA contributes to employment and prosperity in France

UPSA's business activities in 2023 supported



5,000
jobs

Jobs are expressed in FTEs (Full-Time Equivalents).

and generated a



GDP OF €407M
nationwide

The UPSA employment multiplier coefficient in France is 3: for every direct job created by UPSA France, two additional jobs are generated in France.

x3
multiplier coefficient



Breakdown of FTEs (full-time equivalents) in France

Direct jobs

1,700
at UPSA in France

Indirect jobs

600

additional jobs in the supply chain as a result of UPSA's purchases in France

Induced jobs

950
(taxation)

1,750
(income)

Further jobs generated by consumption by UPSA's direct and indirect employees and by public administration spending



#1 French industrial site
for production of paracetamol-based medicines
300M boxes produced in 2023,
or 10 boxes per second



4%

of GDP in Lot-et-Garonne

12%

of our purchases in France sourced in Lot-et-Garonne

A working environment based on listening and recognition

At UPSA, our employees are core to our success. We are committed to creating a work environment where every individual can thrive, grow and feel valued. Kindness, inclusion and quality of life at work inform all our actions with the aim of fostering a company culture of commitment and trust.

GENDER EQUALITY: CONCRETE RESULTS

Given the continuing strong sense of inequality* between women and men, we are launching a 3-year programme to reduce the pay gap by more than 5%. We are thus anticipating the European directive on pay transparency, scheduled for 2026.

The figures show that we are already on the right track. In 2024, UPSA achieved a score of **93/100 on the Gender Equality Index**, which demonstrates our concrete commitment: 38/40 for the pay gap, 20/20 for individual pay rises, and 15/15 for promotions and returns from maternity leave.

Equality cannot wait. Neither can we.

* Study conducted by [Toluna](#) Harris Interactive among 2,000 women in France.

THE KAIZEN AWARDS: CELEBRATING INNOVATION AT EVERY LEVEL OF THE COMPANY

In 2023, we launched the **Kaizen Awards**, an internal event that rewards employee initiatives related to continuous improvement. Inspired by the Japanese concept of 'Kaizen' – change for the better – it encourages everyone to contribute their ideas.

Divided into six categories (commercial innovation, product marketing innovation, operational performance, CSR, simplification and cost improvement), the initiative inspired real enthusiasm. Half of the winners were chosen by employees and half by the Executive Committee.

First prize in the CSR category went to the 'Zero paper in technical qualification and automation' project for its practical benefits and potential for large-scale rollout.

A first edition characterised by collective commitment:

- 84 projects submitted
- 350 participating employees
- 650 votes to decide between the initiatives
- 25 short-listed projects
- 150 employees rewarded



INTERVIEW WITH
Florence
BOURGEOIS-MARLE,
HR Director

"As the largest employer in Lot-et-Garonne, UPSA has a particular responsibility towards its employees."

Our commitment to recognising and valuing every individual, whether they are a manager or not, is at the heart of our strategy. As a B Corp-certified company, we are committed to promoting ambitious initiatives that put people at the centre of our approach. Our 2022 employee survey identified a real need for recognition and appreciation. To address this, we introduced an engagement barometer to measure employee perceptions of the company's strategy and their well-being at work. This survey is now conducted annually, and in 2024 we added a section on psychosocial risk prevention. We aim to go beyond simply gathering data; we want to take concrete action.

As part of this initiative, we launched the **Kaizen Awards**, a programme that encourages employees to present projects they have contributed to and highlight the added value they have brought to them. Over 84 projects were submitted for our first edition, with employees voting for their favourites.

Our commitment goes even further. We have implemented a **job retention programme** to support employees experiencing health issues or seeking career development. A multidisciplinary committee reviews each situation on a case-by-case basis and proposes a tailored plan, which may involve workstation adjustments, retraining or psychological support. Our goal is to enable everyone to remain in the workforce under conditions that are compatible with their abilities and aspirations.

Sport: a driving force for wellbeing and solidarity

At UPSA, quality of life at work also goes hand in hand with sport. More than just a driver of wellbeing, it brings people together and fosters a genuine sense of solidarity. Through our solidarity classes, we encourage our employees to combine physical activity with support for causes that we care deeply about.



UPSA MOVE: RUNNING FOR A GOOD CAUSE

16 UPSA employees recently took part in the Special Olympics France Inter-Company Solidarity Run in Rueil-Malmaison.

Relay runners and walkers joined forces to support athletes with intellectual disabilities and fund sports and health programmes.

With 134 teams and 536 people taking part in the event, a record-breaking total of nearly €98,000 was raised.

MILO BERNARD, A PROMISING YOUNG ATHLETE WE ARE PROUD TO SPONSOR

Our sponsorship of this young sprinter is a testament to our belief in pushing boundaries, perseverance, and inclusion. After losing his leg below the knee in a farming accident in 2016, Milo rebuilt his life through athletics. Now a member of the Federal Handisport Centre, he has his sights set on the Paralympic Games. He embodies our commitment to building a society where we can all strive for excellence.

Supporting culture, showcasing the talents of tomorrow

At UPSA, cultural sponsorship is a way of strengthening our roots in the local community while fostering emerging artistic expression. Through our support for the association *Connaissance des jeunes interprètes* (Introducing Young Performers), we are helping both to bring classical music to rural areas and reveal up and coming talents.

CULTURE AS A MEANS TO DRIVE LOCAL DEVELOPMENT

For several years, the *Connaissance des jeunes interprètes* association has been actively promoting classical music in rural areas by offering a platform to promising young musicians. Its mission is to introduce these talented artists to a wider audience and, more generally, contribute to the local cultural and economic scene.

UPSA's support for this initiative underscores our belief that cultural development is a lever for regional development. In practice, a monthly concert is organised to which two UPSA employees and their guests are invited, following a lottery that also serves to raise public awareness of the event.

This partnership illustrates our desire to promote access to culture, showcase young talent, and contribute to a rich, vibrant and inspiring local ecosystem.



€200,000

is the sum invested by UPSA to support local associations



<https://www.upsa.com/>