



HealthScience
Clinical Research Excellence

TFS Sustainability Report 2021

Building a successful and trusted company means we do not compromise our sustainability goals and that sustainability considerations are an integral part of our business activities.

Word from the CEO

This year, TFS HealthScience celebrated our 25th anniversary as a vital partner in the delivery of healthcare research that brings treatments to patients faster. Our journey to a best-in-class full-service CRO has been remarkable, and with that success comes responsibility. As we continue to expand our business, we know it is not enough to singularly pursue our mission for a healthier world. We must also take bold action to strengthen our social fabric, ensure equal opportunity and access for all, relentlessly prioritize ethics, and protect our planet. Our TFS values are steeped in a deep commitment to doing what's right; not just in our big decisions, but also in the millions of small choices each of us makes every day.

I'm proud to report that in 2021, our commitments to an ethical, sustainable future have substantially grown and deepened. These commitments were multi-faceted, cutting across diverse and important areas, such as equal opportunities, regulatory compliance, talent development, ethics, and environmental compliance. This year alone, we:

- Raised over 10,000 euros through the TFS-hosted "Move for Children" charity fundraiser to support children and their families impacted by cancer or hematological disease
- Built partnerships with and took inspiration from global organizations, including the United Nations and the children's rights and education equity campaign "Because I'm a Girl"
- Elevated women in leadership, with 68% of director-level roles at TFS currently held by women, and maintained an executive team with equal gender representation
- Expanded our multinational scope to serve more people and countries around the world while simultaneously decreasing office footprint and printing volume (by 30% and 59%, respectively)
- Re-launched our company website and grew our online presence through expanded social media and thought leadership presence to amplify our mission, vision and expertise
- Earned EcoVadis Silver rating for sustainability in 2020 and successfully completed a CDP disclosure in 2021, demonstrating our longstanding commitment to sustainability and social responsibility
- Reached 3% above our 2021 KPI target for performance and career development reviews from leaders

- Implemented a new TFS Supplier Code of Conduct, and achieved 100% employee completion of anti-corruption and bribery training

Looking ahead, there is much more to come in 2022 and beyond as we continue in our efforts to make sustainability and global citizenship an integral part of our culture. You can expect to see deeper commitments to our people and our planet through investments in equal opportunities, talent development and environmental compliance. We will also be strengthening our focus on compliance with regulations, business ethics, patient safety and data integrity.

We know that our dedicated employees, as well as our customers and numerous stakeholders, are counting on us to lead the way in making choices that not only ensure sustainable growth, but also fuel a better world for all. We won't let you down.

Bassem Saleh

CEO



TFS in brief

TFS is a global Contract Research Organization (CRO) that supports biotechnology and pharmaceutical companies throughout their entire clinical development journey. In partnership with customers, we build solution-driven teams working for a healthier future. Bringing together nearly 700 professionals, TFS delivers tailored clinical research services in more than 40 countries.

TFS demonstrates scientific and medical competence across populations and therapeutics, with industry-leading capabilities in:



Dermatology, Immunology
and Inflammatory Diseases



Hematology
& Oncology



Internal
Medicine



Neuroscience



Ophthalmology



Pediatrics



Rare Diseases
and Orphan Drugs



Real World
Evidence

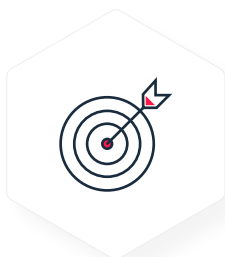


TFS supports customers with comprehensive solutions through four strong business models:



Clinical Development Services (CDS), which provides reliable full-service support at all stages of the clinical development process — from planning and design, regulatory and clinical operations to post-authorization and real-world evidence.

- flexibility
- trust
- confidence



Strategic Resourcing Solutions (SRS), which offers expert insourcing, targeted recruitment services and provides fully operational clinical professionals — from a single resource to entire teams.

- high-quality performance
- adherence to timelines



Functional Services (FSP), to provide customers with strategic workforce management solutions and fit-for-purpose outsourcing solutions. Enabling all—or some—of a project's functional elements to be outsourced and yet allowing control over the process and data to be retained.

- customer-tailored solutions
- partnership
- better together



TFS Connectify, which brings thought leadership, subject matter expertise and talent solutions to health science business leaders. Resources key business milestones across the early discovery and product commercialization value chain trust.

- first choice for clients looking for advisory or project support
- matching impactful expertise

Vision, Mission and Values

Vision

Top global mid-size CRO

Mission

Your trusted partner throughout the entire clinical development journey



Trust

It's about confidence, reliability, and fulfilling expectations at every stage.



Quality

This is our standard and constant objective: quality of performance, delivery, and results.



Flexibility

Supporting clients throughout their development journey, responding to challenges with agility focused on a successful outcome.



Passion

Our professionalism is fueled by dedication and a desire to deliver excellence.

Ownership and legal form

Since 2019, TFS Trial Form Support AB has been 100% owned by Ratos Group, a publicly listed company.

Governance Structure

The Board, composed of three external members, oversees TFS.

The TFS Executive Committee is made up of the CEO and several (Executive) Vice Presidents, representing the main functional areas: Quality and Compliance, Finance, Human Resources, Information Technology, Clinical Development and Strategic Resourcing.

The TFS Executive Committee is supported by a team of Operational Leaders, focused on areas such as Project Management, Clinical Operations, Site Management, and Biometrics.

As a mid-size global CRO, we combine scientific expertise and flexibility of solutions with excellence as well as the highest quality standards offered by only the most reliable organizations. We are global in mind and local at heart. We build strategic partnerships based on transparency, personal responsibility and the direct attention of our employees. We work with commitment and merit to support you throughout the entire clinical development journey and meet your expectations. We ensure the safety and care of patients in our clinical development programs and contributing to public health in general.

TFS Executive Committee:



Dr. Bassem Saleh
Chief Executive Officer



Jasper Hjort
Chief Financial Officer



Nina Holst
EVP Strategic Resourcing
Solutions



Luke Gill
VP, Clinical Development
Services



Young Shon
Chief Information Officer



Dr. Suzanne Pavon
EVP Quality, Compliance
and Legal



Eva Brike
Chief People Officer

TFS employees

As of 31 December 2021, TFS had 605 employees in 15 countries. The majority (90%) of TFS employees work in Europe and 10% work in the USA.

Collective bargaining agreements

Collective bargaining agreements are in place in Spain, France and Italy; employees in these countries are covered by its content. These countries represent 41.6% of TFS staff.

Vendors and Suppliers

Since TFS is a service provider and not a manufacturer, we collaborate with a wide range of other service providers, referred to as Vendors, or Suppliers.

Finance

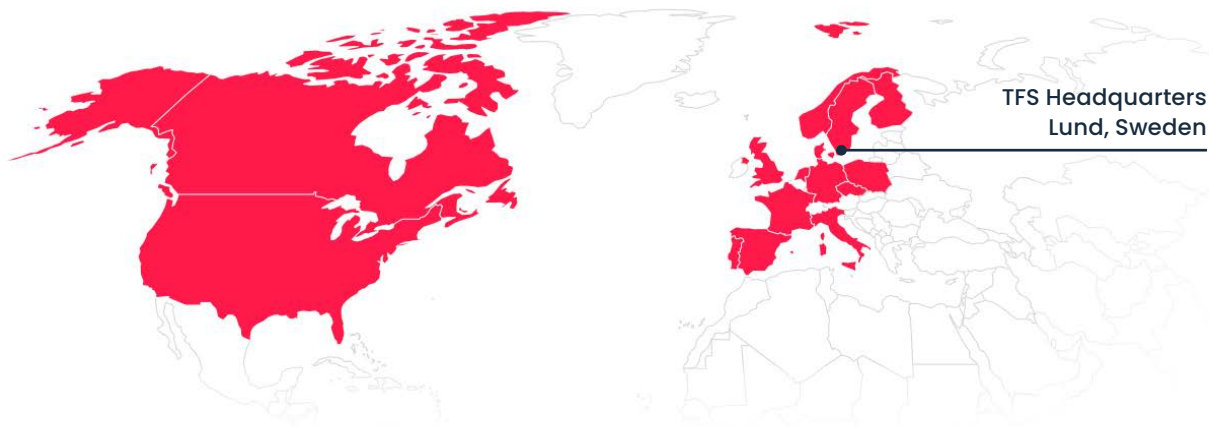
In 2021, net sales were €87.9M including professional fees and reimbursable expenses.

Consolidated balance sheet was €46M. Equity accounts for €14M. Total debt with financial institutions at €1.07M.

The number of TFS employees by contract and gender:



TFS presence:



External Initiatives

In order to increase the impact of our efforts to help create a better world, TFS has formed partnerships with and taken inspiration from global organizations:

For children's rights, equality and education for girls.



TFS' Code of Conduct is based on the United Nations (UN) Global Compact's 10 principles. TFS follows the UN Guiding Principles on Business and respects the UN Universal Declaration of Human Rights.



Memberships of Associations

TFS, its local offices or individual employees may be members of national and international associations.

TFS is a member of:

- Association of Clinical Research Organizations (ACRO)
- Association for Clinical Research Organisations active in Sweden (ASCRO)
- European CRO Federation (EUCROF)

Local offices are members of national associations:

- **TFS Spain:** Spanish Association of Contract Research Organisations (AECIC)
- **TFS Spain:** Medicines Association of the Spanish Pharmaceutical Industry (AMIFE)
- **TFS Italy:** Italian Association of Contract Research Organisations (AICRO)
- **TFS France:** Association Françaises des CROs (AFCRO)
- **TFS Netherlands:** Associative van Clinical Research Organizations in Nederland (ACRON)
- **TFS Sweden:** Swedish Pharmaceutical Society
- **TFS Finland:** Pharmaceutical industry
- **TFS Germany:** Bundesverband Medizinischer Auftragsinstitute e.V. (BMVA)
[Federal Association of Contract Research Organizations]
- **TFS Germany:** BPM Federal Association of Personnel Managers

Individual TFS employees are encouraged to be members of professional associations such as:

- The Drug Information Association (DIA)
- The Research Quality Association (RQA)
- Association of Clinical Research Professionals (ACRP)
- Association for Clinical Data Management (ACDM)
- European Medical Writers Association (EMWA)

To encourage membership in professional organizations, encourage employee development and ensure engagement within the industry, TFS pays for employee memberships to approved associations.

Sustainability

TFS is convinced that sustainable business based on high ethical standards and corporate social responsibility creates long-term value and is a prerequisite for sound and prosperous growth of the company, the people and the community.



Focus on Sustainability

The company's focus for 2021 was to consolidate the foundation for TFS growth. TFS is proud of the resiliency of our company and our employees during these difficult years of the COVID-19 pandemic.

During 2021 TFS continued to rebuild its organizational structure and operating model and implemented several advancements/initiatives to improve efficiency and quality of our services. The company rebranded its name to TFS HealthScience in 2020, and has made progress in, Equal Opportunities, Talent Development, Technology and business expansion.

We achieved EcoVadis Silver rating for sustainability in 2020 and successfully completed a CDP disclosure in 2021 demonstrating our long-standing commitment to sustainability and social responsibility.

In order to navigate the unprecedented COVID-19 Pandemic, TFS formed the TFS COVID-19 Task Force. This Task Force combines all leaders across every business unit, including executive management, to discuss the potential risks and mitigations, as well as challenges, sustainability and safety of our teams.



Sustainability Reporting, Structure and Responsibilities

This is TFS' sixth annual sustainability report and covers the period 1st January – 31st December 2021. The previous report, covering the 2020 fiscal year was issued on 30th March 2021.

Within TFS, Sustainability Reporting is a responsibility of the Quality & Compliance department. The TFS Executive Committee is responsible for the information contained within the report. The contact point for questions regarding the report or its content is Suzanne Pavon, EVP, Head of Quality, Compliance and Corporate Legal (Suzanne.Pavon@tfscro.com).

This report has been prepared in accordance with the GRI Standards: Core option. To ensure

compliance to GRI standards, the report has been prepared following guidelines from Enact, a consultancy company specializing in sustainability and corporate responsibility, and recommended by Ratios. The GRI Content Index can be found in Appendix 1.

No significant changes have been made to the reporting approach in 2021. A new employee engagement survey was conducted in 2021 but the materiality assessment and stakeholders analysis conducted in 2020 was not repeated. Some sections in the 2021 report may contain restatements of some information from the 2020 report. The report has not been assured by a third party.

TFS Stakeholders and their priorities

TFS has identified its main stakeholders to identify their key concerns, TFS communicates with them via a range of methods and platforms.

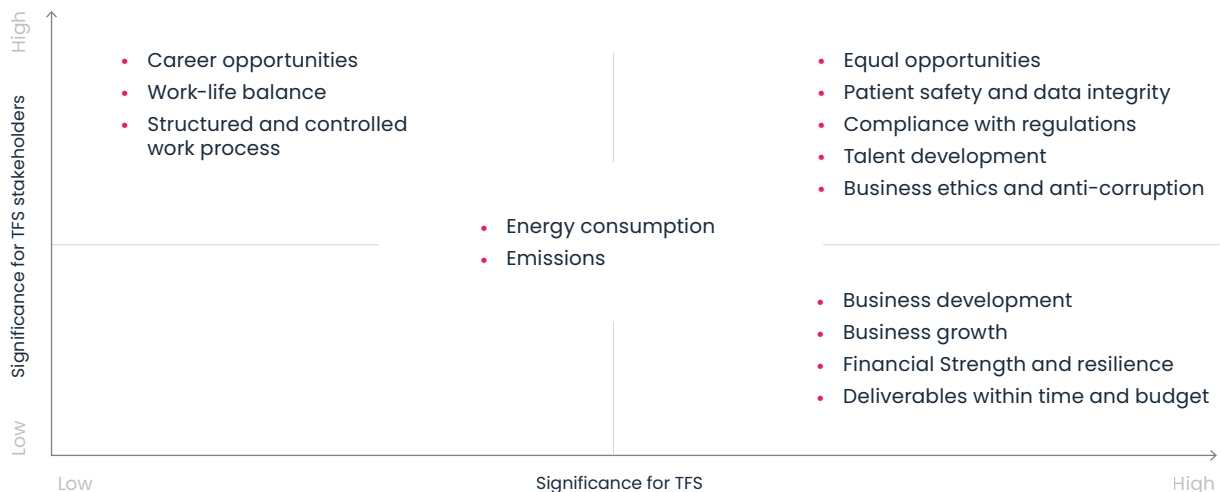
Stakeholder and how we communicate:



Materiality Analysis and Areas of Focus

An analysis of the company's role and impact on society and its stakeholders is performed in order to ensure appropriate measures are taken and prioritized.

Materiality is determined from both a stakeholder significance and economic, environmental and social impact. The basis and scope of this report is derived from materiality assessment and stakeholders' analysis conducted by TFS in 2020. The materiality-matrix below is a presentation of TFS' material sustainability issues for 2020, and how they relate to its business and operations. Sustainability topics prioritized for the previous three years (2017-2019) were modified in 2020 to include environmental compliance.



Risks

TFS recognizes the connection between enterprise risk management and sustainability management.

During 2021 TFS has continued to perform a risk analysis to connect our sustainability material topics to risks identified.



TFS Focus Areas and Agenda for Sustainability



TFS' prioritized six key/material topics to focus its sustainability efforts in 2021:

Equal opportunities

Talent development

Patient safety
and data integrity

Business ethics
and anti-corruption

Compliance
with regulations

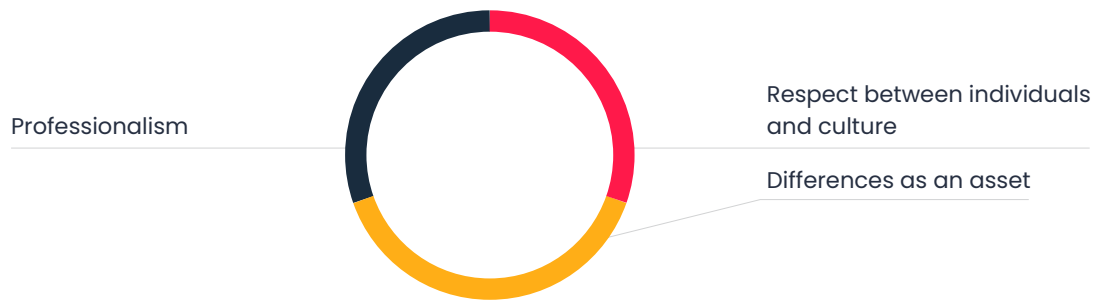
Environmental compliance



Focus on: Equal Opportunities

TFS places great importance on equal opportunities and diversity. TFS employees are the company's most valuable resource. The professionalism, qualifications and dedication of TFS employees ensure that our services are performed with the highest quality and ethical standards.

Equal Opportunities:



The TFS Management Approach

As the foundation, the TFS Code of Conduct expresses TFS' commitment to be a non-discriminatory workplace free from aggressive, threatening, or violent acts and which offers all individuals equal opportunities.

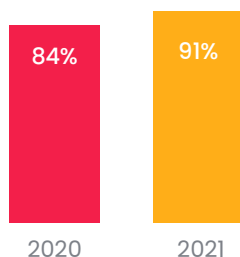
The TFS' Human Resources department has issued global policies for Ethics and Diversity and Zero Tolerance, emphasizing TFS' commitment to attain equality and to be a non-discriminatory employer, by offering all individuals equal opportunities, regardless of gender, age, ethnic origin, religion, functional handicap, or sexual orientation. In addition, these policies define how TFS works actively for equality in the workforce, by offering the same possibilities regarding employment, education, promotion, salary and development in their work and by facilitating all employees to combine employment with parenthood.

Evaluation of the TFS Management Approach

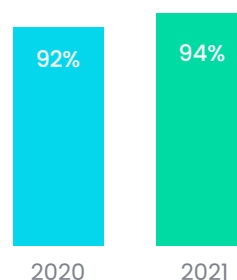
TFS' approach can be evaluated by analyzing the actual diversity in our workforce and equality of opportunities, further specified in 5.1.4. GRI Disclosure 405-1.

TFS annually conducts anonymous employee surveys to gain an understanding of employee satisfaction and engagement at TFS. The survey helps TFS to collect employees' opinions on topics such as: Work Environment, Benefits, Work Tasks, Communication & Information, and Training and Management. The questionnaire also includes a specific question to directly assess the employees' perception of TFS as an equal opportunities' employer.

91% of staff reporting TFS is an equal opportunity employer



94% of staff who are not aware of any bullying or discrimination

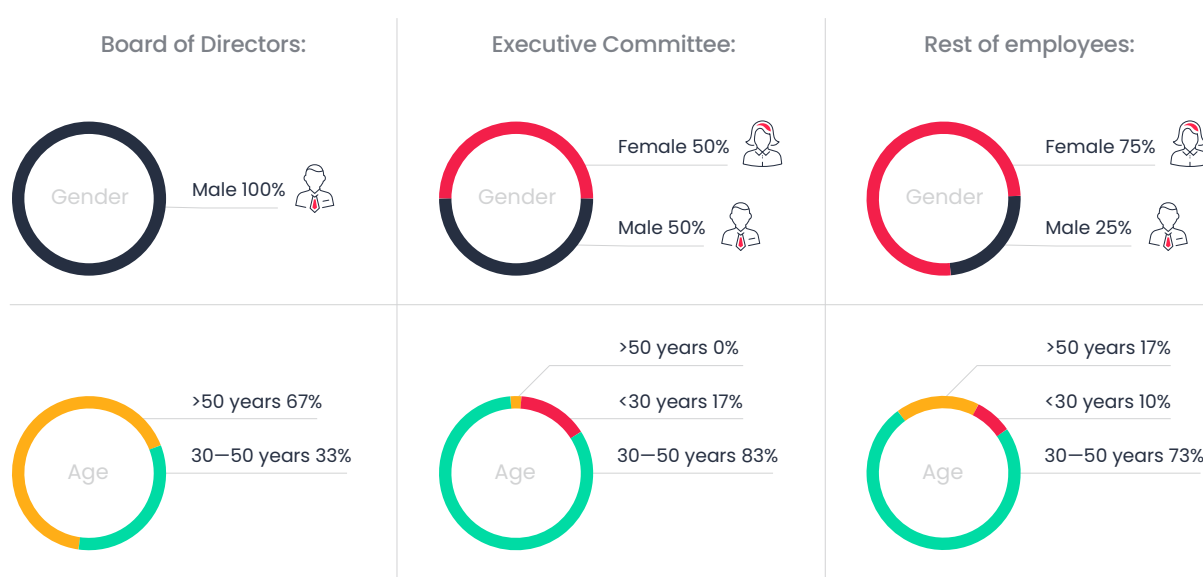


GRI Disclosure 405-1

Diversity of governance bodies and employees

As the relevant GRI Standard, connected to this material topic, GRI 405: Diversity and equal opportunity has been selected; specifically, GRI 405-1: Diversity of governance bodies and employees.

In the table below the results for this GRI disclosure are presented.



Women account for 68% of director-level positions

TFS has maintained the recognition as one of the most sustainable executive teams in terms of diversity and inclusion with the equal gender representation (50%), in 2021.

Tailored internship program welcoming younger talents globally has been implemented and in 2021 we have seen a 6% increase in this underrepresented age group in our work force compared with 2019.

In 2022, TFS plans to implement a Global Parental Leave policy which will complement local regulations to ensure that all our employees are offered paid parental leave regardless of country or gender.

Focus on: Patient Safety and Data Integrity and Focus on: Compliance with Regulations

TFS is committed to conducting clinical trials in accordance with the ethical principles that have their origins in the Declaration of Helsinki and the requirements are defined in the International Council for Harmonization (ICH) Guideline for Good Clinical Practice (GCP).

TFS is committed to ensuring compliance with all applicable legal, regulatory requirements and guidance, with patient safety and data integrity as our top priorities.

Regulatory Context

As a company working in the pharmaceutical, biotechnology and medical device industry, TFS is required to conform to international, national and local legislation, regulations and guidance defined by various authorities, e.g.:

European Medicines Agency (EMA)	UK Medicines and Healthcare Products Regulatory Agency (MHRA)
US Food and Drug Administration (FDA)	EMA Good Pharmacovigilance Practices (GVP)
ISO Standards for Medical Devices	ICH Good Clinical Practices Guidelines (GCP)

The TFS Management Approach

To ensure that TFS operates in accordance with the relevant requirements, TFS has developed and continues to improve our Quality Management System (QMS).

Quality Management System (QMS):



Evaluation of the TFS Management Approach

TFS continuously reports metrics and enhances quality objectives to ensure compliance with regulations and guidance. Harmonized and robust procedures are in place, which reflect current regulatory requirements as well as the TFS way of operating.

Qualitative indicator

TFS relies on qualitative indicators for these two focus areas, during 2020, an electronic Quality Management System, MasterControl was implemented which allowed metrics to be more easily reported on these two areas in 2021.

The TFS Quality and Information Security Council was implemented in 2021 to continuously review the QMS and ISMS.

In addition, TFS Information Management System will be assessed in 2022 for ISO 27001

certification. These initiatives will ensure the continuous improvement of the TFS QMS and information security management.

Focus on: Talent Development

TFS' employees are the company's most valuable asset. The education, qualification, training and development of TFS staff is vital to achieve our company goals, to deliver on client agreements, and to comply with regulations.




The TFS Management Approach

In order to ensure that TFS employees are trained in accordance with the regulatory requirements and in line with personal development objectives.

The TFS Management Approach:

-  Training curricula per role/ personalized training
-  Annual performance dialogues between employees and LM
-  Job descriptions
-  Learning Management System (LMS), NEW TFS Academy
-  SOPs

Evaluation of the TFS Management Approach:

-  Performance dialogue and annual review of competency
-  Generation of metrics and reports by LMS, MasterControl for training compliance
-  Training evaluation during TFS internal audits

GRI Disclosure 404-3

Percentage of employees receiving regular performance and career development reviews.

As relevant GRI Standard connected to this material topic, GRI 404: Training and Education has been selected; specifically, GRI 404-3: Percentage of employees receiving regular performance and career development reviews.

TFS continues to take seriously the need to ensure that all employees receive regular career development reviews annually.

The percentage of employees receiving performance and career development reviews in 2021 was 83%.

Focus on: Business Ethics and Anti-Corruption

Business ethics and anti-corruption are for all TFS stakeholders a material sustainability topic.

In addition to business ethics, the clinical trial services provided by TFS are governed by ethical principles designed to ensure the protection of clinical trial participants and the public, and include, for example: ensuring that the anticipated benefits of clinical research justify the risks, that all clinical trials are approved by an Ethics Committee and Regulatory Authority prior to their start, and that all study participants provide documented informed consent prior to their participation.

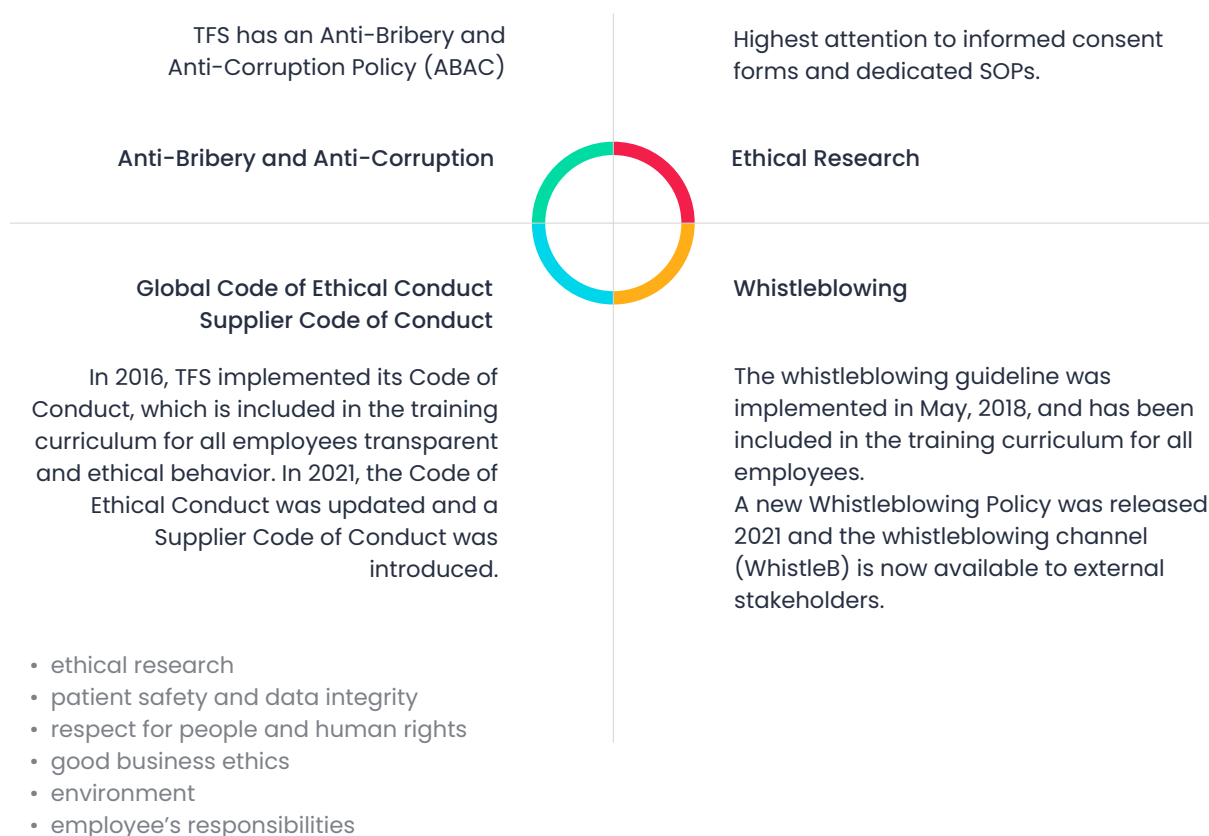
Non-ethical or corrupt behavior has the potential to harm the participants of clinical trials, the conduct of those trials and the clinical data produced, and as a result could harm people who will use the drugs, if they have been erroneously approved. Therefore, the impact of non-ethical or corrupt behavior can be significant on TFS activities and deliverables, and is considered completely unacceptable to TFS, TFS' clients and the relevant Regulatory Authorities.

Non-compliance in this area may occur as a result of TFS activities, or may be caused by TFS collaborators, for example TFS vendors and/or staff at investigational sites involved in a clinical trial.

The TFS Management Approach

All TFS employees and representatives are expected to demonstrate honesty and integrity in dealing with other employees, clients, suppliers, business partners, and regulatory authorities.

TFS have implemented procedures and policies to achieve this.



Evaluation of the TFS Management Approach

Business ethics and anti-corruption is currently monitored during:

- External financial audits and inspections
- Client's due diligence activities including audits

Since 2018, anti-bribery and anti-corruption training has been a mandatory requirement for all TFS staff.

In 2020, it was decided that TFS's Business Partners, Vendor/ Supplier must comply with the TFS ABAC Policy and a new Supplier ABAC Policy was implemented in 2021. Copies of the Supplier ABAC policy and Supplier Code of Conduct shall be provided to every Supplier as part of the contract. Any non-compliance or violations of these Supplier ABAC Policy and Supplier Code of Conduct can be reported by TFS Business Partners through WhistleB.

GRI Disclosure 205-2

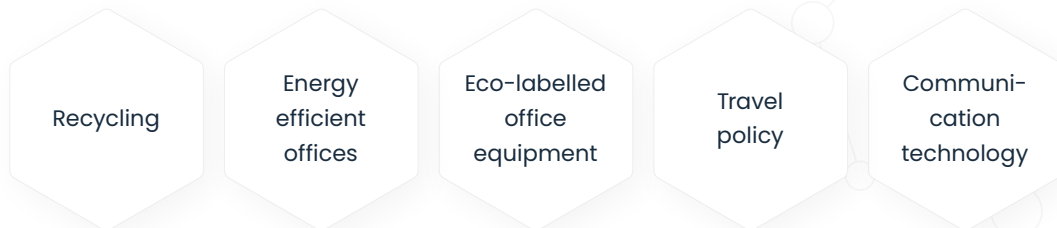
As a relevant GRI Standard connected to this material topic, GRI 205: Anti-corruption has been selected; specifically, GRI 205-2: Communication and training about anti-corruption policies and procedures.

The percentage of TFS employees who have completed the TFS anti-corruption and bribery training in 2021 was 100%.

FOCUS on: Environmental Compliance

TFS strongly believes that consistent and long-term environmental work creates both environmental benefits and value. Our aim is to meet the expectations placed on us by our different stakeholders, considering our business model and long-term, sustainable development.

We work to reduce our environmental impact by preventing and reducing pollution and contribute to long-term, sustainable development through active and systematic environmental work and by:



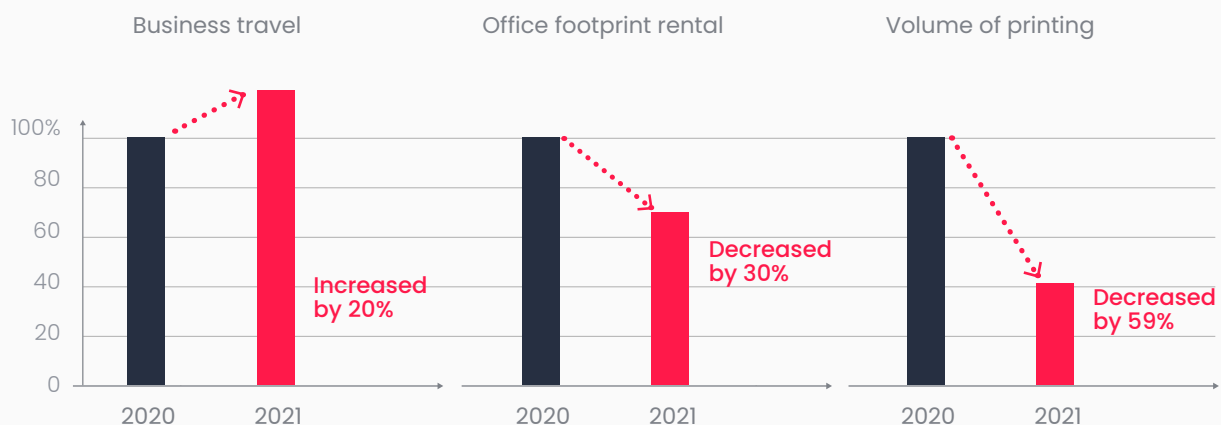
The TFS Management Approach

TFS is actively determining how environmental compliance applies to our business and how this can be implemented in the TFS strategy. Since the implementation of a Facilities department, TFS is now able to ensure that our sustainability priorities also include appropriate focus on environmental

factors. In 2019, TFS aligned corporate and environmental risk management goals, allowing us the possibility to continuously assess the effectiveness of the strategies we have implemented to reduce our environmental impact.

Evaluation of the TFS Management Approach

Our environmental impact:



The significant increase in CO₂ registered in 2021 is associated to the easing of COVID-19-related travel restrictions in Q4. Printing volume and office footprint continued to decline due to the optimization of space facility strategy and introduction of the hybrid working model, respectively, due to the COVID-19 pandemic. TFS will identify a relevant KPI for CO₂ emission reduction in 2023, when the effects of the pandemic-related confounders have been hopefully eliminated. This KPI will be linked to business travel.

In 2022, TFS will implement an environmental policy to regulate resource use and pollution reduction and to promote human welfare and/or protect natural systems. The goal is to promote sustainability and environmental awareness at all levels of the organization.

GRI Disclosure 305-5

As a relevant GRI Standard connected to this material topic, GRI 305: Emissions has been selected; specifically, GRI 305-5: Reduction of GHG emissions.

TFS continues to investigate an appropriate target KPI for this metric.



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