




charles river

2025 Corporate Citizenship Report

Charles River Laboratories

Report Contents

The Charles River Laboratories 2025 Corporate Citizenship Report (CCR) covers the period 2024-2025 and details our progress across four strategic Environmental, Social, and Governance (ESG) pillars: Accelerate Life-Saving Therapies; Lead with Integrity; Inspire our People; Protect our Planet. This report includes voluntary disclosures against our priority ESG-related reporting frameworks. Coverage is inclusive of all subsidiaries and operations for which Charles River has direct management control. Our previous report was published in March 2024.



About This Report

The 2025 Corporate Citizenship Report published on March 27, 2026, in reference to the GRI 2021 Universal Standards, Sustainability Accounting Standards Board (SASB) Biotechnology and Pharmaceuticals Standard, and UN Sustainable Development Goals (SDGs). Our 2024-2025 Scope 1, 2, and 3 greenhouse gas (GHG) data and [2024 Taskforce on Climate-related Financial Disclosures \(TCFD\) Report](#) meet guidance set forth as of December 31, 2025, by the Climate Corporate Data Accountability (SB 253) and the Climate-Related Financial Risk Act (SB 261). This biennial CCR covers data from 2024-2025; our financial reporting period is fiscal year 2025 (year ended December 27, 2025), aligned with CCR data where applicable. Our data indices can be found at the back of this document on pages 62-70.

Report content is assured through an extensive internal review process, which includes executive oversight and subject matter reviews and validation. We calculate our energy and our Scope 1, 2, and 3 emissions data using the Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard. A third-party consultancy verifies the accuracy of this information available as of December 31, 2025, including certain end-of-year estimates and assumptions. Historical estimates may be subject to revision.

All 2025 GHG and energy data within this report are estimates and are undergoing third-party limited assurance at the time of publication. The 2025 GHG and Energy Consumption Assurance Letter, any updated 2025 GHG emissions data, and our 2025 SB 253 Index with limited assured Scope 1 and 2 GHG data will be published later in 2026 to the [ESG Library](#) on Charles River's website. Our full data disclosures can be found on pages 62-70 of this report. We do not have any data restatements from our 2023 Corporate Citizenship Report.

We welcome feedback and questions on our report and Corporate Citizenship strategy. For more information, please refer to the Corporate Citizenship section on our website or email us at corporatetcitizenship@crl.com.

Stakeholder Engagement

We identify stakeholder groups in coordination with executive leadership and the Board of Directors (Board), as well as subject matter experts (SMEs) and employee working groups across Charles River. We engage our stakeholders through both formal and informal processes that allow us to identify and address emerging ESG needs, risks, and opportunities. Our key stakeholders and our primary ways of engagement include:

- **Employees:** twice-yearly Pulse surveys, Company portal and intranet, digital communications and social media, webcasts, town hall meetings, Charles River Helpline, and employee resource groups (ERGs)
- **Clients and Partners:** regular surveys, client panels and meetings, site visits, tradeshow and events, website and live chat, social media, digital portals, and emails
- **Investors:** annual shareholders meeting, quarterly earnings calls, U.S. Securities and Exchange Commission (SEC) filings, website, conferences, site tours, and direct engagement via email, calls, and meetings
- **Suppliers:** annual and periodic meetings with key suppliers and environmental survey of top suppliers
- **Government and Industry Associations:** participation in industry associations and working groups; attendance at conferences and panels; and engagement related to regulatory compliance, inspections, audits, and information requests
- **Government Officials and Policy Makers:** periodic engagement with global, federal, state, regional, and local government officials and regulatory bodies to provide scientific and technical context on policies and regulations that affect our operations and the broader research ecosystem
- **Local Communities:** volunteer support and philanthropic giving

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CEO Message



We continue to work tirelessly to lead the industry, to advance drug development by accelerating the progress we have made in scientific innovation and technology enablement, and by focusing on driving greater operating efficiency for both our clients and throughout our own operations."

James C. Foster
Chair, President, and Chief Executive Officer

At Charles River, we play an increasingly critical role in the drug development process. Motivated by a common purpose – Together, we create healthier lives – we are driven by an unwavering commitment to client centricity and animal welfare, as well as our people, who are deeply committed to our purpose and care for each other.

Our focus on science and innovative solutions, designed to enhance the efficiency and speed of our clients’ life-saving therapeutic programs, has positioned us well to lead the industry through advances in drug development. Our unmatched scientific expertise, geographic reach, and comprehensive suite of services set us apart to support our clients in delivering life-saving therapies while navigating the complex and evolving regulatory landscape with speed and efficiency. The success of our strategy is evident by the fact that the Company worked on more than 90% of novel drugs approved by the U.S. Food and Drug Administration (FDA) in 2025.

Our work has supported, on average, more than 80% of novel drugs approved by the FDA over the last five years.

From 2024-2025, we demonstrated the resilience of our organization by executing proactive operational efficiency initiatives across our global network, while continuing to invest in our people, culture, and long-term capabilities. These actions strengthen our ability to deliver for clients today while positioning Charles River for future growth and long-term success. As the biopharmaceutical industry evolves, we are committed to remaining a leader in regulatory-required drug development solutions. We intend to accomplish this by pairing the best traditional testing methods to ensure patient safety with scientific advancements and innovative solutions to drive greater efficiency and success in our clients’ drug development programs.

Since publishing our 2019 Corporate Citizenship Report – our first such report – we have continued to progress our ESG commitments. The Charles River Corporate Citizenship program remains aligned

with our strategy, business operations, and core values, and is anchored in four strategic ESG pillars, reflecting our belief that responsible science, strong governance, and long-term value are interconnected.

Accelerate Life-Saving Therapies

As the scientific partner of choice to accelerate biomedical research and therapeutic innovation, we work with clients from discovery and early-stage development through the safe manufacture of life-saving therapies. Our broad portfolio of products and services and global scale enable clients to enhance their productivity and effectiveness at every point along the drug development continuum, while lowering costs and increasing speed to market. A continued area of focus for Charles River is our digital transformation. We combine our scientific expertise with innovative, digital tools and solutions to enable our clients to make better decisions, faster. Through ongoing strategic partnerships and the expansion of technology solutions such as our Apollo™ platform, we are accelerating our progress in scientific innovation (see p. 14).

Lead with Integrity

We take pride in our role as the scientific partner of choice, which has been achieved through the building of trust and confidence with our clients. For decades, we have embraced and invested in the 3Rs principle (Replacement, Reduction, and Refinement), serving as a founding force behind the 3Rs Collaborative to extend our commitment to animal welfare into the broader scientific community. We are committed to following the science on the use of alternative tools and technologies, to maintain patient safety while reducing reliance on animal testing. We intend to lead the industry with the adoption of New Approach Methodologies (NAMs) through collaborative partnerships and investing in innovative solutions (see p. 12).

Inspire our People

We are committed to achieving our business goals while delivering

an exceptional employee experience. From day one, our people step into a strong connection to our purpose and have a meaningful impact on patient outcomes around the world. From 2024-2025, our people volunteered over 60,000 hours of their time – to support their local communities (see p. 40). We continued to strengthen our career and learning opportunities, leadership development approaches, well-being support, and global appreciation programs. Employee Resource Groups (ERGs) cultivate a sense of belonging by bringing people together from across the Company (see p. 36). In 2025, our ERGs include more than 4,500 employees spanning eleven global groups.

Protect our Planet

In 2020, we announced our commitment to promoting a safe and sustainable workplace with a series of GHG emission reduction goals, later approved by the Science Based Targets Initiative (SBTi) in 2021. Our near-term plan also included a goal to utilize 100% renewable electricity across our operations by 2030. We successfully achieved this milestone in 2024, well ahead of schedule, through virtual purchase power agreements. In addition, in 2025, we met our Scope 1 and 2 near-term emissions reduction goal of 50%, compared to a 2018 baseline, also well ahead of our 2030 target year (see p. 43).

We are proud of our progress and achievements. Guided by our strong sense of purpose, we are dedicated and committed to achieving positive impacts for all our stakeholders, including our clients, the patients and animals who depend on us, and our planet.

Sincerely,

James C. Foster
Chair, President, and Chief Executive Officer

Our Company

At Charles River, we are dedicated to accelerating research and drug development because every moment matters. Our essential products and services empower pharmaceuticals, biotech, governments, and academic teams to turn possibilities into breakthroughs. As a leading global strategic partner, we provide an extensive portfolio of products and services to help expedite the discovery, early-stage development, and safe manufacture of novel therapeutics.

Because of the depth and breadth of our scientific reach, we know that we owe a tremendous responsibility to our clients, to patients, to ourselves, and to the scientific community in achieving this goal. It is a responsibility that guides every decision: continuously maintaining best-in-class solutions, innovating and pushing the boundaries of science, championing openness and integrity, and balancing each decision through our singular focus – patient safety and drug efficacy.

Our values – Care, Lead, Own, Collaborate – serve as our foundation to deliver on our purpose. Both our values and associated CRL DNA

behaviors are the standards to which we hold ourselves in working with our colleagues, clients, patients, and the animals in our care.

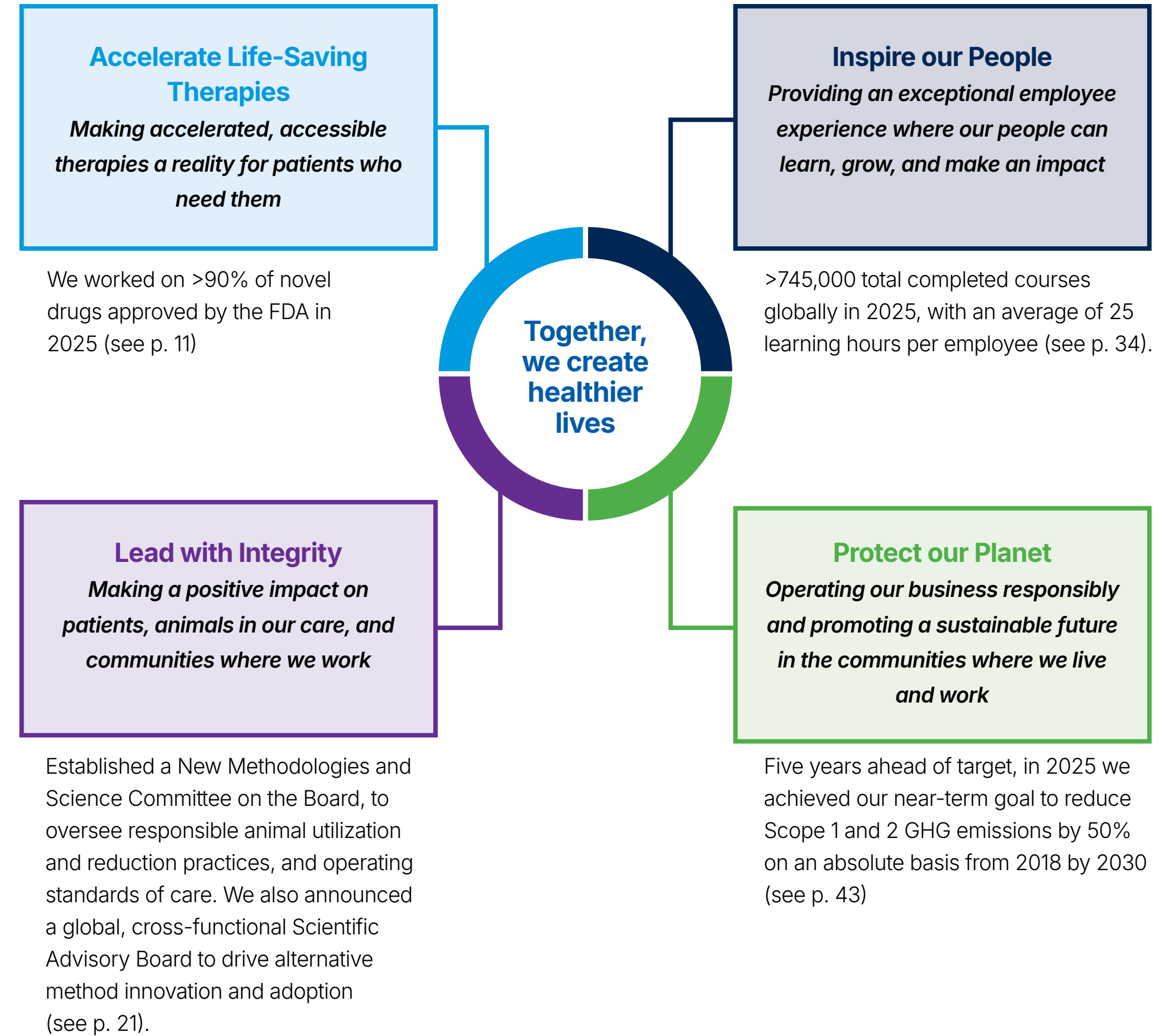
Read more about Our Capabilities on page 8 and Our Impact on Healthcare on page 11.

- **Founded: 1947**
- **Employees: ~19,700 worldwide**
- **Operations: Over 120 facilities in 20+ countries**
- **#1 market position globally in Research Models, Safety Assessment, and Microbial Solutions**
- **Supported on average >80% of U.S. Food and Drug Administration (FDA)-approved novel drugs over the last five years (2021–2025)**
- **Revenue: \$4.02B in 2025 and \$4.05B in 2024.**
- **Values: Care, Lead, Own, Collaborate**



Our ESG Strategy

Our Corporate Citizenship strategy targets action across four key pillars:



ESG Material Topics

ESG Materiality Assessment

To objectively determine the ESG topics that matter most to our business and stakeholders, we conducted an ESG materiality assessment in 2021, in consideration of Global Reporting Initiative (GRI) requirements. In 2022, we confirmed the validity of these topics, conducting an updated review of industry data, emerging trends, and peer benchmarking. Coverage of our ten topics can be found throughout the report.

Our Top Ten ESG Material Topics
Animal Welfare
Belonging
Data Security and Privacy
Technology and Innovation
Talent Attraction and Retention
Responsible Supply Chain Management
Climate and GHG Emissions
Impact on Healthcare
Employee Engagement and Development
Quality Assurance and Management

Our ESG Materiality Assessment involved:

Identifying Topics

- Evaluated 20 potential ESG topics
- Secured topic input from key internal and external stakeholders
- Analyzed industry, market, and regulatory data
- Conducted thorough review of emerging trends
- Performed peer research and benchmarking

Engaging Stakeholders

- Engaged with internal SMEs to fine-tune topic list and identify possible impacts, risks, and opportunities across Charles River's value chain
- Interviewed 26 internal and external stakeholders
- Validated results and affirmed alignment on highest priorities

Prioritizing Results

- Assigned each topic a value based on importance to Charles River's business and stakeholders, to identify the highest priority ESG topics
- Reviewed highest priority topics to understand ESG reporting priorities

Our Public ESG Goals



Climate	Near-term Goal	Progress through 2025*
Scope 1 and 2	Reduce Scope 1 and 2 GHG by 2030 by 50% from a baseline year of 2018	50% Scope 1 and 2 reduction Goal achieved 2025 <input checked="" type="checkbox"/>
Scope 3	Reduce Scope 3 GHG emissions by 2030 by 15% from a baseline year of 2019	10% Scope 3 increase
Renewable Electricity	Achieve 100% renewable electricity by 2030	100% Renewable electricity Goal achieved 2024 <input checked="" type="checkbox"/>
Our People		Progress through 2025
Total Recordable Injury Rate (TRIR)	Reduce TRIR by 50% from a business year of 2018	22% TRIR reduction
Belonging	Achieve 71 as employee engagement score for Belonging by 2025	100% goal achieved <input checked="" type="checkbox"/>

*All data rounded to the nearest whole number. For detailed figures, see the ESG Performance Data Table (p. 62).

*Our Scope 1, 2, and 3 GHG were approved by the science-based target initiative (SBTi) in 2021. In 2026, in alignment with SBTi guidance to revisit GHG goals every five years, we are reviewing our Scope 1, 2, and 3 near-term goals. We are building out our Net Zero plan and later in 2026 will publish our net zero target to the [ESG Library](#) on our Company website.

*Scope 3 emissions rose due to increased supplier spending to support business growth. We will continue engaging with our suppliers to reach our 2030 commitment.

Contributing to the UN Sustainable Development Goals (SDGs)

Based on our ESG materiality assessment, core business impacts, and areas where we can meaningfully contribute, Charles River has prioritized three SDGs:



SDG 3: Good Health and Well-Being – As a leading global scientific partner for drug research and innovation – from target discovery and non-clinical development to market approval – we are proud to positively contribute to the health, well-being, and quality of life of people around the world. We worked on >90% of novel drugs approved by the FDA in 2025 (see p. 11).



SDG 5: Gender Equality – Operating as a responsible partner is essential to our continued success. For us, this includes upholding fundamental human rights within our operations and across our value chain. Our 2024 biennial pay analysis demonstrated that Charles River operates fairly with a <1% pay gap in gender globally (see p. 31).



SDG 13: Climate Action – We first announced goals in 2020 to reduce our environmental impact across our global footprint through our near-term emissions reduction commitments. We achieved our Scope 1 and 2 GHG near-term reduction targets in 2025, five years ahead of schedule. Furthermore, as of 2024, we have sourced 100% renewable electricity for our operations, also ahead of target. We remain committed to building on this progress and will publish our net zero target later in 2026 to our [Company website](#) (see p. 43).

Charles River contributes to these SDGs by accelerating drug development (SDG3), strengthening gender equality across our workforce (SDG 5), and delivering early, measurable reductions in GHG emissions (SDG 13).

Memberships and Organizations

Charles River actively engages and partners with organizations and peer networks to advance our corporate, industry, and ESG efforts. Below is a list of our key partnerships, memberships. More information on the animal welfare organizations we partner with can be found on our [website](#) (see also p.25).

AAALAC International	Explore Careers
American Association for Animal Laboratory Science (AALAS)	Institutional Official Consortium (IOC)
American Veterinary Medical Association (AVMA)	National Association for Biomedical Research (NABR)
BioPharma EHS Forum	National Centre for the Replacement, Reduction, and Refinement of Animals in Research (NC3Rs)
Biotechnology Innovation Organization (BIO)	Pharmaceutical Supply Chain Initiative (PSCI)
BioSafe	Science Based Targets initiative (SBTi)
Board on Animal Health Sciences, Conservation, and Research (BAHSCR)	Scientist Center for Animal Welfare (SCAW)
Boston College Center for Corporate Citizenship (BCCCC)	States United for Biomedical Research (SUBR)
Carbon Disclosure Project (CDP)	The 3Rs Collaborative (3RsC)
Chief Executives for Corporate Purpose (CECP)	The Association of British Pharmaceutical Industry (APBI)
Climate Group RE100	United Global Compact
Disability:IN	Universities Federation for Animal Welfare (UFAW)
Energize	U.S. Animal Research Openness Initiative
European Animal Research Organization (EARA)	

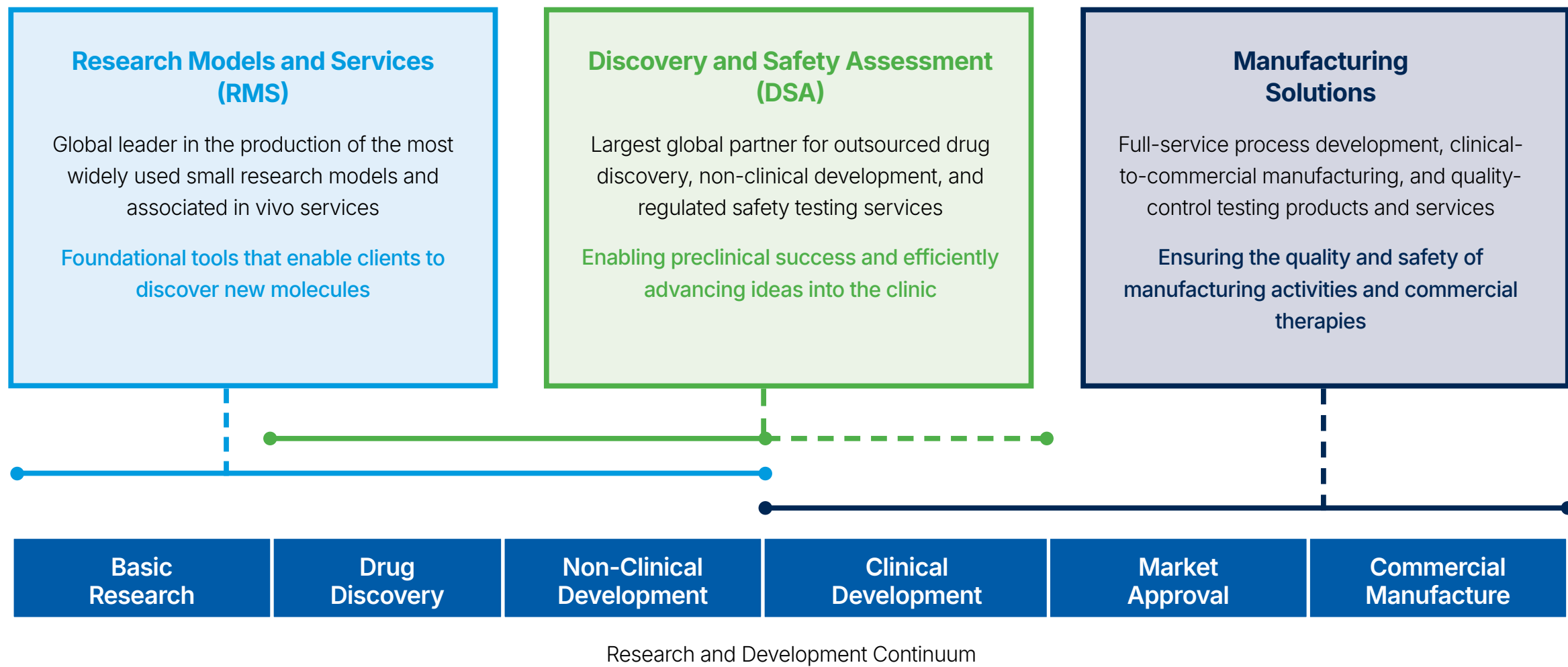


Accelerate Life-Saving Therapies

Our ESG material topics in this section:

- Impact on Healthcare
- Technology and Innovation

Our Capabilities



Driving Progress Across the Research and Development Continuum

Charles River is the scientific partner of choice to accelerate biomedical research and therapeutic innovation across the drug research and development continuum. Our unique, scientifically differentiated portfolio of products and services, supported by exceptional customer support, enables drug developers to access our deep scientific expertise to achieve faster and more cost-effective results.

Unique And Scientifically Differentiated Platform

Charles River's unique and scientifically differentiated platform delivers products and services across three key areas: Research Models and Services; Discovery and Safety Assessment; and Manufacturing Solutions. Each business segment targets a key phase of the drug research and development continuum to drive progress across the drug development journey.

Our Business Segments

Research Models and Services (RMS)

Our RMS business helps clients research, discover, and develop vital new therapies through our network of efficient breeding facilities, rigorous genetic standards, and core values of animal welfare and biosecurity. We operate three core businesses:

Research Models

We are the global leader in the production of the most widely used small animal models and associated services. With a global footprint that ensures proximity to major bio hubs around the world, we provide foundational tools that enable clients to safely discover new therapies. Our consistent, high-quality research models are a valuable, scientific resource to support drug discovery safety and efficacy.

Services

We deliver flexible and unique services that support our clients' humane use of research models in the screening of potential drug candidates. These are provided through three service offerings: Genetically Engineered Models and Services (GEMS), Insourcing Solutions (IS), and Research Animal Diagnostic Services (RADS), which address the need for pharmaceutical and biotechnology companies to outsource the non-core aspects of their drug discovery activities for research, cost, and operational efficiency. Our CRADL® contract vivarium spaces, along with staffing and training services for private vivaria provide flexible, cost-efficient options to streamline research options.

Cell Solutions

Our Cell Solutions business supports clients with consenting human donor-derived cellular materials used in the development and production of cell therapies, including clinical trials. Our portfolio supplies controlled, consistent, and customized primary cells and blood components from normal and mobilized peripheral blood and bone marrow, as well as cells from disease state donors.

RMS Products and Services

- Research Animal Models
- Research Animal Diagnostic Services (RADS)
- Genetically Engineered Models and Services (GEMS)
- Surgery and Preconditioning Services
- Genetic Testing Services
- Human Immune Cell Sourcing and Services
- Vivarium Staffing and Training Services (IS)
- CRADL® Contract Vivarium Lab Space and Services

RMS Key Stats

- Global footprint with production facilities strategically located in seven countries, in close proximity to major biohubs and client concentrations.
- 450+ GMP-compliant products using cells from a donor source to support clinical-phase manufacturing of cell therapies for patients



Our Business Segments (cont.)

Discovery and Safety Assessment

We are the largest global partner of outsourced drug discovery, nonclinical development, and regulated safety testing services with a dedicated staff of over 2,000 scientists. Our DSA business enables nonclinical success and efficient advancement of potential new drugs into the clinic. We have two businesses in this area: Discovery and Safety Assessment.

Discovery

We provide a single source of services for discovering and characterizing novel drug candidates for pre-clinical development.

- *In vitro* and *in vivo* capabilities drive candidate discovery, and we have dedicated expertise in most major therapeutic areas, with a focus on oncology, rare diseases, and neuroscience
- Our integrated programs feature the ability to engage clients at any stage of their discovery or early-stage development programs
- Our broad capabilities extend across all modality types including, small molecule, antibodies, and cell and gene therapies

Discovery Services

Integrated Drug Discovery
Antibody Discovery Services
Pharmacology Studies
Assay Development, Screening and Profiling Assays
Chemistry
Pharmaceutical Sciences and Formulation
ADME Drug Metabolism and Pharmacokinetics (DMPK) Studies

Safety Assessment (SA)

We provide a full suite of safety and investigational new drug (IND)-enabling studies that are required for regulatory submission across a broad range of therapeutic areas.

- We are global leaders in non-regulated and regulated Good Laboratory Practice (GLP) outsourced SA services supporting large molecules, including biologics, and cell and gene therapies, agrochemicals, industrial chemicals, and novel products
- Our broad scientific capabilities include toxicology, pathology services, safety pharmacology bioanalysis, drug metabolism, and pharmacokinetics
- Our comprehensive bioanalytical services support all modality types, including complex modalities, for both small-scale studies and large clinical trials. In addition, our scientists offer complete DMPK and ADME solutions that support discovery, nonclinical, and clinical stages of development
- We hold the industry's largest toxicology offering, from inhalation to carcinogenicity

Safety Assessment Services

IND-enabling Studies
Apollo® — access to real-time study data
Toxicology Services
Developmental and Reproductive Toxicology (DART) Studies
Pathology Services
Environmental Safety
Comprehensive Bioanalysis Services
Scientific and Regulatory Affairs Services



Our Business Segments (cont.)

DSA Key Stats

- 100+ small and large molecules pre-clinical candidates delivered to clients since 2001
- 500+ patents for specific scientific findings generated for our partners since 2001
- 5,500+ GLP toxicology studies conducted with 1,500+ IND studies supported in 2025
- 15,500+ industry experts leveraging Apollo® and advanced technology for faster, real-time study data access

Manufacturing Solutions

Our Manufacturing Solutions business offers full-service process development, clinical-to-commercial manufacturing, and quality-control testing products and services, to ensure the highest quality and safety of manufacturing activities and commercial therapies. We have two businesses in this area:

Microbial Solutions

Our rapid testing platform for microbial quality control detection and identification of sterile and non-sterile applications drives the safe production and release of manufactured products for our clients.

- We are a leading provider of quality-control (QC) testing products and services
- We provide FDA-mandated lot release testing for biopharmaceutical products
- We support clients with market-leading platforms such as: Endosafe® endotoxin detection; Accugenix® microbial identification and strain typing; and Celsis® rapid microbial detection

Microbial Solutions – Quality Control Testing Solutions

- Endosafe® Bacterial Endotoxin Testing
- Celsis® Rapid Microbial Detection
- Accugenix® Microbial Identification and Strain Typing

Biologic Solutions

Our Biologic Solutions, which is comprised of our Biologics Testing Services business and Contract Development and Manufacturing Organization (CDMO) business, provides clients with analytical testing and related capabilities to support the safe manufacture of their biologic drugs, as well as manufacturing services to produce our clients' advanced therapeutics.

- We offer comprehensive testing, scientific expertise, and regulatory guidance that keeps biologics development on track. As a one-stop global partner with GMP-compliant facilities across North America and Europe, our integrated approach reduces operational setbacks, strengthens regulatory readiness, and accelerates progress toward approval. We are a premier partner in navigating the complex pathway to biologic effectiveness
- We provide cell and virus banking, cell line characterization, and comprehensive GMP testing—from bulk harvest through stability and lot release—to support biologics manufacturing
- We conduct testing and assay development throughout drug development, clinical, and commercial manufacturing
- We support all biologic modalities, including recombinants, vaccines, and cell and gene therapies
- We specialize in gene-modified and unmodified cell therapy manufacturing, with capabilities in viral vector manufacturing and plasma DNA

Biologics Testing Services

- Cell Bank Manufacturing
- Cell Line Characterization
- Viral Clearance
- Bulk Harvest Testing
- Method Development and Validation
- Stability Testing
- Lot-Release Testing
- Apollo™ — access to sample testing data when you need it

CDMO Services

- Integrated Cell and Gene Therapy CDMO Solutions
- Cell Therapy, Viral Vector, and Plasmid DNA Production
- Research, High Quality (HQ), and GMP Grade Materials
- Cellular Material for Research and GMP Human Cells + Plasmid and Viral Vector Products
- Viral Vector Packaging Services
- Custom Cloning
- Genetic Model Creation

Manufacturing Solutions Key Stats

- 27 FDA-approved cell and gene therapies supported between 2013-2025
- Our animal-free endotoxin testing solution, Endosafe® Trillium recombinant cascade reagent, became available in 2023 to strengthen our commitment to sustainability.

- 800,000+ environmental monitoring samples processed with Accugenix® microbial identification services in 2025
- 40,000+ biologic testing reports sent each year, supporting more than 40 commercial client compounds
- Since 2003, over 25 million+ cartridges have been sold for use with our highly flexible Endosafe® rapid bacterial endotoxin testing platforms to meet the needs of laboratories with varying sample throughput configurations.



Our Impact on Healthcare

As the leading, global, nonclinical drug development partner whose purpose is **Together, We Create Healthier Lives**, we recognize that every moment matters. We are proud of our continued impact, working on >90% of the novel drugs approved by the FDA in 2025. To achieve this, we leverage the expertise, commitment, and passion of our nearly 20,000 employees to improve the health and well-being of people across the globe.

The discovery and development of new therapeutics is a heavily regulated, lengthy, and complex process. It can take between 10 to 15 years, with research and development costs estimated up to \$2.6B. As an established global leader that has partnered with clients across the drug development continuum for over 75 years, we understand the need to transform our industry, and the pivotal role we play in that change.

Our focus on scientific excellence and the delivery of innovative solutions, designed to enhance the efficiency and speed-to-market of our clients' life-saving therapeutics, has positioned us to lead the industry through advances in drug development. We are driven by our unwavering commitment to client centricity and animal welfare, as well as our people, who are deeply committed to our purpose and to each other.

Our Strategy

To position us for success and as a catalyst for industry-wide progress, we continuously evaluate our business to best support the needs of our clients. This includes our geographic reach; the breadth and strength of our portfolio; and our contributions to modernizing drug development, with the goal of making this process more efficient.

- **Operating in locations that support business needs:** We know that every moment matters. That is why we operate in strategic locations that deliver the best tools and services, in proximity to biohubs and our clients.

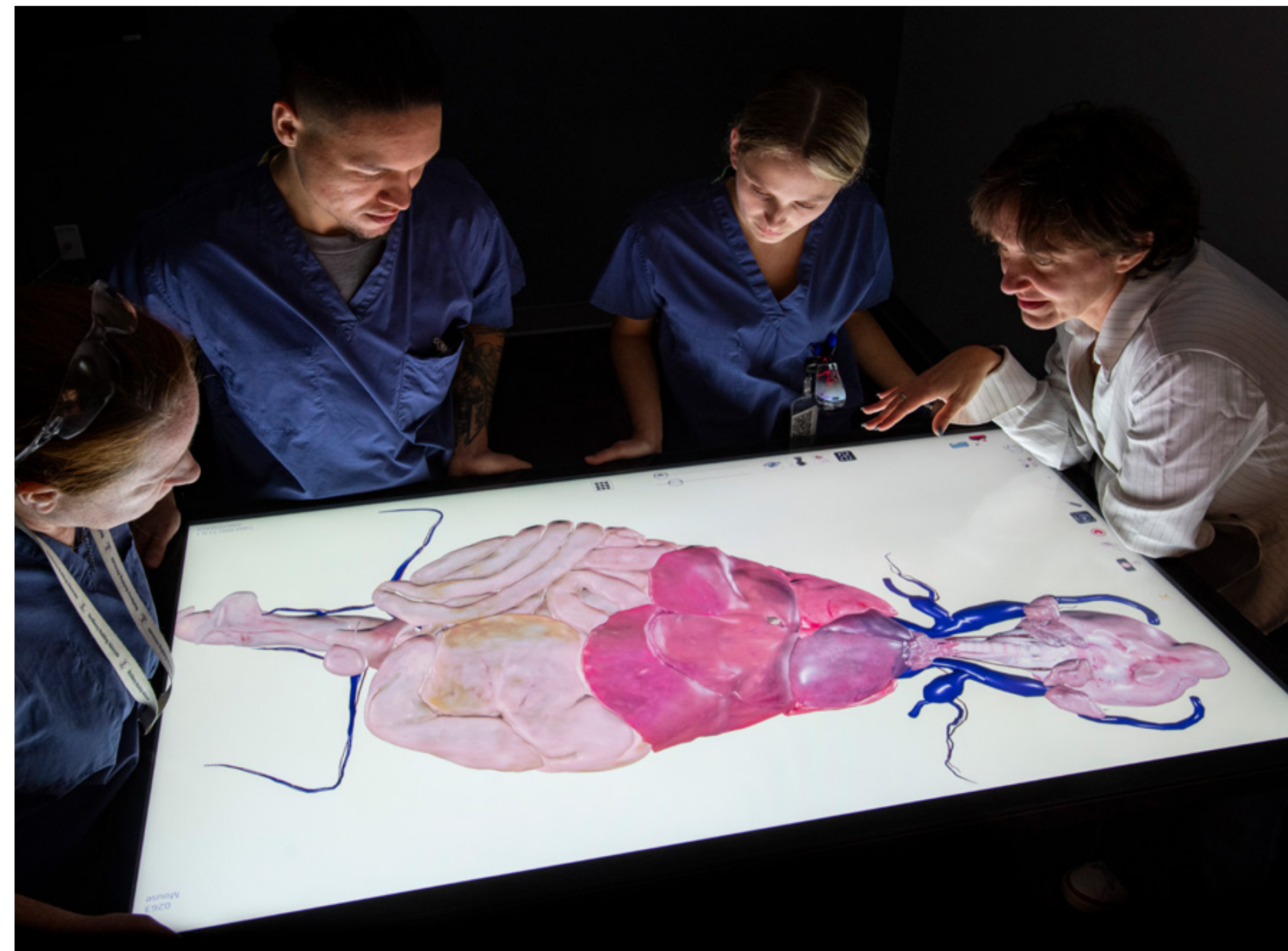
- **Enhancing our portfolio:** Our unmatched portfolio and breadth and depth of products and services are key differentiators for Charles River. We are continually identifying future opportunities through strategic acquisitions, technology and strategic partnerships, and staying focused on New Approach Methodologies and other priority areas that position us as the partner of choice.
- **Modernizing the Drug Development Process:** Charles River is shaping the evolution of drug development by embracing innovation and technology to improve speed, accuracy, and efficiency (see p. 14) while embracing the 3Rs (see p. 17); and supporting our clients in the adoption of NAMs.

New Approach Methodologies (NAMs)

Our industry is at an inflection point where science and technology are intersecting to accelerate the pace of drug discovery and development. At Charles River, we are committed to a future where drug discovery and development, as well as chemical safety, are driven by cutting-edge, translational, and clinically predictive science. Through strategic integration of NAMs and collaborative partnerships, we are fostering innovation that enables the creation of next-generation tools and approaches. Our implementation strategy focuses on embedding NAMs technologies and compatible testing platforms across both:

- **Therapeutic substances**, encompassing all drug modalities within traditional and emerging areas of drug discovery and development
- **Chemical substances**, including non-therapeutic compounds such as agrochemicals (currently tested) and cosmetics

In 2025, we announced the creation of a global, cross-functional Scientific Advisory Board to drive alternative method innovation and adoption. Led by former FDA Deputy Commissioner and newly named Charles River Chief Scientific and Innovation Officer Dr. Namandjé N. Bumpus, the board incorporates Charles River's leading scientists and experts in animal welfare, science, technology,



Understanding NAMs

New Approach Methodologies (NAMs) encompass any *in vitro* assay, *in chemico* method, or *in silico* technique, or combination thereof, that improves the predictability of the efficacy and/or safety of a therapeutic or chemical substance in humans and/or animals and reduces and/or replaces animal testing.

Our Impact on Healthcare (cont.)

operations, and regulatory affairs to advance non-clinical tools that enhance the predictability of efficacy and safety in the development of therapeutics and chemical substances while reducing reliance on animal testing. The Board is focused on NAMs technologies and compatible testing platforms across therapeutic, preventative, and chemical substances:

- *In vitro* models, such as human cell-based assays, organoids, and organ-on-a-chip systems that replicate human tissue responses.
- *In silico* techniques, including computational toxicology, machine learning-based predictive modeling, and virtual screening to simulate biological reactions
- *In chemico* methods that assess chemical reactivity without the use of live animals, such as direct peptide reactivity assays (DPRA) and oxidative stress response assays.

We aim to develop a scalable approach for NAMs regulatory acceptance and implementation, advancing the goal of providing safe, effective treatments to patients while reducing reliance on animal testing. Patient safety validation and regulatory acceptance will dictate the pace of industry adoption. Although much work remains before emerging tools and alternative methods can be consistently and widely adopted, we are well-positioned to lead the path forward and view NAMs as a long-term opportunity for Charles River.

Strategic Partnerships

At the end of 2025, we held 12 active partnerships or collaborations. Some NAM highlights include:

- **Bit.bio** - through this partnership, we provide access to a broadening bank of authentic human cells for use in target

discovery, validation, and screening services. In drug discovery and safety, bit.bio's unique ability to generate reprogrammable human cells at scale enables the development of therapies with a higher success rate among patients.

- **Pluristyx** provides broad access to highly characterized and unique stem cell lines, including embryonic stem (ES) cells and induced pluripotent stem cells (iPSCs), as research tools to support the development of novel therapeutics.
- **ReproTracker** is a human stem cell-based *in vitro* assay that complements traditional Developmental and Reproductive Toxicology (DART) methods. It enables early-phase toxicity screening, animal-free teratogenicity testing, and supports human extrapolation of animal data.
- **Wheeler Bio** is extending antibody discovery platforms into state-of-the-art integrated cell line development and manufacturing.

Another example of our NAM capabilities includes the **Retrogenix® Platform**, a proprietary non-human protein library that helps de-risk in vivo studies and improve non-human species selection. Instead of using animal models, the platform uses human cells to predict how a drug might behave in people. Charles River acquired Retrogenix in 2021, and the Retrogenix® Platform has played a crucial role in +100 IND submissions worldwide. It was accepted in 2025 to the FDA's Innovative Science and Technology Approaches for New Drugs (ISTAND) pilot program, which supports innovative tools that help drug development and reduce the need for animal testing. This recognition shows that this technology is not only scientifically robust but also has the potential to change how new medicines are evaluated in the future.



The Alternative Methods Advancement Project (AMAP)

The mission behind our Alternative Methods Advancement Project extends beyond our operations to active collaboration with regulatory agencies, policy makers, academia, and industry partners. We advocate for systemic changes that accelerate the adoption of NAMs (see pp. 21, 25). Strategic investments and partnerships enhance our ability to deliver on alternatives through identified and integrated externally developed technologies and business solutions across three strategic focus areas: *in vitro* tools and platforms, digital technologies, and biologic modalities. For more information on our digital technology and AI solutions, see page 14.

Our Impact on Healthcare (cont.)

Adopting Alternative Platforms

Our Endosafe® Trillium™ Recombinant Cascade Reagent (rCR) is an animal-free endotoxin testing solution that enhances sustainability without using animals (see p. 45). We introduced this offering in 2023.



Other alternatives to animal testing in our portfolio of products and services include:

- **PathogenBinder™** A sentinel-free, PCR-based system for health monitoring that can eliminate the need for one million sentinel rodents annually
- **Next-Generation Sequencing (NGS):** In partnership with PathoQuest, we offer advanced detection of viral contaminants, providing an animal-free alternative. In January 2026, Charles River announced plans to acquire PathoQuest.

It is our strategy to explore new platforms to refine and potentially reduce the use of animal and animal-derived products, such as our work being done within Safety Assessment on virtual control groups (VCGs), as new *in vitro* and *in silico* methods become available and synthetically manufactured products become validated with sufficient data to ensure public safety. For more information regarding our efforts to support development and to provide the best translational models to supplement or replace traditional models, visit our [Company website](#).

PDX-based in vitro assays can support the full spectrum of drug development, from target discovery and hit identification to efficacy testing. They not only guide in vivo model selection for preclinical pharmacology but can also run in parallel to in vivo studies, for example, to develop translational biomarkers. Using PDX sourcing material increases the depth and productivity of these assays, improving drug candidate selection."

- Julia S., Research Director and Therapeutic Area Lead for Oncology at Charles River

SPOTLIGHT STORY

From Tumor to Treatment: How PDX Models are Powering Cancer Breakthroughs

Cancer research is evolving rapidly, and one of the most transformative tools driving this progress is the patient-derived xenograft (PDX) model. At Charles River, PDX models are helping researchers predict how cancer therapies will perform in real patients, long before clinical trials begin.

Unlike traditional cell-line models, PDX models preserve the complexity of human tumors, including their architecture, heterogeneity, and microenvironment. This makes them a powerful resource for drug developers seeking to improve translational accuracy and reduce late-stage failures.

Why PDX Models Matter

PDX models are typically used in preclinical stages to select the most promising drug candidates and identify optimal patient cohorts. By maintaining the original characteristics of donor tumors, these models offer unparalleled insight into how treatments will work across diverse cancer types.

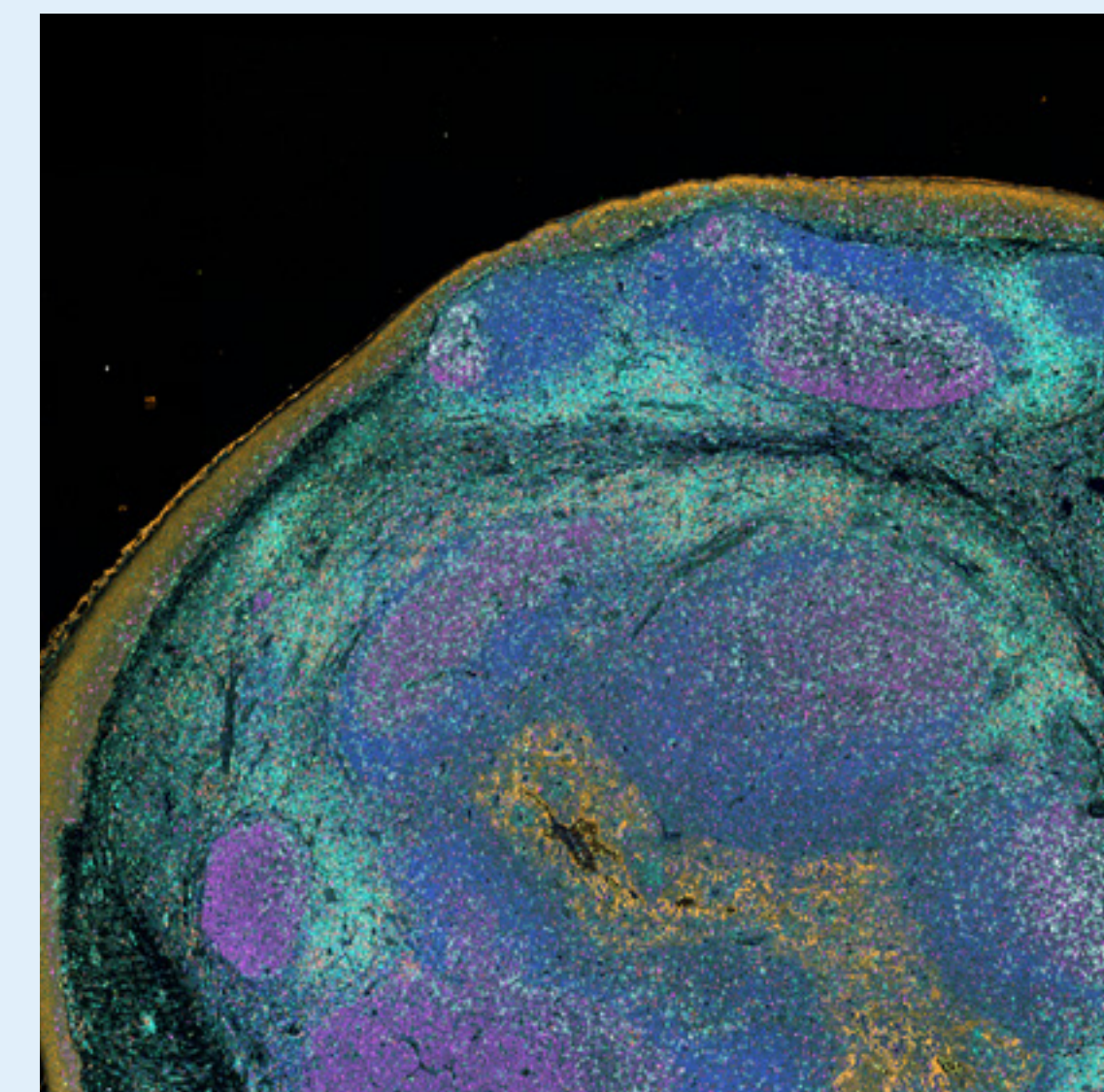
Driving Innovation in Drug Development

Charles River's oncology team is integrating cutting-edge technologies, including live-cell imaging, multiplex omics, and machine learning, into PDX workflows. These innovations allow researchers to visualize immune-tumor interactions, quantify cellular dynamics, and predict therapeutic outcomes with greater precision. PDX models are also proving invaluable for personalized medicine. While *in vivo* studies take time, *ex vivo* PDX platforms enable faster decision-making for patient-specific treatments. This is vital when time is of the essence.

The Future of PDX Models

Looking ahead, PDX models may play an even greater role in early drug development. With lab automation and advanced image analysis, PDX models will expand into earlier phases, even target identification. This will help improve conversion rates for oncology drugs by strengthening the foundation of drug discovery.

From colorectal cancer to non-small cell lung cancer, PDX models are already shaping the future of oncology research. By combining biological relevance with technological innovation, Charles River is helping bring life-saving therapies to patients faster and more effectively.



Technology and Innovation

Guided by our Global Technology and Digital Strategic Plan, we are reimagining the way that we do business to create a technology-first, client-centric, and agile culture at Charles River. Our approach to digital transformation looks beyond current process optimization to imagine and design solutions outside current process constraints. We evaluate how we want to work, and leverage data, technology, and analytics to come up with new digitally native processes that are more effective and efficient both for our people and in producing results for our clients. By adopting design thinking and client centricity, we are deploying digital solutions to meet their needs while achieving our objectives.

Our Approach to Technology and Innovation

Our Global Technology and Digital Strategic Plan is managed by our Executive Vice President, Chief Information Officer (CIO) and Global Shared Services Leader, in collaboration with key business and functional leaders. Updates on the strategy are presented to the Board, including progress on ongoing technological investments and initiatives, and an overview of the Company’s broader information security program (see p. 19). The Board is responsible for ensuring appropriate management of risk covering the areas of technology, innovation, and cybersecurity.

In 2024-2025, the technology strategic roadmap was reviewed with the executive leadership team annually, in addition to regular check-ins individually as determined, to report progress, define next steps, and request additional resources for our technology programs.

In 2025, we formed an AI Governance Council, led by the CIO and the CIO’s leadership team. The Council is responsible for the enterprise-wide AI governance strategy and principles for artificial intelligence (AI) use. This encompasses expanding access to approved and secure AI tools; activating AI value via high-impact use cases that drive efficiency and insight; building AI literacy among employees globally; and ensuring AI risk management frameworks that enable us to use AI responsibly and in regulatory compliance.

We also initiated an AI Use Case Review Committee comprised of colleagues in enterprise data, architectural engineering, information security, and legal, to review and vet AI use cases.

Global Technology and Digital Strategic Plan

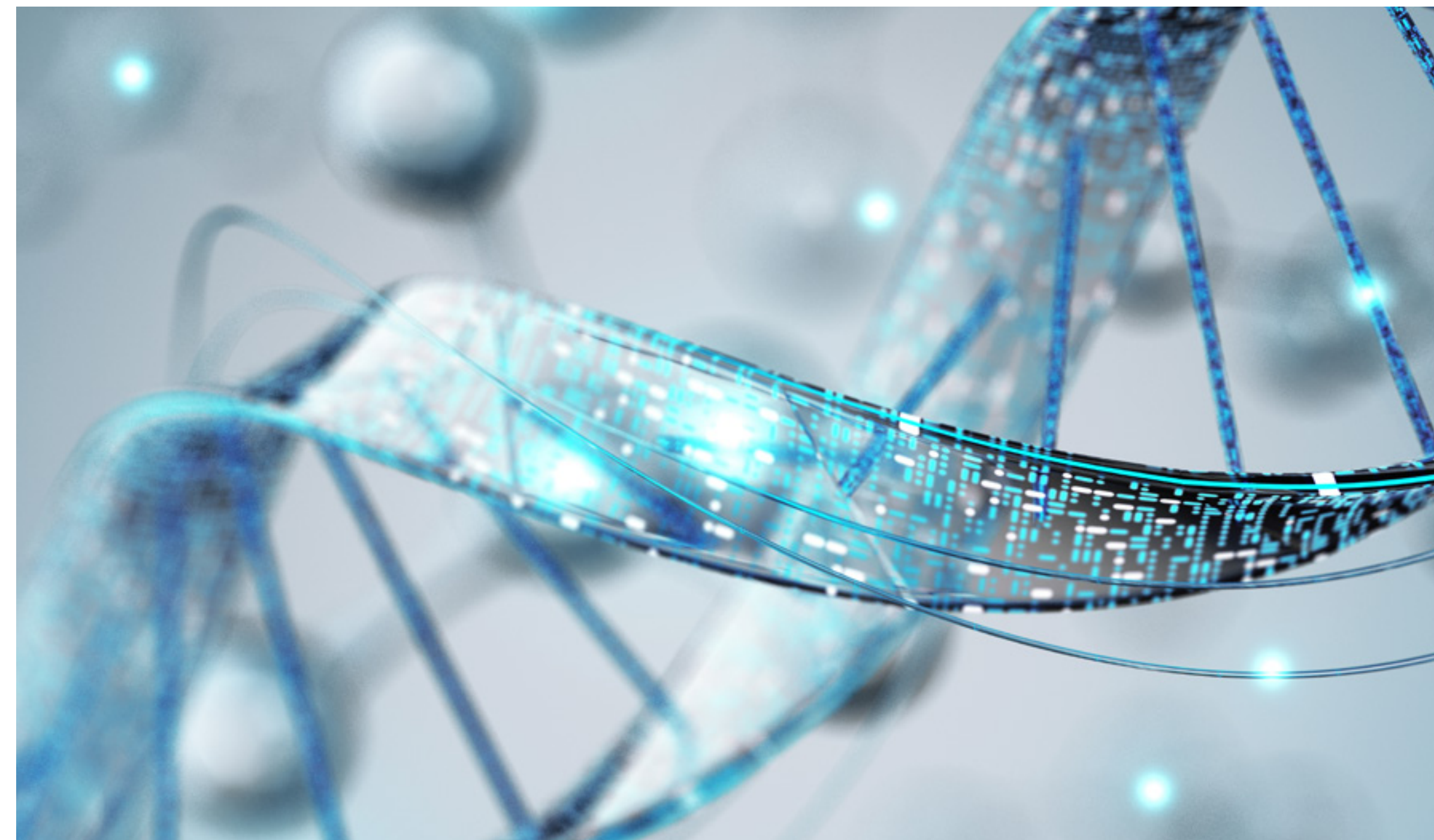
At Charles River, our vision is to become the digitally native trusted scientific partner of choice. We are reimagining what is possible in drug development by harnessing the collective power of scientific innovation, technology, and AI. Our scientific expertise and unique positioning across the industry enable us to bridge the gap between traditional drug discovery and digital science and to develop and refine innovative solutions that improve human health and animal welfare. We follow responsible science and leverage AI judiciously in alignment with our AI governance strategy, focusing on continuous improvement, a client-centric approach, and an exceptional employee experience. Examples of AI-related activities include our work to:

- Enable digital pathology reading
- Support scientific report writing
- Provide an AI chat assistant for all Charles River colleagues to use to further advance their AI understanding as well as make day-to-day tasks more efficient
- Deliver digitally innovative offerings to our clients to reduce time across the drug development journey
- More efficiently maintain and support our applications

From 2024-2025, we made key progress against our Global Technology and Digital Strategic plan to embed technology and innovation within key areas across the organization:

Commercial

To help our customers at the right time with the expertise, offerings, and digital delivery they need, we strengthened our digital commercial solutions, expanding access to both our e-commerce



Building an AI Ecosystem to Foster Responsible AI Use

In 2025, Charles River announced its AI Literacy Program in alignment with the availability of the AI chat tool across the enterprise. The program is designed to upskill our employees, providing a foundational understanding of AI uses, capabilities, and risks, including potential limitations that AI may have related to data privacy, quality assurance, ethics, and security. As of year-end 2025, more than 2,500 employees completed our AI recommended training. With internal support services like our AI Literacy program, a dedicated intranet site, and an intake process to address growing needs in AI, we are evolving to support the business now and in the future.

Technology and Innovation (cont.)



SPOTLIGHT STORY

Apollo™ for CRADL®

In 2025, Charles River unveiled Apollo for CRADL®, a cutting-edge, secure cloud-based platform designed to enhance the capabilities of our vivarium rental services. As part of our ongoing commitment to innovation, Apollo serves as a digital companion to CRADL, streamlining the research process through a centralized dashboard. This platform empowers our clients with seamless access to online training, Charles River’s Research Models Online Ordering System, and a suite of study support tools—enabling faster onboarding and accelerating drug discovery and development programs.

Apollo is a cornerstone of Charles River’s digital transformation, extending its capabilities across our portfolio: from safety assessments and biologics to oncology discovery and AI-powered small molecule programs. By providing real-time data, visualization tools, and streamlined processes, Apollo delivers unmatched value to our clients and reinforces our leadership in advancing drug discovery and development.

platforms and Apollo™. By 2026, with the addition of Microbial Solutions, all of our businesses will be represented within Apollo™, our centralized platform enabling data-driven decision-making for our clients by providing real-time access to study data, milestones, documents, and program planning tools. Additionally, we are digitizing a core application of our client quoting and request for proposal (RFP) processes. The Request to Award Customer Experience (RACE) application is designed to facilitate fast proposal generation through an automated process and data source. Furthermore, we enhanced data capabilities to empower our sales team with data to get the right products and services to our clients at the right time.

Scientific

By looking at the use of data, analytics, and automation to continuously improve scientific outcomes, we both develop (see Apollo Spotlight Story) and partner to provide our clients with tools that can solve complex scientific problems more efficiently. Example scientific partnerships that are harnessing AI include:

- **Deciphex** – in this partnership, we are developing exclusive AI models that accelerate digital pathology reviews, resulting in decision support to pathologists and the automation of select processes within the digital pathology workflow.
- **Revvity** – a collaboration to develop an AI model for automatic organ volumetric analysis from 3D ultrasound images
- Building on our pilot initiative evaluating **virtual control groups (VCGs)** as an alternative to live animals in toxicity studies, in 2025 we partnered with five leading pharmaceutical companies to qualify the use of VCGs in safety assessment. This work advances meaningful animal reduction while maintaining scientific and regulatory rigor. In parallel, we are collaborating with more than fifteen additional pharma partners to further refine, validate, and scale the VCG offering. Charles River is taking a leadership role in VCG-related discussions across multiple industry consortia and

scientific societies to drive regulatory alignment and establish best practices. The VCG product enables reduction and replacement of control animals while unlocking advanced analytics capabilities that enhance data-driven decision-making across drug discovery and development for our clients. For more information on NAM partnerships, see page 12.

Operational

Our digital journey combines, unites, and extracts value from the data generated across our operations to sustain and advance our market position. We focused heavily on operational efficiencies from 2024-2025 to streamline the burden of administrative tasks. To further enhance our operational model, in 2025, we once again achieved ISO/IEC 27001:2022 certification of our Information Security Management Systems (ISMS) to ensure the protection and integrity of client information and data. This certification is registered with the British Standards Institution (BSI) and represents one of the most prestigious security certifications a company can receive. For more information on our data privacy and security, see page 19.

General and Administrative (G&A)

Our focus within G&A involves digitizing and streamlining internal processes, improving service quality and freeing up time for strategic tasks, as part of our approach to continuous improvement. This builds on past successes to create smarter, scalable processes that benefit both clients and employees. Key initiatives included standardizing and collaborating on aspects of our G&A functions with external partners to increase efficiency and lower our cost to serve; building digitization tools within quality assurance to support automated reporting; and upskilling our people on AI through our AI literacy program.



Lead With Integrity

Our ESG material topics in this section:

- Animal Welfare
- Data Security and Privacy
- Quality Assurance and Management

Animal Welfare

Charles River is deeply committed to animal welfare. This includes our commitment to the 3Rs principle (Replacement, Reduction, and Refinement), the Humane Care Imperative (HCI) program, and investment in NAMs (see p. 11).

Animals have contributed to nearly every medical breakthrough in recent history, from cancer and diabetes to HIV/AIDS, and they continue to play an essential role in the development of life-saving drugs for people and other animals. The welfare of animals contributing to research is of utmost importance and a prerequisite for accurate, reliable, and translatable scientific research in the discovery and development of new medicines.

When animal models are required, they are highly regulated to ensure responsible, ethical, and humane care. We exceed international standards for the care of research models under our stewardship. We understand that many of the groundbreaking treatments our clients develop require live organisms, and our portfolio of proven research models and services enable our clients to responsibly conduct the research and development of therapeutics.

Our Approach to Animal Welfare

Our Board and Executive Leadership team receive regular reports on our animal welfare programs, initiatives, and performance. In 2023, our Board of Directors established a Responsible Animal Use Committee to assist the Company in improving our impact on responsible animal utilization, including evaluating and advising scientific and technological opportunities that may appropriately reduce the impact of animals in the Company's operations. The Responsible Animal Use Committee was combined with the Science and Technology Committee of the Board to form the New Approach Methodologies and Science Committee. This new committee is responsible for such duties as reviewing, evaluating, and advising the Board on the Company's impact on animal utilization and the utilization of NAMs to, among other things, reduce the impact of animals in research. The Committee is supported by the Charles

River Global Compliance cross-functional team that meets, at minimum, quarterly. The team consists of leaders who may touch on various aspects of our animal welfare program. Furthermore, our newly announced global, cross-functional Scientific Advisory Board advises our scientific advancement in NAMs: non-clinical tools and technologies aimed at reducing reliance on animal testing (see p. 21).

We mandate that animal care and research activities adhere to or surpass local and national regulations and guidelines, or alternatively use the Institute for Laboratory Animal Resources (ILAR) guidelines (Guide for Care and Use of Laboratory Animals) as a benchmark, while also adhering to Charles River's internal policies. At a site and divisional level, we require all business unit leaders to provide quarterly reports on their results and progress. These plans are overseen by our 3Rs Global Advisory Working Group and our animal oversight and welfare bodies who monitor site progress, establish procedures, and review relevant study protocols.

Our Global Animal Welfare (GAW) group comprises 12 professionals who are committed to upholding animal welfare throughout the organization. They are supported by a network of Animal Welfare Specialists, including 350+ veterinarians and 3,800+ animal care professionals who hold expertise in laboratory animal medicine, and science and ethics, and who undergo regular training in environmental enrichment, species-specific behavioral management, and working safely with animals while performing daily care and research studies. This approach ensures accountability from every site, with over 75 locations globally reporting into GAW. We encourage employees to raise any concerns anonymously through the Charles River Ethics Point Helpline (see p. 23). All concerns are reviewed by corporate experts to ensure that any identified issues are resolved quickly and effectively. We have a robust risk-management process that is supported by regular facility visits, mandatory training on animal welfare, and a suite of voluntary educational opportunities.

“Animals have contributed to nearly every medical breakthrough in recent history, from cancer and diabetes to HIV/AIDS, and they continue to play an essential role in the development of life-saving drugs for people and other animals.”



We comply with licensing and registration requirement standards set by the USDA and the U.S. Fish and Wildlife Service (USFWS), and similar applicable agencies in other global regions such as Canada, Europe, and China, for the care, handling, and oversight of regulated species. Charles River ensures animal welfare by requiring all sites to have oversight from an Animal Ethics Committee, Institutional Animal Care and Use Committee, or similar body; reviewing animal work before starting and periodically as appropriate; conducting regular self-assessments; and encouraging external reviews through organizations like AAALAC. For example, in addition to our health and safety site self-audits (see p. 38), we participate in voluntary site accreditation and inspections through such organizations as AAALAC. In 2025, 100% of our sites have voluntary accreditation through their oversight and/or AAALAC. More specifically, 88% of sites have local accreditation and 91% are AAALAC accredited. Our plan is to achieve 100% AAALAC accreditation.

Policies and Strategy

In 2025, we updated our [Global Animal Welfare Policy and Humane Care Imperative \(HCI\)](#), building out our Culture of Care and compassion science, and expanding training requirements to include a broader population of workers, such as contractors who may

enter our facilities. Our Culture of Care prioritizes the compassionate treatment of animals in our care as well as the professionals who work with them. We also enhanced our HCI recognition program with peer-to-peer and site-based quarterly awards that celebrate excellence in animal welfare, the implementation of the 3Rs, and humane care.

In 2024-2025, we refreshed our holistic Animal Welfare Strategy, harmonizing strategic goals related to animal welfare across all business units. These goals include best practice sharing; expectations on housing, enrichment, behavior management; and compassionate science resources and skill development for our people.

3Rs: Replacement, Reduction, and Refinement

Charles River is committed to the 3Rs, using non-animal testing methods where possible, refining study designs, and enhancing animal care techniques. Our 3Rs Global Advisory Working Group supports the Global 3Rs Sharing Colloquium, which shares information about 3Rs strategies implemented across our Company and all business units. In 2024, we launched a low-stress handling initiative and related change management program across all

Animal Welfare (cont.)

business units, updating our standard operating procedures (SOPs) accordingly. This refined handling has many benefits. It improves animal welfare, increases scientific quality, improves ease of handling, and increases job satisfaction. We are the first and only global contract research organization to implement this improved animal care technique, and we provide ongoing employee training and support for successful adoption of the new method. As of year-end 2025, 100% of our sites have fully implemented this refined handling technique. We are also the first CRO to use habitat tunnels during shipment in North America. This is being implemented in Europe as well and is designed to introduce low-stress handling during the delivery of animals.

In addition to continuous refinement efforts, we actively work with industry partners to identify new technologies, and we support efforts by global regulatory bodies to advance solutions that replace

and reduce the use of animals in non-clinical research. Visit page 11 for details on our work in NAMs.

Cultivating a Culture of Care

Building from our core value of Care, at Charles River, we all play an important role in the animals under our care, with another, with scientific data and quality, and by being open and transparent regarding our work and practices with animals. In addition to role-specific animal welfare training, all new Charles River employees receive initial mandatory animal welfare training, including an individual, signed commitment to humane care and use of animals. Our 2025 annual Animal Welfare Training, themed Culture of Care, was completed by 8,672 employees. To measure employee awareness about the program's progress and initiatives, we hosted a global employee survey in 2025, building on momentum from



3Rs Collaborative

Charles River is proud to be a founding force behind the 3Rs Collaborative, a nonprofit dedicated to advancing the principles of Refinement, Reduction, and Replacement in animal research. The Collaborative was formed in 2017 to extend our commitment to animal welfare into the broader scientific community. Today, we remain a key contributor: sharing expertise, supporting innovative technologies like environmental health monitoring, and helping shape best practices across the industry. Our clients benefit from this leadership through access to ethical, scientifically rigorous solutions that align with evolving regulatory expectations and drive better outcomes in research.

our 2023 survey. The results identified strengths and areas of improvement that will be shared in internal communications in 2026 and utilized to improve the program.

In 2024-2025, we prioritized Culture of Care action across four key areas:

- **Care of Animals** - We have the utmost duty to ensure the responsible treatment of animals within our care. We manage this through our Corporate Policies, Humane Care Initiative (HCI), Behavior Management Programs, and Global Animal Welfare teams. Through these mechanisms, we have established expectations for excellence in animal care and management across the organization.
- **Care of our People** - Our Compassion Science Program 'C.A.R.E.S.' (Compassion, Awareness, Resilience, Engagement, and Support) helps meet the needs of employees across multiple sites, focusing on tools to build resiliency, personal wellness, and compassionate care of the animals. The program provides meaningful support, through a peer network of resiliency building advocates (RBAs), to recognize signs of compassion stress in themselves and colleagues. RBAs are available at sites to listen, support creative approaches to work stressors, promote resiliency and self-care, and share ideas and solutions. In 2025, our RBA network grew to more than 90% of Charles River sites globally having some form of Compassion Science program locally. Charles River offers multiple activities that support employee well-being. Visit page 31 for more information on our employee well-being programs.
- **Scientific Quality** – the Charles River CHARTER (Commitment to Humane Animal Research Through Excellence and Responsibility) program funds organizations and projects that provide training about the humane care of research animals, advance the values of the 3Rs, and informs the public about biomedical research. Visit

our [Company website](#) for awards that we support in the field of laboratory animal science.

- **Openness and Transparency** – Charles River views transparency and proactive communication about research and the involvement of animals required as essential. Beginning in 2023, we published an annual Non-Human Primate (NHP) Report on our Company website (see p. 21). And in 2025, we established a global, cross-functional Openness & Transparency Steering Committee on a holistic approach to agreements, external publications, conferences, and community outreach. We signed transparency agreements in the U.K., Netherlands, Germany, and France that specify our commitment to enhancing transparency and education.

Visit page 41 for more information about our STEM Outreach initiatives, including our veterinary technology scholarship program. For information about our memberships and associations, see page 6.

Data Security and Privacy

As the biomedical industry becomes increasingly driven by digital data, AI, and cloud-computing, it is vital that we remain up-to-speed with systems and standards to protect and secure company, client, and stakeholder data. We remain steadfast in meeting global standards of system security and data privacy to responsibly manage, protect, and safeguard information.

Our Approach to Data Security and Privacy

Data Security

To manage data and system security at an enterprise level, we maintain an information security team within the IT organization. The team is led by our Vice President, Chief Information Security Officer (CISO) and Compliance, who reports to the CIO and the Executive Committee. The CISO provides the Audit Committee of the Board with quarterly updates on Charles River's threat profile and incidents. Specific to the topics of global data privacy and regulatory developments, we have a global Privacy Council comprised of executive leaders across various functions and data privacy subject-matter experts. This Council meets twice a year.

Our Global Security program is supported by Charles River policies, procedures, guidelines, and standards certified under the ISO/IEC 27001:2022 and 27017:2015 frameworks (BSI issued certificates IS 780367 and CLOUD 806141), aligned with the National Institute of Standards and Technology (NIST) security frameworks, and in adherence to the Network and Information Systems Directive (NIS2). The ISO scope includes our global security controls, corporate datacenters, and hybrid cloud environment. Policies, procedures, and guidelines related to data security and privacy are reviewed annually to ensure they are in line with the latest developments. In 2024-2025, we updated various policies, including our Security Training Policy; Records Management Policy by country; Global Privacy and Data Protection Policy; Technology Third Party Risk Assessment Policy; Technology Acceptable Use Policy; and the Generative Artificial Intelligence Policy.

Charles River maintains a 24-7 Security Operations Center which conducts continuous threat hunting, ethical phishing tests, and simulated incidents. In the event of an incident, we have a security incident management program in place that includes a plan with identified team roles, responsibilities, and security procedures. To ensure continuity of our systems, we also maintain a Disaster Recovery data center.

Third-Party Risk and Privacy Assessments are conducted as part of the Procurement process for new technology vendors. These assessments are required for any new software that connects to the Charles River network, hosts Charles River data in the cloud, or involves AI. Furthermore, approved technology vendors undergo a re-assessment at a minimum every three years. This re-assessment can occur more frequently depending on the vendor's risk profile.

Data Privacy

We take privacy and data protection seriously at Charles River. In accordance with data privacy laws, Charles River only collects personal data for specified and legitimate purposes, and we ensure that such data is processed in a secure manner and not stored for longer than necessary. We maintain and update records for data processing activities within a centralized data inventory tool.

Our Privacy and Information Security teams work together to mitigate risks, enforce policies and compliance, and ensure privacy for the data we manage. The Privacy team comprises Legal Compliance and Information Security staff who provide regular program updates to the Privacy Steering Committee and to the Audit Committee regarding program developments and risks. The Privacy Team is responsible for implementing the Privacy Governance Framework; ensures practices, processes, controls and training are in place; and provides support and guidance to the Charles River community.

At the site level, Privacy Site Stewards support ongoing privacy initiatives, communication, monitoring, and escalation of privacy issues. Charles River's Data Protection Officer (DPO) is responsible to



Data Security and Privacy (cont.)

advise on data protection requirements and areas for improvement; independently monitor compliance with the Privacy Governance Framework; and act as an independent contact point for privacy and data protection concerns from individuals. In addition, we utilize third-party tools and services to mitigate our global privacy risks and to manage our compliance obligations.

We embed privacy and data protection into the design of our services and overall business operations. Whenever there is a high risk associated with processing Personal Data, we conduct a Data Protection Impact Assessment (DPIA) to assess and remediate that risk.

Whether it is personal data of an employee or the personal data of our customers, all our policies and procedures are guided by Charles River's Privacy Governance Framework detailed in our Global Privacy and Data Protection Policy. The Framework is intended to ensure the Company's compliance with relevant laws and to protect the personal data we collect and process.

As part of our data transparency efforts, we provide specific privacy notices to individuals (such as employees, applicants, and website visitors) to explain what Personal Data we process about them, for what purposes, and how we handle their data. We updated our Employee Privacy Notice in 2024 for all applicants, including new

talent. Furthermore, our online Data Subject Rights Portal allows individuals to easily exercise their Data Subject rights.

Charles River is ISO 27001 certified. We apply technical and organizational measures to safeguard the risks associated with the processing of Personal Data. This includes incident handling and reporting procedures in the event of a security incident involving Personal Data. If employees become aware of a Personal Data concern, they are to immediately contact the Data Privacy team or the DPO, who will review the incident accordingly.

In 2024, we implemented both an Intra-Group Data Processing Agreement and a Global Data Processing Agreement to ensure secure and compliant data transfers across our global entities and third-party vendors. These agreements support regulatory compliance, embed privacy by design and by default, and standardize how personal data is managed, with clear responsibilities, security measures, and legal safeguards. Together, they help us reduce privacy risks, protect individual rights, and maintain trusted relationships with partners and stakeholders worldwide.

We strive to adhere to all applicable laws and regulations, including but not limited to the EU General Data Protection Regulation (GDPR); California Consumer Privacy Act (CCPA); California Privacy Rights Act (CPRA); China's Personal Information Protection Law (PIPL); Quebec's Privacy Law 25; Mauritius Data Protection Act 2017; India's Digital Personal Data Protection (DPDP) Act; and Singapore's Personal Data Protection Act 2012. We maintain and publicize policies, SOPs, and standards to address all requirements for Charles River's processing of personal data. Please refer to the [Charles River Privacy Notice](#) for additional information on data collection, sharing, use, and protection.

Training and Development

Charles River's information security awareness program is intended to educate all employees on the security and data policies of the

Company as well as provide relevant training and alerts on current information security risks and threats. In addition to education, the program is also intended to help foster an understanding of how our policies protect Charles River's business, our employees, and our customers.

Employees receive regular training and communication on privacy and data protection, including annual Information Security training, targeted Global Data Privacy training, and regular interactive exercises. Our security training includes an initial onboarding session for new hires, a mandatory annual refresher course, as well as topic-specific training throughout the year. Specialized training is also given to IT staff and employees at a higher risk of targeted attacks. Those in regular contact with Personal Data receive additional training sessions. In 2024-25, 99% of our staff completed e-learning Information Security Awareness training focused on social engineering; decrypting security threats; and keeping Charles River secure. The training was available in eleven local languages. In 2025, we launched a new Annual Privacy training, designed to help ensure all Charles River employees, including contractors, understand their role in safeguarding personal data, which was completed by 97% of staff globally.

We maintain an internal central privacy hub with awareness materials. We also continue to conduct regular communications and awareness campaigns, including a monthly employee newsletter. In 2024-2025, Charles River celebrated Information Security Awareness Month each November to remind employees about the importance of strong security practices, both at work and at home. Separately, we hosted a Privacy Day event annually among employees to recognize the importance of data privacy.



Governance

Our commitment to operating our business with integrity is supported by ownership and accountability at all levels of the organization, starting with our CEO and Board and extending to every role within Charles River. By establishing a robust governance structure that sets out clear roles and responsibilities, we are continuing to drive positive change while maintaining high standards of compliance to drive our business performance.

Our Approach to Governance

The Board oversees and monitors our corporate governance practices, including our auditing and quality assurance practices; science and technology strategy; financial performance; compensation program; cybersecurity, compliance and ethics; risk oversight; and regulatory compliance. We are led by James C. Foster, who has served as our President since 1991, our CEO since 1992, and Chair of the Board since 2000. Four new Board members joined in May 2025. The changes reduced average Board tenure to approximately six years, down from twelve years. As of year-end 2025, the Board is comprised of eleven Directors, including Mr. Foster, nine of whom are independent (including a Lead Independent Director).

In January 2026, the Company announced the planned retirement of CEO Jim Foster and CEO succession plan. Effective May 5, 2026, COO Birgit Girshick will serve as CEO, and Mr. Foster will remain on our Board as a non-executive director. Martin MacKay, Ph.D., current Lead Independent Director, will become Chair of the Board at the conclusion of the Annual Meeting in May 2026.

The Board oversees our clear corporate governance practices which align the interests of Directors and management with those of our shareholders. The Board ensures adherence to our Code of Business Conduct and Ethics (see p. 23) and Corporate Governance Guidelines. These are supported by a suite of Legal Compliance Policies which highlight our commitment to establishing formal accountability and guidance for priorities and programs, including our ESG and corporate citizenship activities.

As a global organization, we know that building teams with varying backgrounds and perspectives strengthens our business, increases our ability to innovate, and deepens our impact on healthcare. For more information on the Board Structure and Composition, including nomination, collective knowledge, performance evaluation, and conflicts of interest, please refer to our [2025 Proxy Statement](#), [Annual Report, Form 10-K](#), and the [Charles River website](#).

Committee Structure and Composition

The Charles River Board is supported by standing committees that meet regularly to assist the Board in oversight of areas such as audit; compensation; corporate governance; new approach methodologies and science; and strategic planning and capital allocation.

To support ESG oversight, the Audit Committee assumes primary responsibility for our risk management framework as it applies to our financial reporting and disclosures, system of internal controls, and operations, including the identification of the primary risks and interim updates of those risks. A full list of the Audit Committee's duties can be found on the [Charles River website](#), and details on our Enterprise Risk Management (ERM) framework can be found on page 26.

The Corporate Governance and Nominating Committee develops and oversees compliance with our Corporate Governance Guidelines and Code of Business Conduct and Ethics, including oversight of our corporate citizenship program. It also oversees our engagement efforts with stockholders and other key stakeholders. A full list of their duties can be found on the [Charles River website](#).

In 2025, we established the New Approach Methodologies and Science Committee through the consolidation of two existing Board committees, our Science & Technology Committee and Responsible Animal Use Committee. This new Committee is responsible for such duties as reviewing, evaluating, and advising the Board on the Company's impact on animal utilization and the utilization of new approach methodologies to, among other things, reduce the impact

of animals in research. Furthermore, in October 2025, we announced the creation of a cross-functional Scientific Advisory Board to guide our strategic focus on NAMs. For more information on our NAMs program, see page 11.

ESG Oversight

We adopted a centralized responsibility and oversight of all ESG governance functions under an ESG Governance Council, which in 2024-2025 was led by our Chief Operating Officer (COO). The Council met six times from 2024-2025 to discuss relevant ESG priorities. To drive internal action, the ESG Governance Council is supported by a cross-sectional ESG Working Group. The ESG Working Group is responsible for oversight on voluntary reporting, such as overseeing the delivery of our Corporate Citizenship Report, which is produced every two years, and our annual ESG Performance Data Table. The Corporate Citizenship Report is viewed by our Board of Directors prior to publication. The ESG Working Group also oversees the implementation of mandatory ESG reporting, as applicable to Charles River. Visit the [ESG Library](#) on our Company website for our latest ESG-related updates.

Compensation Committee

The Compensation Committee oversees Charles River's compensation and benefits designs and programs as it relates to the total compensation packages for our CEO and Executive Vice Presidents (EVPs) and Senior Vice Presidents (SVPs), and provides risk oversight of all of Charles River pay policies and practices. It reviews and approves compensation, including annual base-level salaries, annual incentive compensation, long-term incentive compensation, employment and severance agreements, and any other compensation as appropriate. A full list of their duties can be found [here](#). Additionally, we maintain a Financial Statement Compensation Recoupment Policy (also known as a Clawback Policy) that complies with NYSE listing standards and Section 10D of the Securities Exchange Act of 1934. This policy applies to all our executive officers. Under this Clawback Policy, in the event

of a restatement of Charles River's financial statements resulting from material noncompliance with financial reporting requirements under the U.S. Federal securities laws, Charles River will recover erroneously awarded compensation from applicable executive officers, subject to specified criteria. Our executive compensation process and performance can be found in our [2025 Proxy Statement](#) and [10-K](#).

NHP Board Report

In March 2026, we published our third annual [NHP Report](#), bolstered by significant shareholder input. The NHP Report focuses on concrete initiatives being implemented to reinforce confidence that NHPs the Company imports are sourced appropriately, including the Company's specific efforts in support of proper animal welfare, the prevention of emerging infectious diseases, and ethical business practices.



Quality Assurance and Management

Charles River is committed to strictly adhering to regulatory compliance and data integrity standards, providing Quality Systems at our facilities to support the integrity of our products, services, data, and reports.

Our Approach to Quality Assurance and Management

Quality Assurance (QA) is a key organizational design element to ensure that our wide range of products and services meet global compliance, mitigate risk, and ensure high levels of client satisfaction. To deliver consistent standards of quality, we operate a robust set of processes and procedures that are built into the Charles River Quality Management System (QMS). Our QMS reviews, tracks, and monitors quality across the organization and in adherence with regulatory requirements, ensuring a consistent and aligned process across our labs, business activities, and regional operations. Our QA team provides periodic reports detailing the performance of the QMS to operational management on a rolling basis. Our management team makes sure to have the appropriate processes and people in place to execute what the law requires. This topic is regularly updated to the BOD.

Charles River operates a QMS with an overarching [Global Quality Policy](#) which defines the framework for delivering products and performing services. This is supported by our global QMS, which acts as the underlying mechanism for evaluating regulatory compliance across all operating units. The policy was updated in 2025, consolidating various quality-related policies into a comprehensive global policy.

In 2024 and 2025, our QA leads delivered periodic updates to all levels of management on specific actions to address Key Quality Performance Metrics across our sites. These KPIs are based on internal and external feedback, including but not limited to

inspections and internal audits, at each Good Laboratory Practices (GLP) or Good Manufacturing Practices (GMP) site. During this period, we hosted 140+ regulatory inspections, which resulted in no GLP or GMP regulatory enforcement actions, defined as a warning letter from the FDA or equivalent from other regulatory bodies. This demonstrates the strength of our compliance and QMS, and we continue to fully comply with all regulatory audits and inspections at our sites, with all meaningful findings actioned and addressed.

To further strengthen oversight, Quality Management Reviews (QMRs) are conducted with management teams to identify additional opportunities to enhance our QMS. These also ensure that operating units continue to perform and provide robust data for their day-to-day activities.

To support the delivery of exceptional standards of quality, contemporary tools and training remain a priority. Our QA organization is partnering with the business to ensure that we use AI development tools appropriately (see p. 14 for more information on our AI practices). In addition, we continued to drive global data integrity in 2024-2025, focusing Quality internal training sessions around the importance of data quality and driving efficiencies and accuracy. Our internal activities included a World Quality Week and Data Integrity Week to reinforce Quality Culture principles across our global operations and that everyone, at all levels of the organization, has a responsibility to deliver on quality with a client-centric mindset.

Our QA self-audit program provides an independent assessment of our compliance with government regulations. These include, but are not limited to, regulatory inspections and reviews, ISO accreditation bodies, and client audits. Furthermore, we have a robust internal audit program to evaluate our continuous compliance with GLP and GMP and to mitigate any gaps.

Alignment to Global Regulatory Compliance Requirements

As a global organization supporting the drug discovery and development continuum, Charles River is required to undergo numerous client and regulatory inspections throughout the year to ensure alignment to Quality and Compliance standards. This regulatory landscape impact on Charles River primarily includes GLP and GMP, but may also touch on Good Clinical Practice (GCP). For example, Charles River supports clinical development through bioanalytical sample analysis but does not conduct clinical trials. From a GLP and current GMP standpoint, we follow U.S. Environmental Protection Agency (EPA); U.S. Food and Drug Administration (FDA); and Organization for Economic Cooperation and Development (OECD).

In addition, our locations comply with applicable global standards and regulatory bodies. Our approach is further enhanced by our alignment with leading voluntary frameworks and guidelines. Examples of guiding standards, regulatory bodies, and frameworks include, but are not limited to:

- U.S. Department of Agriculture (USDA)
- European Medicines Agency
- European Chemicals Agency
- Medicines and Healthcare products Regulatory Agency (MHRA)
- ISO 27001, 9001 and 17025

For more information on our QMS, please refer to our [10-K](#). More information on our Governance can be found on page 21 and our commitment to Animal Welfare on page 17.



Compliance and Ethics

The mission of our Legal Compliance (I-Comply) program is to be a partner to our business and global functions by helping employees and third-party partners comply with the [Code of Business Conduct and Ethics \(Code\)](#) and applicable policies, procedures, and laws when working for or on behalf of Charles River.

Our Approach to Compliance and Ethics

Our Legal Compliance (I-Comply) program is overseen by our CSVP, General Counsel, Corporate Secretary, and Chief Compliance Officer and is led day-to-day by our Executive Director, Corporate Compliance and Ethics. The Legal Compliance team manages our program on a global scale and provides quarterly updates to leadership and the Audit Committee of the Board of Directors. The I-Comply program is also supported by our global network of 39 I-Comply Liaisons responsible for serving as a local point-of-contact for compliance and ethics issues, supporting training, reinforcing key messaging, and helping to drive consistent performance across the business. The program is designed to provide systematic, ongoing measures aimed at ensuring that Charles River and its employees comply with all applicable laws and regulations, and to support continuous improvement.

Code of Business Conduct and Ethics

We are committed to upholding the highest standards of ethics and compliance. The Code serves as the foundational policy guiding our approach. It details the Legal Compliance Policies that apply to our employees and business partners, including the responsibilities we share for maintaining an ethical work environment, the expected behaviors of our people, and where they can turn to raise any legal or ethical concerns.

Our Legal Compliance team last updated and launched our Code in May 2025. The following updates were made to align the Code to current best-practices and requirements:

- Address legal and regulatory updates
- Revise guidance for people managers

- Update Q&A to address emerging/evolving issues
- Refresh look and feel with modern visuals and layouts

The new Code was announced to employees through Company-wide communications in 2025 with updated training on the Code assigned to all existing employees and new hires. As of year-end 2025, 93% of existing employees and 96% of new employees have completed this training.

Policies and Frameworks

We maintain a global policy management process that governs the creation, revision, retirement, review, approval, implementation, communication, and maintenance of the Company's Global corporate policies, including all Legal Compliance policies. The most senior representative of the applicable corporate function must first approve all new Global corporate policies, revisions to existing policies, and retirement of existing policies, and this approval is followed by review and approval by the Policy Review Committee. Guidance is for active policies to be reviewed at a minimum every three years. From 2024-2025, we updated several Legal Compliance policies, including the following publicly available policies:

- Animal Welfare and the Humane Treatment of Animals
- Anti-Bribery
- Code of Business Conduct and Ethics
- Conflict of Interest and Business Courtesies
- Global Safety and Sustainability
- Global Quality
- Human Rights Statement
- Insider Trading
- Supplier Code of Conduct

Visit the [Legal Compliance Policies](#) page on our website for our list of public policies.

Training and Communications

Charles River requires all new hires and existing employees to complete I-Comply training annually. In 2024-25, in addition to Code training, employees were assigned training on such topics as Anti-Bribery, Anti-Harassment and Anti-Discrimination, Data Privacy, and Workplace Violence Prevention. In addition, the Legal Compliance team issued communications and micro-learning on such topics as Anti-Bribery, Business Courtesies, Data Privacy, and Human Rights. Further, as part of our regular communications, each November we celebrate Compliance Day across our organization to highlight I-Comply resources, our Speak Up Culture, and reminders about doing business the I-Comply way. In 2025, featured content included our Conflicts of Interest and Business Courtesies Policy, Anti-Retaliation Policy, and the Charles River Helpline.

Risk Assessment

Our team conducts a detailed Legal Compliance risk assessment of our own operations to refresh the Company's global compliance risks and processes. Our next risk assessment process is planned for 2026 and will include a review of the impact, likelihood, and control effectiveness of 100+ risk topics, spanning 17 compliance risk areas. Input will be gathered from SMEs and key stakeholders via facilitated sessions led by our Legal Compliance team. The results of the risk assessment are reported to the Audit Committee before actions and recommendations are implemented internally. Our Legal Compliance risk assessment is in addition to our ERM risk assessment process (see p. 26) and topic-specific self-audits conducted within our operations, such as but not limited to Environmental Health & Safety audits (see p. 38) and our Quality Assurance Program audits (see p. 22).

Raising Ethical Concerns

To help our people make the right ethical choices, the I-Comply program offers tools, information, resources, and answers to common questions related to compliance and ethics. We also

encourage employees to "Speak Up" by raising any ethical concerns to their manager, a member of HR, our Legal Compliance team, our Legal Department, or via email or telephone through our dedicated helpline. Our Company maintains a strict Anti-Retaliation Policy.

The [Charles River Helpline](#) is hosted by an independent third party and available 24 hours a day in twelve languages. As well as being accessible for our employees, it is open to suppliers and vendors as well as members of the public. Reports or questions may be raised anonymously through the helpline while still allowing communication between Charles River and reporters.

In 2024-25, 111 reports were made through the Charles River Helpline, with an average close-out time of ~33 days. The number of contacts received through our helpline is moderately lower than the number of contacts received in 2022-2023.

Anti-Bribery and Corruption

Our Anti-Bribery Policy, updated in 2024, defines our efforts to prevent, detect, and report all forms of direct and indirect bribery and other forms of corruption across our business activities conducted in any or all territories. Legal Compliance oversees this risk area and provides annual updates to the Audit Committee of the Board on legal developments and related Legal Compliance priorities in the areas of bribery and corruption. We also conduct regular employee communications and training for relevant staff, and in 2024-25, 97% of our employees in the target audience undertook training on our [Anti-Bribery Policy](#) and procedures, which covered such topics as preventing bribery, how to recognize risks and red flags, and how to report concerns.

Charles River received no fines related to non-compliance in legal, ethical, anti-competitive behavior, anti-trust, or monopoly practice matters in 2024 or 2025, including with respect to anti-bribery and corruption. We also received no monetary losses associated with false marketing claims.

Human Rights

Charles River believes in protecting human rights and opposes human trafficking or forced labor in any aspect of our business or supply chain. Our commitment encompasses the risks posed by forced, prison, indentured, bonded, and child labor, debt servitude, or trafficking where coercion, threats, or deception are used to intimidate, penalize, or deceive workers, thereby creating situations of involuntary work and exploitation.

Our Approach to Human Rights

Our Executive Director, Corporate Compliance and Ethics, who reports to the SVP, General Counsel, Corporate Secretary, and Chief Compliance Officer, oversees our approach to Human Rights. We adopt a cross-functional and risk-based approach, with oversight by subject matter experts in Human Resources, Legal Compliance, and Procurement. Human Rights is also a risk area evaluated as part of our Legal Compliance team's Risk Assessment process, with the next review to take place in 2026.

Policies and Frameworks

Charles River's published [Human Rights Statement](#), last updated in 2025, is aligned to the United Nations' (UN) Universal Declaration of Human Rights and the UN Guiding Principles for Business and Human Rights. Additionally, our following policies and processes relate to Human Rights:

- **Code of Business Ethics and Conduct:** Sets our expectations regarding compliance with laws, ethical conduct, and responsible business practices, including standards relating to Human Rights. We updated our Code in 2025.
- **Conflict Minerals Statement:** Ensures that the metals and minerals used within our products are sourced and produced in an ethical and responsible manner.
- **Global Privacy and Data Protection Policy:** Recognizes the careful and lawful treatment of personal data in compliance with privacy

and data protection laws and regulations. This policy was last updated in 2025. See page 19 for more information about Data Security and Privacy at Charles River.

- **Global Statement on Providing a Workplace Free from Harassment and Discrimination:** Sets forth our workplace culture of belonging, equal opportunity, and fair treatment where employees feel valued, respected, safe, and free from any form of harassment, discrimination, or bullying. Visit page 36 for details on Belonging at Charles River.
- **Modern Slavery Statement (U.K.):** Outlines our commitment to the prevention of Human Rights abuses within our operations, including the prevention of human trafficking and modern slavery. We post our annual statement to our [Company website](#).
- **Statement regarding the Prohibition of Human Trafficking:** Outlines our opposition to any forms of human trafficking or forced labor and our commitment to prevent any such activity. Our statement was updated in 2024.
- **Supplier Code of Conduct:** Communicates our expectations of our suppliers to comply with all applicable laws, rules, and regulations, and our standards regarding fair treatment and Human Rights, ethics and compliance, health and safety, the environment, and responsible management systems and due diligence processes. We last updated our Supplier Code of Conduct in 2025. See page 46 for details on our responsible supply chain management.
- **Workplace Violence Policy:** Outlines our commitment to providing employees with a safe, healthy and secure work environment.

Compliance Training and Communications

Charles River requires all new hires and existing employees to complete I-Comply training annually. In 2024-25, employees were assigned training on such Human Rights topics as Anti-Harassment

and Anti-Discrimination and Workplace Violence Prevention. Further, the [Charles River Helpline](#), which is hosted by an independent third party, is an avenue through which employees, our third parties, and the public can anonymously raise Human Rights concerns. In 2024–25 we received no fines or legal actions regarding instances of Human Rights violations within our direct operations or value chain. Visit page 23 for information on our Legal and Compliance programs.

Alignment to International Standards

We respect all fundamental Human Rights and are committed to eliminating all forms of discrimination, harassment, workplace violence, human trafficking, slavery, torture, and child labor in and outside of the workplace. We are members of the Pharmaceutical Supply Chain Initiative (PSCI) and adhere to its principles on Human Rights, ethics, labor, health and safety, and the environment. We also leverage the PSCI framework and share best practices with

our suppliers to encourage their adherence to these principles. As a signatory to the United Nations Global Compact (UNGC) since 2023, we submit an annual Communication on Progress (COP) report to demonstrate our commitment and track our progress.

Freedom of Association and Collective Bargaining

We respect the rights of our people to take part in collective bargaining arrangements and to join trade unions, as outlined in our Human Rights Statement. We also align to legally binding collective agreements based on regional legislation in our main countries of operation. Our employees are not unionized in the United States. Employees at some of our European facilities are represented by works councils, employee representative groups, and/or unions, which is consistent with local customs for our industry. We collaborate with works councils and believe we have good relationships with our employees.



The Board believes that respect for human rights is fundamental to our purpose and long-term success. We are committed to safeguarding human dignity across our operations and value chain."

Martin Mackay, Ph.D.,
Charles River Laboratories
International, Inc.
Board of Directors

Regulatory Affairs and Policy Influence

Our global government affairs program is focused on engaging regulators, government, and community partners at the federal, state, and local level to ensure that patient safety and exceptional animal welfare remain at the forefront of an ever-evolving industry. New therapies and alternative modalities are developed and discovered every day, but they must be safe and effective before we put these advancements to work. Utilizing our unique perspective and expertise as a partner across the drug discovery and development continuum, we continue to invest in new approaches that will modernize the drug development process. We follow the science to ensure safe and effective treatments are developed for patients that desperately need them. See page 14 for more information on how we develop, invest in, and support innovation in technology.

Our Approach to Regulatory Affairs and Policy Influence

The Charles River Government Relations team oversees our approach to policy influence and regulatory affairs. Directed by our SVP Chief Communication Officer and Government Relations department, global oversight is supported through Charles River SMEs and external advisors with geographic expertise. We monitor policy and regulatory changes and liaise with stakeholders on the impact of such changes to patient safety and animal welfare best practices across the geographies in which we operate. Our activities, as well as the risks and impacts related to any Company political spending, are reported regularly to senior management and the Board. Our global guidance yet localized approach to government affairs ensures consistent engagement with relevant regulatory bodies, trade associations, and government and community stakeholders.

Charles River maintains a strong presence in many professional societies and trade organizations and provides scientific expertise and input to policymakers across various global monitoring authorities. We are a member of numerous industry and trade groups that represent the biomedical or broader business community, and through which we seek to advance collaborative, constructive

approaches to industry engagement with policymakers and other stakeholders. We also participate in issue advocacy coalitions and alliances that advance policy proposals focused on key priorities for the Company.

Examples of trade associations we engaged with in 2024-2025 included but were not limited to Biotechnology Industry Organization (BIO); National Association for Biomedical Research (NABR); Understanding Animal Research (UAR); the Association of British Pharmaceutical Industry (ABPI); and the U.S. Chamber of Commerce on policy issues related to alternatives, the 3Rs (replacement, reduction, and refinement), and animals in research. A broader list of our organizational associations can be found on page 6.

We actively engage with regulatory bodies and clients to promote the use of alternatives in early-stage, non-clinical research. This involves a holistic approach including public education, promoting scientific advancements through our Eureka Blog, and offering scientific experts to speak at conferences and industry events.

In 2025, the FDA announced an Alternative Methods program and draft guidance related to reducing the use of NHPs in monoclonal antibodies (mAbs). In addition, in November 2025, the UK government announced a roadmap to phasing out animal testing in favor of alternative methods. These announcements reflect the scientific community and Charles River's long-standing and ongoing commitment to animal welfare and the integration of NAMs when it is scientifically appropriate and safe to do so. We applaud the regulatory commitment to reducing animal usage, including enhancing animal welfare in the development of monoclonal antibodies (mAbs). This is an area where a wealth of data exists, and regulatory guidance allows the industry to further embrace the 3Rs of ethical animal use for biomedical research. For decades, Charles River has invested in the 3Rs, such as through AMAP and our work to develop alternatives to reduce animal testing. For more details on our NAMs program, go to page 11.

Political Contributions

From 2024-2025, Charles River did not make direct political contributions to individual candidates, parties, committees, or IRS Section 527 entities, or to influence the outcome of campaigns or ballot measures. In addition, Charles River did not contribute directly to any independent expenditure or electioneering communication (as those are defined by law). We also did not have a Political Action Committee (PAC) during 2024-2025. Where the law allows political contributions and Charles River determines that making a political contribution is in the best interest of the Company and our

stakeholders, the Company will not fund or support any political party or official or any candidate for public office without prior approvals of Charles River management: the General Counsel, COO, CFO, and CEO. Charles River is committed to compliance with all applicable laws and Company policies that regulate political contributions and activities. These policies include but are not limited to, our Political Contributions Policy (updated in 2025); Anti-Bribery Policy (updated in 2024); and Code of Business Conduct and Ethics (last updated 2025), all of which can be viewed in the [Legal Compliance section](#) of our public website.



Risk Management

Managing our key risks is fundamental to creating a resilient business model as a trusted partner to our clients. Through our robust Enterprise Risk Management (ERM) program, we are mitigating risk and maximizing opportunities to help our clients grow and succeed.

Our Approach to Risk Management

The Charles River Board oversees our Company-wide risk management process. Key decision-making is informed by a comprehensive review of operational and business information, external data, and reports from our Board Standing Committees, Senior Leadership, and Risk Management Teams, which feed into our ERM program.

Areas of significant financial or operational risk overseen by the Board and Board Committees include but are not limited to: information security, AI, and data privacy; supply chain resiliency; talent acquisition, engagement, retention and bench strength; environmental health, safety, and sustainability; regulatory risk around manufacturing and the humane care of animals; quality control; and major business changes. ERM topical areas and identified risks are reviewed and refreshed annually, as well as the identified risk mitigation activities. The Board delegates responsibility for managing risk impacts across both functional and site operational leaders. Further, our Internal Audit Team reviews on a regular cadence risk mitigation actions and processes within our businesses and at the site level.

Risks related to corporate citizenship and sustainability topics also fall under the responsibility of the Board. Here, identified risks may include those relating to environmental health, safety, and sustainability and disruptions to our supply chain from climate, natural disasters, extreme weather conditions, or other events. Additional risks relating to financial compliance are monitored by our Audit Committee (see p. 21), and further detail can be found in our [2025 Proxy statement](#) and [10-K](#).

Enterprise Risk Management (ERM)

Our ERM program is overseen by the Senior Director of Risk Management and CVP Corporate Tax in collaboration with twelve Steering Committee members. The CFO and COO serve as the ERM Executive sponsors. The ERM Executive sponsors, Steering Committee members, and Executive Director of Internal Audit meet regularly throughout the year to review ongoing ERM activities. Progress and updates are formally presented to the Board annually. We continuously enhance our ERM program to identify, evaluate, and manage risks that could impact our business and clients. In addition to our gross risk assessment, we require mitigated risk scores (residual risk) to measure the effectiveness of our mitigation activities. For more information regarding our business and operational risks, please refer to SEC filings. For more information about our approach to managing corporate risk, please refer to Proxy Statements.



Business Resilience

As a key supplier to our clients with a wide geographic scope, it is vitally important we avoid disruption to our business activities to ensure we continue to provide life-saving research and drug development services. Any number of events could cause significant disruptions, from natural disasters to external global emergencies such as the COVID-19 pandemic, and such events may also lead to supply chain interruption and/or loss or damage to critical infrastructure. Our dedicated Business Continuity Plan (BCP), Disaster Recovery Plan, Continuity of Operations (COOP), and Global Crisis Management Team processes are critical resources for protecting our people, maintaining business continuity, and building trust with our clients.

Our Approach to Business Resilience

Our BCP is the cornerstone of our business resilience strategy. Owned and managed by our Corporate Security Team, the BCP sets out how to respond and act in the event of business disruption. In 2024–25, our BCP was implemented across all businesses and included any new mergers and acquisitions completed.

At the site level, it is the responsibility of each Site Director to maintain and execute the plan in their location. Site Directors are also responsible for reviewing and updating their BCP plan annually and sharing progress with our Corporate Security Team.

The site-level BCP includes a list of documented procedures and guidelines, including a Disaster Recovery Plan, which details the recommended mitigation, response, and recovery processes and procedures in the event of various crisis scenarios. Site-level BCPs

are shaped by functional leaders, including Environment, Health and Safety; Global Facilities Management; Operations; Human Resources; Veterinary Services; Communications; Information Technology; Animal Welfare; Quality Assurance; and Global Security, all under the guidance of Charles River's Executive Committee. Each site-level BCP undergoes an annual review which is signed by the Site Director or their designee. From 2024-25, our compliance rate exceeded 90%.

As part of our annual review process, all locations can request an on-site or remote BCP tabletop exercise, which simulates real-world disruptions, to assess plan readiness, and to receive recommendations from the Corporate Security Team. In 2024–25, 40 tabletop exercises were conducted. Additionally, BCP team members participated in BCP response training to ensure the safety, security, and continuity of business operations during emergencies.

Over the last two years, we have increased BCP accessibility by implementing enhanced support to address the broader needs of our people, including on-site, remote, and disabled employees. Our BCP team also traveled to sites throughout the year to provide refresher training and to assess physical security requirements for employees with disabilities. Further, over the last period, we have incorporated the long-term shifts in climate and weather patterns into Corporate and site-level BCP review and development. By assessing potential site and operational impacts due to weather, we enhance our climate resilience and contribute to sustainable design efforts.



Inspire Our People

Our ESG material topics in this section:

- Talent Attraction
- Belonging
- Employee Engagement and Development

Our People Strategy

As the pace and complexity of drug development continues to accelerate, driven by scientific innovation, evolving regulatory expectations, and increasing client demands, our ability to deliver depends on the strength, capability, and engagement of our people. In 2024-2025, we took deliberate steps to optimize our organizational structure and evolve how we work, guided by a clear focus on long-term performance and sustainability. This included evaluating the breadth, depth, and geographic reach of our portfolio; strengthening

core programs to support our people more holistically; and investing in the technology and skills required to succeed. Together, these actions informed the evolution of the People Strategy, positioning us to respond to client needs, accelerate innovation, and build a more agile and resilient organization—because every moment matters. Our dedicated people, whose work is more essential than ever, remain at the heart of our business.

Our Chief People Officer (CPO) oversees our People Strategy,

which is informed by members of the People and Culture (P&C) leadership team. The CPO partners with key members of the management team, business leaders, and functional leaders, under the leadership of the CEO, to ensure that our People Strategy and goals are prioritized and actioned. To reinforce accountability and transparency, the CPO and CEO regularly report on Human Capital progress to our Board of Directors and management team, highlighting advancements in leadership development, safety and well-being, recognition, employee engagement, talent attraction, and other key areas that support our people and drive business success.

purpose, and a culture where people feel empowered to bring their full selves. In addition to competitive programs and offerings, we enhanced system efficiency and expanded the use of digital tools in 2024-2025, including access to self-service tools and responsible AI training. These improvements simplified processes and removed work barriers, helping our people thrive within the Charles River community.

In 2024-2025, examples of how we drove progress on our People Strategy include:

- Scaling holistic well-being support to our people and their families (see p. 31)
- Elevating global appreciation (see p. 32)
- Empowering people leaders with tools and confidence to navigate industry changes (see p. 34)
- Strengthening leadership development (see p. 35)
- Engaging in our communities and future talent pipelines through a new global University Relations approach (see p. 39) and offering volunteer efforts to inspire a next generation of scientists and technicians (see p. 40)



The Charles River Employee Experience

Our People Strategy is designed to support and empower our global workforce. It is anchored in three core pillars: Connect to our Purpose; Energize, Grow, and Develop; and Make a Difference. These pillars guide how we create a workplace where our people feel valued, inspired, and equipped to make meaningful contributions.

Grounded in this strategy, we are committed to achieving our business goals while delivering an exceptional human experience. This means offering meaningful career opportunities, personalized development support, energizing work, a strong connection to our

Key 2025 Stats

~19,700 Total employees	20+ countries and 60 languages	6,159 science professionals and 2,208 animal care professionals	10.1% voluntary attrition rate	493,994 total completed training hours	29,917 total hours volunteered on company time	4,533 total number of ERG members
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These efforts not only enhance the employee experience but also strengthen our ability to accelerate innovation and deliver for our clients.

Our People Strategy

Connect to our Purpose: Connecting our people to each other, to their roles, and to the organization based on the positive impact we are having on human and animal health, within our communities and with each other.

Energize, Grow and Develop: Ensuring our colleagues are provided with opportunities for continuous learning and development, growing their skills, and reaching their goals.

Make a Difference: Creating an environment where every person can contribute fully to deliver on business commitments at the highest standards, with a focus on quality, appreciation, and recognition.

Talent Attraction

Establishing Charles River as a premier employer is at the core of our People Strategy. Our business continuously evaluates, refines, and strengthens our scientific capabilities to aid our clients in developing and delivering new therapies to patients around the world. At the intersection of such rapidly evolving science and technology, we are strategic in attracting and retaining skilled talent for today and the future of work.

Our Approach to Talent Attraction

Our CPO; CVP of Global Talent Acquisition; CVP of Total Rewards; CVP of Belonging, Community, and Corporate Citizenship; CVP of Global Talent Management; and Executive Director of Well-being work collaboratively on our recruiting, onboarding, and reward and recognition programs. They partner with HR leaders across the globe to deliver a best-in-class new hire experience, while balancing localization in the key countries where we operate. To find and attract new colleagues, our team includes experienced recruiters with life sciences expertise.

Quarterly updates on people priorities, such as attraction and retention, are reported to the management team, with regular updates provided to the Board. We identify opportunities for improvement by engaging and listening to our people and closely tracking metrics such as attrition and length of time to fill roles. Furthermore, our business strategies in 2024-2025, in partnership with HR, utilized talent insights on industry talent trends and opportunities. In 2024-2025, our voluntary attrition rate decreased to 10.1%.

Talent Attraction

We employ a multitude of R&D and scientific roles across our organization, from entry level up to PhD. In 2025, our talented workforce included 6,011 technicians; 2,398 science professionals with advanced degrees; 2,208 animal care professionals, and 291 veterinarians. To strengthen our talent pipeline and sourcing, in 2024

we developed a Global University Relations & Early Career Programs function (see next page). And in 2025, we evaluated how to make our realistic job preview (RJP) assessment for entry-level positions more accommodating to neurodivergent candidates. We also built an internal executive search function that rivals elite retained search firms, and accelerated leader immersion to better recruit and onboard new executives. This differentiated approach provides an enhanced, exceptional, and personalized talent experience. We at times hire independent contractors, such as in niche scientific roles, and in 2024, we expanded our U.S.-contingent-worker Charles River External Workforce Solutions (CREWS), to deliver greater access to the right talent at the right time and ensure compliance in the hiring of independent contractors. Based on the success of the program, we are looking to expand to additional geographies in the future.

Our employer brand (talent recruitment campaign) – This is Your Moment – continues to identify industry-leading scientists and researchers in current and new scientific areas of expertise, such as laboratory science. In 2025, we employed more than 2,000 laboratory scientists whose skills and capabilities enable us to deliver on our clients' comprehensive laboratory services from early screening through preclinical and clinical support. See page 33 for information about our employee learning, development, and training programs.

Onboarding

Through our global onboarding program, new employees experience firsthand how our culture and purpose support and amplify their sense of belonging. Our hybrid onboarding model consists of virtual and in-person experiences where new hires can engage with their peers and leaders across the organization; explore resources that drive career development; and understand the impact of our purpose: Together, we create healthier lives. We ensure all

SPOTLIGHT STORY

Attracting and Skilling Key Talent Segments

The contributions of our skilled animal care professionals remain critical to the discovery and development of new therapies. At Charles River, our veterinarians have the unique ability to participate in a network of professional support comprising more than 290 fellow veterinarian colleagues from around the world. From 2024-2025, we conducted a holistic review of our veterinarian talent strategy with a cross-functional team of global HR and business leaders to align and update our job architecture; talent sourcing programs; university partnerships; internships; shared internal resources; and professional development opportunities. To further strengthen engagement and retention of this critical talent segment, we launched a dedicated virtual community for our veterinary colleagues, enabling connection and belonging, knowledge sharing, and ongoing professional development. This comprehensive career initiative serves as a foundation to apply and scale a similar approach for other key talent segments.

As part of our efforts to broaden our future talent engagement, we sponsor a veterinary technology scholarship program for former foster youth. And through our STEM outreach initiatives, we engage local middle schools and high schools in our communities with career videos, presentations, and classroom materials to connect students to career possibilities in STEM. See page 40 for more information.

We also partnered with Explore Careers to engage high school and technical school students seeking alternative career pathways to college. See page 33 for more information on our talent development programs.



Talent Attraction (cont.)

onboarding material is accessible and available to new hires in their local languages.

We value new-hire feedback and conduct a series of surveys during key early-stage onboarding milestones at the 7-day, 30-day, and 90-day marks. This feedback drives enhancements to our global onboarding framework and confirms that we are delivering an engaging and informative onboarding experience. Throughout 2024-2025, we maintained an onboarding experience score of 86,

which is 1 point above the Pharmaceutical/Life Sciences benchmark provided by Viva Glint, our employee engagement survey platform. Additionally, 84% of new hires surveyed felt a sense of belonging within their first 30 days, which speaks to the structure and support provided by our leaders, new hire “buddies”, and training teams. Our onboarding program prioritizes connection and conversation, while encouraging new hires to own their onboarding journey.

Awards and Recognition

We are proud that Charles River received the following recognition in 2024-2025:

America’s Best Employers for Women, Forbes, 2025
America’s Greatest Workplaces for Mental Wellbeing, Newsweek, 2025
America’s Greatest Workplaces for Parents & Families, Newsweek, 2025
America’s Most Responsible Companies, Newsweek, 2025
Best Place to Work for Disability Inclusion – Canada (100), UK (100), US (100), Disability Index, 2025
Boston Globe Top Places to Work 2024
Canada Best Employers for Company Culture, Forbes, 2025
Employer Inclusivity Index, Boston Business Journal, 2025
Europe’s Best Employers, 2025
Great Place to Work – Ireland, 2024
Great Place to Work – Singapore, 2025
I.D.E.A.L. Bioscience Employer Recognition Program, BioTalent Canada, 2024-2025
Montreal’s Top Employer, 2024, 2025
Top 100 Best Adoption-Friendly Workplaces, Dave Thomas Foundation for Adoption, 2025
UK Top Employer 2024, 2025
World’s Most Admired Companies, Fortune, 2024, 2025
World’s Most Sustainable Companies, TIME 2024, 2025



SPOTLIGHT STORY

University Relations and Early Career Programs

In 2024, we began our journey to develop an enterprise-wide, global strategy and framework for University Relations and Early Career programs. In partnership with our businesses, we established guidance on meaningfully engaging with targeted institutions and creating a best-in-class intern experience. The framework and robust global resources first piloted in the U.S. are scaling globally in a phased approach, honoring region-specific needs while aligning best practices across the globe. Our foundational and harmonized U.S. intern program launched in Summer 2025 with interns across ten locations. Interns spent an average of twelve weeks experiencing impactful project work, professional

development, philanthropy, and both in-person and virtual networking opportunities. Respondents* of the 2025 end-of-program survey reported:

- 97% satisfaction rate
- 97% would recommend Charles River to a friend.
- 97% felt supported by their managers.

**Based on a 76% survey response rate.*

These stats exceed national benchmarks from the National Association of Colleges and Employers (NACE) for intern satisfaction and demonstrate our commitment to early career talent.

During my internship at Charles River, I had the opportunity to gain hands-on experience in the immunology department, where I learned a variety of assays and developed a strong understanding of preclinical research. I enjoyed collaborating with a talented team that was always willing to teach and challenge me to grow. As I step into my new role as a Research Analyst, I look forward to continuing to build on those skills, contributing to impactful studies, and supporting the innovative work that drives Charles River’s mission forward.”

-Lauren P., 2025 Immunology Intern (Ashland, Ohio, USA)



Total Rewards and Well-being

As a global life sciences organization, our work is tied to the health outcomes of millions of people every day. The breadth and depth of our scientific portfolio are designed to meet the needs of our clients in developing new and safe treatments around the world. Similarly, we believe that as a key partner in the healthcare industry, it is paramount that our offerings meet the well-being needs of our people. To attract new talent, while also supporting, energizing, and retaining existing employees, we offer a range of benefits and continuously evaluate these based on both employee feedback and industry best practices.

Our Approach to Total Rewards and Well-being

Rewards and well-being at Charles River are managed by our global CVP of Total Rewards and Chief Well-being Officer, respectively, who report into our Chief People Officer. All employees receive guidance on eligible rewards as part of the onboarding process, and relevant information can be accessed throughout the year through our Company intranet, which contains mobility information, access to well-being resources such as our International Employee Assistance Program (iEAP), and compensation materials.

To strengthen our support model for our U.S. operations, in 2025 we moved benefits offerings to a central system and administrator, giving employees more streamlined access to their benefits, such as 401K

retirement savings, health and welfare benefits, and Health Savings Account benefits (HSA). The system provides a designated call-center for personal inquiries. Our benefits administration for the UK and Ireland is also centralizing and will offer similar streamlined access for employees.

Charles River offers a range of benefits, programs, and services.

- **Core Benefits:** include health benefits (e.g., medical care; pharmacy and medicine support; dental and vision care; virtual healthcare); retirement benefits; parental leave; bereavement leave; disability benefits; life insurance; stock awards at eligible levels; stock purchase capability in certain countries; vacation and leave
- **Value Added:** include additional offerings such as premium membership to Care.com; tuition reimbursement; employee discounts; adoption assistance; employee recognition; sabbaticals; volunteer time off (VTO); employee charitable match

Compensation and Pay Equity

We leverage internal data, peer benchmarking, market trends, and employee feedback to improve our compensation strategy. To help evaluate pay equity, we conducted our biennial pay analysis in 2024 to ensure that our compensation practices continue to be market-

competitive and commensurate with experience and expertise. The results demonstrate Charles River’s commitment to fair pay with a <1% pay gap in gender (global). This pay analysis is in addition to the legally required, country-specific pay assessment, such as in Canada, the UK, France, and other countries in Europe as relevant. Visit the [ESG Library](#) on our public website to view our annual published pay reports.

In 2024, we rolled out internal education – Understanding Pay at CRL – to provide transparency on pay decisions at Charles River. Designed to help leaders understand how to think about pay, how we benchmark and determine our salary investments, and how to be more prepared about pay transparency, the sessions expanded as a required training in 2025 to all people leaders. The global series was offered in local languages, covering topics such as salary, bonus, and the components of compensation at Charles River.

Well-being

Beyond benefits and compensation, as part of our holistic people strategy, we are committed to supporting our people across their well-being journey and strengthening people leaders to drive well-being among their teams (see p. 34). In 2024-2025, we built upon the core foundation of our five well-being pillars to meet our employees with resilience-building tools to help them navigate challenges that they may face at work or at home. Insights from our employee engagement surveys and HR leaders highlighted opportunities to refine and expand our well-being offerings, especially within the Physical, Emotional, and Financial pillars. We are also incorporating employee wellness data into our management scorecards to better understand where additional well-being support is needed.

Career: Our aim is to inspire employees to reflect on the impact of their work on patients around the world and to seek new challenges to reach their potential and thrive in their role. We offer programs aligned to our employees’ personal and professional goals via regular learning and development, ongoing training, and clear career progression opportunities.



Championing Mental Health

Every year, we observe World Mental Health Day (October 10) to reaffirm our commitment to creating a workplace that prioritizes mental health and reduces stigma by building a culture where everyone can thrive and show up as their best selves. On this day in 2025, we announced a new educational skills course: Care For Your Team’s Mental Health. Evolved as a new, scalable solution from our now-retired Mental Health First Aider program, the course was created to help our people better identify signs of stress in colleagues. The content is designed to build these skills in individuals who may be best positioned to provide support, such as previously certified mental health first aiders, employee resource group (ERG) members, HR professionals, and people leaders.



Charles River Receives Dave Thomas Award

Charles River proudly ranked in the Dave Thomas Foundation’s Top 100 BEST Adoption-Friendly Workplaces for 2025. The Dave Thomas Foundation for Adoption is a national, nonprofit public charity dedicated to finding permanent homes for the more than 140,000 children waiting in North America’s foster care systems.

We are honored to be listed among the Dave Thomas Foundation’s Top 5 companies for overall Best Adoption Benefits in the Healthcare Industry for 2025. Embracing our value of Care, we recognize that families come in many different forms, and we are pleased to offer adoption benefits to meet the different needs of our employees.

Total Rewards and Well-being (cont.)

Physical and Emotional: We believe mental and physical health are essential to overall well-being, and we are proud to continue investing in meaningful ways to support our employees. We made a new digital coaching tool, meQ, available in 2024 to support our people in developing skills to manage stress and challenges. The global program is designed to build both resilience and self-awareness and create small habits to help make every day a little easier. We later expanded access to Charles River family members and added incentives to encourage our people to prioritize their overall well-being. We also expanded our footprint of wellness rooms at various Charles River sites in North America. These rooms are dedicated wellness spaces that provide a calm and relaxing environment where employees can take a moment to recharge. These spaces may have puzzles, books, paints, and coloring books for those seeking a creative outlet to reset. Our employees also have access to Wellable and to a dedicated EAP, which consolidates our broad range of work, life, and online services to support our colleagues and their families under one roof.

Financial: We offer competitive pay, time off, stock awards, employee discounts, tuition reimbursement, retirement options, and assistance with legal and financial guidance. In the U.S., employees receive six weeks paid parental leave on birth or adoption in addition to paid medical leave for birth mothers. U.S. employees also can apply for reimbursement for qualified adoption expenses. Furthermore, we offer a global Charles River Employee Relief Fund, available to employees facing financial difficulties after a natural disaster or unforeseen personal hardship. To support the financial health of employees, in 2025, we initiated a series of virtual financial advisory and information sessions in the U.S. This is designed to provide a variety of financial literacy topics to a broad audience and support employees across all phases of life and in their financial goals. In 2026 we are offering these sessions on-site at select locations to further individualize the program. Participants can also consult 1:1 with a third-party personal financial advisor, which helps with individual application and long-term success of financial goals.

Social and Community: Our Social and Community programs are designed to nurture personal growth and connection through participation in our ERGs and opportunities for community outreach through paid volunteer time off (VTO), sabbatical programs, and financial support for communities. Furthermore, in recognizing the shared goals of caring for our employees, especially those caring for our animals, we standardized our tools and resources to equip our resiliency-building advocates (RBAs) to connect colleagues experiencing compassion stress with ERGs or our EAP, as added support (see p. 18).

Recognition

Recognizing and rewarding our people for their service and dedication in driving business success is part of our culture. In addition to the President’s Award, Charles River’s highest honor, we also recognize our employees for their excellence in these key areas: Biosecurity, Animal Welfare, Safety Culture and Performance, and Sales. These are in addition to annual Values awards which recognize those who deliver an outstanding outcome while exemplifying our values. All Values Award recipients are nominated by People Leaders based on our Values and the behaviors and characteristics of our CRL DNA. Employees are also recognized for their tenure through our Service Awards program. In 2024, Charles River announced the Bravo! platform, a new recognition tool designed to celebrate the exceptional contributions of our people. The global tool provides a consistent recognition offering and enhances our ability to ensure how we thank our people is equitable across our geographies. It also made it easier for managers to provide real-time recognition – either kudos or a monetary amount, with employees selecting the item of equivalent monetary value to them. This tool is in addition to local recognition programs available at our sites.

Charles River Employee Relief Fund

For Denise and her children, the 45 seconds they sheltered in their basement as a tornado ripped through their neighborhood felt like an eternity. The impact to their home was extensive; the tornado damaged the roof, fence, above-ground pool, and storm screens. Denise utilized the Charles River Relief Fund, which covered the deductible on her home insurance, to enable work to start without the money coming out of their pockets. Denise was able to get her roof and fence fixed quickly. Since the Charles River Relief Fund first became available in 2021, the Fund has provided colleagues facing unexpected financial hardships with more than \$250,000 in approved grants.

“Having this support really strengthened my sense of belonging in the Company.” - Denise



Employee Engagement and Development

Employee engagement and development are critical to Charles River's ability to deliver high-quality science, manage operational risk, and create long-term value. From day one, we focus on building an exceptional employee experience that enables our people to grow, perform, and succeed throughout their careers. By actively listening to employee feedback and equipping leaders at every level, we ensure that people thrive, that leaders elevate performance with care, and that employees feel developed, supported, and positioned to advance our mission and business strategy.

Our Approach to Employee Engagement and Development

Governance is led by the Chief People Officer and the Global Talent Management & Development (GTM&D) team, with priorities informed by business and workforce needs. Senior leadership reviews workforce, learning, succession, and engagement metrics on a regular basis, and the Board receives updates on talent, succession, and engagement throughout the year, providing oversight of key human capital risks and opportunities.

Programs and initiatives include core processes such as performance management, development planning, and succession management, tools that support individual growth, career and skills development, leadership development and enablement, and employee listening mechanisms. Effectiveness is monitored through quantitative metrics, such as training hours, course completions, leadership bench strength, internal mobility, participation in performance reviews, and engagement survey results, as well as qualitative feedback from employees and leaders. Insights from these measures inform continuous improvement.

Talent Management and Development

At Charles River, our purpose and passion create opportunities for employees to Grow, Perform, and Succeed (GPS). We continue to translate our people strategy (see p. 28) into action through strengthened talent management, performance practices, and

expanded learning opportunities. From 2024–2025, our GPS approach matured across the organization, reinforcing our commitment to helping frontline workers, individual contributors, and people leaders grow their careers and achieve long-term success.

The GTM&D team supports Charles River leaders and employees: aligning solutions to evolving business needs and guiding the execution of programs that deliver measurable impact. Through dedicated talent partners, the team advises and consults on talent and organizational strategies, bolsters enterprise learning and employee feedback capabilities, and ensures employees and people leaders have the tools needed to set performance and development goals, engage in learning, grow their careers, and meet business objectives. The team also leads our enterprise learning council, which brings together SMEs from across the Company to establish enterprise-wide standards, innovate and share best practices, and reinforce the adoption of a single learning management system (LMS).

From 2024-2025, we advanced the integration of our LMS with LinkedIn Learning, DDI, HSI, Skillsoft, Udemy, and legacy LMS systems. This was in an effort to consolidate redundant systems and resources, enhance the accessibility and clarity of the user experience, and improve our ability to track and report on training hours. As part of this initiative, over 2,500 learning offerings were migrated to our strategic learning platform, making it easier for learning administrators and employees to deliver and access high-quality learning opportunities.

Performance Management

Performance management is a cornerstone of GPS, fostering on-going, meaningful conversations between leaders and employees through goal setting, development planning, regular 1:1 meetings, and formal reviews. Our emphasis on development plans ensures employees focus on growth alongside performance. In 2025, participation in development planning increased to 58%, up from



Henry A., a summer 2025 intern who converted to Sample Management Technician in Shrewsbury, Massachusetts, following his internship.

Employee Engagement and Development (cont.)

approximately 40% in prior years. Additionally, 87% of employees received a year-end review, an increase from 85% in 2024. We measure not only what gets done, but how it gets done, leveraging CRL DNA behaviors to sustain a balanced culture of growth and performance.

We are committed to providing access to learning, development, and upskilling opportunities that support individual growth and business needs globally. Employees engage in continuous learning through modalities such as in-person, virtual, self-service, and experiential learning. In 2025, employees completed an average of 25 hours of annual learning, including:

- **Technical Training:** On-the-job learning and certifications to sharpen expertise and deliver the highest quality service.
- **Professional Development:** Thousands of courses, microlearnings, and e-learnings. In addition to external content, we design and deliver Charles River-specific learning programs and tools that reflect our culture and are tailored to our business, scientific environments, and regulatory context. These use real-world examples and practical applications to build skills and better support employees in their day-to-day work. We added new courses such as Navigating Change at CRL; Communicating Across Generations; and AI. We also increased LinkedIn Learning user access, which includes expanding access to our colleagues in China.
- **Experiential Opportunities and Enablement:** We offer development through employee resource group (ERG) leadership (see p. 36), Community Ambassador service (see p. 40), project work, sabbaticals, and temporary assignments aimed at enhancing capabilities and broadening experiences. In addition, we sponsor GPS Month globally to encourage employees to invest in themselves through activities such as career navigation sessions, curated learning resources, networking opportunities, and inspiring career stories from across the organization.

Growing Leaders for Success

Our leaders play a pivotal role in driving employee engagement, performance, and a culture aligned to our CRL DNA. To support this, we continue to invest in a multi-year People Leader Strategy designed to inspire, enable, and retain the best leaders in the industry while ensuring leadership capability keeps pace with our evolving business needs. The strategy focuses on development opportunities, enablement, communication, and clarity of roles and goals, equipping leaders at all levels with the skills, tools, and expectations needed to lead effectively and support employee growth.

- **Leadership Development**

- **Learning Programs:** We provide structured opportunities that build leadership capability from aspiring and frontline leaders to experienced executives. These programs strengthen core leadership skills, create self-awareness to support - behavior change, and build inclusive leadership practices all in alignment with CRL DNA, values, and business priorities. As of 2025, 91% of frontline leaders have completed Frontline Leadership training.
- **Executive Support:** We support executive leaders in accelerating their effectiveness through internal and external coaching, personalized assessments, and comprehensive onboarding and transition support for both recent hires and newly promoted leaders. In 2025, we launched a new executive coaching program that provides learning programs, toolkits for coaching, self-evaluation, and actionable roadmaps needed to optimize performance and adapt to change.

- **Leader Enablement**

Leader enablement focuses on supporting leaders in the flow of work by providing timely resources, shared learning forums, and opportunities for connection. For example, each month hundreds of people leaders engage in 'People Leader Power Hours' which address relevant and timely topics such as engagement, strategy,

SPOTLIGHT STORY



Leadership Development Programs

We are proud to continue to build and provide learning opportunities that support leadership development and upgrade employee skills. Examples in 2024-2025 include:

Aspiring to Lead: Create your Leadership

A self-paced program designed to empower aspiring people leaders with essential frontline leader skills and knowledge. Participants engage in digital resources, video lectures, reading materials, case studies, and practical exercises. The program covers effective leadership, communication, team management, goal setting and planning, and self-awareness. First made available in April 2024, a total of 768 employees engaged with this development program from 2024-2025.

Leading in the Frontline: Cultivate Your Leadership

A program for leaders who are early in their leadership journey and whose team members are key contributors to the crucial work done at Charles River to advance our mission of creating healthier lives. The six-month course is built on continuous learning through

various learning channels: in person (or virtual) classroom sessions, virtual coaching pods, and self-paced learning. Topics target enhanced confidence and skills in coaching, communication, delegation, driving results, and influencing others. First started in 2022, the program hosted 11 cohorts from 2024-2025. As of year-end 2025, 91% of frontline leaders at Charles River completed the program.

Leading with EQ: Strengthen Your Leadership

Equips mid-level managers to build self-awareness and strengthen interpersonal relationship skills and team effectiveness. First offered in spring 2025, 376 leaders have completed the course in its first year.

Employee Engagement and Development (cont.)

safety, well-being, performance management, and emerging leadership challenges, including AI and change management. People leaders feel supported, share the breadth of their experience with each other, and are aware of critical topics to their success. Leaders are also provided curated resources for just-in-time access, such as our new CRL DNA LinkedIn Learning Curriculum or Engagement tools designed to strengthen team engagement and improve areas identified in engagement surveys.

- **Leader Connection, Communication, and Information Flow**

Clear, consistent communication is a critical leadership responsibility and a key driver of engagement and trust. We strengthen leader connections and information flow through regular webcasts, our monthly People Leader Guide, internal communication, and strong partnerships with HR business partners and communication partners. Together, these tools help leaders stay informed, aligned, and equipped to message priorities effectively to their teams.

- **Roles and Goals**

To reinforce shared leadership expectations, each people leader has a defined annual People Leader Goal. Leaders personalize a common goal that emphasizes accountability for engagement, development, performance, and communication, ensuring leadership behaviors consistently support a positive employee experience and long-term organizational success.

Top Talent Identification and Internal Mobility

Building a strong pipeline of top talent for critical roles is essential to Charles River’s long-term success and continuity of leadership and scientific expertise. We achieve this through a dynamic, enterprise-wide process of talent identification, development, succession planning, and internal mobility ensuring that the right people are prepared to lead, innovate, and drive our business forward.

We conduct annual organization-wide talent reviews to identify and develop internal top talent for both current roles and future-critical

roles and critical external capabilities needed to lead into the future. In 2025, Executive Leadership Talent Reviews focused on cross-functional succession, bench strength, targeted capabilities, and internal mobility. Key talent segments reviewed included general managers, commercial leaders, regulatory science roles, and scientific positions like NAMS, supported by success profiles that define leadership excellence in these role-specific expectations. From 2024-2025, succession planning continued to mature, becoming more collaborative across leadership teams and extending deeper into the organization, strengthening transparency and readiness for critical roles.

To support internal mobility efforts and accelerate development of top talent, we offer targeted programs including our General Management Accelerator and our Learn, Engage, Accelerate Development (LEAD) mid-level leader program. These programs provide high-potential employees with structured development, exposure to senior leadership, and opportunities to build enterprise capability, and support both individual career progression and organizational bench strength.

Employee Engagement and Feedback

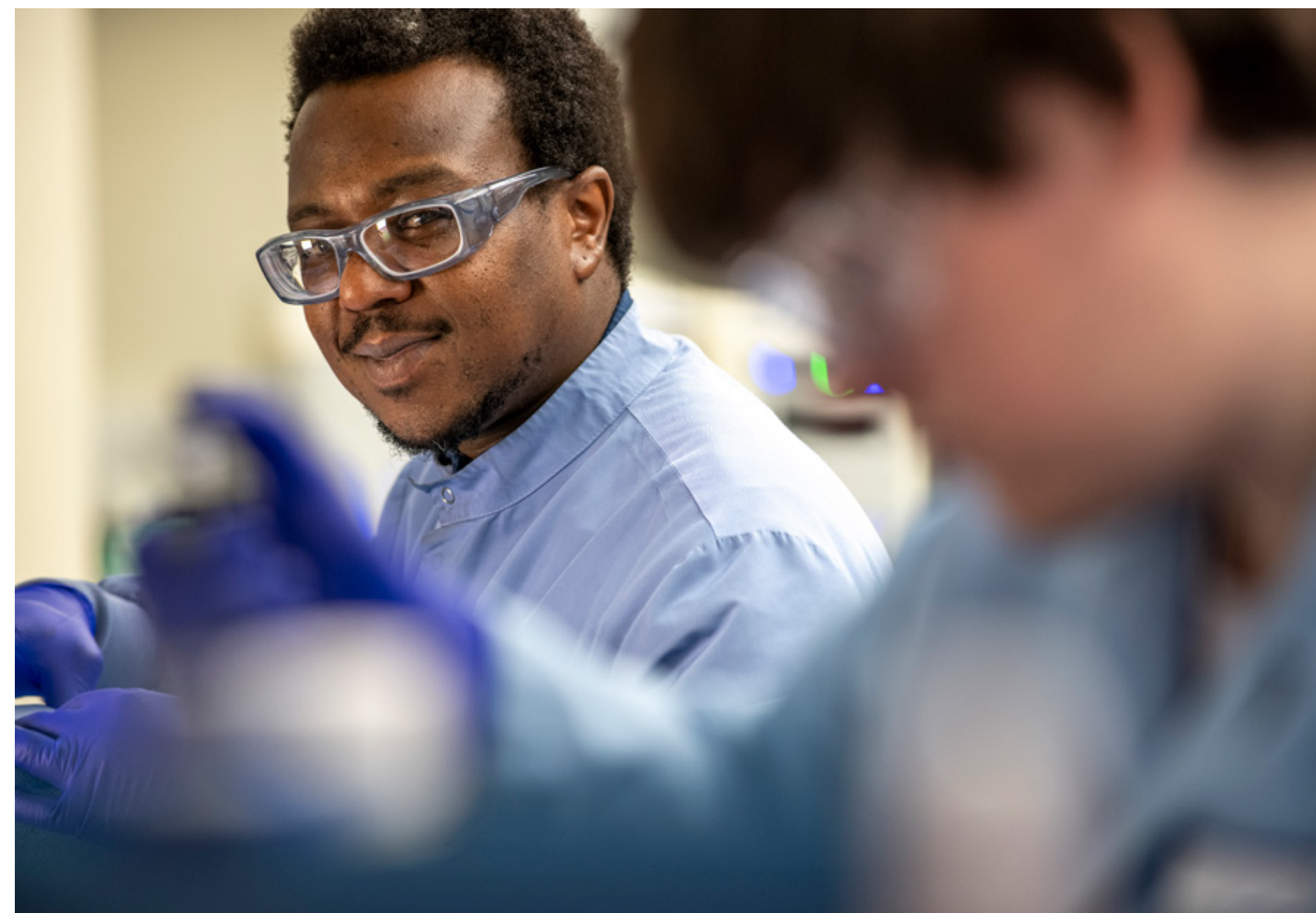
Listening to our employees is central to strengthening our culture and employee experience, informing leadership actions, and driving continuous improvement. Our Engagement Pulse Survey is a key component of this approach, helping us at local and enterprise levels understand what is working across the organization, where to prioritize improvement needed, and how to foster more meaningful conversations between employees and people leaders.

In 2024 and 2025, we conducted engagement surveys twice yearly to enable timely action on feedback and ongoing dialogue at the team and enterprise levels. Early in 2025, our engagement score increased by two points from 2024, with 66% of employees responding and sharing over 34,000 comments, providing rich insights into areas of strength and opportunity.

Feedback from these surveys informed targeted actions across the organization, including efforts to strengthen communication and connection, expand opportunities for growth and development, and further enhance leadership visibility. At the same time, we identified continued opportunities to improve cross-functional collaboration, manage workload, and simplify how work gets done.

To further deepen our understanding and support enterprise-wide

improvement, we introduced the Organizational Health Index (OHI) in 2025. This tool enables us to create deeper insights into our overall organizational health with an emphasis on effectiveness of operational and leadership practices. Insights from OHI will inform company-wide planning and help shape not only how we evolve our organization but also new and sustainable ways of working and building Charles River’s future together.



Belonging

Fostering a global culture of belonging, where every employee feels recognized, connected, supported, and valued, is at the heart of our culture of Care. We thrive when we learn from one another, embrace different viewpoints, and build mutual respect.

Our Approach to Belonging

Our focus is on bringing people together, across businesses and geographies by fostering open dialogue, understanding, and empathy. As a result, we create a foundation for meaningful connections, collaboration, and stronger team performance, which deepens our impact on science and healthcare for patients.

In 2024-2025, our Global Belonging team was led by our CVP of Community, Belonging, and Corporate Citizenship, with our Belonging Council guiding global action across the organization. During this reporting period, the executive-level Council, led by our CEO, met eight times to review progress against our multi-year Belonging strategy and goals. In 2025, we refreshed our Belonging strategy to reflect the maturity of our program, refining our five pillars to three: Strengthening Belonging; Increasing Access to Opportunities; and Building Thriving Communities. This evolution allows us to focus our efforts while maintaining the flexibility needed to address the unique needs of roles, locations, and geographies across our global footprint.

In 2022, we set a public goal to achieve a belonging score of 71 by 2025. We measure our progress and gather valuable employee insights through regular employee pulse surveys (see p. 35). Based on employee feedback, we refined our language to ensure greater global relevance and focused more intentionally on team-level belonging. In 2025, we exceeded our goal and achieved a belonging score of 74, demonstrating the resilience of our culture during a period of organizational change. This progress reinforces our ability to attract, engage, and retain critical talent, supporting continuity in scientific execution and collaboration across teams.

Strengthen Belonging

We foster belonging by empowering curiosity to foster deeper connection; encouraging open dialogue; and supporting continuous learning across our global community. Through celebrating our cultural differences, promoting cross-country collaboration, and intentional efforts to listen and learn from one another, we reinforce a culture where employees feel respected and connected. For example, the I Belong at Charles River series provides regular opportunities for employees to share perspectives and lived experiences, helping cultivate an environment where every voice is valued. Sessions have explored topics such as trust in the workplace, global mindset, and the role of culture in shaping innovation. Each session is designed to spark dialogue, deepen understanding, and reinforce our commitment to belonging at every level of the organization.

Employee Resource Groups (ERGs) play an important role in strengthening belonging and developing leaders across our organization. Open to all employees, our eleven ERGs represent more than 4,500 members globally and serve as platforms for connection, advocacy, and leadership development. To better support our volunteer ERG leaders, we launched a new global ERG platform in 2025: You Belong. With single sign-on, mobile capabilities, and robust reporting features, the platform has simplified connection across geographies, enabled collaboration, and reduces administrative burden. We also introduced more structured onboarding, training, and succession processes to support ERG leaders, ensuring continuity and sustained impact.

Our ERGs have hosted a wide range of events, both during Heritage Months and beyond that reflect the interests of our global community. The Asiatic Pasifika ERG brought people together through a Tea and Tambola event focused on building community while learning a new game. The Women's Summit united women from around the world to explore the future of AI. The Emerging Professionals ERG hosted a session on seeking mentorship, and the Multi-Faith ERG hosted Faith



Belonging (cont.)

Fridays to discuss traditions through the lens of faith. These events exemplify how our ERGs foster connection and understanding.

During Heritage Months, we provided physical kits to sites that included posters, learning opportunities, and branded items to help bring celebrations to life. We also expanded virtual volunteer opportunities aligned with each observance (see p. 41), enabling employees to give back in meaningful ways. Collectively, these efforts further [strengthen our culture of belonging and community](#) across Charles River.

Increasing Access to Opportunities

As a global organization, effective collaboration across geographies is essential. Our goal is for all employees, regardless of role or location, to have opportunities to fully participate, contribute, and grow. To support this, we focused on enhancing physical and digital accessibility, advancing neurodiversity initiatives, strengthening cross-generational communication, and building a global mindset. We launched a dedicated internal resource site to support cross-cultural understanding and continue to offer learning sessions that help teams navigate cultural differences. We also continued our work to develop global talent, demonstrate equitable pay practices, and deliver mandatory anti-discrimination and anti-harassment training to all employees.

Informed by benchmarking and stakeholder feedback, we elevated our accessibility practices. In 2024, we received scores of 90 in the U.S. and 100 in both the UK and Canada on the Disability Index, while in 2025, we proudly achieved a score of 100 across all three countries (see p. 30). We also deepened our focus on neurodiversity by conducting a survey in partnership with our Disability and Neurodiversity ERG to ensure employees have the tools and resources they need to thrive.

We believe in treating employees and applicants with dignity, decency, and respect, and are intentional in designing approaches and processes that are fair and create access to opportunities for all, regardless of background. Our employment decisions are based on

overall qualifications and merit and we do not tolerate discrimination based on race, color, sex, religion, national origin, ancestry, age, mental or physical disability, marital or family status, pregnancy, childbirth or related medical conditions, military or veteran status, genetic information, and all other categories outlined in our [Code of Business Conduct and Ethics](#) (see p. 23). In addition to the rollout of our Code of Business Conduct and Ethics training in 2025, we continued mandatory global anti-harassment and anti-discrimination training for all employees. Last offered in 2023, this course launched in late 2025 with completion required in early 2026. Additionally, Charles River continued to demonstrate fair pay practices, with a less-than-1% gap in pay by gender (globally) as well as by race and ethnicity (U.S.), and we publish gender pay gap reports where required (see p. 31 for more details about our pay reports). We continue to monitor adherence to all Equal Opportunity laws globally. For more information on Human Rights, please visit page 24. Visit the Compliance and Ethics section (p. 23) to see more information on human rights-related trainings.

Building Thriving Communities

Belonging extends beyond the workplace into the communities we serve. Through group volunteering and community partnerships, we support initiatives that foster a shared purpose, strengthen empathy, and expand access to education and health resources.

Building on our ERGs' engagement with community outreach in 2024, we introduced virtual volunteer opportunities aligned with each heritage month in 2025, alongside local events. Examples of our efforts include recording poems to offer hope and comfort to patients newly diagnosed with breast cancer, helping individuals locate nearby food pantries and soup kitchens, mentoring students and providing resume reviews, creating holiday greeting cards for veterans and active-duty personnel, and creating flashcards for English language learners, among many others. These efforts reflect our belief that belonging does not stop at the workplace; it extends into the communities we serve. Learn more on page 40 in our Community section.



Health and Safety

As responsible corporate citizens, we are committed to safeguarding the health, safety, and well-being of our people, visitors, customers, contractors, and the communities in which we operate. We implement business practices that comply with applicable safety laws, regulations, and international standards.

Our Approach to Health and Safety

Health and Safety at Charles River is led by the CVP, Global Engineering, Facilities, and Real Estate, reporting up to the COO. The Charles River Global Environmental, Health, Safety and Sustainability (EHS&S) team focuses on continuous improvement and the promotion of a safety-first culture. All initiatives align with our public-facing [Global Policy on Safety and Sustainability](#), last updated in 2024. To ensure effective implementation and progress toward our 2030 EHS&S goals (see p. 5), the Global team collaborates closely with business unit (BU) leaders, site EHS&S leaders, and site leadership. Furthermore, the EHS&S global operations team meets monthly with an extended EHS&S leadership team to cover timely topics, goals, and initiatives.

Charles River’s EHS&S Global Operating Framework (GOF) defines our internal EHS&S requirements and management system. It serves as the guiding principle and primary driver for embedding a safety-first culture within the business and across our operations. The GOF sets minimum program requirements and promotes best practices across our sites. Sites are required to conduct initial and periodic programmatic risk assessments to determine applicability and compliance.

We continuously update and improve our GOFs based on best practices and regulatory requirements. As of year-end 2025, we maintain 81 GOFs, each reviewed and updated on a rolling basis, at a minimum every three years. The GOF Committee is scheduled to meet at a regular frequency to incorporate SME input, feedback, and emerging best practices into the GOF library.

GOFs require both programmatic and process risk assessments. From 2024 - 2025, we expanded and strengthened our health and safety audit and evaluation program. By identifying findings and driving solutions from the center, we enable enterprise-wide change on our journey to embed a safety-first culture. This approach allows us to proactively identify leading indicators and prioritize risk remediation, building more robust processes through a measured, forward-looking strategy.

What began as a mechanism for GOF site gap analysis has matured into a tool that empowers sites with self-audit capabilities. These self-audits supplement the corporate assessment program, giving sites an additional tool to advance their safety programs. By conducting proactive inspections and tracking assessment results, sites can mitigate potential concerns and assign corrective actions effectively.

Our formal EHS&S Assessment program is supported by a third-party consultant to evaluate our site programs and performance against both internal and regulatory requirements. In 2024-25, 47 sites underwent assessments by EHS&S auditors. Furthermore, in 2025, a procedure was added to ensure communication of finding actions are communicated up the organization.

In 2024, we fully integrated Enablon, our global EHS&S Management Information System (MIS), as our standard platform for reporting and managing health and safety events. In 2025, we successfully onboarded our Noveprim acquisition to Enablon, ensuring data quality and consistency in recording, tracking, and managing incidents and leading indicators. Building on this progress, we launched an EHS&S dashboard in early 2025, providing real-time safety performance visibility at the site level. This offering is available to all Charles River sites globally. We are also exploring opportunities to integrate this system with other internal audit programs for greater efficiency.



Health and Safety (cont.)

We implemented other key actions in 2024-2025. For example, we formalized knowledge-sharing and leadership reporting processes for assessments and high-risk injuries or events. We also enhanced our safety digital sheets (SDS) for chemicals, by introducing an online management solution accessible across all our business operations. In addition, we enacted serious incident and fatality (SIF) reporting, encompassing potential incidents.

Emergency Preparedness & Crisis Management

All sites maintain emergency response programs aligned with corporate standards, including annual drills (fire, spill, medical), incident command structure and site emergency teams, business continuity planning (BCP), pandemic and infectious disease preparedness, and climate-related risk considerations (severe weather, flooding). For more information on our business resilience and BCP, see page 26.

Safety Performance

The health, safety, and well-being of our people is our highest priority, and continuously improving our safety performance is central to our approach. To reduce workplace injuries, we are committed to halving our Total Recordable Injury Rate (TRIR) by 2030, compared to a 2018 baseline. Progress toward this goal is tied to executive compensation. As of year-end 2025, we achieved a 21.9% reduction in our TRIR.

In addition to our TRIR reduction goal, we monitor several key performance indicators (KPIs) to drive improvement across all areas of our Health & Safety strategy, including:

- Lost Time Injury Rate (LTIR)
- Proactive reporting
- Site engagement in assessment program to close potential gaps
- Training hours: Charles River employees are provided with regular training to conduct their jobs safely. Training is delivered globally by local site teams and in North America through a third-party.

We are pleased to report that in 2025 over 42% of events reported within the EHS&S MIS were proactive indicators. This improvement reflects the growing maturity of our EHS&S program and demonstrates incremental progress toward embedding a safety-first culture across our global operations.

Contractor Safety

We strengthened our contractor safety program in 2024–2025 by implementing a third-party system to improve consistency and visibility in how we assess contractor safety performance and qualification across all sites. Through Avetta, we evaluate contractor safety programs, insurance coverage, and performance history, ensuring alignment with Charles River’s expectations before work begins. This enhanced system supports our broader contractor safety efforts, including consistent safety expectations across locations, improved tracking of contingent worker incidents where applicable, and separate monitoring of contractor injury rates.

Occupational Health

Our occupational health (OH) program focuses on prevention, early intervention, and support for worker well-being. This includes measures to prevent work-related injuries and illnesses through proactive health screenings prior to onboarding, and ongoing assessments tailored to job-specific hazards. These occupational program elements are outlined in our GOF and developed by our global occupational health nurse and consulting medical physician.

We use a hybrid model, combining on-site occupational health nurses with support from off-site clinics. In 2024-2025, we expanded on-site OH capacity across several North America sites and strengthened our hybrid model through a third-party provider offering virtual consultation for illness and injury. This approach provides employees with access to industry health professionals and focuses on improving our workplace conditions, conducting regular risk assessments, and implementing preventive measures. We ensure compliance with relevant health and safety regulations; deliver job-specific training on safety protocols; and respond to employee concerns.

Embedding a Safety-First Culture

The goal of our Safety-First Culture is to ensure that every person working for and on behalf of Charles River recognizes the importance of putting safe working practices first. In 2024-2025, Charles River strengthened this commitment through a global series of training, communications, and leadership initiatives, including:

- Employee Safety Month recognized annually in May
- Mandatory safety performance goals for all operational leaders
- Annual President’s Award for Safety Excellence, recognizing sites that excel in safety culture and performance

- Mandatory General Manager (GM) Safety Culture Training as part of new GM onboarding
- Safety Culture Training for all people leaders, executive leaders, and GMs globally, aligned with our values

To measure progress, we assess safety culture performance at least annually through our employee engagement survey (see p. 35). Charles River offers a range of benefits, programs, and services to promote our employees’ health and well-being (see p. 31).



Community Engagement and Support

As a global organization, we are committed to serving and investing in our local communities with our time, expertise, and giving. Our enterprise CRL Cares Program empowers our people to make a difference through volunteer time off (VTO), charitable donations and grants, and paid sabbaticals, reinforcing our purpose and extending our impact beyond the workplace.

Our Approach to Community Engagement and Support

The Global Community Team is led by our CVP of Community, Belonging and Corporate Citizenship, who reports to our Chief People Officer. Our approach is aligned to three strategic community pillars: Thriving Communities; Science, Technology, Engineering, and Math (STEM) Education; and Health Outcomes.

Our community strategy is supported by a network of more than 150 volunteer Global Community Ambassadors who bring programs and events to local sites. Community Ambassadors play an essential role in localizing activities and serving as liaisons to nearby non-profit organizations. The Global Community Team hosts monthly Ambassador calls to share best practices, provide program updates, and deliver ongoing support and resources. As part of our global CRL Cares governance, we review and update related policies at least every three years. In 2025, we updated our Sabbatical Leave and Global Giving Policies to reflect our evolving commitments.

Volunteer Time Off (VTO)

Employees receive 12.5 hours of paid VTO annually to support causes they care about, and Charles River sites set an annual VTO goal to encourage participation. To make volunteering more accessible to remote employees, in 2024 we launched partnerships with Lemontree and Goodera, including virtual opportunities aligned with our ERG heritage and awareness months. For example, in honor of the International Day of the World's Indigenous Peoples, members of our Indigenous Peoples ERG created digital flashcards to help children learn about Indigenous leaders and their accomplishments. Goodera also expanded our in-person volunteer offerings

internationally such as in Australia, Brazil, India, and South Korea. From 2024-2025, our people volunteered more than 60,000 hours of VTO, including a record 32,000 hours in 2024.

Global Giving

CRL Cares charitable donations encompass employee giving programs, grants, and strategic philanthropic partnerships. Our 1:1 charitable match is available for employee donations made through our CRL Cares Portal to qualified charities. From 2024-2025, we expanded our approved charity list to include more than 1,400 global charities eligible for matching. Since launching in 2022, our global Employee Match Program has resulted in donations across 13 countries.

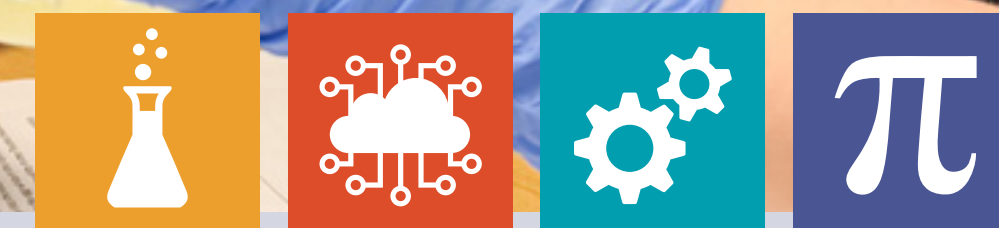
Our Days of Service and STEM grant programs amplify our site-driven community impact in the regions where we live and work. The Days of Service program provides a monetary donation to an employee-nominated, local charity once a Charles River site reaches its annual VTO goal. Since the program began in 2022, we have distributed 110 grants to qualifying charities globally. To enhance our K-12 STEM focus, Charles River piloted a STEM grants program in 2024 to support school engagement and educational partnerships across multiple geographies.

Our Community Pillars

Thriving Communities

We partner with local organizations that provide essential services to families and individuals in need, addressing areas such as food insecurity, disaster relief, and accessibility for individuals with disabilities.

- **Food Insecurity:** Since 2015, employees have packaged more than 3.7 million meals with Rise Against Hunger, supporting individuals in need around the globe. From 2024-2025 our Days of Service grants funded hunger relief organizations including the Community Food Bank of San Benito County; Frederick Rescue Mission; Mattawan Area Food Pantry; and Moisson



STEM AT CHARLES RIVER

Inspiring the Next Generation in STEM

In 2025, the Charles River Laval site partnered with Laval Junior Academy in Canada to host a STEMatCRL event, bringing science to life for hundreds of students. This event contributed to our ongoing initiative to spark curiosity and highlight career opportunities in STEM fields through school events. More than 800 middle school-age students attended a dynamic career panel where our team shared insights into science and laboratory professions. During the panel, we showcased our [Lab Analyst video](#), part of our ongoing career profile series. Following the career panel, students participated in hands-on experiments, exploring real-world laboratory-based skills and topics such as aseptic techniques and protein denaturation. The event received enthusiastic participation and positive feedback from the school. By inspiring future innovators and fostering educational partnerships, we continue to make a meaningful impact in the communities where we live and work.

Community Engagement and Support (cont.)

Laval. Employees also completed food insecurity-focused sabbaticals with Community Harvest Project in Massachusetts and Community Youth and Women’s Alliance in Pennsylvania.

- **Disaster Response:** We activated employee donation campaigns to support communities impacted by hurricane activity in the Atlantic and the 2025 California wildfires. We also continue to partner with Team Rubicon, a veteran-led humanitarian organization, providing skills-based expertise in volunteer management, tactical operations, and learning and development through our Sabbatical Leave program.
- **Accessibility:** We advanced accessibility initiatives for individuals with disabilities. [Our Leiden site in the Netherlands partners with Swetterhage](#), a disability services organization, to provide ongoing volunteer support and grant funding. In 2024, we also awarded grants to the Peter Pan Center for Special Needs in Keele, UK. Employees at our Den Bosch, Netherlands site volunteer with Visio De Vlasborch to support seniors with visual impairments.

STEM Education

We aim to increase student access to real-world examples of STEM, inspiring the next generation of scientists, technicians, and difference makers. In 2024–25, Charles River invested in STEM through grants, strategic partnerships, and employee volunteering. Key drivers to our student engagement include:

- **Discovery Education:** As a [STEM Careers Coalition partner](#), we collaborate with industry partners to prepare K–12 students for success in the workforce. We contribute to student STEM-based learning opportunities and curated content to translate classroom learning into real-life careers. From 2024-2025, we produced a series of career videos and accompanying classroom activities on www.STEMatCRL.com, showcasing a variety of Charles River jobs and career paths, such as technicians and laboratory animal veterinarians. We also piloted select classroom activities at STEMatCRL school events across North America, engaging more

than 2,000 middle and high school students in hands-on activities on topics like CRISPR, aseptic technique, endotoxin testing, and more.

- **STEM Learning:** Our people actively volunteer through the organization’s STEM Ambassador program, and we invested in continuing professional development (CPD) for teachers at primary and secondary schools across various geographies in the UK. In 2024-2025, our site in Edinburgh hosted on-site events with teachers across various local schools, sharing examples of real-world application of mathematics within a laboratory setting.
- **HOSA – Future Health Professionals:** We proudly sponsor HOSA’s Clinical Laboratory Competition, which had more than 1,600 competitors during the 2024-2025 school year. This program provides high school and college-age HOSA members with opportunities to develop laboratory skills such as identifying instruments, using microscopes, donning personal protective equipment (PPE), and streaking agar plates. Since 2024, we have awarded 80 students needs-based travel scholarships to attend the annual HOSA International Leadership Conference.

Other signature STEM activities in 2024-2025 include our Eureka Science Fair, global STEM Day, and Take Your Child to Science Days.

Health Outcomes

Our Health Outcomes initiatives highlight research areas of meaningful impact. For example, we recognize Oncology Awareness Month and Rare Disease Month as moments to share how our scientific research has contributed to drug approvals. During Oncology Awareness Month in 2024 and 2025, employees volunteered in support of oncology-related charities, assembling more than 1,200 care packs for cancer patients and painting 76 canvases. In some cases, new treatments we have supported in research have profoundly affected the lives of our own colleagues and their families. In 2024, we marked the [10-year anniversary of our Breast Cancer Round Table](#), an annual convening of Charles River

colleagues who have faced breast cancer and openly share their stories of hope, resilience, and unexpected challenges.

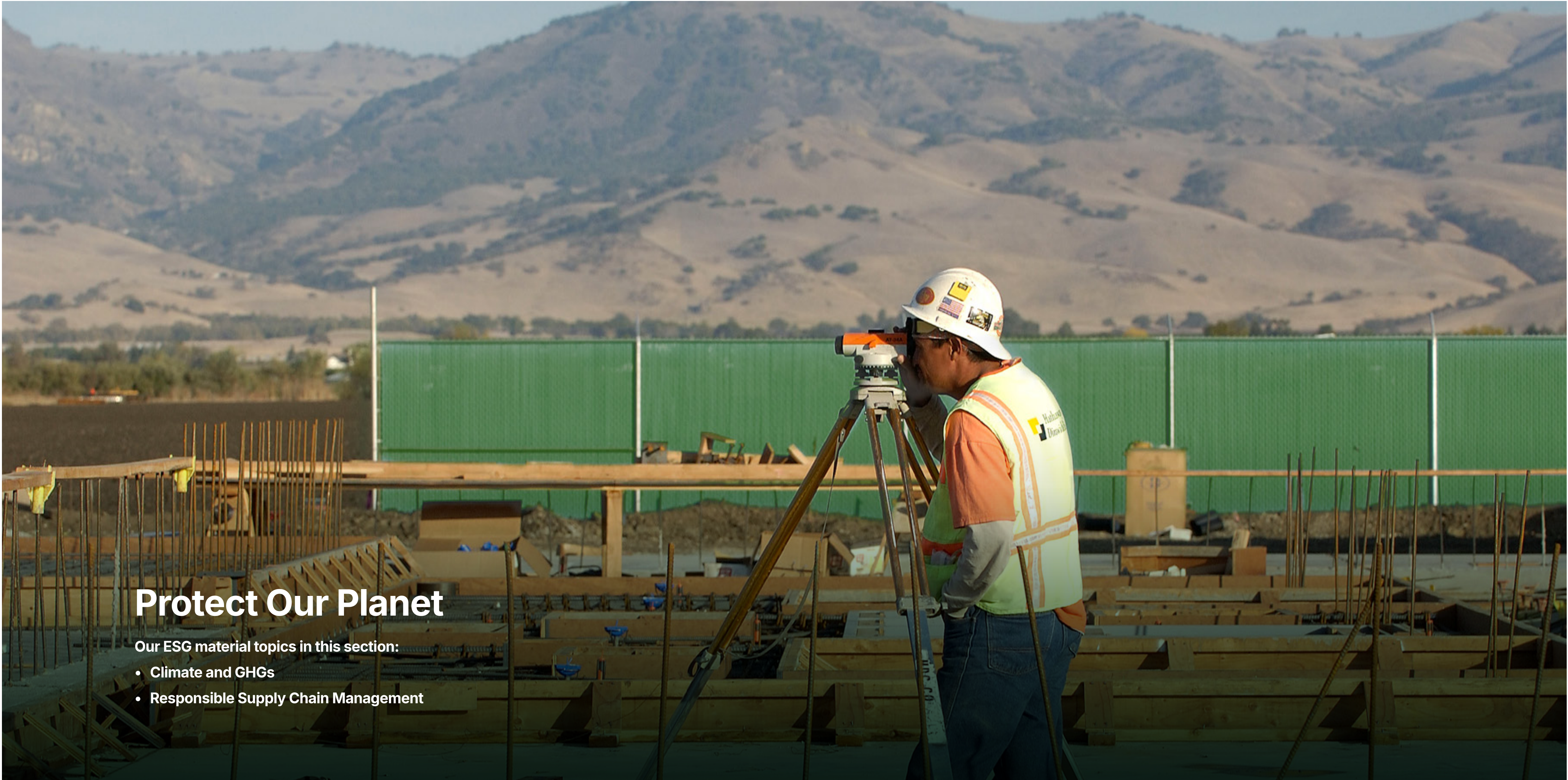
In 2025, we expanded our Health Outcomes focus to include mental health. Through our partnership with Goodera, employees assembled hundreds of mental health kits to distribute to teens

across nine countries. Additionally, members of our Emotional Health and Wellness ERG created emotional regulation plans for youth as part of a virtual volunteer event and we funded mental health organizations, like the Mayo Mental Health Association in Ireland through our Days of Service Grants program.



Foster Love

From 2023-2025, we funded more than \$350,000 in scholarships to transition-age foster youth pursuing degrees in veterinary medicine or veterinary technology. In addition to financial support, recipients benefit from career guidance and connections to Charles River veterinarians. [Watch the video.](#)





Protect Our Planet

Our ESG material topics in this section:

- Climate and GHGs
- Responsible Supply Chain Management

Climate and GHG Emissions

We are committed to safeguarding our planet by operating our business responsibly and promoting a sustainable future in the communities where we live and work.

Our Public Goals	Progress through 2025
50% Reduction of Scope 1 and 2 GHG emissions by 2030 from a baseline year of 2018	50% Reduction Achieved 
15% Reduction of Scope 3 GHG emissions by 2030 from a baseline year of 2019	9.6% Increase
100% Achievement of renewable electricity By 2030	100% Achieved as of April 2024 

Our Approach to Climate

Our CVP of Global Engineering, Facilities, and Real Estate is responsible for the development and implementation of our climate strategy and delivering progress on our public climate goals in collaboration with business leaders. In 2019, we set near-term, Scope 1, 2, and 3 GHG emissions goals and a renewable energy target. Our climate and GHG emissions strategy is approved by the CEO and Charles River ESG Council, which is chaired by our COO.

Implementation of the GHG reduction strategy is supported by various functions including EHS&S, Global Engineering, Facilities Support, Master Planning, and Global Procurement, as well as BU leaders and Site General Managers. The Company's framework for managing EHS&S Strategy and GHG reduction projects identified supports our safety and sustainability vision as outlined in the [Global Policy on Safety and Sustainability](#), which was updated in 2024 and integrates a "working safely and sustainably" mindset into our culture, strategy, business processes, employee performance goals, and total rewards program. Site-based energy conservation and GHG reduction activities are conducted in accordance with our

EHS&S GOF, which outlines a high-level, consistent, and cohesive framework for global EHS&S activities, including energy conservation and GHG reductions.

As a global business operating across more than 120 locations in 20+ countries, we are committed to taking action to address climate change and reduce our carbon footprint. In 2024, we published our [Task Force on Climate-related Financial Disclosures \(TCFD\) Report](#) after conducting our first climate-scenario analysis with Schneider Electric, and to provide better information to our stakeholders across the four key areas: Governance, Risk Management, Strategy, and Metrics and Targets. We are members of Business Ambition for 1.5°C, RE100, and we report on our GHG reduction activities through Carbon Disclosure Project (CDP Climate). In 2024, we received a CDP Climate Score of B. Our score decreased as a result of CDP's change in methodology. In 2025, we achieved an A- score, marking our third A- in the past four years.

Our 2030 Scope 1 and 2 GHG emission reduction targets, as well as our Scope 3 GHG reduction goal, were approved by the Science Based Targets initiative (SBTi) in 2021. Annual GHG and energy data undergo limited assurance, and since 2020, we have published our Scope 1, 2, and 3 emissions data and progress against our public goals to an ESG Data Table available on our [Company website](#). Our Climate Risk Report (2024 TCFD Report) meets California's Climate-Related Financial Risk Act (SB 253) requirements, and our Scope 1 & 2 disclosures align to California's Climate Corporate Data Accountability Act (SB 253).

Climate and GHG Emissions Near-term Targets and Progress

We are pleased that in 2025, five years ahead of our target date, we achieved our near-term goal to reduce our Scope 1 and 2 GHGs by 50% compared to a 2018 baseline. This is a significant milestone in our broader climate strategy. Our ability to meet our Scope 1 and 2 goals ahead of target was driven by our virtual purchase power agreements (vPPAs) across our North American, European,

and Asian Pacific operations. Through these vPPAs, in 2024 we achieved 100% renewable electricity globally, five years ahead of our renewable electricity near-term target. In 2025, our total energy use was 315,330 MWh, with 100% of our electricity from renewable sources.

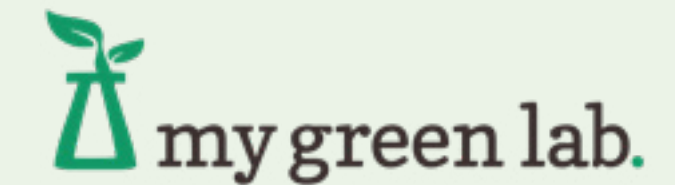
In 2025, we initiated an internal energy assessment program to support energy cost savings and GHG reduction projects. This program is an offshoot of our energy project management office (PMO), which takes identified projects from our site self-assessments and prioritizes and tracks their execution and completion. In 2024-2025, we executed \$1.5M in savings related to energy projects. The PMO Team is targeting twelve energy audits in 2026 to drive continued progress, refining our EHS&S, energy, and safety audits into a comprehensive internal audit program. The integration of AI technologies at Charles River is anticipated to increase electricity consumption because of computational power required. However, this additional demand can be effectively mitigated in the future by securing more renewable energy, supporting both sustainability goals and operational resilience.

Scope 3 Progress

In alignment with SBTi's guidance to review approved GHG reduction goals every five years, in 2026 we will revise our Scope 3 GHG reduction goal in line with a 1.5°C rather than 2°C pathway.



SPOTLIGHT STORY



My Green Lab Initiative

My Green Lab (MGL) is a delivery partner for the United Nations Race to Zero campaign. Its MGL Certification offers a science-based approach to help laboratories embed sustainability into everyday practice and reduce environmental impact. In 2025, eight Charles River sites held MGL Certification, with four sites receiving green status, two sites platinum status, and two sites silver status. An additional six sites are in the process of starting the certification program. Also in 2025, five Charles River sites participated in the MGL Freezer Challenge to develop strategies and adopt measures to optimize cold storage, which resulted in an estimated savings of 346 kWh/day.

Climate and GHG Emissions (cont.)

We recognize the complexity of addressing value chain impacts to achieve Scope 3 GHG reduction and are actively working to enhance our supplier engagement plan as well as our approach through partnership. We are a member of the Pharmaceutical Supply Chain Initiative (PSCI) and both a member and sponsor of the Energize initiative. The Energize program enables our suppliers to access renewable energy solutions and supports collective decarbonization across the pharmaceutical value chain.

In 2025, we observed a year-over-year uptick in Scope 3 emissions, as a result of increased supplier spend. While we continue to refine our Scope 3 emissions, we know that our impact lies upstream, particularly in purchased goods and services, employee commuting and transportation.

Scope 3 Categories	Emissions 2025 [MT CO ₂ e]
Purchased goods and services	234,269
Capital goods	21,095
Fuel-and-energy-related activities (not included in Scope 1 or 2)	36,471
Upstream transportation and distribution	34,999
Waste generated in operations	2,293
Business travel	4,563
Employee commuting	33,912
Upstream leased asset	112
Total	367,713

Net Zero

We are proud of our progress against our near-term GHG and energy goals, and as responsible corporate citizens, are committed to advancing our climate strategy. We are developing our Net Zero Plan and will publish our Net Zero goals to our public website in 2026, inclusive of energy reduction, water conservation, and waste minimization. We recognize the importance of building a thoughtful and actionable plan, incorporating increased sustainable design in our capital projects.

Water and Waste

Sustainability expectations on topics of circular economy, single-use plastics, water efficiency, and waste reduction are on the rise as a result of regulations and action plans such as Corporate Sustainability Reporting Directive (CSRD), the Circular Economy Action Plan, the World Economic Forum (WEF) and United Nations (UN), to name a few. Our EHS&S GOF promotes responsible use of water by focusing on conservation and reuse across our operations and through sustainability capital projects where possible. We also seek to minimize waste through a focus on reduction, reuse, and recycling to divert waste away from landfill and support a circular economy.

In 2025 we announced a recycling program, in partnership with TerraCycle®, that offers users of Charles River’s Endosafe® bacterial endotoxin testing (BET) cartridge technology an avenue to recycle single-use plastic cartridges used specifically for routine water testing. The program began at Charles River’s Microbial Solutions site in Charleston, South Carolina, where cartridges are manufactured and available to cartridge customers in the United States and select European countries (Ireland, the United Kingdom, France, Spain, Germany, Belgium, the Netherlands, and Switzerland). Customers collect the cartridges used in the testing of water, which account for approximately 60% of global BETs, and return these to TerraCycle to be processed into raw materials that can be used to make new products, such as outdoor furniture, storage bins, park benches, and

other durable goods. As of year-end 2025, we have recycled more than 1,000 lbs. of plastic through this program.

To further support our waste minimization efforts, in 2026 we will pilot a life cycle assessment (LCA) program, starting with flagship technology and instruments in our Microbial business. LCAs are a key action to identify opportunities to reduce material usage and incorporate eco-design features in product offerings.

We are building plans to capture baseline metrics on water and waste to support the development of both near-term and long-term goals in these areas. In 2026, we will work with our new integrated facilities management partner for North America to establish baseline information, develop tracking mechanisms, and establish waste reduction targets.



Biodiversity

The Atlantic horseshoe crab has been essential to bacterial endotoxin testing for more than 40 years. In a major biodiversity advancement for the industry, Charles River pioneered Endosafe® Cartridge Technology nearly 20 years ago that reduced the amount of horseshoe crab-derived Limulus Amebocyte Lysate (LAL) required for each test by 95% compared to traditional test methods. Generally, the extraction of the raw materials for LAL does not harm the crabs, which are subsequently returned to their natural ocean environment. We have worked closely with regulatory agencies in states where we collect to limit our impact on the horseshoe crab population and their surrounding environment.

We remain committed to reducing horseshoe crab reliance through continuous product development, scientific validation, and regulatory engagement. In 2023, we launched Endosafe Trillium™, an animal-free, recombinant cascade reagent (rCR), designed to meet global regulatory standards while supporting 3Rs initiatives. Cartridge-based testing methods and recombinant technologies reduce the volume of horseshoe crab-derived materials used in quality control workflows. These solutions help labs meet New Approach Methodologies (NAM) goals, minimize raw material use, and align with the 3Rs framework guiding ethical scientific practices. We actively support our clients to transition to a method that will decrease the dependence on horseshoe crabs. In addition, pursuant to a negotiated agreement we entered into, since 2023 we have limited the habitats and timeframe for horseshoe crab harvesting in South Carolina in order to support both the horseshoe crab and migrating red knot population. Whether through cartridges or recombinant solutions, the goal is the same: protect patient safety while advancing environmental responsibility.

In addition, we remain committed to reporting to shareholders on measures the Company is taking to reinforce that NHPs, such as Long-tailed Macaques, that we import are sourced appropriately. Charles River has implemented practices above and beyond what is required by applicable laws, including practices to ensure we can continue to support our clients' vital need for NHPs in research while also ensuring we provide a safe and secure legally sourced supply chain. More details are available in our annual NHP Report on our [website](#).



Responsible Supply Chain Management

It is important that our suppliers meet our standards of quality, accountability, and sustainability, and we engage those with the highest potential impact on environmental and social outcomes. We are members of the PSCI and Energize, and we adopt best practices while encouraging our suppliers to participate in sustainable initiatives that drive our industry forward.

Our Approach to Responsible Supply Chain Management

Our Chief Procurement Officer is responsible for our supply chain management program. This position reports to our COO, who has oversight of our global supply-chain standards and processes. In 2025, we added a leadership role in support of supplier risk management to drive small business engagement, supplier sustainability, and supplier third-party risk management. Topics related to responsible supply chain management are reported to the Third-Party Risk Management Steering Committee and the Audit Committee of the Board of Directors. We expect our suppliers to align with Charles River standards and PSCI principles covering human rights, animal welfare, ethics, labor, health and safety, and environment, including decarbonization. Furthermore, we enhanced our NHP Supplier Risk Management Process in 2024 by creating a more robust NHP Supplier Risk Management Working Group and new executive-led NHP Supplier Governance Council. The Council is responsible for approving NHP suppliers and reviewing any issues or requested exceptions to our NHP Supplier Risk Management Process.

All new suppliers must come through our portal and positively attest to our [Supplier Code of Conduct](#), which we last revised in 2025 with the ethical and ESG standards important to Charles River and that we expect from any individual or business entity providing services or products to our Company. Suppliers are to take necessary corrective actions to promptly remedy any identified noncompliance with our Code. A supplier's employees or contractors may report suspected Code violations by calling the Charles River Helpline or by visiting <http://helpline.criver.com>, which is available in local Charles River

languages and provides an option for anonymous reporting.

To understand new supplier ESG performance, all new North American, European, and Mauritius suppliers are asked a series of environmental and social questions. The screening questions cover such topics as policy coverage; regulatory fines; measurement of the reduction of GHGs, water use, and waste generation; freely chosen labor; non-hazardous work; legal age for employment; business ethics and compliance; and truthful and accurate advertising. In 2025, 22% of our total active suppliers have completed these self-assessments, which represents \$496.62M total of spend.

Any supplier globally deemed higher risk to our people, systems, and our sites undergoes a screening process and continuous monitoring through a new third-party system initiated in late 2024. Examples of ESG tracking through this system include understanding: the supplier's GHG emission measurement program, what policies are in place to prevent child labor and forced or compulsory labor, whether they have conducted a financial impact or materiality risk assessment to determine which ESG issues affect the company's business performance, and whether they track work-related injuries.

Engagement will be completed in a phased approach, targeting high-spend suppliers or suppliers that visit our facilities. As of 2025, we engaged 608 high-spend suppliers. From 2024-2025, we also fully migrated our new vendor set-up workflow and process in Europe to our centralized vendor management platform. Leveraging our centralized supplier platform mitigates supplier risk, drives economies of scale, and reduces administrative burden.

In collaboration with Energize, Charles River aims to reduce Scope 3 GHG emissions by engaging with suppliers to promote the adoption of more sustainable supply chain action on renewable electricity. In 2024, we hosted conversations with various suppliers about the Energize program. As of 2025, thirteen of our preferred suppliers are active participants with Energize, representing 5.16% of supplier spend in 2025. In quarterly business reviews with our top suppliers,



Responsible Supply Chain Management (cont.)

we engage in ESG topics. We plan to increase our engagement on the Energize program with our top suppliers, as part of our decarbonization efforts and Scope 3 GHG reduction goal. Purchased goods and services and fuel-and-energy-related activities represent our two categories of greatest Scope 3 GHG. See page 43 for details on our GHG goals and progress.

Small Business

We support creating economic opportunities with small businesses in the communities where we operate. As a U.S. government contractor, a percentage of our annual spend is targeted for U.S. small businesses which grows year-over-year in alignment with

business growth. We measure our small business spend and engage in programs, led by our Site Supplier Small Business Champions, to identify potential small business engagement through participation in local Chambers of Commerce and other forums. We continue to expand both our analytical capabilities to connect site spend with local suppliers and our work with qualified small business suppliers wherever possible. View our ESG Data Table (pgs. 69-70) for our annual small business spend by category. In 2025, 18.6% of our total U.S. addressable spend was with small business suppliers. This percentage includes spend with U.S.-based small, women-owned, small-disadvantaged, HUB Zone, veteran-owned, and service-disabled businesses.



SPOTLIGHT STORY

NHP Supplier Risk Management Process

Starting in 2024, we further increased our focus on mitigating risk and ensuring compliance across our NHP supply through the adoption of an enhanced, cross-functional NHP Supplier Risk Management Process, which augments our standard supplier risk management process and applies not only to NHP suppliers but also to other suppliers involved in the Company’s procurement and delivery of NHPs. The Process applies to both new and existing NHP Suppliers, and includes enhanced controls, monitoring, and auditing across the entire NHP supplier lifecycle, including during identification and sourcing of NHP suppliers; NHP supplier due diligence; review and approval of NHP suppliers; contracting with NHP suppliers; adverse events involving NHP suppliers; and payment renewal and termination of NHP supplier contracts.

NHP Supplier Risk Management Process oversight resides with an executive-level NHP Supplier Governance Council. Among its principal responsibilities, the Council approves NHP suppliers and reviews any issues or requested exceptions to the NHP Supplier Risk Management Process. On an ongoing basis, an NHP Supplier Risk Management Working Group – comprised of senior leaders in finance, legal, legal compliance, NHP Operations, Strategic programs, and procurement – executes the NHP Supplier Risk Management Process, advises the NHP Supplier Governance Council, and makes recommendations as needed.

NHP Supplier Risk Management Process is repeated in full with each NHP Supplier at least every three (3) years and more frequently based on identified risks and other factors. The Process is used to identify opportunities for improvement among NHP suppliers and incentivize action by suppliers to address those opportunities for improvement.

Additionally, in January 2026 we acquired the assets of K.F. (Cambodia) Ltd., a Cambodia-based provider of NHPs for regulatory required biomedical, pharmaceutical, and toxicological research purposes. This acquisition further strengthens and secures our supply chain and enables increased oversight and operational control of a key supply source, including a continued focus on biosecurity, regulatory compliance, and audit practices.

To view more details about our NHP supplier due diligence, documentation, monitoring, and auditing, view our latest NHP Report on our [Company website](#).



Reporting Indices

GRI Content Index

GRI Standard		Location/response	Omission
General Disclosures			
GRI 102: General Disclosures 2021			
2-1	Organizational details	About this report, p. 2, Our company, p. 4, 2025 Fiscal Year Form 10-K	
2-2	Organizational details	About this report, p. 2, Our company, p. 4, 2025 Fiscal Year Form 10-K	
2-3	Reporting period, frequency and contact point	About this report, p. 2	
2-4	Restatements of information	About this report, p. 2	
2-5	External assurance	About this report, p. 2, ESG library	
2-6	Activities, value chain and other business relationships	Our company, p. 4, Our capabilities, p. 8, 2025 Fiscal Year Form 10-K , pp. 2-13, 15-16	
2-7	Employees	ESG data table, pp. 65-68	
2-8	Workers who are not employees	ESG data table, pp. 65-66	
2-9	Governance structure and composition	Governance, p. 21, 2025 Proxy Statement , ESG data table, pp. 70-71	
2-10	Nomination and selection of the highest governance body	Governance, p. 21, 2025 Proxy Statement	
2-11	Chair of the highest governance body	Governance, p. 21, 2025 Proxy Statement	
2-12	Role of the highest governance body in overseeing the management of impacts	Governance, p. 21, 2025 Proxy Statement	
2-13	Delegation of responsibility for managing impacts	Governance, p. 21, Animal Welfare, p. 17, Human Rights, p. 24, Compliance and Ethics, p. 23, Risk Management, p. 26, 2024 TCFD Report , 2025 Proxy Statement	
2-14	Role of the highest governance body in sustainability reporting	Governance, p. 21, 2025 Proxy Statement	
2-15	Conflicts of interest	Governance, p. 21, 2025 Proxy Statement	
2-16	Communication of critical concerns	Governance, p. 21, 2025 Proxy Statement	
2-17	Collective knowledge of the highest governance body	Governance, p. 21, 2025 Proxy Statement	
2-18	Evaluation of the performance of the highest governance body	Governance, p. 21, 2025 Proxy Statement	
2-19	Remuneration policies	Governance, p. 21, 2025 Proxy Statement	

GRI Standard		Location/response	Omission
2-20	Process to determine remuneration	Governance, p. 21, 2025 Proxy Statement	
2-21	Annual total compensation ratio	Governance, p. 21, 2025 Proxy Statement	
2-22	Statement on sustainable development strategy	Our ESG strategy, p. 4	
2-23	Policy commitments	Compliance and ethics, p. 23	
2-24	Embedding policy commitments	Compliance and ethics, p. 23	
2-25	Processes to remediate negative impacts	Compliance and ethics, p. 23, Risk management, p. 26, Code of Business Conduct and Ethics	
2-26	Mechanisms for seeking advice and raising concerns	Compliance and ethics, p. 23, Responsible supply chain management, p. 46	
2-27	Compliance with laws and regulations		Confidentiality - We report in accordance with SEC requirements and do not publicly disclose fines imposed for non-material instances of non-compliance.
2-28	Membership associations	Memberships and associations, p. 6 More information on the animal welfare organizations we partner with can be found on our website .	
2-29	Approach to stakeholder engagement	Regulatory affairs and policy influence, p. 25, Stakeholder engagement, p. 2	
2-30	Collective bargaining agreements	Human Rights, p. 24	Information unavailable - we do not track the percentage of total employees covered by collective bargaining agreements.
Material topics			
GRI 3: Material Topics 2021			
3-1	Process to determine material topics	ESG material topics, p. 5	
Economic Performance			
GRI 3: Material Topics 2021			
3-3	Management of material topic	Our Company, p. 4	
GRI 201: Economic Performance 2016			
201-1	Direct economic value generated and distributed	Our Company, p. 4	

GRI Standard		Location/response	Omission
201-2	Financial implications and other risks and opportunities due to climate change	Climate and GHG emissions, p. 43, 2024 TCFD report	
201-3	Defined benefit plan obligations and other retirement plans	Several of our U.S. and non-U.S. subsidiaries sponsor either defined benefit pension and other post-retirement benefit plans. Furthermore, the Charles River Laboratories Employee Savings Plan is a defined contribution plan in the form of a qualified 401(k) plan in which substantially all U.S. employees are eligible to participate upon employment. The plan contains a provision whereby the Company matches a percentage of employee contributions. 2025 Fiscal Year Form 10-K	
201-4	Financial assistance received from government	We receive substantial tax credits and incentives in Canada, from both the Canadian federal and Quebec governments, China, France, the U.K., and the U.S. 2025 Fiscal Year Form 10-K	
Market Presence			
GRI 3: Material Topics 2021			
3-3	Management of material topic	Total rewards, p.31	
GRI 202: Market Presence 2016			
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	We always meet minimum wage, and we pay fairly across gender.	
202-2	Proportion of senior management hired from the local community	We attract and hire the best talent for the role. In some cases this hiring occurs within the local geography, and in other cases this may require relocation. In the event of increased virtual work as a result of the pandemic, we see the significance of geographic boundaries with respect to senior management lessening.	
Procurement Practices			
GRI 3: Material Topics 2021			
3-3	Management of material topic	Responsible supply chain management, p. 46	
GRI 204: Procurement Practices 2016			
204-1	Proportion of spending on local suppliers	Responsible supply chain management, p. 46 ESG data table, pp. 69-70	
Anti-corruption			
GRI 3: Material Topics 2021			
3-3	Management of material topic	Compliance and ethics, p. 23	

GRI Standard		Location/response	Omission
GRI 205: Anti-corruption 2016			
205-1	Operations assessed for risks related to corruption	Compliance and ethics, p. 23	
205-2	Communication and training about anti-corruption policies and procedures	Compliance and ethics, p. 23	
205-3	Confirmed incidents of corruption and actions taken	Charles River does not have any confirmed incidents of corruption and actions taken.	
Anti-competitive Behavior			
GRI 3: Material Topics 2021			
3-3	Management of material topic	Compliance and ethics, p. 23	
GRI 206: Anti-competitive Behavior 2016			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	ESG data table, p. 71	
Energy			
GRI 3: Material Topics 2021			
3-3	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	ESG data table, p. 70	
GRI 302: Energy 2016			
302-1	Energy consumption within the organization	ESG data table, pp. 62-64	
302-2	Energy consumption outside of the organization	ESG data table, pp. 62-64	
302-3	Energy intensity	ESG data table, pp. 62-64	
302-4	Reduction of energy consumption	ESG data table, pp. 62-64	
302-5	Reductions in energy requirements of products and services	Climate and GHGs, pp. 43-44	
Water and Effluents			
GRI 3: Material Topics 2021			
3-3	Management of material topic	Water and waste, p. 44	

GRI Standard		Location/response	Omission
GRI 303: Water and Effluents 2018			
303-1	Interactions with water as a shared resource		Partial omission [Data incomplete] We are building our tracking mechanisms for these data.
303-2	Management of water discharge-related impacts		Partial omission [Data incomplete] We are building our tracking mechanisms for these data.
303-3	Water withdrawal		Partial omission [Data incomplete] We are building our tracking mechanisms for these data.
303-4	Water discharge		Partial omission [Data incomplete] We are building our tracking mechanisms for these data.
303-5	Water consumption		Partial omission [Data incomplete] We are building our tracking mechanisms for these data.
Emissions			
GRI 3: Material Topics 2021			
3-3	Management of material topic	Climate and GHG emissions, p. 43	
GRI 305: Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	ESG data table, pp. 62-64	
305-2	Energy indirect (Scope 2) GHG emissions	ESG data table, pp. 62-64	
305-3	Other indirect (Scope 3) GHG emissions	ESG data table, p. 63	
305-4	GHG emissions intensity	ESG data table, pp. 62-64	
305-5	Reduction of GHG emissions	ESG data table, pp. 62-64	
Waste			
GRI 3: Material Topics 2021			
3-3	Management of material topic	Water and waste, p. 44	

GRI Standard		Location/response	Omission
GRI 306: Waste 2020			
306-1	Waste generation and significant waste-related impacts		Partial omission [Data incomplete] We are building our tracking mechanisms for these data.
306-2	Management of significant waste-related impacts		Partial omission [Data incomplete] We are building our tracking mechanisms for these data.
306-3	Waste generated		Partial omission [Data incomplete] We are building our tracking mechanisms for these data.
306-4	Waste diverted from disposal	Water and waste, p. 44	
306-5	Waste directed to disposal		Partial omission [Data incomplete] We are building our tracking mechanisms for these data.
Supplier Environmental Assessment			
GRI 3: Material Topics 2021			
3-3	Management of material topic	Climate and GHG emissions, p. 43	
GRI 308: Supplier Environmental Assessment 2016			
308-1	New suppliers that were screened using environmental criteria	Responsible supply chain management, p. 46	
308-2	Negative environmental impacts in the supply chain and actions taken		Partial omission [Data incomplete] We are building our tracking mechanisms for these data.
Employment			
GRI 3: Material Topics 2021			
3-3	Management of material topic	Total rewards, p. 31	

GRI Standard		Location/response	Omission
GRI 401: Employment 2016			
401-1	New employee hires and employee turnover	ESG Data table, pp. 67-69	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Total Rewards and Well-being (p. 31) With respect to full-time and part-time employee designations, we comply with all local laws and regulations. Benefits vary based on employee designation and geography. In the U.S. part-time employees who are scheduled to work 24 hours or more are eligible for full benefits while temporary employees, do not have access to the Charles River Employee Relief Fund or paid volunteer time off (VTO).	
401-3	Parental leave	Total rewards, p. 31 We offer all U.S employees six weeks paid parental leave on birth or adoption. For birth mothers, this is in addition to the 6-8 weeks they would receive in STD (depending on the type of birth).	
Labor/Management Relations			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Human rights, p. 24, People strategy, p. 23	
GRI 402: Labor/Management Relations 2016			
402-1	Minimum notice periods regarding operational changes	We comply with federal and local state requirements regarding announcements of significant operational changes. When an employee separates from employment for reasons which may include, but may not be limited to separations due to no fault of the employee's own resulting from a permanent reduction in the Company's work force, discontinuance of a business operation, job/position elimination, a department closing, or a Company reorganization; impacted employees are eligible for severance packages. One component of the severance package may include outplacement services program eligibility. The outplacement services programs offered are designed to provide impacted employees with contemporary tools to pursue a new employment opportunity. Furthermore, we work with our local works councils with our jurisdictions and in compliance with local laws and collective bargaining agreements.	
Occupational Health and Safety			
GRI 3: Material Topics 2021			
3-3	Management of material topic	Health and safety, p. 38	
GRI 403: Occupational Health and Safety 2018			
403-1	Occupational health and safety management system	Health and safety, p. 38	
403-2	Hazard identification, risk assessment, and incident investigation	Health and safety, p. 38	
403-3	Occupational health services	Health and safety, p. 38	

GRI Standard		Location/response	Omission
403-4	Worker participation, consultation, and communication on occupational health and safety	Health and safety, p. 38	
403-5	Worker training on occupational health and safety	Health and safety, p. 38	
403-6	Promotion of worker health	Total rewards and well-being, p. 31	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and safety, p. 38	
403-8	Workers covered by an occupational health and safety management system	Health and Safety, p. 38	
403-9	Work-related injuries	Health and Safety, p. 38	
403-10	Work-related ill health	These data are included as part of our TRIR, p. 38	
Training and education			
GRI 3: Material Topics 2021			
3-3	Management of material topic	Employee engagement and development, p. 33	
GRI 404: Training and Education 2016			
404-1	Average hours of training per year per employee	Our ESG strategy, p. 4, ESG data table, p. 68	
404-2	Programs for upgrading employee skills and transition assistance programs	Talent attraction, p. 29, Employee engagement and development, pp. 34-35, GRI table, p. 55	Partial disclosure - we do not track this data by gender or employee category.
404-3	Percentage of employees receiving regular performance and career development reviews	Employee engagement and development, p. 33, ESG data table, p. 68	
Diversity and equal opportunity			
GRI 3: Material Topics 2021			
3-3	Management of material topic	Belonging, p. 36	
GRI 405: Diversity and Equal Opportunity 2016			
405-1	Diversity of governance bodies and employees	ESG data table, pp. 65-68, 70	
405-2	Ratio of basic salary and remuneration of women to men	Contributing to UN Sustainable Development Goals, p. 6, Total rewards and well-being, p. 31, Belonging, p. 36	

GRI Standard		Location/response	Omission
Non-discrimination			
GRI 3: Material Topics 2021			
3-3	Management of material topic	Compliance and Ethics, p. 23, Human rights, p. 24 We are an Equal Employment Opportunity (EEO) employer and comply with regulations. Code of Business Conduct	
GRI 406: Non-discrimination 2016			
406-1	Incidents of discrimination and corrective actions taken		Confidentiality - We report in accordance with SEC requirements and do not publicly disclose incidents or individual cases of discrimination.
Freedom of Association and Collective Bargaining			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Human rights, p.24 With respect to these issues, we operate in compliance with all applicable laws and regulations.	
GRI 407: Freedom of Association and Collective Bargaining 2016			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Human rights, p. 24 Charles River is not aware of any operations or suppliers at significant risk.	
Child Labor			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Human rights, p. 24 We have policies and statements in place, as well as mitigation and due diligence processes to help prevent instances of child labor and to operate in compliance with all applicable laws and regulations.	
GRI 408: Child Labor 2016			
408-1	Operations and suppliers at significant risk for incidents of child labor	Charles River is not aware of any operations or suppliers at significant risk.	
Forced or Compulsory Labor			
GRI 3: Material Topics 2021			

GRI Standard		Location/response	Omission
3-3	Management of material topics	Human rights, p. 24 With respect to these issues, we have policies and statements in place as well as mitigation and due diligence processes to help prevent instances of forced or compulsory labor.	
GRI 409: Forced or Compulsory Labor 2016			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human rights, p. 24 Charles River is not aware of any operations or suppliers at significant risk.	
Local Communities			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Community engagement and support, p. 40	
GRI 413: Local Communities 2016			
413-1	Operations with local community engagement, impact assessments, and development programs	Community engagement and support, p. 40	Partial omission [Data incomplete] Charles River does not currently conduct impact assessments as part of our local giving and volunteer programs.
Supplier social assessment			
GRI 3: Material Topics 2021			
3-3	Management of material topic	Responsible Supply Chain Management p. 46	
GRI 414: Supplier Social Assessment 2016			
414-1	New suppliers that were screened using social criteria	Responsible supply chain management, p. 46 New North American, European, and Mauritius suppliers are asked a series of questions to understand their Labor and Ethics Practices. The screening questions cover such topics as freely-chosen labor; non-hazardous work; legal age for employment; business ethics and compliance; and truthful and accurate advertising.	
414-2	Negative social impacts in the supply chain and actions taken		
Public Policy			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Regulatory affairs and policy influence, p. 25	

GRI Standard		Location/response	Omission
GRI 415: Public Policy 2016			
415-1	Political contributions	Regulatory affairs and policy influence, p. 25	
Customer Privacy			
GRI 3: Material Topics 2021			
3-3	Management of material topics	Data security and privacy, p. 19	
GRI 418: Customer Privacy 2016			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data security and privacy, p. 19 In 2024-2025, we did not have any substantiated customer complaints from outside parties or regulatory bodies.	

SASB Biotechnology and Pharmaceuticals Index

Topic	Code	Accounting Metric	Location or Direct Answer
Safety of Clinical Trial Participants	HC-BP-210a.1	Discussion, by world region, of management process for ensuring quality and patient safety during clinical trials	Omission: Metric is not applicable. Charles River does not conduct clinical trials.
	HC-BP-210a.2	Number of FDA Sponsor Inspections related to clinical trial management and pharmacovigilance that resulted in (1) Voluntary Action Indicated (VAI) and (S) Official Action Indicated (OAI)	
	HC-BP-210a.3	Total amount of monetary losses as a result of legal proceedings associated with clinical trials in developing countries	
Access to Medicines	HC-BP-240a.1	Description of actions and initiatives to promote access to health care products for priority diseases and in priority countries as defined by the Access to Medicine Index	Omission: Metric is not applicable. Charles River does not engage directly with patients or doctors and does not promote, market, sell, or prescribe medications.
	HC-BP-240a.2	List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Programme (PQP)	
Affordability and Pricing	HC-BP-240b.1	Number of settlements of Abbreviated New Drug Application (ANDA) litigation that involved payments and/or provisions to delay bringing an authorized generic product to market for a defined period of time	
	HC-BP-240b.2	Percentage change in: (1) average list price and (2) average net price across U.S. product portfolio compared to previous year	
	HC-BP-240b.3	Percentage change in (1) list price and (2) net price of product with the largest increase compared to previous year	
Drug Safety	HC-BP-250a.1	List of products listed in the Food and Drug Administration's (FDA) MedWatch Safety Alerts for Human Medical Products database	In 2024-2025, Charles River received no cGMP regulatory enforcement actions, defined as a warning letter from the FDA.
	HC-BP-250a.2	Number of fatalities associated with products as reported in the FDA Adverse Event Reporting System	
	HC-BP-250a.3	Number of recalls issued, total units recalled	
	HC-BP-250a.4	Total amount of product accepted for takeback, reuse, or disposal	
	HC-BP-250a.5	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	
Counterfeit Drugs	HC-BP-260a.1	Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting	Omission: Metric is not applicable. Charles River does not engage directly with patients or doctors and does not promote, market, sell, or prescribe medications.
	HC-BP-260a.2	Discussion of process for alerting customers and business partners of potential or known risks associated with counterfeit products	
	HC-BP-260a.3	Number of actions that led to raids, seizure, arrests, and/or filing of criminal charges related to counterfeit products	
Ethical Marketing	HC-BP-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	ESG data table, p. 70
	HC-BP-270a.2	Description of code of ethics governing promotion of off-label use of products	Omission: Metric is not applicable. Charles River does not engage directly with patients or doctors and does not promote, market, sell, or prescribe medications.

Topic	Code	Accounting Metric	Location or Direct Answer
Employee Recruitment, Development, and Retention	HC-BP-330a.1	Discussion of talent recruitment and retention efforts for scientists and research and development personnel	We attend scientific conferences and meetings, host recruiting events, provide value-added workshops on interviewing skills, maintain direct, customized relationship management, and share Company updates.
	HC-BP-330a.2	(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) mid-level managers, (c) professionals, and (d) all others	ESG data table, p. 69
Supply Chain Management	HC-BP-430a.1	Percentage of (1) entity's facilities and (2) Tier 1 suppliers' facilities participating in the Rx-360 International Pharmaceutical Supply Chain Consortium audit program or equivalent third-party audit programs for integrity of supply chain and ingredients.	<ul style="list-style-type: none"> Responsible Supply Chain Management (pp. 46-47) Code of Business Conduct and Ethics Supplier Code of Conduct
Business Ethics	HC-BP-510a.1	Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery	ESG data table, p. 70
	HC-BP-510a.2	Description of code of ethics governing interactions with healthcare professionals	Omission: Metric is not applicable. Charles River does not engage directly with patients or doctors, and does not promote, market, sell, or prescribe medications.
Activity Metric	HC-BP-000.A	Number of patients treated	Omission: Metric is not applicable. Charles River does not engage directly with patients or doctors, and does not promote, market, sell, or prescribe medications.
	HC-BP-000.B	Number of drugs (1) in portfolio and (2) in research and development (Phases 1-3)	Omission: Metric is not applicable. Charles River does not conduct clinical trials.

Charles River ESG Performance Data

Metric	Unit	Baseline	2023	2024	2025	Notes ¹
Company Information						
Employees						
Total employees	#	–	21,800	20,088	19,692	Headcount as of fiscal year-end
Science professionals with advanced degrees, including Ph.D.s, D.V.M.s, and M.D.s	#	–	2,600	2,550	2,398	As of fiscal year-end
Annual revenue	\$ billions	–	\$4.13	\$4.05	\$4.02	Revenue as of fiscal year-end
ESG Performance Ratings						
EcoVadis	#	–	66	68	72	Awarded 2025 silver rating (top 15%). Score valid until September 11, 2026.
CDP Climate Score	–	C	A-	B	A-	From CDP Climate Survey.
CDP Supplier Engagement rating	–	C	B	A	C	From CDP Climate Survey.
Environmental						
GHG Emissions						
Scope 1 (Direct) Emissions ²	MT CO ₂ e	85,743	85,856	77,648	80,517	Baseline is 2018.
Carbon Dioxide (CO ₂) emissions ²	MT CO ₂ e	85,222	85,262	77,051	79,799	–
Methane (CH ₄) emissions ²	MT CO ₂ e	48	48	44	45	–
Nitrous Oxide (N ₂ O) emissions ²	MT CO ₂ e	53	53	48	50	–
HFCs ²	#	420	492	505	623	–
Scope 2 (Energy Indirect) Emissions ²	MT CO ₂ e	79,078	18,088	4,136	2,308	Baseline is 2018.

¹ Data as of year-end, except where noted.

² Data are estimates as of the 2025 CCR publication date. Limited assurance of GHG and energy data in progress. Final data and assurance letter to publish to our [ESG Library](#) later in 2026. Historical data updated to reflect divestitures and acquisitions.

Metric	Unit	Baseline	2023	2024	2025	Notes
Scope 1 & 2 GHGs ²	MT CO ₂ e	164,822	103,944	81,783	82,825	Baseline is 2018.
Scope 1 & 2 GHG Reduction based on 2018 baseline ²	%	–	-37%	-50%	-50%	–
Scope 3 (Other Indirect) Emissions ²	MT CO ₂ e	335,455	425,921	323,896	367,713	Baseline is 2019. Data are result of both actual and economic model calculations.
Scope 3 GHG Change based on 2019 baseline ²	%	–	^27.0%	-3.5%	^9.6%	–
Scope 3 Categories: Emissions						
Category 1: Purchased goods and services ²	MT CO ₂ e	219,552	282,680	199,574	234,269	–
Category 2: Capital goods ²	MT CO ₂ e	16,679	34,109	15,443	21,095	–
Category 3: Fuel-and-energy related activities (not included in Scope 1 or 2) ²	MT CO ₂ e	32,733	36,468	36,287	36,471	–
Category 4: Upstream transportation and distribution ²	MT CO ₂ e	27,982	31,104	27,751	34,999	–
Category 5: Waste-generated in operations ²	MT CO ₂ e	3,441	2,353	2,616	2,293	–
Category 6: Business travel ²	MT CO ₂ e	6,601	6,258	5,009	4,563	–
Category 7: Employee commuting ²	MT CO ₂ e	28,467	32,767	37,105	33,912	–
Category 8: Upstream leased asset ²	MT CO ₂ e	–	–	111	112	–
Energy						
Steam Consumption ²	MWh	185,537	194,362	177,802	181,548	–
Heating Consumption ²	MWh	279,475	280,277	253,185	261,968	–
Total Electricity Consumption ²	MWh	251,733	297,780	316,613	315,330	–
Electricity consumption from renewable sources ²	MWh	1,257	272,439	316,613	315,330	–
Electricity consumption from nonrenewable sources ²	MWh	250,746	25,340	2,287	0	–
Solar Thermal Heating - On Site ²	MWh	0	12	11	0	–

² Data are estimates as of the 2025 CCR publication date. Limited assurance of GHG and energy data in progress. Final data and assurance letter to publish to our [ESG Library](#) later in 2026. Historical data updated to reflect divestitures and acquisitions.

Metric	Unit	Baseline	2023	2024	2025	Notes
Fuel used - Natural Gas ²	MWh	439,351	438,179	396,779	408,654	–
Fuel Used - Kerosene ²	MWh	1,045	6,551	3,285	2,999	–
Fuel used - Gasoline ²	MWh	1,617	213	388	378	–
Fuel used - Diesel ²	MWh	16,394	13,492	11,280	11,518	–
Fuel used - Propane ²	MWh	4,163	3,638	3,652	4,130	–
Fuel Used - Biomass ²	MWh	34	1,184	1,274	1,128	–
Fuel Used - Fuel 2 ²	MWh	2,404	N/A	2,404	4,518	Baseline is 2024.
Environmental Management						
EHS&S-related notices of noncompliance	#	–	13	23	17	Noncompliance reports are defined as an official report from a regulatory agency providing documentation of the noncompliance and that an official company response to address the noncompliance was provided to the regulatory agency.
Environmental Fines	#	–	2	0	0	–
Environmental Fines (amount)	\$	–	\$13,561	\$0	\$0	–
Spills						
Total spills resulting in release	#	–	0	0	0	–
Amount of spills resulting in release	BOE	–	0	0	0	–
Social						
Community Impact						
Total Investments	\$	–	\$3,777,942	\$2,618,458	–	Data based on IRS Federal Returns - what is claimed as a charitable contribution on line 19. The 2025 final donation amount will be based on IRS Federal Returns filed late 2026.
Total Volunteer Time Off (VTO) hours	#	–	29,014	32,397	29,917	Includes only company-paid VTO hours
Employee Participation in VTO	#	–	5,252	5,834	5,635	Based on employee headcounts as of December 31st. Headcount does not include Insourcing Solutions employees or contingent/temp workers.
Employee Participation in VTO	%	–	26%	32%	31%	Based on employee headcounts as of December 31st. Headcount does not include Insourcing Solutions employees or contingent/temp workers.

² Data are estimates as of the 2025 CCR publication date. Limited assurance of GHG and energy data in progress. Final data and assurance letter to publish to our [ESG Library](#) later in 2026. Historical data updated to reflect divestitures and acquisitions.

Metric	Unit	Baseline	2023	2024	2025	Notes
Employees³						
Permanent Employees	#		21,800	20,088	19,692	Headcount as of fiscal year-end
Men	#		8,600	8,319	8,119	Not all employees have specified.
Women	#		12,800	11,754	11,539	Not all employees have specified.
United States	#		10,700	9,494	9,105	–
Asia	#		1,300	1,304	1,345	–
Europe	#		6,700	6,424	6,259	–
Other	#		3,200	2,866	2,983	–
Temporary Employees	#		2,900	1,599	1,759	–
Men	#		–	–	–	Gender info on temporary employees not collected.
Women	#		–	–	–	Gender info on temporary employees not collected.
United States	#		1000	650	777	–
Asia	#		100	186	180	–
Europe	#		1,700	547	560	–
Other	#		100	216	242	–
Non-guaranteed hours employees	#		220	196	214	–
Men	#		80	90	89	–
Women	#		140	105	125	–
United States	#		10	4	3	–
Asia	#		–	0	0	–
Europe	#		60	61	57	–
Other	#		150	131	154	–

³ 2023 numbers rounded to nearest hundred or tens, as applicable.

Metric	Unit	Baseline	2023	2024	2025	Notes
Full-time Employees	#		20,400	18,625	18,391	–
Men	#		8,300	8,007	7,872	Not all employees have specified.
Women	#		11,600	10,603	10,485	Not all employees have specified.
United States	#		10,500	9,342	9,026	–
Asia	#		900	1,303	1,350	–
Europe	#		5,500	5,185	5,098	–
Other	#		3,500	2,795	2,917	–
Part-time Employees	#	–	1,400	1,422	1,415	–
Men	#		300	297	299	Not all employees have specified.
Women	#		1,100	1,125	1,115	Not all employees have specified.
United States	#		160	146	170	–
Asia	#		2	1	1	–
Europe	#		1,160	1,207	1,167	–
Other	#		100	68	77	–
Workers who are not employees and whose work is controlled by the organization	#		1,000	900	1,068	Contingent Contract Workers
Type of worker	#		300	246	273	IT Functional Area
Type of worker	#		400	387	422	Safety and RMS Functional Areas
Employee Demographics						
Men in Workforce	%	–	40.2%	41.4%	41.3%	All roles globally.
Women in Workforce	%	–	59.8%	58.6%	58.7%	All roles globally.
American Indian/Alaskan Native	%	–	0.3%	0.3%	0.3%	U.S. only.
Asian	%	–	7.7%	7.4%	7.2%	U.S. only.

⁴ 2023 numbers rounded to nearest hundred or tens, as applicable.

Metric	Unit	Baseline	2023	2024	2025	Notes
Black/African American	%	–	9.3%	9.7%	8.6%	U.S. only.
Hispanic/Latino	%	–	11.8%	12.3%	12.3%	U.S. only.
Native Hawaiian or other Pacific Islander	%	–	0.3%	0.3%	0.2%	U.S. only.
Two or more races	%	–	2.5%	2.6%	3.0%	U.S. only.
White	%	–	68.2%	67.1%	67.8%	U.S. only.
Do not wish to disclose	%	–	0.0%	0.4%	0.6%	U.S. only.
Executive Leadership						
Female	%	–	42.1%	42.4%	40.0%	Defined as VP+.
Non-white	%	–	10.3%	13.5%	9.8%	Defined as VP+ (U.S. only).
White	%		89.7%	86.5%	90.2%	Defined as VP+ (U.S. only).
Managers						
Female	%	–	52.9%	53.6%	53.5%	Defined as manager, excludes executive leadership (VP+).
Non-white	%	–	21.2%	22.4%	22.6%	Defined as manager, excludes executive leadership (VP+). U.S. only.
White	%		78.2%	77.3%	77.4%	Defined as manager, excludes executive leadership (VP+). U.S. only.
Employee Attraction⁴						
Hires By Region						
United States	#	–	2,000	1,076	1,423	–
Asia	#	–	300	217	179	–
Europe	#	–	1,000	646	702	–
Other	#	–	400	330	517	–
Total Employee Hires	#	–	3,700	2,269	2,821	–
Hires by Gender						
Female	#	–	2,100	1,260	1,587	Not all employees specified.

⁴ 2023 numbers rounded to nearest hundred or tens, as applicable.

Metric	Unit	Baseline	2023	2024	2025	Notes
Male	#	–	1,600	994	1,206	Not all employees specified.
Hires by Age Group						
Under 30	#	–	2,100	1,303	1,621	–
30-50	#	–	1,400	840	1,043	–
50+	#	–	200	126	157	–
Employee Development						
Employee recognition awards delivered	#	–	20,662	24,246	56,085	Data from 2023 represent e-cards sent. Charles River moved to a new recognition tool in July 2024 with e-cards, community celebrations, life events, and in-kind awards. The 2024 and 2025 data are from the new tool.
Total completed courses	#	–	410,042	595,695	745,984	The implementation of talentHUB Learning, which began in 2021, is part of a multi-year strategy to centralize, capture, and further integrate employee learning. In 2025, we expanded the system to 23 additional sites and migrated learning from a secondary LMS (Campus) into talentHUB Learning. This average still does not include all skill-based and scientific training captured in local systems or paper-based training records.
Average number of completed courses per employee	#	–	19	30	38	The implementation of talentHUB Learning, which began in 2021, is part of a multi-year strategy to centralize, capture, and further integrate employee learning. In 2025, we expanded the system to 23 additional sites and migrated learning from a secondary LMS (Campus) into talentHUB Learning. This average still does not include all skill-based and scientific training captured in local systems or paper-based training records.
Average number of training hours per employee	#	–	11	14	25	Calculated by dividing total recorded training hours (493,994 hours) by the employee count. Training hours are not available for all completed courses because some course durations are not captured.
Percentage of employees receiving regular performance reviews	%	91%	89%	85%	87%	2019 baseline
Employee Engagement Survey - employee participation	%	–	68%	72%	66%	Based on employee feedback, our 2023 listening strategy moved from three Employee Pulse Surveys to two. The annual participation figure represents the average participation rate across both surveys.
Employee Retention						
Voluntary turnover rate (a) executives/senior managers, (b) midlevel managers, (c) professionals, and (d) all others	#	–	(a) 6.9% (b) 5.4% (c) 7.4% (d) 14.1%	(a) 5.5% (b) 5.4% (c) 7.1% (d) 15.0%	(a) 8.2% (b) 6.0% (c) 7.0% (d) 11.3%	–
Involuntary turnover rate (a) executives/senior managers, (b) midlevel managers, (c) professionals, and (d) all others	#	–	(a) 4.3% (b) 3.4% (c) 3.4% (d) 6.0%	(a) 9.8% (b) 6.1% (c) 9.5% (d) 8.9%	(a) 6.1% (b) 4.7% (c) 5.6% (d) 7.1%	–

⁴ 2023 numbers rounded to nearest hundred or tens, as applicable.

Metric	Unit	Baseline	2023	2024	2025	Notes
Total Turnover (Rate)	%	–	18.0%	21.4%	16.5%	–
Turnover by gender						
Female (Rate)	%	–	17.3%	21.7%	15.9%	–
Male (Rate)	%	–	19.0%	21.0%	17.4%	–
Turnover by age group						
Under 30 (Rate)	%	–	20.0%	29.4%	24.5%	–
30-50 (Rate)	%	–	10.5%	16.4%	12.1%	–
50+ (Rate)	%	–	8.4%	21.3%	14.2%	–
Worker Safety						
Main types of work-related injury	Type					Injury by animal; injury by sharp object; injury through manual handling and lifting
Fatalities from work-related injury–Employees	#	–	0	0	0	–
Fatalities from work-related injury–Contractors	#	–	0	0	0	–
Lost Time Incident Rate–Employees	rate	1.96	2.51	2.41	2.12	Baseline is 2018.
Total Recordable Incident Rate (TRIR)–Employees	rate	4.97	4.91	4.33	3.88	Baseline is 2018.
TRIR Reduction based on 2018 baseline	%	–	-1.2%	-12.9%	-21.9%	–
U.S. Suppliers: Small Business⁵						
Small Business	\$	–	\$171,664,365	\$181,242,391	\$194,798,504	–
Veteran	\$	–	\$12,951,837	\$13,869,543	\$13,697,904	–
Women Owned Business	\$	–	\$15,867,726	\$20,771,388	\$22,579,009	–
Small Disadvantaged Business	\$	–	\$25,599,868	\$28,954,298	\$44,495,763	–
Disadvantaged Business	\$	–	\$645,969	\$694,984	\$743,974	–
HUB Zone	\$	–	\$404,555	\$297,369	\$105,025	–

⁵ U.S. only. Some suppliers may be classified in one or more area(s). Our changes in reported spend across multiple categories reflect addition of spend source data available through our corporate card partner.

Metric	Unit	Baseline	2023	2024	2025	Notes
Veteran Disabled Business	\$	–	\$1,494,530	\$1,499,738	\$2,592,831	–
Animal Welfare						
Facilities subject to national and international certification	%	–	~95%	91%	91%	Charles River sites accredited according to national and/or international guidelines or accreditation standards. Plan is to achieve 100% accreditation.
Governance						
Board						
Number of Board members	#	–	11	11	11	–
Board members–Independent	%	–	82.0%	82.0%	82.0%	–
Board members–Female	%	–	27.0%	36.4%	27.0%	–
Board members–White	%	–	91.0%	82.0%	–	We do not publicly disclose this data.
Board members–non-White	%	–	9.0%	18.0%	–	We do not publicly disclose this data.
Board members–Under 30	%	–	0%	0%	0%	–
Board members–30-50	%	–	0%	0%	9%	–
Board members–50+	%	–	100%	100%	91%	–
Directors attending 75% or more of Board Meetings and Committee Meetings	%	–	100.0%	100.0%	100.0%	Each director attended 75% or more of the aggregate number of Board meetings and the committee meetings of the Board on which he or she served.
Ethics and Responsible Business						
Inquiries received through ethics reporting channels	#	–	81	43	68	Based on reports submitted through the Charles River Helpline.
Monetary loss from legal proceedings associated with corruption and bribery	\$	–	\$0	\$0	\$0	Charles River is unaware of any current legal proceedings associated with bribery and corruption.
Monetary losses as a result of legal proceedings associated with false marketing claims	\$	–	\$0	\$0	\$0	Charles River is unaware of any legal proceedings associated with false marketing claims
Total base salaries for named executive officers as set forth in Summary Compensation Table in 2025 Proxy Statement	\$	–	\$3,895,736	\$4,032,812	\$4,657,404	–



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