

**advancing
human health,
creating
healthier lives**

2019 CORPORATE CITIZENSHIP REPORT

8

our company

ABOUT CHARLES RIVER LABORATORIES	10
OUR CAPABILITIES	11
OUR ROLE IN RESEARCH & DEVELOPMENT	14
OUR VALUES & CULTURE	16



32

our people

OUR PEOPLE STRATEGY	34
TALENT ACQUISITION	35
TALENT MANAGEMENT & PROFESSIONAL DEVELOPMENT	36
TOTAL REWARDS	37
EMPLOYEE WELL-BEING	38
EMPLOYEE ENGAGEMENT	41
DIVERSITY, EQUALITY & INCLUSION	42
EMPLOYEE HEALTH & SAFETY	44

18

our leadership

GOVERNANCE	20
ETHICS & COMPLIANCE	20
RISK MANAGEMENT	23
BUSINESS RESILIENCE	24
DATA SECURITY & PRIVACY	26
HUMAN RIGHTS	27
ANIMAL WELFARE	28
REGULATORY AFFAIRS	30



52

our environment

EHS&S STRATEGIC PLAN	54
EHS&S GOVERNANCE	54
TEAM EHS&S	55
RESPONSIBLE SUPPLY CHAIN MANAGEMENT	56
LEVERAGING TECHNOLOGY	58
EHS&S METRICS	58
PERFORMANCE ASSURANCE	61
EHS&S COMMUNICATIONS	62
SUSTAINABLE DESIGN	63

46

our communities

COMMUNITY INVOLVEMENT	48
-----------------------	----



64

appendix

CONTENT INDEX	64
ESG PERFORMANCE DATA	75



CEO LETTER

As we publish our initial Corporate Citizenship Report, the world continues to face unprecedented challenges amid the global COVID-19 pandemic. Yet, as the only contract research organization (CRO) with an integrated, early stage portfolio that spans the drug research process from target discovery through non-clinical development, Charles River remains committed to providing the scientific expertise our clients require when and where they need it. We partner with our clients to help them deliver innovative, safe, and effective medicines and therapies to patients as quickly and efficiently as possible. We are also dedicated to our corporate citizenship initiatives, working together in our efforts to do right for our planet, our people, and our communities.



We are committed to being good corporate citizens, in addition to enhancing our role in advancing human health and improving the quality of life for patients, clients, employees, and our communities.

**JAMES C. FOSTER,
CHAIRMAN, PRESIDENT &
CHIEF EXECUTIVE OFFICER**



We are very proud of the work we do and the role we play in improving people's lives. The scientific breadth and depth of our portfolio is Charles River's principal distinguishing feature and competitive advantage, which enables us to begin working with our clients very early in the research process and support them all the way through drug approval and beyond. We also act with speed and responsiveness to deliver exceptional client support, and we believe these two factors are the primary reason that clients chose to work with Charles River on 85% of the drugs approved by the U.S. Food and Drug Administration (FDA) in 2019.

We are pleased to report our corporate citizenship progress and where we are headed with our environmental, social, and governance (ESG) strategy and goals. At the same time, we acknowledge the significant global and domestic events of 2020 have accelerated the necessity to be agile and embrace change—to further innovate, digitize, collaborate, and lead by example—while remaining steadfast in our commitment to corporate citizenship.

As a good corporate citizen, we are committed to reducing our environmental footprint. In 2019, we announced the goal to reduce our Company's absolute scope 1 and 2 greenhouse gas (GHG) emissions by 50.4% by 2030, and in November 2020, we set an additional goal to reduce our scope 3 GHG emissions by 15%, also by 2030. We all have a part to play in combating climate change, and I am proud of our commitment to reduce our GHG emissions in accordance with current climate-change science including the Paris Climate Agreement and the UN Sustainable Development Goals—and worldwide efforts to limit global warming levels. We have made significant strides in increasing our use of renewable electricity globally, which has contributed to a 23% reduction in global GHG emissions from 2018 to 2019, and we further committed to achieving 100% renewable electricity globally by 2030. To further our progress in this area, we have established the Charles River Sustainability

Capital Fund, a \$5 million annual commitment to fund sustainability projects at our sites through our goal end date of 2030. We have doubled the size of our Company to more than 17,000 employees and \$2.6 billion in revenue since 2015 and we have plans to continue to grow at a rapid rate. I am proud that our new GHG reduction goal delinks our economic growth from our carbon footprint—we will continue to grow our business while reducing our GHG emissions.

At Charles River, attracting and retaining top talent is always a top priority. We pride ourselves on supporting our people both professionally and personally throughout their employee experience with us. We believe in treating our current and prospective employees with dignity, decency, and respect. Our goal is to continue to build a talented workforce reflective of the communities in which we live and serve; and we have publicly outlined five focus areas in our commitment to equality. I am a signatory to the CEO Action for Diversity and Inclusion and believe that it is the obligation of each of us to live these values and behaviors, not only in our daily work interactions with our colleagues, but in our everyday lives. We see diversity, equality, and inclusivity as a strength, and we strive to provide a safe, open, and comfortable working environment for all. Our Charles River community does not stand for racism, inequality, discrimination, or harassment of any kind.





Finally, we believe that our role in improving people’s lives extends to the communities where we live and work. Since our first Global Day of Service in 2017, we have collectively packaged 3.3 million meals, in partnership with Rise Against Hunger, to provide critical food aid to individuals in need around the world. In April 2019, we hosted our third annual Global Day of Service, during which our people packaged approximately 1.2 million meals, assembled thousands of care kits, and provided hundreds of birthday gifts to children in foster care, prosthetic hands to amputees, and school backpacks to local families in need. Due to COVID-19, non-profit organizations within our communities of business faced a funding shortage in spring 2020, and we responded by donating \$2 million to more than 300 community organizations. Additionally, in 2021, we plan to focus on building digital offerings to support the Science, Technology, Engineering, and Math (STEM) education of tomorrow’s scientists. We see this as an investment in the education and future potential of today’s youth.

As I look ahead, our team and scientific portfolio have never been stronger, and I remain confident in our strategy and ability to support our clients from target discovery through non-clinical development, as well as our people and the communities in which we operate. On behalf of all of us at Charles River, I want to thank our employees for their unwavering dedication to our purpose and values. We are committed to being good corporate citizens, in addition to enhancing our role in advancing human health and improving the quality of life for patients, clients, employees, and our communities. Our core mission is the foundation of our Company’s success and the key to our continued future growth and achievement. We also believe that the way in which we do business influences the results we seek to achieve. Accordingly, we have further strengthened our Board of Directors by adding greater diversity in background and experience, including industry skills and expertise, gender, and race/ethnicity. Lastly, as we have always done, we will continue to operate our business with integrity and accountability. Together, we are the difference.

Sincerely,
James C. Foster, Chairman, President & Chief Executive Officer

ABOUT THIS REPORT

We are pleased to present the inaugural Charles River Laboratories International, Inc. (Charles River) Corporate Citizenship Report, demonstrating our commitment to environmental, social, and governance (ESG) transparency. This Corporate Citizenship Report covers data and information through calendar year 2019 for all Charles River operations, unless otherwise noted. This report references the Sustainability Accounting Standards Board (SASB) Biotechnology & Pharmaceuticals Standard, as well as the Global Reporting Initiative (GRI) Standards for 2016 and 2018 as follows:

- GRI 102: General Disclosures 2016
- GRI 103: Management Approach 2016
- GRI 201: Economic Performance 2016
- GRI 204: Procurement Practices 2016
- GRI 302: Energy 2016
- GRI 303: Water and Effluents 2018
- GRI 305: Emissions 2016
- GRI 306: Waste 2020
- GRI 307: Environmental Compliance 2016
- GRI 308: Supplier Environmental Assessment 2016
- GRI 401: Employment 2016
- GRI 403: Occupational Health and Safety 2018
- GRI 404: Training and Education 2016
- GRI 405: Diversity and Equal Opportunity 2016
- GRI 408: Child Labor 2016
- GRI 409: Forced or Compulsory Labor 2016
- GRI 413: Local Communities 2016
- GRI 414: Supplier Social Assessment 2016

We welcome feedback and questions about this report, which can be directed to CorporateCitizenship@crl.com. Moving forward, Charles River is committed to updating our stakeholders on our ongoing corporate citizenship progress on our website and via a published report biennially.



our company

ADVANCING HUMAN HEALTH & CREATING HEALTHIER LIVES

We provide products and services to support the discovery, early stage development, and safe manufacture of novel drugs and therapeutics. We are focused on providing our clients with exactly what they need to improve and expedite the delivery of innovative, safe, effective, and ultimately lower-cost medicines. The work that we do is essential to help our clients discover and develop new drugs for the patients who need them, and we are committed to being good corporate citizens every step of the way.





OUR CAPABILITIES

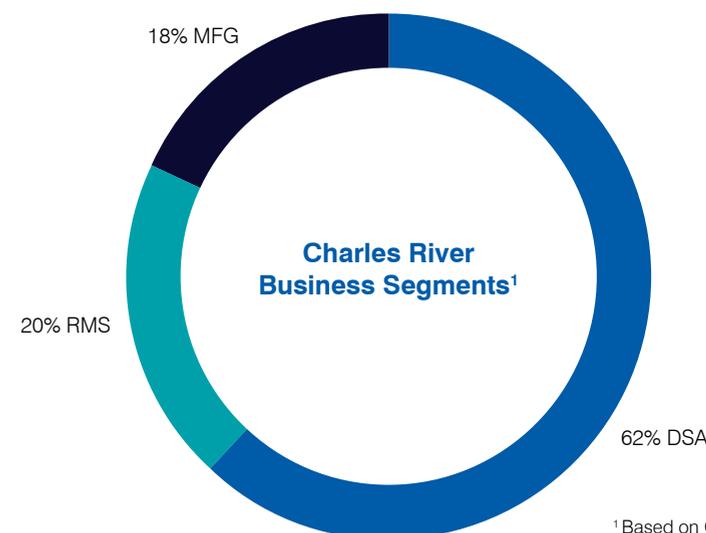
Charles River is comprised of three business segments: Research Models and Services (RMS), Discovery and Safety Assessment (DSA), and Manufacturing Support (MFG). Within each segment, there are multiple lines of business.

Our RMS segment contains three businesses: Research Models, Research Model Services, and Research Products. We have been supplying research models to the drug development industry since 1947, and are the global leader in the breeding and distribution of research models, with the largest selection of the most widely used strains in the world. We also provide a variety of related services to support our clients in the use of research models in drug discovery and development, and are a leading global provider of human-derived cellular materials used in the development and production of cell therapies.

73
years of supplying
research models
to the drug
development industry

ABOUT CHARLES RIVER LABORATORIES

Charles River (NYSE: CRL) is a full service, early stage contract research organization that serves pharmaceutical and biotechnology companies, government agencies, and academic institutions. With an integrated portfolio that supports early stage research at every step of the way, we help our clients with discovering new drugs from target identification through early stage research; conducting non-clinical development; and offering solutions to ensure a safe, efficient drug manufacturing process. Over the years, Charles River has worked on novel drugs in every major disease category, including cancer, heart disease, rare diseases, central nervous system disorders, infectious diseases, lung diseases, blood disorders, autoimmune disorders, and metabolic disorders. Headquartered in Wilmington, Massachusetts, Charles River operates more than 90 facilities in over 20 countries and employs more than 17,000 people globally.



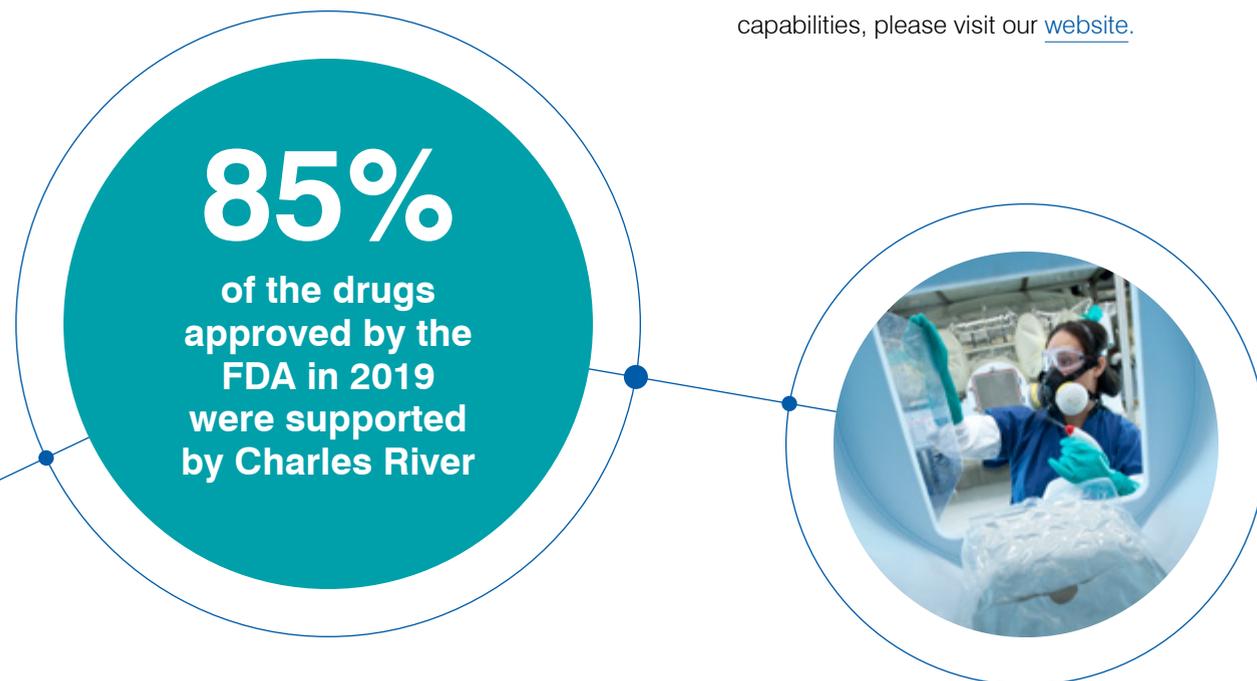
¹ Based on CRL's September 26, 2020 reported revenue.

Our DSA segment is composed of two businesses: Discovery Services and Safety Assessment. As the premier provider of drug discovery, non-clinical development, and safety testing services worldwide, we provide services that enable our clients to outsource their drug discovery research, related drug development activities, and regulatory-required safety testing of potential new drugs, medicines, and medical devices.

Our MFG segment comprises three businesses: Microbial Solutions, Biologics Testing Solutions, and Avian Vaccine Services. These products and services help ensure the safe production and release of products manufactured by our clients, including in vitro methods for conventional and rapid quality control testing of sterile and non-sterile biopharmaceuticals and consumer products, and specialized testing of biologics.

The scientific breadth and depth of our portfolio is Charles River's principal distinguishing feature, a competitive advantage that enables us to start working with our clients very early in the drug research process and support them all the way through drug approval and beyond. We pride ourselves on our vast expertise in the discovery of novel molecules for our clients, and in the design, execution, and reporting of safety assessment studies for many different therapies. Since 1999, we have discovered more than 80 novel molecules for our clients.

In 2019, Charles River participated in the development of 85% of the drugs approved by the U.S. Food and Drug Administration (FDA), including 78% of all oncology drugs, 81% of all rare disease/orphan drugs, 89% of all neurology drugs, and 60% of all infectious disease drugs. We take pride in our collective efforts in advancing human health for patients around the world. To read more about our capabilities, please visit our [website](#).

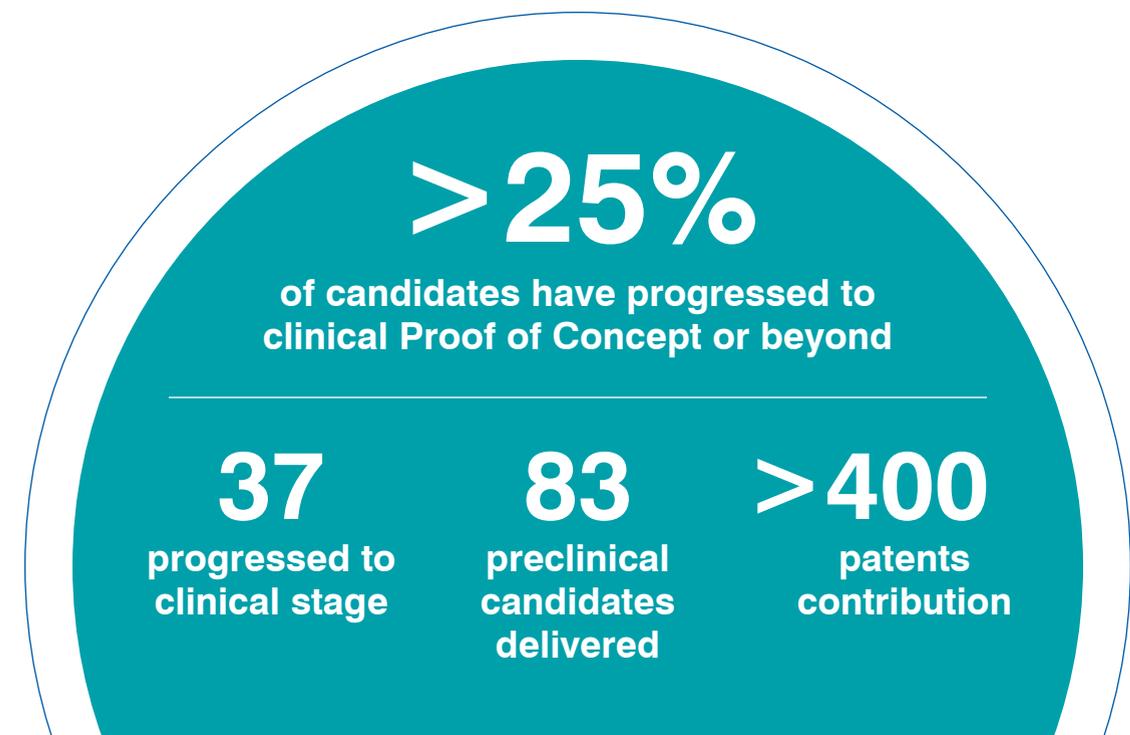


Consistent Success in Supporting the Delivery of High-Quality Candidates¹

Disease Area	No. of Candidates ²	Preclinical	Phase I	Phase IIa	Phase IIb	Phase III	Registration
Inflammation	11	CHEMOKINE, INTEGRIN, GPCR, CYTOKINE, KINASE, ENZYME, NHR, ATPASE					
Respiratory	29	GPCR, PROTEASE, NHR, KINASE, ENZYME, ION CHANNEL, MONOCLONAL ANTIBODY					
Central Nervous System (CNS)	10	GPCR, NHR, KETO-REDUCTASE, ATPASE					
Metabolic Disease	6	ENZYME, KINASE, PROTEASE, NHR					
Oncology	16	ENZYME, KINASE, PPI, NHR					
Anti-Infective	4	PROTEASE					
Cardiovascular	3	ION CHANNEL, INTEGRIN					
Gastrointestinal	3	ION CHANNEL, GPCR					
Other	61	ENZYME					

¹ Data covers 20-year period from 2000–2020.

² Some candidates have multiple indications.



OUR ROLE IN RESEARCH & DEVELOPMENT

The drug research and development process is essential for delivering safe and effective medicines and therapies to patients. It is also a highly complex process because drug development programs are fundamentally different for each therapeutic. Charles River offers our clients a wide range of products and services to help them navigate this process, spanning the entire drug discovery and early stage development continuum. Our ability to tailor solutions to specific research conditions is a distinguishing factor and sets us apart from competitors.

Our Unique Role in Drug Research



The following are the five main components that comprise the drug research and development process. Charles River is an active partner in each of these areas within the research and development continuum:

- [Basic research](#) is the foundation of all scientific breakthroughs, improving our understanding of biology and advancing knowledge of the life sciences.
- [Discovery](#) represents the earliest stages of drug research, directed at the identification, screening, and selection of a lead molecule for future drug development. We have the most comprehensive drug discovery service portfolio and a multidisciplinary staff comprised of hundreds of scientists.

- [Preclinical testing](#) is directed at demonstrating the safety, tolerability, and clinical efficacy of the selected drug candidates. During the non-clinical stage of the development process, a drug candidate is tested in vitro (non-animal, typically on a cellular or sub-cellular level in a test tube or multi-well petri plate) and in vivo (in research models) to establish drug safety prior to and in support of human clinical trials. Complications and inefficiencies during this critical stage of the drug development journey can create costly delays.
- [Clinical development](#) is an exciting stage of drug development, as years of work supporting our clients at the earliest stages of their research come to fruition as their potential drug candidates move into the three phases of human clinical trials. Timing is important to a clinical trial's cost-effective execution; by working with our scientists during the early development process, clients can front-load clinical timelines as early as the preclinical phase.
- [Manufacturing and Commercialization](#) support services continue to ensure the safety and regulatory compliance of our clients' products over the long term.

Charles River's role in the drug discovery and early stage development process is critical in helping to bring new drugs to market. We are committed to partnering with our clients to help them deliver innovative, safe, and effective medicines to patients as quickly and efficiently as possible.

Often, the conditions for which we seek a cause and potential cure can only be studied in living organisms. For more than 70 years, Charles River has been a leading provider of research models, and scientists globally depend on our extensive portfolio of small models to study disease in critical therapeutic areas. Our expertly managed network of vivaria and breeding facilities adheres to the strictest biosecurity measures and has earned the approval from the Association for Assessment and Accreditation of Laboratory Animal Care (AAALAC) International. Our commitment to genetic stability within our colonies guarantees superior model quality to achieve optimum study outcomes.

OUR VALUES & CULTURE

Be the Difference. At Charles River, our purpose is clear and our passion is strong—together, we support our clients' research every step of the way to create healthier lives. Our core mission is to utilize our scientific expertise, regulatory leadership, and diverse portfolio to provide our clients with efficient, reliable, and scientific results on a cost-effective basis. Our values—to care, lead, own, and collaborate—are integral to everything we do at Charles River. These values guide our business decisions and actions, and represent the standards we hold ourselves to every day.

Care

- Respect and support each other, and always choose to do the right thing
- Create a positive, healthy workplace for ourselves and the animals in our care
- Support the communities where we work and live

Lead

- Model our purpose and values
- Develop and share our expertise
- Plan ahead, show flexibility, embrace change, and deliver innovation
- Appreciate the great work of others

BE THE DIFFERENCE

Own

- Hold ourselves accountable for our actions
- Respond to internal and external client needs with speed and accuracy
- Set and achieve meaningful goals
- Strive towards continuous improvement

Collaborate

- Communicate clearly and effectively across the hall or across the globe
- Include others and value diverse ideas
- Help each other to succeed and promote teamwork
- Think broadly and creatively



My cousin Jason was the little brother I never had. At age six, he was diagnosed with Burkitts Lymphoma and passed away shortly after. The work I do is my 'I love you' to Jason. It is not just personal, but it is my passion to create a better future in medicine for my children, family, friends, and strangers.

**ASHLEY PORTER, RESEARCH TECHNICIAN,
MATTAWAN, MICHIGAN**



Jenne's Story

Our work for patients is never ending. For patients like Jenne—a mother of two with the genetically inherited Huntington's Disease—our work affects not only her own life but that of her children, who each have a 50/50 chance of inheriting the disease. Huntington's Disease still has no cure and only a handful of treatments for the symptoms. Jenne is fighting through advocacy, and Charles River is fighting through research.

Our values and culture are not just mottos; they are a promise to patients like Jenne that we will not stop searching. They are also a promise to her children, her siblings, and her future caretakers. Whatever our role is at Charles River, we believe that each of us can be the difference in advancing health for Jenne and for millions of patients who, like Jenne, are in a race for a cure. (Hear more about [Jenne's story](#)).



our leadership

EARNING TRUST THROUGH TRANSPARENCY

Charles River strives to earn trust through transparency, which comprises several critical practices such as good governance, sound ethics and compliance, and a focus on critical issues like risk management, business resilience, data security and privacy, human rights and equality, animal welfare, and regulatory affairs.

GOVERNANCE

Earning trust through transparency starts at the top. At Charles River, we value strong governance practices and aim for diversity of people, expertise, and thought on our Board of Directors (Board). As of the publication date of this Corporate Citizenship Report, our Board is comprised of 12 directors (three women and nine men), of which 11 are independent (including a Lead Independent Director). Recent appointments to the Board have contributed greater diversity in background and experience in various areas, including industry skills and expertise, gender, and race/ethnicity. There are seven Board committees, five of which—Audit; Compensation; Corporate Governance and Nominating; Science and Technology; and Finance Committee—are comprised solely of independent directors. Our Board and its committees actively oversee the issues and risks associated with our corporate citizenship and sustainability efforts. For more information on our Governance practices, please see our [Corporate Governance Guidelines](#) and our [2020 Proxy Statement](#).

ETHICS & COMPLIANCE

The continued success of our Company depends on the shared commitment of our employees across the globe to ethical business practices. By following both the letter and the spirit of applicable laws and acting with integrity, we will meet the expectations of our clients, attract and retain outstanding employees, and deliver value to our stakeholders.

Code of Business Conduct & Ethics

The Charles River Code of Business Conduct and Ethics (Code) describes our values and outlines the requirements and expected behavior for all of us who work on behalf of the Company. We expect every employee—including the members of our Board and executive leadership—to adhere to our Code. Our Code outlines the laws and policies that apply to our business, such as anti-bribery and anti-corruption, anti-harassment and anti-discrimination, conflicts of interest, intellectual property (IP), data privacy, and the protection of confidential information.

Our Code provides employees with resources to understand these issues and outlines an individual's responsibility to maintain a positive and ethical work environment.

All new employees are required to certify to the Code as part of the onboarding process and complete our Code training within 90 days of being enrolled. All current employees receive training on the Code every three years. The Code is also available on our [corporate website](#). In the spirit of transparency, we intend to disclose any future material amendments to the Code.



Each of us, through our daily actions, plays a role in determining what kind of Company we are.

**JAMES C. FOSTER, CHAIRMAN,
PRESIDENT & CHIEF EXECUTIVE OFFICER**



Policies & Procedures

In addition to our Code, we also publicize standalone policies for specific topics, including anti-bribery, antitrust, human trafficking, animal welfare, and affirmative action/Equal Employment Opportunity (EEO). More detail around these and our other key Company policies can be found in the associated report sections, as well as on our [corporate website](#).

Legal Compliance Program

The Code also serves as the foundation of our comprehensive Legal Compliance program, a global function that helps promote ethical conduct and compliance with all corporate policies and procedures. Our Legal Compliance team is responsible for ensuring that the Company maintains an effective compliance and ethics program across each of the following Legal Compliance program elements:

- Risk Assessment
- Processes, Policies, and Procedures
- Tone at the Top/ Tone at the Middle
- Governance and Oversight
- Training and Communication
- Monitoring and Auditing
- Reporting
- Response and Prevention
- Incentives and Discipline
- Third Party Management

To help engage with and ensure awareness among employees globally, the Legal Compliance team manages a training and communication program. In 2019, the Legal Compliance program launched more than 12 global training and communication initiatives spanning various risk topics, from conflicts of interest and anti-bribery to trade compliance and competition law. In addition, Legal Compliance oversees a global annual Compliance Day event in November each year.



Mila's Story

Mila was born with Batten disease. This broad category of fatal rare diseases affects the nervous system and is caused by a defective gene—in her case, the CLN7 gene. She began showing signs of the disease at age four, including symptoms like sight loss and seizures. Her physicians hit upon an idea—a personalized drug tailored to her specific genetic mutation, that could potentially improve her quality of life. In short order, a team at Boston Children's Hospital (BCH) designed the drug, manufactured it, and demonstrated it could treat the genetic flaw in cells cultured from Mila herself.

In support of [BCH](#) and [Mila's Miracle Foundation](#), Charles River's neurologic experts in Kuopio, Finland, helped design the toxicology approach, and its safety assessment site in Montreal, Canada, performed specialized spinal toxicology studies. Our preclinical research and our help with guidance through FDA regulations significantly reduced the development time and got a personalized drug to Mila within one year of her diagnosis.



Our Legal Compliance program is internally branded as I-Comply and has a mascot whose name "Comply Ant" has been trademarked.

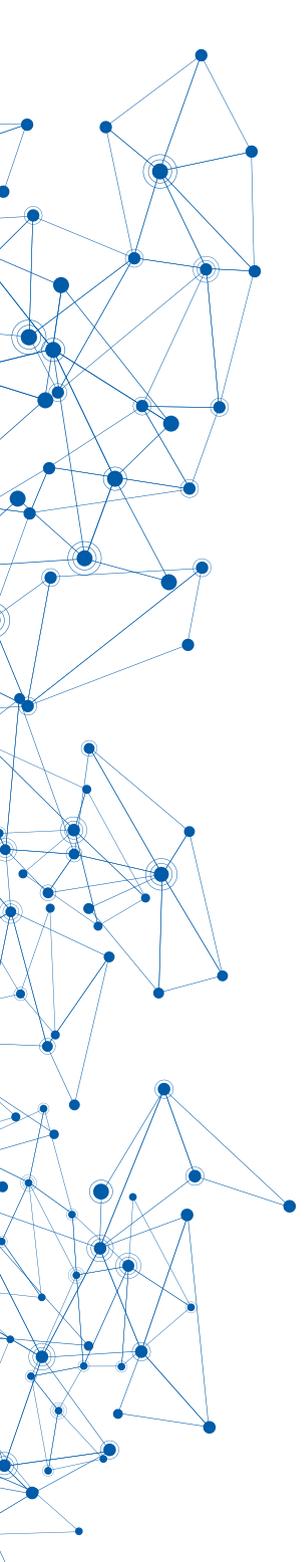
Reporting Compliance & Ethics Issues

Our Legal Compliance program is internally branded as I-Comply and has a mascot whose name "Comply Ant" has been trademarked. The program includes associated policies, resources, and helpful questions and answers related to ethics and compliance that our employees can leverage. Additionally, being empowered to report potential ethics and compliance issues is an important part of I-Comply. We require employees to report potential compliance or ethics issues to appropriate Company resources, including to managers and supervisors, Human Resources, Legal Compliance, the Legal Department, or through the Company's Helpline.

The Charles River Helpline is managed by an independent third party in all applicable languages and is available 24 hours per day, seven days per week. Both employees and external parties can call toll free or file a report online and may choose to make a report anonymously. In addition, we follow all policies and procedures consistent with the Sarbanes-Oxley Act of 2002, including the confidential and anonymous submission by employees of concerns regarding questionable accounting or auditing matters.

RISK MANAGEMENT

The Board oversees our risk oversight process and performs this function via several levels of review. In order to stay apprised of the Company's primary associated risks, the Board conducts reviews of the Company's operations, business units, and corporate functions. The Board receives regular reports from the Board committees and Company officers responsible for oversight of particular risks, including the Audit Committee, Compensation Committee, Corporate Governance and Nominating Committee, Strategic Planning and Capital Allocation Committee, Science and Technology Committee and Finance Committee. Various risk oversight falls within the reach of these committees and at various times throughout the year, the Chair of each respective committee will update the Board of risks falling within the scope of their committee.



Charles River regularly reviews and evaluates its Enterprise Risk Management (ERM) program. Our Senior Director of Risk Management leads our ERM efforts, collaborating with a steering committee comprised of senior management personnel that work with appropriate stakeholders to implement risk mitigation efforts, communicating these activities to our Chief Financial Officer (CFO), Executive Committee, and ultimately the Audit Committee of the Board. The intent of the ERM program is to enhance the Board's ability to oversee their risk oversight responsibilities. Areas of risk oversight that generally remain at the Board level are operational regulatory matters (quality control and humane care), cybersecurity, data privacy, and significant business decisions. For more information on our risks and risk management practices, please see our [2020 Proxy Statement](#).

BUSINESS RESILIENCE

Charles River maintains a robust global Business Continuity Plan (BCP), at both the global level and by site. The global BCP is developed and maintained by the Corporate Security team. It specifically addresses any potential risks that could threaten the Company's ability to maintain ongoing operations, including supply chain interruption and loss or damage to critical infrastructure. Natural disasters and emergencies, such as storms and floods, could prove harmful to operations in our laboratories and in the transportation of our products, which are time-sensitive and highly controlled. The aim of the BCP is to avoid any significant disruption to our operations, while keeping our reputation intact.

In addition, each Charles River location is required to maintain a BCP for the site to protect Company and client assets, as well as ensure the safety of employees and visitors during any disaster scenario. The site-level BCP is comprised of documented procedures and guidelines, including a Disaster Recovery Plan (DRP), which outline the recommended mitigation process and procedures for several crisis events. Each site BCP includes input from corporate functional leaders, including Environment, Health & Safety, Global Facilities Management Services, Operations, Human Resources, Veterinary Services, Communications, Information Technology (IT), Animal Welfare, Quality Assurance, and Global Security, under the guidance of Charles River's Executive Committee.

An annual review of each site's BCP plan is required, and changes and/or updates are submitted to Corporate Security. As part of the review process, sites can request that a BCP tabletop exercise be conducted on-site at any location to evaluate current plan readiness and recommend potential response improvements. In addition, all BCP team members at each site participate in mandatory BCP response training to ensure the safety, security, and continuing business operations in times of emergency and in critical incidents.

COVID-19 Pandemic

While this report covers data and information for calendar year 2019 (unless otherwise stated), we could not publish a report in 2020 without discussing the impacts of the COVID-19 global health pandemic.

As an additional response to the pandemic, Charles River established a global crisis management team, which includes a team of internal and external experts who have been

closely monitoring the COVID-19 outbreak and its impact on employee safety and our business operations. We also established a [dedicated page](#) on our corporate website, as well as an internal resource for our employees, to provide timely and important information to stakeholders and the general public. The page provides regular updates on our business operations, including our quality assurance and compliance practices during the pandemic, as well as information on research models used for COVID-19 research and [other ways](#) we are supporting the development of a vaccine and therapies used to treat patients.

As we navigate the pandemic and focus on keeping people safe, we continue to establish stringent safety protocols at our operating sites. As always, our goal is to provide a safe work environment for our employees, while still meeting our client's needs for their research solutions. Our global and site BCPs are comprehensive, active, and continuously updated as we continue to meet requirements for planned and new projects, including work supporting COVID-19 research efforts.

Throughout the pandemic, our business operations have uniformly been deemed "essential" according to guidance provided by governments, health, and other regulatory agencies with authority over this matter. As a result, we remain fully operational and appropriately staffed across our geographies.



DATA SECURITY & PRIVACY

Charles River takes data security and privacy seriously. We maintain policies, procedures, guidelines, and standards consistent with and in support of the controls identified by The Center for Internet Security and the Critical Security Controls for Effective Cyber Defense. All policies, procedures, and guidelines are reviewed on an annual basis.

We have a dedicated information security team within our IT organization, led by a Corporate Vice President and Chief Information Security Officer (CISO). The CISO reports to the Chief Information Officer, who then reports to our Chief Executive Officer. Charles River also maintains a Security Operations Center 24 hours per day, seven days per week, as well as Threat Hunting and Incident Detection and Remediation managed service to augment Charles River staff.

Our Code outlines several topics related to data security and privacy, including:

- Proprietary and confidential information of the Company and our clients
- Personal data and privacy
- Intellectual property (IP)
- Preparing and maintaining accurate records

Confidential and proprietary information generated and/or gathered via our business activities is a valuable asset, and we use this information only as authorized and in compliance with our client and partner agreements. We protect our information assets against theft and misuse, and safeguard assets that our clients and business partners have entrusted with us. This includes using caution when sharing information internally; not discussing sensitive information in public; and being mindful of what can be seen on the screen of an electronic device. Additionally, maintaining the confidentiality of IP is a top priority of the Company, and we protect some IP through confidentiality agreements, patents, trademarks, and copyrights.

Regarding personal data, we adhere to all requirements under the local laws of the countries where we operate, including the European Union General Data Protection Regulation (EU GDPR). We recently updated our Privacy Notice, which outlines our privacy governance structure and provides transparency to individuals who interact with us regarding how we collect, use, share, and protect their personal data.

Charles River requires all employees to adhere to our Acceptable Use Policy as a condition of employment, and regular data security and privacy awareness training is provided to all employees through both our Information Security and Legal Compliance departments. Charles River conducts testing on the efficacy of our training through a variety of methods including (but not limited to) ethical phishing tests, simulated incidents, and active red team exercises.

In March 2019, Charles River detected unauthorized access to portions of our IT systems and promptly launched an investigation into the matter with the support of a leading firm of cybersecurity experts. A comprehensive containment and remediation plan was promptly implemented, and the unauthorized access did not disrupt our daily business operations. More information is available on our [website](#).

We also work with leading cybersecurity firms to continuously enhance our information protection and network security. We continue to add new security features as part of our ongoing information security operations in order to do our best to stay ahead of and enhance our response to any future threats.

More information on data security and privacy can be found in our [Code](#).

HUMAN RIGHTS

Charles River is opposed to human trafficking and forced labor in any aspect of our business. Numerous countries have human trafficking laws, and we comply with all applicable laws prohibiting trafficking, forced labor, and other human rights violations. Additionally, we expect our suppliers to:

- Comply with applicable laws and regulations relating to human trafficking
- Implement policies prohibiting the activities listed in our [Statement Regarding the Prohibition of Human Trafficking](#)
- Participate fully in any related inquiries, and provide complete, accurate, and timely responses

Our Supplier Code of Conduct includes a section on fair treatment and human rights, highlighting our standards for wages, benefits, working hours, freely chosen employment, freedom of association, and prohibition of child labor. Our Conflict Minerals Law Statement states our commitment to ensuring that metals and other minerals contained in our products are sourced, produced, and used in an ethical and responsible manner.





ANIMAL WELFARE

Animals have contributed to many medical breakthroughs in recent history, including treatments for cancer, AIDS, and diabetes. They continue to play a critical role in developing life-saving therapeutics for people and other animals. Animal welfare is of paramount importance to Charles River, and is required for the accuracy, reliability, and translatability of our research. Animal welfare and humane treatment of animals as a core value of Charles River comes from the legacy of our founder, Dr. Henry L. Foster. As a veterinarian, he understood the importance of healthy animals in contributing to good science. To deliver on these tenets, we draw on the experience of our internal experts to provide the animals in our care with a good quality of life; ensure compliance with all pertinent global regulations; and maintain employee morale and pride in the work that we do.

Before bringing any drug or therapy to market, we adhere to regulations requiring testing in animal models to identify health and safety risks, as well as drug/therapy effectiveness. When animal models are required, research is highly regulated to guarantee responsible, ethical, and humane treatment of animals.

As a core value of our Company, we implement the following programs, which undergo continuous enhancement, to make sure animal welfare remains a top priority:

- Humane Care Imperative (HCI)
- 3Rs Global Advisory Working Group
- Environmental enrichment and behavioral management programs
- Continued focus on personnel training

Through our HCI, we establish industry best practices and provide education and training globally to increase awareness of the importance of humane care to foster good animal welfare. The HCI is directed by our Global Animal Welfare and Training group, comprised of professionals with expertise in laboratory animal medicine and science, training and ethics, who are dedicated to animal welfare. Charles River has more than 170 veterinarians and more than 1,200 animal care professionals at our facilities worldwide. Additionally, we fund organizations and projects that support our HCI objectives, including awards, scholarships, and lectures, through our CHARTER (Commitment to Humane Animal Research Through Excellence and Responsibility) program.

The principles of the 3Rs (Replacement, Reduction, and Refinement) are central to our HCI, and we are firmly committed to the 3Rs across our organization. Innovation is a core focus, and we offer alternatives to animal testing when possible. We emphasize animal health and genetic integrity, which both decrease study data variability and reduce the number of animals needed for research. We also collaborate with clients to develop study designs that decrease the number of animals needed and suggest pilot studies where necessary.

To demonstrate our high regard for animal welfare, we participate in annual regulatory visits from accredited agencies such as the Association for Assessment and Accreditation of Laboratory Animal Care International (AAALAC), a nonprofit organization that promotes the humane treatment of animals in science through voluntary accreditation and assessment programs. These agencies certify that each of our sites meets our own high standards. While AAALAC is not a mandatory accreditation, it is highly recognized globally, and we strongly subscribe to its programs for all our sites that work with animal models.

Our Animal Welfare and the Humane Treatment of Animals Policy outlines our standards of practice related the humane care and well-being of our research animals. More information on this policy and our commitment to animal welfare can be found on our [website](#).



REGULATORY AFFAIRS

Charles River's Regulatory Affairs and Compliance organization is dedicated to working together as a team to strengthen the quality and compliance of all Charles River businesses by providing [regulatory guidance](#) to management and scientific teams. Our principles in accomplishing our mission include:

- Assuring the quality and integrity of research products and services
- Assuring the protection of human subjects and the welfare of laboratory animals
- Partnering with operations management and staff to improve quality and meet regulatory requirements
- Assuring timely and effective communications between organization and our customers
- Providing regulatory training to our colleagues

We have a highly-structured Quality System program in place throughout our regulated sites both in North America (including Canada) and the European Union (EU). These Quality Systems are driven by government regulations such as Good Laboratory Practice (GLP), Good Clinical Practice (GCP), and Good Manufacturing Practice (GMP), which comprise our portfolio of discovery and safety assessment services.

Our safety assessment facilities comply with GLP as required by the FDA, U.S. Environmental Protection Agency, U.S. Department of Agriculture, European Medicines Agency, European Chemicals Agency, and the Organization for Economic Co-operation and Development (OECD), as well as other international regulatory agencies. Our early stage discovery work (not subject to GLP standards) is typically conducted under a quality management system such as ISO 9100 or similar. Our Biologics Testing Solutions and Microbial Solutions facilities operate under cGMP and/or ISO 17025 and 9001.

Charles River's facilities are regularly inspected by U.S. and other regulatory compliance monitoring authorities, our clients' quality assurance departments, and our own internal quality assessment program. Our Quality Systems are further defined by our corporate quality policies and site Standard Operating Procedures (SOPs). The site SOPs are managed at the site level and within their document management processes. For more information on our Quality Management program, please read our most recent [Form 10-K](#).

95%

reduction of raw materials necessary to perform a LAL test compared to traditional methods



Horseshoe Crab Conservation

An ancient mariner with a lineage that goes back 440 million years, the Atlantic horseshoe crab (*Limulus polyphemus*) is an important species both for its pivotal place in the ecosystem and its valuable use in biomedical applications. Thanks to its role in biomedical research, the Atlantic horseshoe crab maintains its protective status, allowing the population to continue to flourish. Without the continued need for this natural and sustainable resource by the biomedical industry, the legal protection is not guaranteed.

At Charles River, we are committed to the conservation of this extraordinary species that contributes to the everyday health and safety of animals and people all over the world. To us, [horseshoe crab conservation](#) is more than the sustainable use and management of this amazing natural resource. It is reducing the raw materials necessary to perform an FDA-Licensed limulus amoebocyte lysate (LAL) test by 95% compared to traditional methods. It is working with Atlantic state fisheries and advocacy groups to enact regulations to prohibit baiting in South Carolina. It is educating and building awareness through local aquaria and academic institutions on the vital role this animal plays in human health and its ecosystem. To learn more about how we are helping ensure the continued population growth of the horseshoe crab, please [click here](#).





our people

**BUILDING A CULTURE OF PURPOSE,
LEARNING, & QUALITY OUTCOMES**

At Charles River, we are better together. We are many diverse people united by one purpose: Together We Create Healthier Lives. For us, it is personal. Our impact on health for people across the globe is a testament to the value our clients place on our contribution to their research efforts.



OUR PEOPLE STRATEGY

Our people are at the heart of who we are and the driving force in our collective purpose to create healthier lives. And, it is our culture at Charles River that differentiates us. We create a work environment which will give every person the ability to deliver on business commitments, while having purpose, being energized and continuously learning, and focusing on quality outcomes. This environment is built on trust, inclusion, accountability, respect, and well-being.

In order to continue to grow and support this culture, we focus on providing employees with:

- Clear purpose, values, beliefs, and behaviors that are role-modeled by leaders and illustrated with examples of how we live these values with one another and in our communities
- The best co-workers, joining us through a contemporary approach to attract, recruit, and onboard new talent
- Opportunities and programs that build skills and experience, supporting an agile and competitive workforce through continuous learning
- Competitive programs that support and reward performance and well-being
- Tools and approaches that provide a more engaging employee journey

Our people priorities are grounded in our values and focused on providing employees a rewarding experience from day one at Charles River. We seek to engage, hire, and retain top talent by developing, appreciating, and empowering our people. We offer training and development opportunities to our employees so they can build a successful career with us and grow with our business. We value diversity in our people and strive to support work-life integration and competitive compensation and benefits. Most importantly, the safety and well-being of our people is our number one priority. Ultimately, our people priorities and actions will result in better equipping our people with more ways to connect their work to our purpose and encourage a sense of belonging.



TALENT ACQUISITION

At Charles River, we know that our greatest asset is our people. We actively recruit top talent and invest in our people to enable them to build a career with us. In 2020, we developed a two-year strategy to strengthen our talent acquisition by prioritizing in-house recruiting and training our hiring managers on behavioral-based interviewing. We are also enhancing our career development to enable all employees to understand their current role, as well as potential future roles at Charles River.

Additionally, we have developed and implemented a values-driven onboarding program globally, for which we have dedicated onboarding champions at different site locations, to implement our culture-focused, day one experiences for our new hires. Our onboarding program also includes our “Be the Difference” onboarding strategy, which was designed by employees, for employees.

The strategy includes a New Talent Journey, which encompasses a series of orientations, training, and feedback opportunities throughout the first year when new employees receive support from their hiring manager, assigned peer buddy, onboarding champion, and global onboarding and site leaders.

In response to the survey question, “How would you rate your overall satisfaction with your onboarding/induction experience?” new talent rated their first 100 days at Charles River with an average satisfaction rating of 88% for 2019. In April 2020, we shifted our onboarding program to include a virtual format as a result of COVID-19. Subsequently, approximately 300 new employees participated in the new virtual format within the first six months.

88%
average satisfaction
rating with
onboarding/induction
experience



TALENT MANAGEMENT & PROFESSIONAL DEVELOPMENT

In order to attract and retain talent, we provide our employees with opportunities for skill building and career advancement. Our Talent Management approach is highly collaborative, encourages ownership, and provides the opportunity for everyone to contribute and develop through regular performance conversations, annual goal setting, ongoing coaching and feedback. All employees are included in the review process, and in 2019, approximately 90% of staff completed their year-end performance reviews.



Furthermore, we have created a global learning strategy that includes technical training, mentoring and coaching programs, tuition reimbursement, rotational programs, leadership development programs, and on-the-job training. For example, in our Safety Assessment business, we introduced a robust technical training program to increase the breadth of skills offered to employees beyond their initial training, provide sufficient opportunity to learn advanced skills as employees develop into more senior roles, and elevate the quality of our science and data.

As recorded in Campus, one of our key learning management systems, nearly 17,000 users completed over 275,000 courses. Separately, through our e-learning initiative, employees completed over 2,800 additional on-demand courses and 69,000 training videos. These development activities include operational trainings, as well as leadership and personal development courses.

Our ongoing and collaborative development process supports our employees and empowers them to grow, perform, and succeed in their careers at Charles River. We look forward to sharing our continued progress in this important area.

TOTAL REWARDS

In addition to growth opportunities, we strive to attract, motivate, and retain top talent by providing competitive compensation programs while rewarding outcomes and behaviors that align with our performance, culture, and values. Pay equity audits are performed in countries where they are legally required, and we are embarking on a larger pay equity analysis as part of our continuing efforts to be competitive in the marketplace. Furthermore, we continue to build on a job architecture that allows for aligning pay by job role with market rates and serves as a career path tool to encourage a culture of upward mobility.

We continuously revisit our compensation philosophy and data-centric approach to allow for our compensation and benefits to be legally compliant, market competitive, fiscally responsible, operationally agile, and clearly communicated. We demonstrate this through:

- Closely monitoring the markets in which we operate and applying role-based benchmarking that aligns to the local market and appropriate peer groups
- Building on foundational job architecture and establishing consistency in designs with flexibility for local market differences

- Communicating transparently with our employees
- Holding management accountable to our commitments
- Employing performance-based plans designed with balanced leverage and payout structures

At Charles River, we provide comprehensive benefits through our Total Rewards focus. Some of our most competitive benefits include 100% paid short-term disability for 13 weeks (for U.S.-based employees), expanded Family and Medical Leave Act (FMLA) (for U.S.-based employees), six weeks of paid parental leave (including parents of newly adopted children), and a paid 4-week sabbatical in support of personal development or community outreach. Additionally, our Company has promptly responded to the needs of our employees in response to the impacts of COVID-19 by providing additional time off for employees to take emergency sick time and care for loved ones, as well as resources to help facilitate additional childcare or eldercare needs, such as a premium membership to Care.com.

EMPLOYEE WELL-BEING

Charles River cultivates an environment that makes work-life integration a priority. We are building out a global wellness strategy that promotes a unified vision on health and wellness, including a focus on emotional/mental health as a critical component of well-being. For example, in 2020, Charles River issued a multi-part "Balance Series" for our people with videos and content focused around five pillars of well-being—physical, emotional, community, financial, and social—to demonstrate the importance of self-care and our commitment to balance and well-being in the workplace. In 2019, 2,611 employees participated in our Company's Global Challenge wellness program, taking part in a 100-day, friendly step-competition alongside their colleagues.

2,611

**employees participated
in our Company's
Global Challenge
wellness program**

In response to COVID-19, we launched a Cares Campaign, which encouraged our off-site employees to write notes of encouragement to the 70% of our on-site employees on the frontline of the pandemic. Sites displayed these messages in on-site art installations called "Walls of Encouragement" to remind frontline staff that their colleagues were thinking of them and that we are all in this together.

We also join in highlighting awareness of important health and wellness issues, such as World Mental Health Day and Oncology Awareness Day, both of which happen in October. An example of such initiatives in 2020 included inviting employees who identify as caregivers to participate in a video discussion on the importance of self-care. This discussion was led by a licensed social worker and provided practical tips and a forum to connect with fellow colleagues living a shared experience in caring for a loved one diagnosed with cancer or another serious illness.



When Life Gives You Lemons

In 2019, we hosted our fifth annual Breast Cancer Round Table Discussion, an annual forum featuring conversations with Charles River employees who shared their stories about their own cancer diagnoses, health insurance, treatment options, learning to laugh again, and many other topics on living with (and after) a cancer diagnosis. View the conversation "[When Life Gives You Lemons](#)" on Charles River's Eureka Blog.





Kate's Story

Kate is a young woman from Boston who loves to bake and who is not afraid to talk about her rare disease: cystic fibrosis. She was diagnosed at five months old and has known her whole life that this disease would significantly shorten her lifespan. Then, in 2015, there was a glimmer of hope in a new drug combination that Charles River took part in testing for safety.

As part of our Employee Engagement efforts and core to our culture, it is vital that our people know the true value of the work that they do every day. No matter their role, from research to sales to facility maintenance, all of us contribute to people like Kate leading longer, healthier lives.

“

Having that new drug meant that there was potential for a new life. My life has definitely changed because of these drugs and because of the work that Charles River has put into them.

”

I'm happier and healthier. A life is possible where I can get married and have a family and have a career. It's all because of Charles River. I couldn't be saying that without them.

KATE

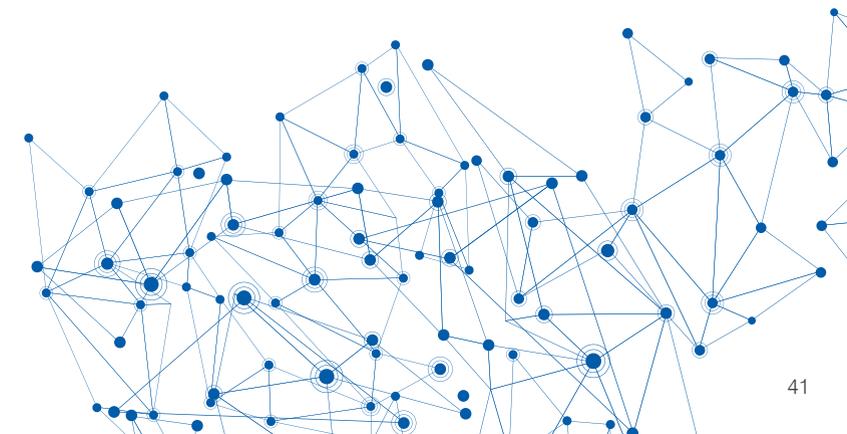
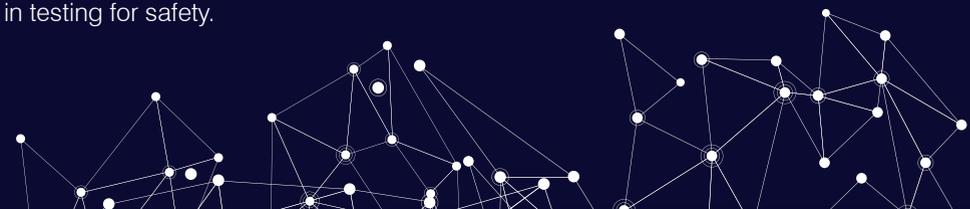
EMPLOYEE ENGAGEMENT

We understand that training, growth opportunities, compensation, and benefits are not the only important factors in creating an exceptional work environment. At Charles River, we prioritize active employee engagement with a focus on listening to our employees to better support their needs and aspirations.

We conduct a regular employee engagement survey, as well as encourage frequent touchpoints between People Leaders and employees throughout the year. Based on the feedback that we receive, we act to improve employee experience by proactively listening, communicating transparently, and frequently building connections through engagement and development activities. In 2019, 85% of employees globally participated in our employee engagement survey. Employee comments reveal a deep personal connection to our work and purpose. Each year, Charles River strives to incorporate the feedback from the surveys to improve employee engagement and the workplace experience. Examples of actions as a result of survey findings included enhancing our communication across multiple forums and platforms to further strengthen relationships between People Leaders and employees through ongoing conversations. We are also transforming in-classroom seminars to virtual delivery and increasing the availability of online and self-paced learning.

To formally appreciate our people and recognize their outstanding work within our Company, we conducted a peer-to-peer Values Awards program, to recognize employees for demonstrating and living up to our core values of Care, Lead, Own, and Collaborate. In 2019, nearly 1000 North American employees nominated colleagues, with a total of 700 employees selected as award winners. Employees can also send e-cards using our “Be the Difference” online platform to recognize individuals and teams for great work or to celebrate career milestones. In 2019, employees sent over 12,000 cards to appreciate their colleagues.

At Charles River, we strive to make our workplace enjoyable. For example, we created Fun Rewards to foster personal connections and belonging. In 2019, we facilitated over 650 activities at our various locations, such as employee appreciation lunches and breakfasts, ice cream trucks, health and wellness fairs, and birthday and retirement parties.



DIVERSITY, EQUALITY & INCLUSION

Above all, Charles River is committed to cultivating a welcoming and inclusive environment. We believe in treating our employees and prospective talent with dignity, decency, and respect. We recognize that employee diversity contributes to a more innovative workforce and see diversity and inclusivity as a strength for our business. Our commitment to equality spans across all employment-related decisions, from hiring and promotions, to transfers and compensation and career development programs. Our goal is to continue to build a talented workforce reflective of the global communities in which we live and work, and it is critical that our people feel like valued members of the Charles River family.

Charles River stands against racism, inequality, discrimination, and harassment of any kind. It is our innate responsibility to actively support each other through listening, empathy, respect, and compassion. Our affirmative action and equal employment opportunity (EEO) [policy](#), [commitment to equality](#), and hiring and retention practices support our diversity, equality, and inclusion objectives on a company-wide scale.

Our Company is committed to equality through its diversity strategy, which is comprised of **five pillars**: Increase Representation; Build Awareness and Understanding; Strengthen Belonging; Commitment to Community; Ensure Equity. Our goals across these five pillars are global, and we aim to sufficiently communicate these messages both internally and externally, and to engage regularly with organizations that serve underrepresented populations. Furthermore, a designated Human Resources (HR) Compliance Specialist within the global HR team monitors the implementation of our U.S. Affirmative Action Program. The Program outlines specific steps we take to enact affirmative action, as well as messages around EEO, and as part of our internal job postings.

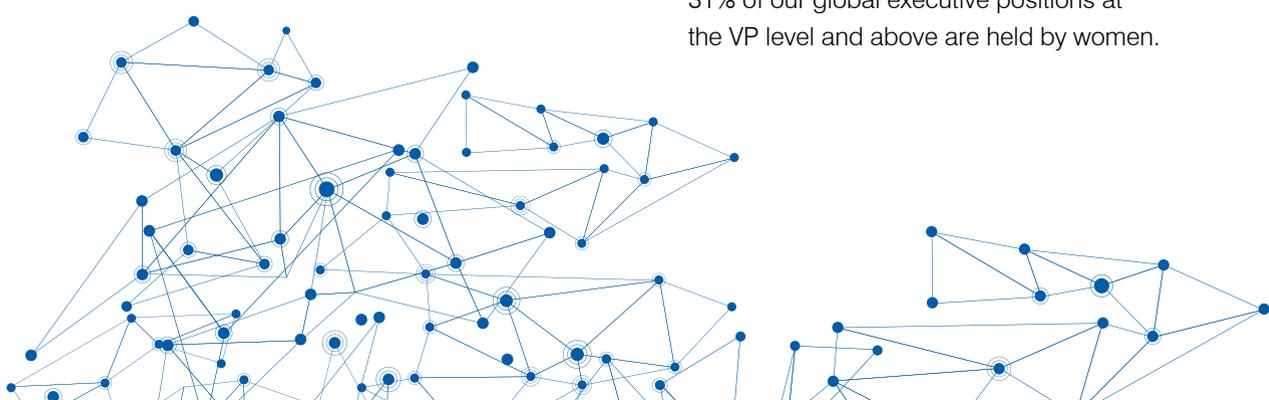
To increase transparency and support our diversity and inclusion efforts, we conducted a diversity data analysis in 2020. Based on the findings, in 2019 approximately 24% of our employees in the United States identify as racial and ethnic minorities. In terms of gender diversity, 58% of our global workforce is comprised of women, approximately 18% of our Board of Directors are women, and 31% of our global executive positions at the VP level and above are held by women.



Workplace Diversity

CATEGORIES	2017	2018	2019
% of U.S. Employees Who Identify As Racial and Ethnic Minorities	22%	24%	24%
% of Women in the Workforce	57%	58%	58%
% of Board of Directors That Are Women	9%	10%	18%
% of Global Executive Positions at the VP Level, Held by Women	36%	28%	31%

We believe that we have taken positive steps to promote a sense of belonging for our employees in the workplace by building a Diversity, Equality & Inclusion (DE&I) team and council; expanding diversity representation at our Board level; centralizing diversity and inclusion resources for our employees; facilitating senior leadership training on cultural differences, anti-harassment and anti-discrimination, unconscious bias, and micro-inequities; and rolling out a Diverse Interview Panel initiative. We look forward to continuing to make additional progress, including expanding education, allyship, and integrating diversity into our client, supplier, and business strategies. We are also looking forward to leveraging better practices as a new member of the [CEO Action for Diversity & Inclusion](#).

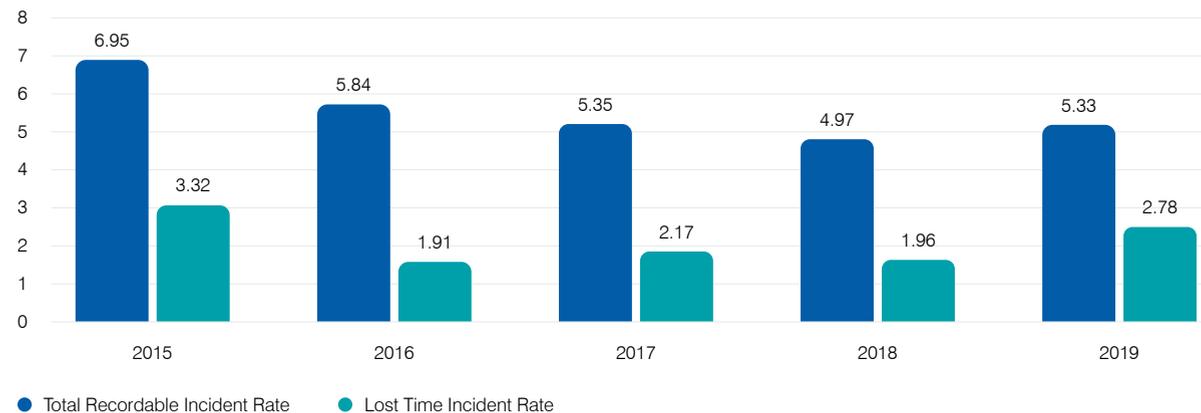


EMPLOYEE HEALTH & SAFETY

Our passion for improving quality of life includes promoting a healthy and safe workplace for our employees. In support of our [Global Policy on Safety & Sustainability](#), and as part of our efforts to promote our vision of working safely and sustainably, in early 2020 we implemented a [management systems approach](#) to improving our safety performance, which involves both employee and management engagement in and ownership of our site-level environment, health, safety, and sustainability (EHS&S) programs globally.

At every Charles River site globally, we have Health and Safety Leaders that promote employee health and safety and keep site management engaged in their health and safety programs. Through these efforts we have achieved a decrease of 23% in our Total Recordable Incident Rate (TRIR) and a decrease of 16% in our Lost Time Incident Rate (LTIR) from 2015 to 2019.

Employee Safety



Improving Safety at Reno

Our Reno, Nevada, facility has placed an additional emphasis on safety performance in 2020 by utilizing the new Charles River EHS&S Management System and promoting greater employee and management engagement in the site safety program. By soliciting feedback about job practices, procedures, and equipment, our Reno facility achieved improved results through simple but effective modifications to their existing health and safety practices including:

- Greater employee involvement in the site safety program
- Increased supervisor accountability for safety performance within their respective areas, including incident investigations and corrective actions
- Strong support from the Site Leader, including naming 'Improved Safety & Sustainability' as one of the site's four main 2020 objectives



“

I'm a big proponent of safety walks—just walking around and observing what employees are doing with regard to working safely. If employees see the safety manager often, they will hopefully be comfortable enough coming to you to discuss things of importance they might not otherwise ask. It's a great way to engage with employees and co-create a safer work environment.

ROB MCLAUGHLIN, MANAGER OF ENVIRONMENT, HEALTH, SAFETY, & SUSTAINABILITY AT THE RENO, NEVADA, FACILITY

”



our communities

**SUPPORTING THE GEOGRAPHIES
WHERE WE LIVE & WORK**

At Charles River, our care extends to the communities where we live and work. At our core, we believe that investing in our communities is simply the right thing to do.

COMMUNITY INVOLVEMENT

We promote health and well-being in our communities through our volunteer time off (VTO) programs and in disease education and awareness. Additionally, we strive to facilitate an inclusive and quality education for our future generations of scientists. We have plans to build digital resources in science, technology, engineering, and math (STEM) education and further partner with local schools to connect today's youth to career possibilities in STEM. We look forward to working on new initiatives to enhance our STEM education progress, such as virtual science fairs and STEM education mentoring.

Our annual events and key signature programs invite our people to be the difference within our communities of business. These programs are coordinated through the Community Involvement Global Team and in partnership with a network of more than 100 Community Ambassadors, who plan site and community outreach events and who have local budgets to support these initiatives.

In 2020, we launched a new global tool called the "CRL Cares" portal that enables us to better measure our volunteer impact. This portal will help us track our Community Involvement progress and provides a seamless platform for employees to engage in company-sponsored volunteer opportunities.

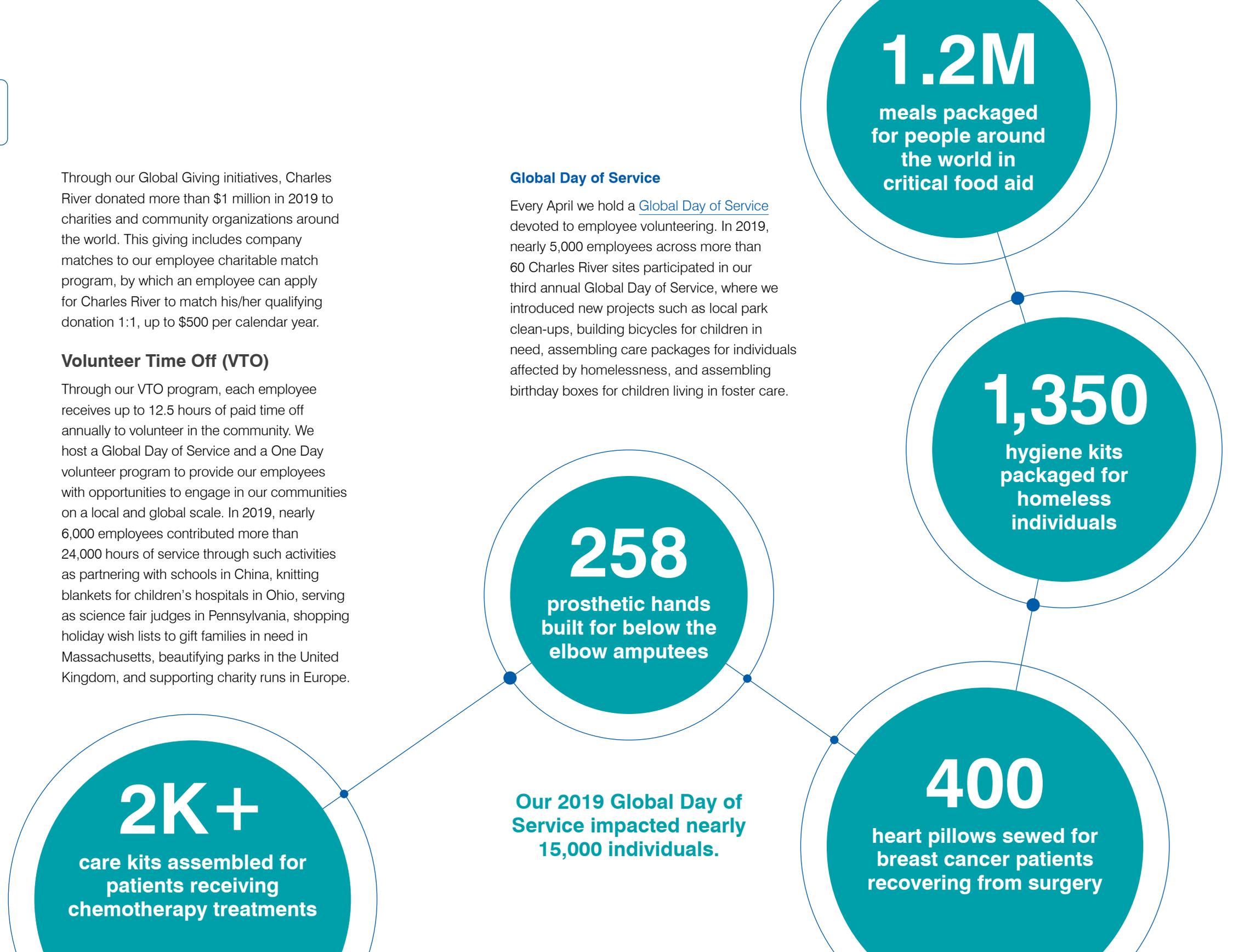
Through our Global Giving initiatives, Charles River donated more than \$1 million in 2019 to charities and community organizations around the world. This giving includes company matches to our employee charitable match program, by which an employee can apply for Charles River to match his/her qualifying donation 1:1, up to \$500 per calendar year.

Volunteer Time Off (VTO)

Through our VTO program, each employee receives up to 12.5 hours of paid time off annually to volunteer in the community. We host a Global Day of Service and a One Day volunteer program to provide our employees with opportunities to engage in our communities on a local and global scale. In 2019, nearly 6,000 employees contributed more than 24,000 hours of service through such activities as partnering with schools in China, knitting blankets for children's hospitals in Ohio, serving as science fair judges in Pennsylvania, shopping holiday wish lists to gift families in need in Massachusetts, beautifying parks in the United Kingdom, and supporting charity runs in Europe.

Global Day of Service

Every April we hold a [Global Day of Service](#) devoted to employee volunteering. In 2019, nearly 5,000 employees across more than 60 Charles River sites participated in our third annual Global Day of Service, where we introduced new projects such as local park clean-ups, building bicycles for children in need, assembling care packages for individuals affected by homelessness, and assembling birthday boxes for children living in foster care.



Our 2019 Global Day of Service impacted nearly 15,000 individuals.



Purpose Days

We host annual Purpose Days for our employees to support two main therapeutic areas that we are dedicated to helping find a cure: rare disease and oncology.

In February 2019, we proudly recognized our first Rare Disease Day in support of rare disease research, education, and awareness. Charles River worked on 81% of the drugs approved by the FDA in rare and orphan disease in 2019, and throughout February, we invited our people to reflect on the stories of our impact in rare disease research.

We also hosted a Pink and Blue Day to highlight and reflect on our work in reproductive cancers, including breast cancer, ovarian cancer, and prostate cancer. During our 2019 Pink and Blue Day, our site Community Ambassadors planned activities at their respective sites, including raffles and fundraisers in support of local cancer organizations, education sessions about cancer prevention, and awareness walks or runs. In 2019, Charles River donated \$140,000 to various cancer research, advocacy, and caregiver support organizations.

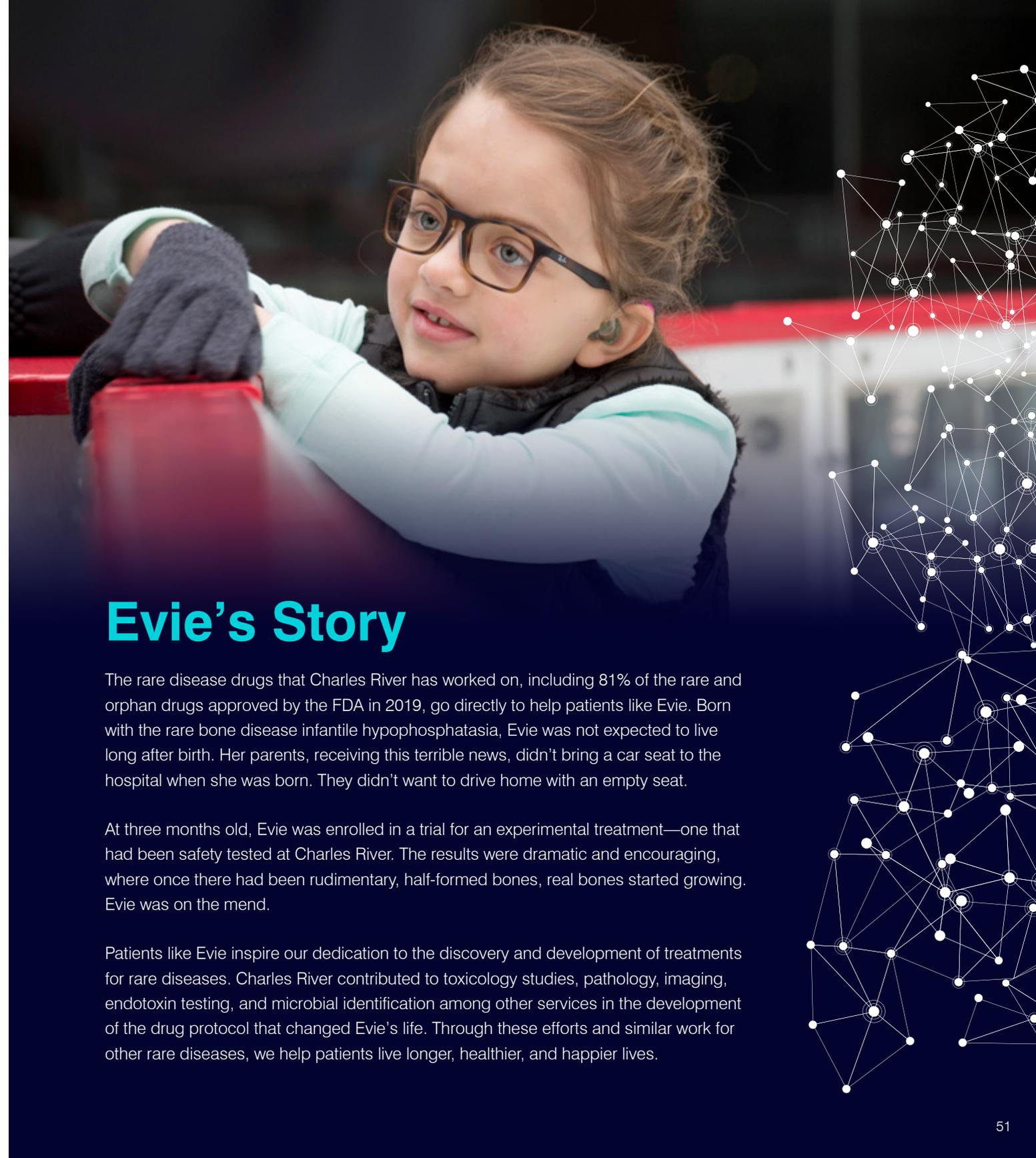
COVID-19 Relief

We recognize that extraordinary times call for an extraordinary response. In the wake of the COVID-19 global health pandemic, we donated within our local communities of business through our Global Giving initiative. The donation, from more than 80 of our sites in 17 countries, supported over 300 organizations dedicated to food insecurity (food banks and pantries), equality (focus on racial equality, LGBTQ+ rights, or support to individuals with disabilities), first responders (EMTs and hospitals), and more (STEM education, youth and family services, homeless shelters, hospice, mental health, and elder care).



As I pause and reflect on the troubling civil unrest in this country and around the world, and the profound impact of the COVID-19 pandemic, we need to come together and make a greater difference and do more to support the people and communities in which we work.

**JAMES C. FOSTER, CHAIRMAN,
PRESIDENT & CHIEF EXECUTIVE OFFICER**



Evie's Story

The rare disease drugs that Charles River has worked on, including 81% of the rare and orphan drugs approved by the FDA in 2019, go directly to help patients like Evie. Born with the rare bone disease infantile hypophosphatasia, Evie was not expected to live long after birth. Her parents, receiving this terrible news, didn't bring a car seat to the hospital when she was born. They didn't want to drive home with an empty seat.

At three months old, Evie was enrolled in a trial for an experimental treatment—one that had been safety tested at Charles River. The results were dramatic and encouraging, where once there had been rudimentary, half-formed bones, real bones started growing. Evie was on the mend.

Patients like Evie inspire our dedication to the discovery and development of treatments for rare diseases. Charles River contributed to toxicology studies, pathology, imaging, endotoxin testing, and microbial identification among other services in the development of the drug protocol that changed Evie's life. Through these efforts and similar work for other rare diseases, we help patients live longer, healthier, and happier lives.

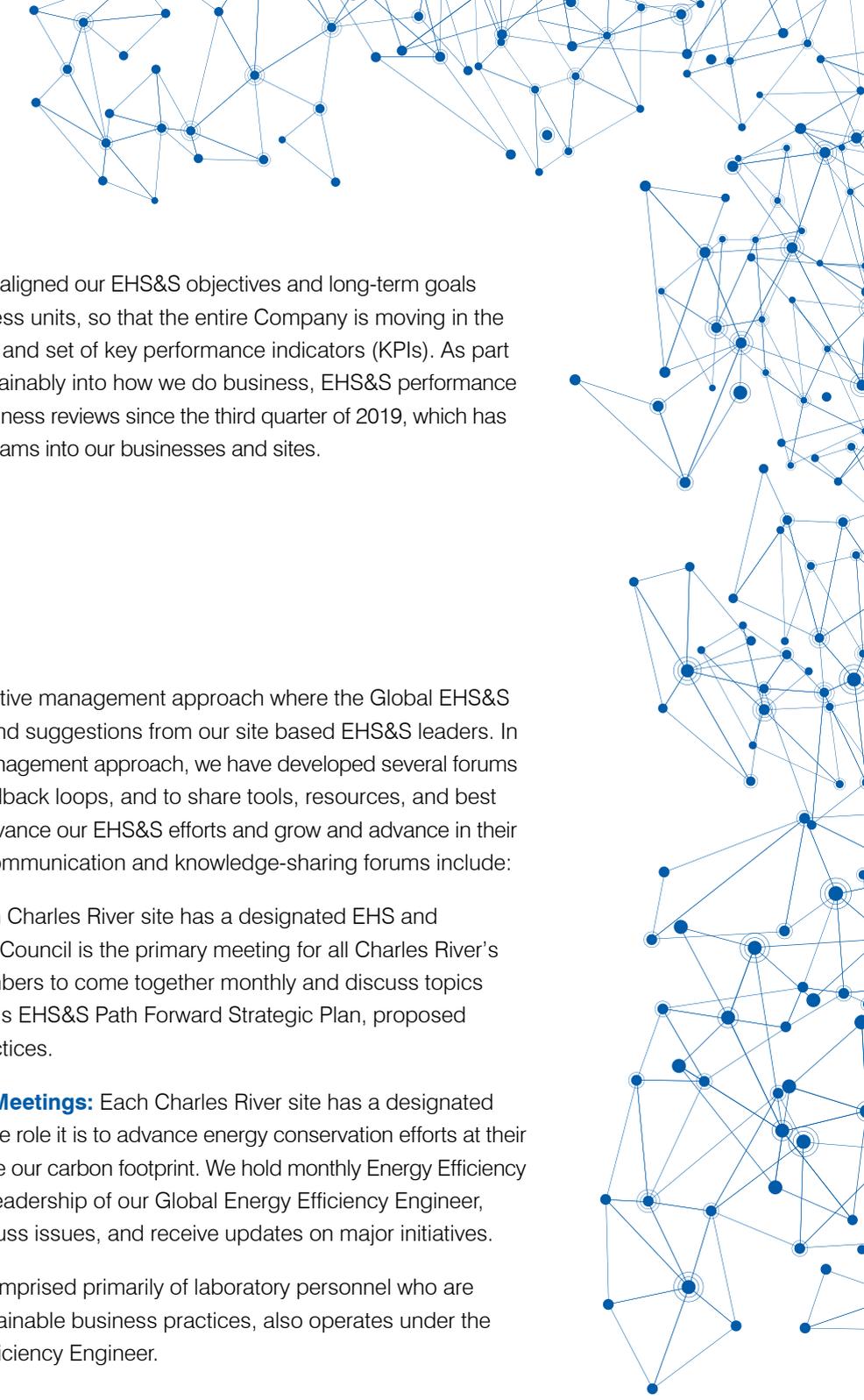


our environment

WORKING SAFELY & SUSTAINABLY

At Charles River, our dedication to Environmental, Health, Safety, and Sustainability (EHS&S) is an integral part of our commitment to improve lives as good corporate citizens. Our vision is to embed working safely and sustainably into everything we do and every decision we make. This vision is reflected in our recently issued [Global Policy on Safety & Sustainability](#), which also emphasizes our commitment to compliance with applicable EHS&S regulations globally.

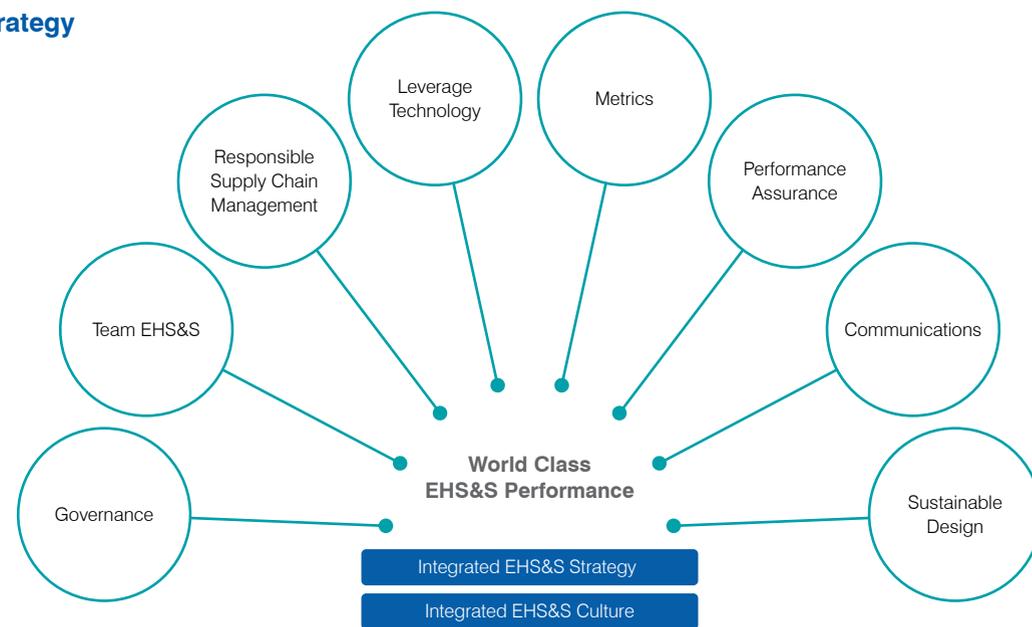




EHS&S STRATEGIC PLAN

Charles River's EHS&S Path Forward Strategic Plan was developed in 2019 to provide a roadmap for improving Charles River's EHS&S programs and performance and help us advance our vision of working safely and sustainably to achieve world-class EHS&S performance. The EHS&S Path Forward Strategic Plan consists of eight strategic priorities, as well as two cornerstones—integrating our EHS&S Strategy into the broader Charles River business strategy as well as integrating the vision of working safely and sustainably into the Company culture—so that all of us at Charles River embrace this overarching vision. EHS&S programs and initiatives are tied to our EHS&S Path Forward Strategic Plan with the aim of moving toward world-class EHS&S performance.

EHS&S Strategy



EHS&S GOVERNANCE

We work hard at Charles River to integrate working safely and sustainably into our daily business activities. We understand that EHS&S must be actively owned, managed, and integrated into our businesses so that we may move towards achieving world-class EHS&S performance. The mission of the Global EHS&S Group is to provide leadership, guidance, technical expertise, and oversight while facilitating the integration of EHS&S into our business processes by aligning EHS&S initiatives to business goals and continually monitoring and evaluating our EHS&S performance.

TEAM EHS&S

At Charles River we have successfully aligned our EHS&S objectives and long-term goals for both the enterprise and our business units, so that the entire Company is moving in the same direction with a common vision and set of key performance indicators (KPIs). As part of integrating working safely and sustainably into how we do business, EHS&S performance has been included in our quarterly business reviews since the third quarter of 2019, which has further driven ownership of these programs into our businesses and sites.

At Charles River we utilize a collaborative management approach where the Global EHS&S Group continually solicits feedback and suggestions from our site based EHS&S leaders. In order to promote this collaborative management approach, we have developed several forums to promote communications and feedback loops, and to share tools, resources, and best practices to help our Team EHS&S advance our EHS&S efforts and grow and advance in their careers. Our primary Team EHS&S communication and knowledge-sharing forums include:

- **EHS&S Council Meetings:** Each Charles River site has a designated EHS and Sustainability Leader. The EHS&S Council is the primary meeting for all Charles River's EHS and Sustainability Team members to come together monthly and discuss topics such as updates on Charles River's EHS&S Path Forward Strategic Plan, proposed regulatory changes, and best practices.
- **Energy Efficiency Champions Meetings:** Each Charles River site has a designated Energy Efficiency Champion, whose role it is to advance energy conservation efforts at their site, as well as to collectively reduce our carbon footprint. We hold monthly Energy Efficiency Champions meetings, under the leadership of our Global Energy Efficiency Engineer, in order to share information, discuss issues, and receive updates on major initiatives.
- **Green Labs Team:** This team, comprised primarily of laboratory personnel who are interested in promoting more sustainable business practices, also operates under the guidance of our Global Energy Efficiency Engineer.

RESPONSIBLE SUPPLY CHAIN MANAGEMENT

At Charles River, we know that our internal organization and EHS&S performance is closely linked to our supply chain. We are dedicated to sustainable and responsible supply chain management, as well as supplier diversity. We consider our suppliers, contractors, consultants, and agents as a part of the Charles River team and we rely on them to help us accomplish both our business and EHS&S objectives.

To expand our mission to work together to create healthier lives, Charles River created a Total Supplier Management Program to maximize value and promote collaboration with our suppliers. Through this program, we aim to build on our most strategic partnerships by implementing tools and processes to cultivate continuous improvement for our mutual benefit. The Total Supplier Management Program includes defining the supplier's role in alignment with our strategic objectives; adhering to fair and clear performance metrics; creating an open forum for operational improvement and innovation; and establishing the foundation to further build upon our business relationships.

As part of the Total Supplier Management Program, we require our suppliers to comply with all applicable laws, rules, and regulations, as well as the principles outlined in the Charles River [Supplier Code of Conduct](#)—which closely mirrors the [Pharmaceutical Industry Principles for Responsible Supply Chain Management](#) (PSCI Principles).

In 2019, we began roll-out of our EHS&S and Social Responsibility Self-Screening Questionnaire (also modeled after the PSCI Principles) in our Total Supplier Management Tool in North America—which accounts for approximately 70% of Charles River's spend—and will continue the roll-out of this self-screening questionnaire globally. This self-screening questionnaire alerts us to any concerns with a new supplier's business practices regarding Environment, Health & Safety, Labor Practices, and Ethics.

As a prime contractor to the U.S. government, and to optimize value for our internal stakeholders, it is a priority for Charles River to have a supplier management program that supports small businesses. We are currently expanding this to include greater efforts to support diverse businesses. Our small business and diverse supplier program aims to provide economic development opportunities for small and diverse business enterprises, including but not limited to small, minority-owned, woman-owned, small-disadvantaged, HUB Zone veteran-owned, service-disabled, and veteran-owned businesses.

We recognize that engaging with a small and diverse supplier base will help Charles River to promote innovation, provide multiple channels from which to produce goods and services, and drive competition between existing and potential new suppliers. While our small business and diverse supplier program is currently in the U.S. only, we are developing plans to expand this program globally.

Supplier Collaboration

We also work with our suppliers to achieve our sustainability goals. In 2019, we began working with select key suppliers to evaluate collaboration opportunities to improve Charles River's EHS&S performance. Some examples of these efforts include:

- **Office Depot:** Charles River is working with Office Depot to utilize more sustainable products at our facilities including paper with recycled content and remanufactured toner cartridges.
- **Keurig:** We've partnered with Keurig to implement their Grounds to Grow On K-Pod recycling process in many of our facilities. Utilizing Grounds to Grow On, we ship (carbon neutral) our used K-Pods for recycling to a Keurig-approved facility where the foil and plastic are both recycled, and the coffee grounds are used as fertilizer in a local farmer's field.

- **Avantor:** We leverage our strategic partnership with Avantor to help us advance on our sustainability journey by promoting the use of high-efficiency equipment such as Ultra Low Temperature Freezers and other more sustainable products.



We've been able to work with Office Depot and implement many of their more sustainable service offerings at our sites. It's great to see the culture change here at Charles River and see sustainability become a key factor in our procurement process.

MIKE CONLEY, SR. MANAGER GLOBAL CATEGORIES, PROCUREMENT



Procuring Renewable Energy

Our sustainable and responsible supply chain efforts also include procuring more clean, renewable energy for our facilities. Since 2018, we have been making a concerted effort to purchase renewable energy wherever practical. As of year end 2019, 38% of our electricity utilized globally is from renewable sources and we commit to achieve 100% renewable electricity by 2030 as part of our Greenhouse Gas (GHG) emissions reduction strategy.

LEVERAGING TECHNOLOGY

At Charles River, we know that optimizing processes and leveraging technology is a key component to operating more efficiently. We currently use the resource tracking software EcoStruxure™ Resource Advisor to manage our energy and GHG emissions data and are in the process of obtaining more robust site waste and water data via this tool in order to more accurately determine our environmental footprint. We are in the process of implementing an EHS&S Management Information System (MIS) software solution that will allow us to more efficiently manage our Incidents, Permits and Licenses, Audits and Inspections, and Occupational Health. We plan to begin a global rollout of the EHS&S MIS in early 2021, with a plan to achieve full roll out within 18 months.

EHS&S METRICS

Charles River focuses on select KPIs to track, measure, and manage our progress toward our vision of working safely and sustainably, to achieve world-class EHS&S performance. As part of integrating working safely and sustainably into how we do business, EHS&S performance has been included in our quarterly business reviews since Q3 2019. This forum provides Business Unit Leaders an opportunity to present on their respective EHS&S KPI(s)—in this case, the businesses are striving to reduce metrics such as Total Recordable Incident Rate (TRIR) and energy intensity (energy use per square foot), along with their more traditional financial metrics, which has further driven ownership of these programs into our businesses and sites. We are driving performance improvement through leading indicators such as sustainable design and implementation of our EHS&S Management System.

“

It has been very rewarding to have worked on the North American VPPA project, and it is exciting to see Charles River make a strong commitment to sustainability by addressing our North American electricity load with 100% renewable energy.

STU FLANNERY, ASSOCIATE DIRECTOR GLOBAL CATEGORIES, PROCUREMENT

”

Energy & Greenhouse Gas Emissions

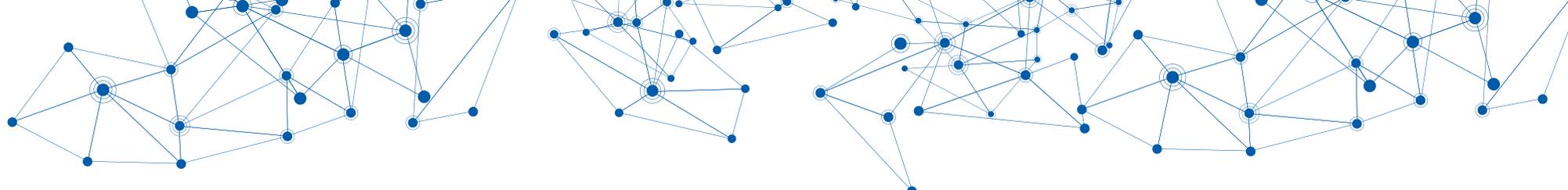
Charles River has implemented systems to track and report on our energy use and GHG emissions globally via our utility tracking software Resource Advisor. We achieved a 13.1% reduction in GHG emissions intensity (GHGs normalized to dollars of revenue) from 2016 to 2018 and in December 2019, building upon this achievement, Charles River announced a 50.4% absolute Scope 1 & 2 GHG reduction goal (from a 2018 baseline through 2030) that is in line with current climate science, the Paris Climate Accord, the UN Sustainable Development Goals, and the Science Based Targets Initiative (SBTi). In November 2020, we further committed to reducing our Scope 3 GHGs 15% from a 2019 baseline through 2030.

Due primarily to a significant increase in renewable electricity procurement in 2019, Charles River's GHG emissions decreased on an absolute basis by 23% from 2018 to 2019. Through our success in introducing more renewable electricity into our portfolio and the resulting GHG emissions reduction, we are continually exploring new opportunities for the use of renewable energy in our facilities globally, including via Virtual Power Purchase Agreements (VPPA).

Charles River has entered a 15-year VPPA agreement for approximately 100MW of solar energy, which is expected to come online in 2022, and will supply all our North American facilities with 100% renewable electricity certificates offsetting the local utility consumption. We are now exploring another VPPA to cover 100% of our European electricity load. We committed in November 2020 to achieve 100% renewable electricity globally by 2030 as part of our GHG reduction strategy.

38%
renewable energy
utilized by
Charles River
globally in 2019





PERFORMANCE ASSURANCE

Water

Water conservation and responsible water and wastewater management is an integral part of Charles River's Sustainable Design efforts as well as our EHS&S Guidelines. Charles River now consistently incorporates sustainable design concepts—including water conservation and wastewater management—into the design of new buildings and retrofits of existing buildings.

Though we do not currently have complete enterprise-wide data available on water use or wastewater discharges, we are in the process of collecting this data from our facilities globally and anticipate that we will have data that we can report publicly within the next few years.

Waste

Waste management is an important part of our commitment to being a more sustainable Company and an integral piece of our sustainable design efforts. We promote the waste management hierarchy (reduce, reuse, recycle) within our operations and are now beginning to strategically leverage our waste contractors as partners in our efforts to reduce waste generation and reuse or recycle those waste streams that we do generate. Though we do not currently have complete enterprise waste data available, we are in the process of collecting this data from our facilities globally and anticipate that we will have data we can report publicly within the next few years.

Employee Safety

Employee safety is of utmost importance to Charles River. Tracking and internal reporting on our safety performance has helped us to focus our attention on our biggest opportunities to improve our safety performance. We have achieved a 23% reduction in TRIR from 2015 through 2019.



It's fantastic to see our EHS&S KPIs and performance becoming more embedded in our businesses. It really signals a cultural change within the Company. With the businesses now integrating EHS&S programs and performance into their long-term strategy, I know our performance will continue to improve.

JASON BURRILL, DIRECTOR EHS&S



We have recently set a 2030 goal of reducing our TRIR rate by 50% from a 2018 baseline. Along with energy intensity, TRIR is one of two EHS&S KPIs that are reviewed at our Quarterly Business Reviews, and both are included as part of quarterly site leadership reviews as part of our EHS&S Management System.

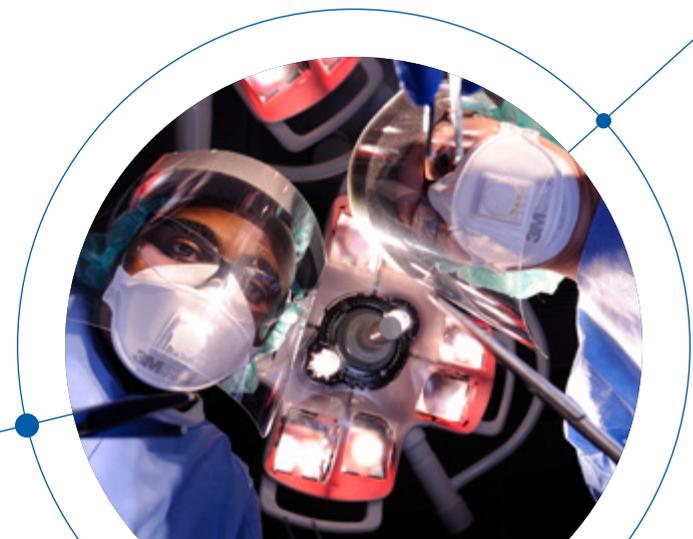
Charles River has two focus areas for EHS&S performance assurance:

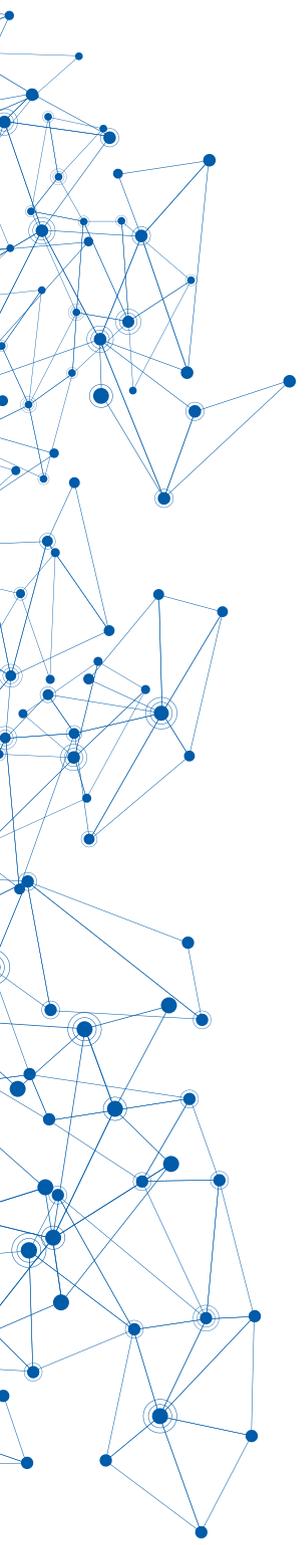
- Developing a global framework for managing EHS&S consistently that includes Global EHS&S Business Guidelines
- Developing an EHS&S assessment program that assesses our facilities' EHS&S programs against this framework and applicable regulatory standards

Our new EHS&S Guidelines are in the process of being developed by a team of 23 site based EHS&S professionals and will be more global and comprehensive than our existing EHS&S Guidelines. The cornerstone of the EHS&S Guidelines is our internal Charles River EHS&S Management System, which emphasize both management and employee engagement in and ownership of the EHS&S program.

Eliminating Single Use Plastic Water Bottles

As part of our waste minimization efforts, as of December 2019, we have eliminated all plastic water bottles from our facilities except in those circumstances where they are required for biosecurity reasons. This effort has had the benefit of eliminating the use of approximately 120,000 single-use plastic water bottles annually. Most importantly, this initiative has raised awareness surrounding Charles River's sustainability efforts and has laid a foundation for further progress in this area.





To assist our global sites with adopting the CRL EHS&S Management System, we have developed a Fast Five Management System Toolkit. This toolkit provides templates for the most basic, actionable steps for implementation of a site EHS&S Management System. The Fast Five Includes:

- Charles River Safety and Sustainability Policy endorsed by site leadership and communicated to all employees
- Charles River Works Safely & Sustainably messaging prominently visible throughout the facility
- A Site EHS&S Committee established and functioning with monthly meetings
- Periodic (at least one quarterly) presentations to management on the status of site safety & sustainability KPIs and programs
- A Three-Year Site EHS&S Strategic Plan developed that is consistent with the Enterprise EHS&S Strategic plan and that is integrated into the Site Strategic plan

After the revised EHS&S Guidelines are finalized and rolled out to our facilities, we plan to implement an EHS&S assessment program that will include site assessments that require reviews of both the new EHS&S Guidelines as well as applicable regulatory requirements. We intend for our revised EHS&S assessment program to be “client focused” and maximize value to the site being assessed. For instance, not only will we be looking at opportunities for improvement but also to gather and share best practices from our sites. The assessment program will also include guest auditors from our sites globally which will further promote best practice sharing amongst our sites as well as serve as developmental opportunities for our Team EHS&S globally.

EHS&S COMMUNICATIONS

Communication is key to changing culture and interacting with our internal and external stakeholders. Starting in 2019, Charles River has featured EHS&S success stories and discussed our EHS&S Path Forward Strategic Plan with our employees through Town Hall Meetings, the iConnect Company intranet site, Company newsletter, and semi-annual Team EHS&S Newsletter. We will continue to update our external stakeholders on our EHS&S efforts through our Corporate Citizenship Reports, as well as periodic updates on the Charles River Corporate Citizenship section of our corporate website.

SUSTAINABLE DESIGN

At Charles River, we know that designing something “right the first time” is crucial. That is why we are working hard to include the concepts of Sustainable Design—energy efficiency, water conservation, waste minimization, inherent safety, and well buildings—into our capital project design and review process. Our Charles River Laboratories Sustainable Design Guidance Document outlines our Sustainable Design philosophy and has been discussed with and distributed to our site engineers, energy efficiency champions,

sustainability champions, and global project managers, as well as our key Architectural and Engineering partner firms.

Effective January 1, 2020, Charles River established a \$5 million Annual Sustainability Capital Fund to fund sustainable capital projects including new construction, facility retrofits, and the procurement of more sustainable equipment including HVAC and Boilers. This Fund is intended to support sustainability capital projects annually from now through year-end 2030.



Sustainable Design has really taken hold at Charles River and truly become part of how we do business. Sustainable Design used to be a bit of an afterthought but is now the first topic we discuss when interviewing potential architectural and engineering firms and is now an integral part of how we do business.

JEFF WILLIAMS, DIRECTOR FACILITIES PROJECTS



Sustainable Design in Action

In our site, in Oncins, France, we have started a project to isolate steam valves and purges that has resulted in significant energy and GHG reductions. Singular points have been blanketed with insulation to reduce energy loss at more than 500 individual points resulting in the reduction of 160 metric tons of CO₂, the equivalent of removing more than 20 households from the grid.



Content Index

GRI GENERAL DISCLOSURES

The Charles River Laboratories Corporate Citizenship Report references the Global Reporting Initiative (GRI) Standards. The table below maps relevant GRI disclosures on which the Company fully or partially reports.

GRI STANDARD	DISCLOSURE	REPORT SECTION/DIRECT ANSWER
GRI 101: Foundation 2016		
Organizational Profile		
GRI 102: General Disclosures 2016	102-1 Name of the organization	Charles River Laboratories International, Inc.
	102-2 Activities, brands, products, and services	About Charles River Laboratories ; CRL Corporate Website—Our Capabilities
	102-3 Location of headquarters	Wilmington, Massachusetts, United States
	102-4 Location of operations	CRL Corporate Website—Locations
	102-5 Ownership and legal form	Form 10-K, Item 1, page 1
	102-6 Markets served	Form 10-K, Item 1, page 10 ; Form 10-K, Note 4, pages 79–80 ; CRL Corporate Website—Solutions by Industry
	102-7 Scale of the organization	About Charles River Laboratories ; ESG Performance Data ; Form 10-K, Item 1, pages 2, 12, 55 ; CRL Corporate Website—Locations
	102-8 Information on employees and other workers	ESG Performance Data ; Form 10-K, Item 1, page 12
	102-9 Supply chain	Our Environment—Responsible Supply Chain Management ; ESG Performance Data ; CRL Corporate Website—Supplier Information

GRI STANDARD	DISCLOSURE	REPORT SECTION/DIRECT ANSWER
GRI 102: General Disclosures 2016	102-10 Significant changes to the organization and its supply chain	Since this is our first Corporate Citizenship Report, we have no significant changes to the organization or our supply chain to disclose relative to previous reports.
	102-12 External initiatives	Our Leadership—Animal Welfare ; CRL Corporate Website—Animal Welfare
Strategy		
GRI 102: General Disclosures 2016	102-14 Statement from senior decision-maker	CEO Letter
	102-15 Key impacts, risks, and opportunities	CEO Letter ; Form 10-K, Item 1A, pages 15–28
Ethics & Integrity		
GRI 102: General Disclosures 2016	102-16 Values, principles, standards, and norms of behavior	Our Company—Our Values and Culture ; Our Leadership—Ethics and Compliance
	102-17 Mechanisms for advice and concerns about ethics	Our Leadership—Ethics and Compliance ; Code of Business Conduct and Ethics
Governance		
GRI 102: General Disclosures 2016	102-18 Governance structure	Our Leadership—Governance ; 2020 Proxy Statement, page 2 ; CRL Corporate Website—Corporate Governance
	102-22 Composition of the highest governance body and its committees	Our Leadership—Governance ; 2020 Proxy Statement, pages 2, 8–14 ; CRL Corporate Website—Corporate Governance ; Corporate Governance Guidelines
	102-23 Chair of the highest governance body	CEO Letter ; 2020 Proxy Statement, page 2 ; CRL Corporate Website—Corporate Governance
	102-24 Nominating and selecting the highest governance body	2020 Proxy Statement, page 23 ; Corporate Governance Guidelines ; Corporate Governance and Nominating Committee Charter
	102-25 Conflicts of interest	Our Leadership—Ethics and Compliance ; 2020 Proxy Statement, page 15 ; Corporate Governance Guidelines

GRI STANDARD	DISCLOSURE	REPORT SECTION/DIRECT ANSWER
GRI 102: General Disclosures 2016	102-26 Role of highest governance body in setting purpose, values, and strategy	Our Leadership—Governance; 2020 Proxy Statement, page 15
	102-27 Collective knowledge of highest governance body	Our Leadership—Governance; 2020 Proxy Statement, page 15
	102-29 Identifying and managing economic, environmental, and social impacts	2020 Proxy Statement, page 15
	102-30 Effectiveness of risk management processes	Our Leadership—Risk Management; 2020 Proxy Statement, pages 17–18
	102-32 Highest governance body's role in sustainability reporting	Our Leadership—Governance
	102-33 Communicating critical concerns	2020 Proxy Statement, page 16; CRL Corporate Website—Corporate Governance
	102-35 Remuneration policies	2020 Proxy Statement, pages 3, 49–68
	102-36 Process for determining remuneration	2020 Proxy Statement, pages 56–57
	102-37 Stakeholders' involvement in remuneration	2020 Proxy Statement, page 51
	102-38 Annual total compensation ratio	2020 Proxy Statement, page 87
Reporting Practice		
GRI 102: General Disclosures 2016	102-45 Entities included in the consolidated financial statements	Form 10-K, Exhibit 21.1
	102-46 Defining report content and topic Boundaries	About This Report
	102-48 Restatements of information	As this is our first Corporate Citizenship Report, we have no restatements of information to disclose relative to previous reports.
	102-49 Changes in reporting	As this is our first Corporate Citizenship Report, we have no changes in reporting to disclose relative to previous reports.
	102-50 Reporting period	About This Report

GRI STANDARD	DISCLOSURE	REPORT SECTION/DIRECT ANSWER
GRI 102: General Disclosures 2016	102-51 Date of most recent report	About This Report
	102-52 Reporting cycle	About This Report
	102-53 Contact point for questions regarding the report	About This Report
	102-54 Claims of reporting in accordance with the GRI Standards	About This Report
	102-55 GRI content index	This document serves as the GRI Content Index.
	102-56 External assurance	No data in this report has been externally assured with the exception of energy and GHG data.

GRI TOPIC-SPECIFIC DISCLOSURES

GRI STANDARD	DISCLOSURE	REPORT SECTION/DIRECT ANSWER
GRI 200 Series: Economic		
Economic Performance		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Annual Report, Item 1, pages 1–14; Boundary—internal, all operations
	103-2 The management approach and its components	Annual Report, Item 1, pages 1–14
	103-3 Evaluation of the management approach	Annual Report, Item 8, page 55
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Annual Report, Item 8, page 55
	201-2 Financial implications and other risks and opportunities due to climate change	CDP Climate Change 2020 Response, Section C2. Risks and Opportunities
	201-3 Defined benefit plan obligations and other retirement plans	Annual Report, Item 7, pages 38–39

GRI STANDARD	DISCLOSURE	REPORT SECTION/DIRECT ANSWER
Procurement Practices		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Environment—Responsible Supply Chain Management ; Boundary—external, supply chain
	103-2 The management approach and its components	Our Environment—Responsible Supply Chain Management ; CRL Corporate Website—Supplier Information
	103-3 Evaluation of the management approach	Our Environment—Responsible Supply Chain Management ; CRL Corporate Website—Supplier Information
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	ESG Performance Data
GRI 300 Series: Environmental		
Energy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Environment—EHS&S Metrics, Energy and Greenhouse Gas Emissions ; Boundary—internal, all operations
	103-2 The management approach and its components	Our Environment—EHS&S Metrics, Energy and Greenhouse Gas Emissions
	103-3 Evaluation of the management approach	Our Environment—EHS&S Metrics, Energy and Greenhouse Gas Emissions ; ESG Performance Data
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Our Environment—EHS&S Metrics, Energy and Greenhouse Gas Emissions ; ESG Performance Data
	302-4 Reduction of energy consumption	Our Environment—EHS&S Metrics, Energy and Greenhouse Gas Emissions

GRI STANDARD	DISCLOSURE	REPORT SECTION/DIRECT ANSWER
Water		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Environment—EHS&S Metrics, Water ; Boundary—internal, all operations
	103-2 The management approach and its components	Our Environment—EHS&S Metrics, Water
	103-3 Evaluation of the management approach	Our Environment—EHS&S Metrics, Water
Emissions		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Environment—EHS&S Metrics, Energy and Greenhouse Gas Emissions ; Boundary—internal, all operations
	103-2 The management approach and its components	Our Environment—EHS&S Metrics, Energy and Greenhouse Gas Emissions
	103-3 Evaluation of the management approach	Our Environment—EHS&S Metrics, Energy and Greenhouse Gas Emissions
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Our Environment—EHS&S Metrics, Energy and Greenhouse Gas Emissions ; ESG Performance Data
	305-2 Energy indirect (Scope 2) GHG emissions	ESG Performance Data
	305-3 Other indirect (Scope 3) GHG emissions	ESG Performance Data
	305-5 Reduction of GHG emissions	Our Environment—EHS&S Metrics, Energy and Greenhouse Gas Emissions ; CEO Letter ; ESG Performance Data

GRI STANDARD	DISCLOSURE	REPORT SECTION/DIRECT ANSWER
Effluents & Waste		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Environment—EHS&S Metrics, Waste ; Boundary—internal, all operations
	103-2 The management approach and its components	Our Environment—EHS&S Metrics, Waste
	103-3 Evaluation of the management approach	Our Environment—EHS&S Metrics, Waste
Environmental Compliance		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Environment ; Boundary—internal, all operations
	103-2 The management approach and its components	Our Environment
	103-3 Evaluation of the management approach	Our Environment ; ESG Performance Data
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	ESG Performance Data
Supplier Environmental Assessment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Environment—Responsible Supply Chain Management ; Boundary—external, supply chain
	103-2 The management approach and its components	Our Environment—Responsible Supply Chain Management ; CRL Corporate Website—Supplier Information
	103-3 Evaluation of the management approach	Our Environment—Responsible Supply Chain Management ; CRL Corporate Website—Supplier Information
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Our Environment—Responsible Supply Chain Management

GRI STANDARD	DISCLOSURE	REPORT SECTION/DIRECT ANSWER
GRI 400 Series: Social		
Employment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our People—Total Rewards ; Boundary—internal, all operations
	103-2 The management approach and its components	Our People—Total Rewards
	103-3 Evaluation of the management approach	Our People—Total Rewards ; ESG Performance Data
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	ESG Performance Data
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our People—Total Rewards
	401-3 Parental leave	Our People—Total Rewards
Occupational Health & Safety		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our People—Employee Health and Safety ; Boundary—internal, all operations
	103-2 The management approach and its components	Our People—Employee Health and Safety
	103-3 Evaluation of the management approach	Our People—Employee Health and Safety ; Our Environment—EHS&S Metrics, Employee Safety ; ESG Performance Data
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Our People—Employee Health and Safety
	403-4 Worker participation, consultation, and communication on occupational health and safety	Our People—Employee Health and Safety
	403-6 Promotion of worker health	Our People—Employee Well-Being

GRI STANDARD	DISCLOSURE	REPORT SECTION/DIRECT ANSWER
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	Our People—Employee Health and Safety ; Our Environment—EHS&S Metrics , Employee Safety ; ESG Performance Data
Training & Education		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our People—Talent Management and Professional Development ; Boundary—internal, all operations
	103-2 The management approach and its components	Our People—Talent Management and Professional Development
	103-3 Evaluation of the management approach	Our People—Talent Management and Professional Development ; ESG Performance Data
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Our People—Talent Management and Professional Development ; ESG Performance Data
	404-2 Programs for upgrading employee skills and transition assistance programs	Our People—Talent Management and Professional Development
	404-3 Percentage of employees receiving regular performance and career development reviews	Our People—Talent Management and Professional Development ; ESG Performance Data
Diversity & Equal Opportunity		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our People—Diversity, Equality and Inclusion ; Boundary—internal, all operations
	103-2 The management approach and its components	Our People—Diversity, Equality and Inclusion
	103-3 Evaluation of the management approach	Our People—Diversity, Equality and Inclusion ; ESG Performance Data
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Our People—Diversity, Equality and Inclusion ; ESG Performance Data

GRI STANDARD	DISCLOSURE	REPORT SECTION/DIRECT ANSWER
Child Labor		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Leadership—Human Rights ; Boundary—internal, all operations, external—supply chain
	103-2 The management approach and its components	Our Leadership—Human Rights
	103-3 Evaluation of the management approach	Our Leadership—Human Rights
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	We have no operations or suppliers at significant risk for incidents of child labor.
Forced or Compulsory Labor		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Leadership—Human Rights ; Boundary—internal, all operations, external—supply chain
	103-2 The management approach and its components	Our Leadership—Human Rights
	103-3 Evaluation of the management approach	Our Leadership—Human Rights
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	We have no operations or suppliers at significant risk for incidents of forced or compulsory labor.
Local Communities		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Communities—Community Involvement ; Boundary—external, communities of operation
	103-2 The management approach and its components	Our Communities—Community Involvement
	103-3 Evaluation of the management approach	Our Communities—Community Involvement , Volunteer Time Off ; ESG Performance Data
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Our Communities—Community Involvement

ESG Performance Data

METRIC	2017	2018	2019
Company Information			
Employees			
Total Employees	11,800	14,700	17,000
Science Professionals With Advanced Degrees, Including Ph.D.s, D.V.M.s and M.D.s	1,300	1,600	1,900
Revenue			
Annual Revenue (Billions)	\$1.86	\$2.27	\$2.62
Production			
Number of Regulatory Approvals for New Products	Worked on 80% of FDA approved drugs	Worked on 85% of FDA approved drugs	Worked on 85% of FDA approved drugs
Environmental			
GHG Emissions			
Scope 1 (Direct) Emissions (MT CO ₂ e)	-	91,609.00	90,097.00
Carbon Dioxide (CO ₂) Emissions (MT CO ₂ e)	-	90,938.68	89,387.00
Methane (CH ₄) Emissions (MT CO ₂ e)	-	53.00	51.00
Nitrous Oxide (N ₂ O) Emissions (MT CO ₂ e)	-	97.00	93.82
HFCs (MT CO ₂ e)	-	521.00	565.48
GHG Reduction Based on YEAR Baseline ¹	-	-	23%
Scope 2 (Energy Indirect) Emissions (MT CO ₂ e)	-	78,003.00	39,827.00

¹ From a 2018 baseline.

GRI STANDARD	DISCLOSURE	REPORT SECTION/DIRECT ANSWER
Supplier Social Assessment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	Our Environment—Responsible Supply Chain Management ; Boundary—external, supply chain
	103-2 The management approach and its components	Our Environment—Responsible Supply Chain Management
	103-3 Evaluation of the management approach	Our Environment—Responsible Supply Chain Management
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Our Environment—Responsible Supply Chain Management

SASB STANDARD: BIOTECHNOLOGY & PHARMACEUTICALS

SASB STANDARD	ACCOUNTING METRIC	REPORT SECTION/DIRECT ANSWER
Employee Recruitment, Development, & Retention	HC-BP-330a.1. Discussion of talent recruitment and retention efforts for scientists and research and development personnel	Our People—Talent Acquisition
	HC-BP-330a.2. Voluntary and involuntary turnover rate for executives/senior managers, mid-level managers, professionals, and all others	ESG Performance Data
Business Ethics	HC-BP-510a.2. Description of code of ethics governing interactions with health care professionals	Our Leadership—Ethics and Compliance Code of Business Ethics and Compliance

METRIC	2017	2018	2019
Scope 3 (Other Indirect) Emissions (MT CO ₂ e) ²	-	-	450,143.00
CDP Climate Score ³	C	B	-
Energy			
Steam Consumption (MWh)	-	246,081	278,640
Heating Consumption (MWh)	-	164,054	185,760
Total Electricity Consumption (MWh)	-	253,186	252,222
Electricity Consumption From Renewable Sources (MWh)	-	1,257	97,127
Electricity Consumption From Nonrenewable Sources (MWh)	-	251,929	155,094
Fuel Used—Natural Gas (MWh)	-	433,771	430,530
Fuel Used—Kerosene (MWh)	-	2,976	6,604
Fuel Used—Gasoline (MWh)	-	1,617	1,000
Fuel Used—Diesel (MWh)	-	15,489	12,388
Fuel Used—Propane (MWh)	-	32,457	29,531
Fuel Used—LPG (MWh)	-	1,724	-
Environmental Management			
EHS&S-Related Notices of Noncompliance	4	8	6
Environmental Fines	0	0	0
Environmental Fines	\$0	\$0	\$0
Spills			
Total Spills Resulting in Release	0	0	0
Amount of Spills Resulting in Release (BOE)	0	0	0

² Data is from our "Economic Model Calculations" and is an estimate. As we begin to engage more with our supply chain we expect to receive more accurate data, for this number to decrease as a result.

³ At time of publication, final CDP climate score not yet available.

METRIC	2017	2018	2019
Social			
Community Impact			
Total Investments ⁴	\$797,760	\$613,702	\$1,052,880
Total VTO Hours ⁵	20,600	22,116	24,232
Employee Participation in VTO	4,595	5,492	5,892
Employee Participation in VTO ⁶	35%	37%	40%
Global Day of Service—Impact ⁷	1M meals 305 prosthetic hands	1.1M meals 317 prosthetic hands donated 142 hours to Meds4Kids	1.2M meals 258 prosthetic hands 210 birthday boxes 5 bikes 2,000 chemo care kits 400 heart pillows 2,050 hygiene kits
Employee Diversity			
Men in Workforce	42.8%	42.0%	41.7%
Women in Workforce	57.2%	58.0%	58.3%
Minorities in Workforce ⁸	22.3%	23.8%	23.9%

⁴ Data based on IRS Federal Returns—what is claimed as a charitable contribution on line 19.

⁵ Total VTO hours include One Day and Global Day of Service.

⁶ Based on employee headcounts as of December 31st. Headcounts do not include IS employees for 2017 and 2018; headcount does not include IS or Citoxlab employees for 2019.

⁷ Meals packaged in partnership with Rise Against Hunger.

⁸ U.S. only; Minority definition: where ethnic group is not white or declined to specify.

METRIC	2017	2018	2019
Executive Leadership ⁹			
Female ⁹	36.2%	27.9%	30.5%
Minority ¹⁰	6.8%	4.7%	4.5%
Supervisors/Managers			
Female	46.0%	49.2%	49.0%
Minority ¹¹	12.6%	13.9%	14.3%
Part-Time Employees ¹²	1,000	1,049	1,111
Temporary Employees ¹³	716	977	1,572
Hires by Region			
United States	1,255	1,854	2,079
Asia	163	174	217
Europe	685	787	887
Other	274	321	440
Employee Attraction			
Total Employee Hires	2,377	3,136	3,623
Hires by Gender			
Female	1,419	1,932	2,177
Male	958	1,204	1,445

⁹ Defined as VP+.

¹⁰ Defined as VP+ U.S. only; Minority definition: where ethnic group is not white or declined to specify.

¹¹ U.S. only; Minority definition: where ethnic group is not white or declined to specify.

¹² Part-time definition: working <40 hours per week, country-specific.

¹³ Temporary definition: employment contract has an explicit expiration date.

METRIC	2017	2018	2019
Hires by Age Group			
Under 30	1,323	1,759	2,032
30–50	877	1,153	1,326
50+	177	224	265
Employee Development & Performance			
Employee Recognition E-Cards Sent	-	-	12,000
Total Completed Courses ¹⁴	-	-	275,000
E-Learning Completed Training Videos ¹⁴	-	-	69,000
E-Learning Completed On-Demand Courses ¹⁴	-	-	2,800
Percentage of Employees Receiving Regular Performance Reviews ¹⁵	-	-	89%
Employee Engagement Survey—Percentage of Employee Participation	-	-	85%
Employee Retention			
Voluntary Turnover Rate (a) Executives/Senior Managers, (b) Midlevel Managers, (c) Professionals, and (d) All Others	(a) 3.1% (b) 1.2% (c) 7.0% (d) 10.5%	(a) 6.7% (b) 1.3% (c) 8.2% (d) 12.1%	(a) 3.3% (b) 4.6% (c) 8.6% (d) 13.9%
Involuntary Turnover Rate (a) Executives/Senior Managers, (b) Midlevel Managers, (c) Professionals, and (d) All Others	(a) 3.1% (b) 0.3% (c) 3.0% (d) 3.1%	(a) 8.4% (b) 1.1% (c) 2.9% (d) 5.3%	(a) 3.3% (b) 2.0% (c) 2.8% (d) 4.3%
Total Turnover (Rate)	10.60%	13.20%	14.20%

¹⁴ Based on 17,500 users in 2019.

¹⁵ Baseline from 2019.

METRIC	2017	2018	2019
Turnover by Gender			
Female (Rate)	10.60%	12.20%	14.10%
Male (Rate)	9.60%	12.30%	13.80%
Turnover by Age Group			
Under 30 (Rate)	18.90%	21.90%	22.90%
30–50 (Rate)	7.60%	10.00%	10.20%
50+ (Rate)	9.60%	10.90%	13.00%
Worker Safety			
Main Types of Work-Related Injury	Ergonomics, animal bites, and scratches.		
Fatalities From Work-Related Injury—Employees	0	0	0
Fatalities From Work-Related Injury—Contractors	0	0	0
Lost Time Incident Rate—Employees (Rate)	2.17	1.96	2.78
Total Recordable Incident Rate—Employees (Rate)	5.35	4.97	5.33
Suppliers			
Spend on Small and Diverse Suppliers (U.S. Only) ¹⁶	\$99,105,000	\$141,652,000	\$165,306,000
Spend on Small and Diverse Suppliers (U.S. Only) ¹⁶	14.9%	20.5%	18.2%
Animal Welfare			
Facilities Subject to National and International Certification ¹⁷	95%	95%	95%

¹⁶ Data for U.S. only. “Small and Diverse” is as per data Charles River receives from Dunn & Bradstreet, and defined here includes but is not limited to small and diverse business enterprises, including but not limited to small, minority-owned, woman-owned, small-disadvantaged, HUB Zone veteran-owned, service-disabled and veteran-owned businesses.

¹⁷ CRL sites accredited according to national and/or international guidelines or accreditation standards.

METRIC	2017	2018	2019
Governance			
Board			
Number of Board Members	11	10	11
Board Members—Independent	91.0%	90.0%	91.0%
Board Members—Female ¹⁸	9.0%	10.0%	18.0%
Board Members—Minority ¹⁸	0.0%	0.0%	0.0%
Board Members—Under 30	0.0%	0.0%	0.0%
Board Members—30–50	0.0%	0.0%	0.0%
Board Members—50+	100.0%	100.0%	100.0%
Directors Attending 75% or More of Board Meetings and Committee Meetings	100.0%	100.0%	100.0%
Ethics & Responsible Business			
Inquiries Received Through Ethics Reporting Channels ¹⁹	23	37	59
Monetary Loss From Legal Proceedings Associated With Corruption and Bribery ²⁰	\$0	\$0	\$0
Monetary Losses as a Result of Legal Proceedings Associated With False Marketing Claims	\$0	\$0	\$0
Total Base Salaries for Executives Named in Proxy Statement ²¹	\$3,418,331	\$3,944,973	\$3,444,358

¹⁸ Two additions to the Board of Directors in 2020 increased female Board representation to 25% and minority Board representation to 8%.

¹⁹ Based on reports submitted through the Charles River Helpline.

²⁰ CRL is unaware of any current legal proceedings associated with bribery and corruption.

²¹ Base salaries taken from Annual Base Salary tables included in the Proxy Statements for 2017, 2018, and 2019 respectively.




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