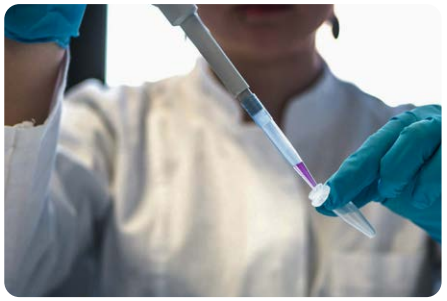
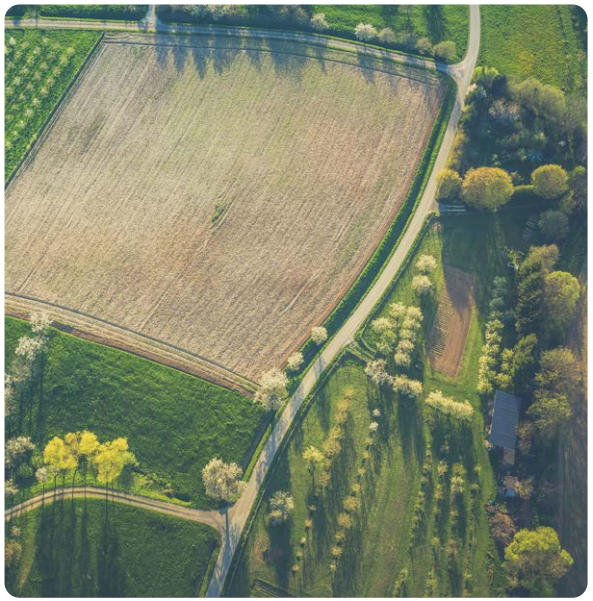
2025 Annual Impact Report

Delivering
Science for life





Fera

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Foreword From the Chair

Dr. Wolfhart Hauser, on our progress and direction in 2025.

For more than a century, Fera has applied science where it matters most. Today, under the banner of *Science for life*, we focus on one priority: helping our customers solve complex challenges and make confident decisions in a rapidly changing world.

We work alongside businesses, government and partners to turn scientific insight into practical solutions – protecting people, safeguarding vital resources and strengthening business resilience across food and environmental systems. Our role is not simply to generate knowledge, but to apply it in ways that deliver real-world value.

This collaborative, customer-led approach continues to drive impact and growth. Over the past year, we achieved a 13% increase in revenue while expanding our capabilities, investing in new technologies and deepening the expertise that our customers rely on.

Looking ahead, we remain focused on long-term value creation for all our stakeholders. By combining trusted state-of-the-art science with deep sector expertise, we will continue to support our customers to turn insight into advantage – delivering Science for life today and for generations to come.

– Dr. Wolfhart Hauser
Chair of the Board

Foreword From the Chief Executive

Dr. Andrew Swift, on our performance and future priorities.

We are delighted to have delivered another strong year of double-digit growth in revenue and profit in a year when we have also invested so strongly to enhance our expert skills and science platform in support of our customers and markets.

None of this would be possible with the commitment of all of our teams across the business for which we are deeply grateful and who, we hope, share our pride in reviewing a summary of some 2025 achievements in this Report.

Fera exists for one clear purpose: To create value by applying our science and resources to help our customers resolve their challenges (enhancing their competitive edge from; accelerating new product development, to ensuring their regulatory and safety compliance, or reducing their environmental impact) - enabling them to make confident decisions and prosper in an increasingly complex world.

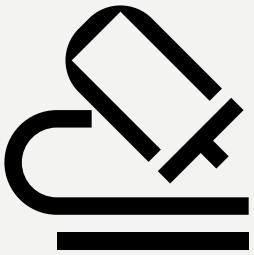
2025 also signified the 10th Anniversary of the establishment of Fera Science Ltd – presenting us a moment to reflect on the transformation we have accomplished for the business, its customers and people over that time and to look forward to the next phase of our growth ahead under our Strategic Plan. These continue to be exciting times for Fera and all of our stakeholders, creating value and increasing our impact whilst making the world a safer place.

I hope you enjoy reading a snapshot of some of our achievements in 2025.

– Dr. Andrew Swift
Chief Executive

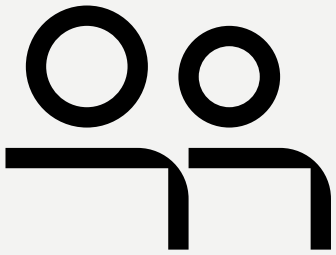
What Guides Our Science

The four pillars that guide how we deliver trusted science and real-world impact.



Scientific Credibility

We bring world-class expertise and rigorous standards, giving clients the confidence that every decision is backed by trusted science.

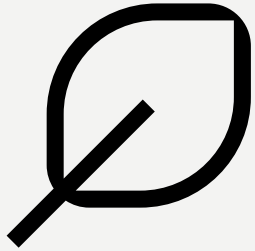


Trusted Partnership

We work side by side with our partners, building long-term relationships founded on trust, collaboration and a shared ambition.

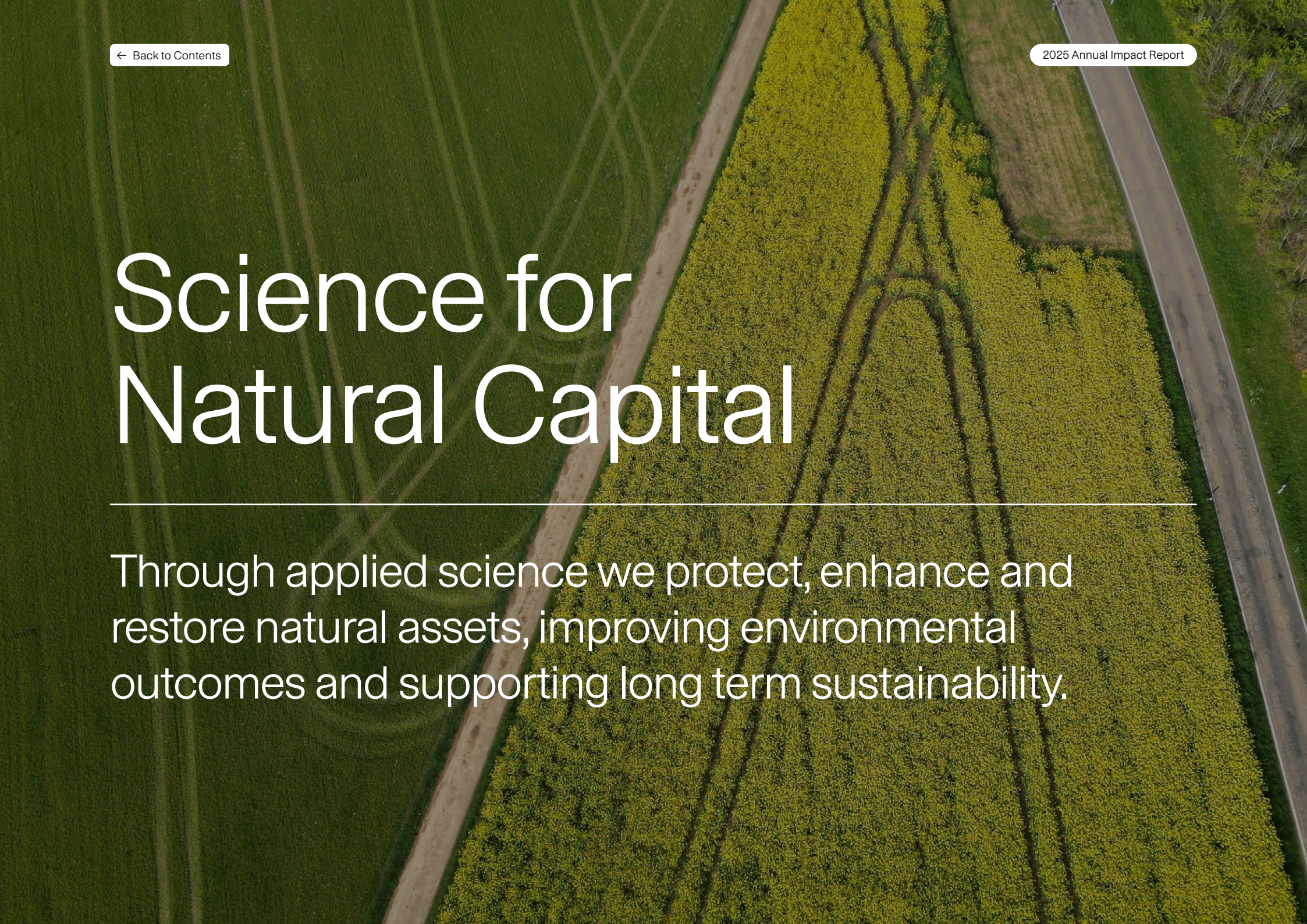
Real-world Impact

We don't just generate knowledge - we apply it. Our science delivers clarity, solutions and advantage that organisations can put into practice today.



Sustainable Futures

We anticipate tomorrow's challenges and create innovative solutions that help businesses and communities thrive in a changing world.



Science for Natural Capital

Through applied science we protect, enhance and restore natural assets, improving environmental outcomes and supporting long term sustainability.

From Catchment Complexity into Actionable Outcomes

Supporting the restoration of Natural Capital.

By combining independent scientific expertise with on-site pragmatism, Fera helps customers restore enviroment health, manage assets and reputational risk, all whilst demonstrating responsible stewardship.

Intensifying pressure on river systems has reached a tipping point creating urgent challenges for landowners, stakeholders in land-based farming and food production, major national infrastructure organisations and policymakers.

More than ever catchment zones need critical landscape scale management to mitigate pollutant impact such as run-off, while fragmented data and disconnected interventions often limit the effectiveness of improvement efforts.

Fera's Applied Science

By integrating environmental monitoring, applied research and practical farm advice, we help land managers and food producers improve water quality whilst increasing yield. Our approach focuses on delivering evidence-based solutions that work in real-world conditions to deliver improved environmental outcomes with long-term business resilience.

Impact

In North Yorkshire, Fera supported a major landed estate and its tenant farmers to develop a comprehensive understanding of local water quality pressures. Through targeted monitoring and tailored farm environment plans, the estate and its tenants identified priority risks and implemented proportionate, site-specific interventions. Fera collaborated with mixed farming groups across the catchment to establish shared baselines and agree coordinated actions to drive measurable improvements at a landscape scale.

This work supported both regulatory compliance and environmental recovery, providing valuable outcomes for businesses and land owners.

Healthier Soils for the Future

Supporting resilient, low-impact crop production without compromising yields.

Reducing the impact of food production on soil health while maintaining farm productivity is a growing challenge. Regenerative agriculture provides a pathway to balance sustainability and yield.

Over 100,000 hectares of farmland in the UK is used to produce sugar beet each year. With the support of Fera, the *British Beet Research Organisation* (BBRO) is driving more sustainable sugar beet farming by showing how reduced tillage can improve soil health without compromising yields.

Working with Fera scientists, using nematodes as biological indicators to assess the impact of different cultivation methods, BBRO has expanded soil health assessments to include soil biology. The results demonstrate that reduced tillage can be a viable and sustainable option for sugar beet growers, challenging the perception that beet production is incompatible with regenerative agriculture, guided by the robust, scientific evidence produced by our teams.

Improving Soil Health for More Sustainable Farming

Working in partnership with Fera Scientists through Marks & Spencer's Farming with Nature programme, AH Worth Farm in Lincolnshire set out to improve soil health, reduce chemical inputs and lower the carbon footprint of its potato production. Adopting regenerative practices including reduced cultivation and cover cropping to protect thier soil biodiversity and improve crop resilience.

As cover cropping represents a significant investment, Fera experts assessed soil health across the site to provide robust, evidence-based insight into long-term value. Despite periods of extreme rainfall, fields with cover crops remained workable, demonstrating their protective benefits, confirming that these practices were a worthwhile investment, delivering healthier soil structure, stronger ecosystems, the potential for higher yields and progress towards lower greenhouse gas emissions.

These projects demonstrate how Fera support sustainable farming decisions, strengthen resilience and reduce environmental impact without compromising productivity.

Protecting British Tomato production from Viral Threats

Translating virology into practical biosecurity, diagnostics and policy response.

This work is supporting the government to strengthen national biosecurity and de-risk grower businesses from the threat posed by ToBRFV.

Tomato brown rugose fruit virus **(ToBRFV) can endure up to six months on glasshouse surfaces, requiring stringent disinfection practices. It has caused significant economic losses and continues to impact commercial crop production.**

In late 2018, Virologists from Fera joined the GB ToBRFV steering group, leveraging their expertise to enhance the group's efforts. Fera's unique position bridging regulatory science and commercial horticulture allows us to pinpoint critical research gaps and conduct applied research that aids in government decision-making and practical biosecurity measures.

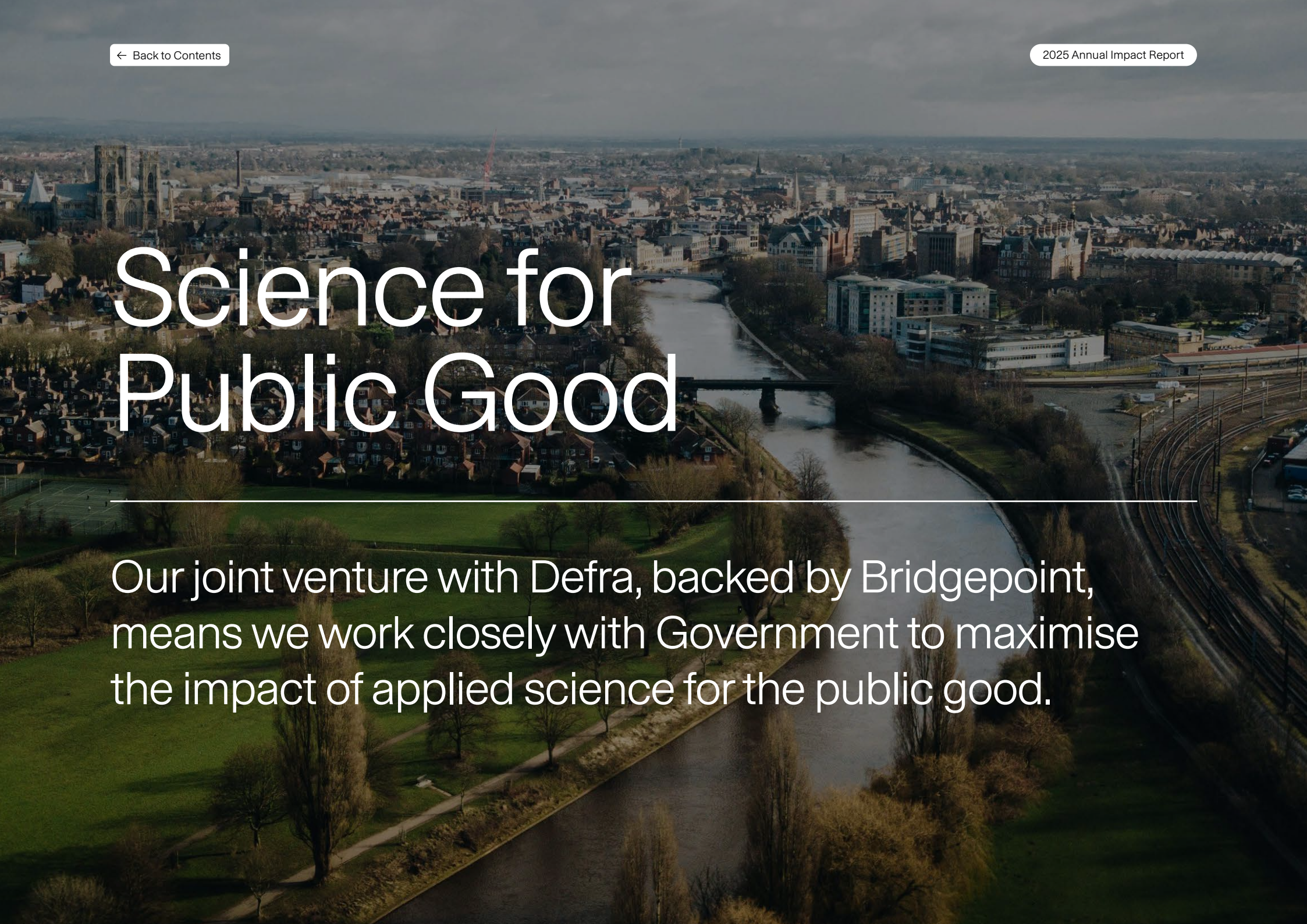
Underpinned by our collaborative approach we've facilitated the development of evidence-based strategies to mitigate the risks associated with ToBRFV.

The group's primary focus was determining the survivability of ToBRFV outside the host plant and identifying effective disinfection methods.

The UK annually imports over 60% of its tomato consumption. In recent work we found that 80% of packs of tomatoes (bought at major UK retailers) carried the virus, regardless of retatiler or country of origin. The results reinforce the need for importers to follow biosecurity advice.

Regular monitoring is crucial for robust biosecurity control programs. Fera collaborates with propagators and growers to mitigate risks effectively deploying environmental swabbing services to aid in rapid detection, supporting routine surveillance and ensuring post-outbreak clean-up effectiveness.

Our Defra-funded PhD student will now lead research into the development of more rapid diagnostic methods capable of distinguishing between viable and non-viable virus.

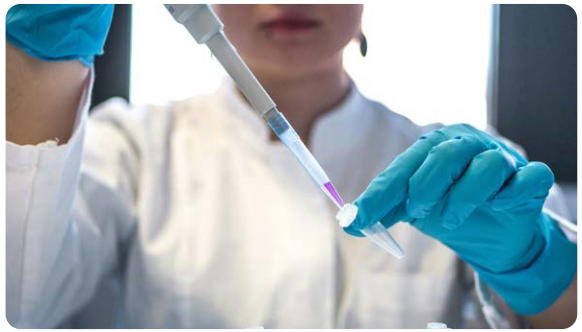


Science for Public Good

Our joint venture with Defra, backed by Bridgepoint, means we work closely with Government to maximise the impact of applied science for the public good.

A New Era of Delivering Science for Government

Applying our science over a wider scope to support policy and national resilience.



*Our Partners:

- Home Office
- Department for Environment Food & Rural Affairs
- Animal & Plant Health Agency
- Veterinary Medicines Directorate
- Food Standards Agency
- HSE Health & Safety Executive

Award of the *Specialist Science and Contingency Services* (SSCS) set of contracts in 2025 (engaged by Defra and its affiliates*) has reset Fera's relationship with the UK government.

This critical milestone reinforces our position as a trusted, strategic partner for complex, high-impact scientific, advisory and contingency services upon which the public sector can depend. We are proud of this sustained confidence in our ability to deliver Science for life at scale. Our 500+ scientists translate expertise into practical support where reliability, rigour and responsiveness are critical.

We're supporting our partners through specialist diagnostics, testing, advice, training and applied research to manage biological and chemical risk, strengthen border security, protect natural assets and safeguard food, plant, environmental, animal and public health.

Through the SSCS, Fera strengthens the UK's resilience to emerging risks in the food system and natural environment, maintaining the readiness and expertise required to respond rapidly when contingent events arise.

Built upon more than a decade of successful delivery, the SSCS also provides Fera with a strong platform for growth, innovation, and value creation.

Fera will further strengthen its capability, technology and talent, delivering essential solutions that transcend complexity, all whilst creating measurable outcomes and lasting impact.

Research and Development Excellence for Defra

Providing scientific research and evidence through the ES RDE Framework.

15
Lots secured

£80m
Estimated value

40
R&D partners

3 year
Framework term

Fera is proud to have qualified as a lead supplier across 15 lots of Defra's *Environmental Science - Research, Development and Evidence* (ES RDE) Framework. The framework provides a route for translating applied science and research into insights that support effective decision-making across environmental, food, and rural systems.

Impacting areas such as food systems, land use, biodiversity, chemicals and socio-economics and with an estimated call-off value of £80m over three years, this represents a significant opportunity for multi-year delivery of strategic support at scale. It will call for Fera's ability to operate across complex, interconnected challenges while maintaining commercial rigour for confident delivery.

Central to this award is Fera's partnership-led delivery model. We work with a diverse consortium of 40+ expert science-based organisations – from specialist SMEs to leading universities – to bring together the optimum mix of expertise to address systemic challenges and deliver Science for life that informs policy, drives impact and creates long-term value for Defra.

> This collaborative approach demonstrates Fera's commitment to building partnerships that tackle systemic challenges, delivering science-backed solutions that transform complexity, all whilst creating measurable outcomes and lasting impact for Defra.

Conserving Biodiversity for the Future

Acting as a Responsible Body to deliver Biodiversity Net Gain at a national scale.

There has never been a more important time to unlock credible, long-term outcomes for nature and for business - from natural habitat conservation to commercial development.

In 2024 Defra announced the objective to establish *Responsible Bodies* (RBs) who are authorised to enter into legally binding conservation covenants with landowners to ensure long-term, often permanent, environmental or heritage protection. Responsible Bodies monitor compliance, enforce obligations and secure benefits such as *Biodiversity Net Gain* (BNG), habitat management and conservation.

From Appointment to Delivery

We were pleased to be appointed as a Responsible Body in 2025 and we have moved rapidly from mandate to delivery. We are now actively contracting across an initial portfolio of conservation sites nationwide, establishing long-term stewardship models, robust monitoring frameworks and clear governance structures to ensure the protection of clients' BNG and habitat conservation schemes.

Partnership with Landowners and Investors

We are working closely with landowners (including major estates) who are preparing to align BNG delivery with wider land-use, income and environmental improvement strategies. There is a strong need for practical and investable approaches to habitat management and income stacking, signaling both confidence in the model and the scale of opportunity emerging across the UK.

Building Capability for Growth

To support this growth, we have strengthened our capability with new talent, deepening our experience in land management and nature markets and enhancing our ability to combine scientific rigour with commercial delivery.

– **David Feitschinger**
Commercial Ecology Lead
New talent for 2025

Science for Food Safety

Applying science to assure food and feed safety, protecting consumers by supporting evidence-based regulatory decision-making.

Assuring Safe Innovation in Alternative Proteins

Supporting food security and sustainability through science-led safety assessment of Alternative Protiens and Novel foods.

Cell-cultivated foods present emerging safety challenges that require new scientific evidence, methodologies and regulatory approaches.

In 2025, we deepened our focus on emerging safety risks across new food categories, including the microbial safety of cell-cultivated products.

Working closely with the *Food Standards Agency* (FSA), on the back of detailed reviews of published research we engaged with experts from industry, regulatory and scientific communities to assess potential risks associated with growing cells for new protein sources.

This enabled us to deliver clear, evidence-based recommendations on key safety considerations and proportionate assessment approaches, while identifying areas where further knowledge and new methodologies are required.

Our role extends beyond advice.

Fera supports businesses directly in understanding hazards and developing appropriate testing strategies to evaluate product safety. Through national research and innovation partnerships, including with the National Alternative Protein Innovation Centre, we are helping to develop the tools, data and frameworks needed to underpin future safety assessments. This includes, for example, addressing challenges such as controlling genetic drift in prolonged cell culture, where genetic variation may influence product properties and safety. We deploy our Omics laboratory measurement and our Bioinformatics capabilities to underpin both regulatory assurance and to support innovators developing such products for the commercial markets.

By combining deep scientific expertise with trusted regulatory insight and strong industry relationships, we help accelerate the safe development of innovative products, supporting confidence, compliance and accelerating market access in a rapidly changing food landscape.

Safeguarding Consumers and the Food Supply-Chain

An Integrated Approach to Testing for Contaminants, Authenticity and Emerging Risks.

> In 2025, Fera delivered an expanding portfolio of food safety and authenticity projects funded by the Food Standards Agency and Defra

Ensuring the authenticity and safety of food is fundamental to protecting consumers and maintaining confidence in any food system.

In 2025 we have delivered an expanding portfolio of food safety and authenticity projects to the Food Standards Agency (FSA) and Defra.

This work reflects sustained confidence in Fera's scientific capability, regulatory insight, reliable delivery and ability to generate evidence that informs policy and protects consumer health at best public value for money.

Our contaminants and authenticity support is delivered through a single, integrated team, combining modern analytical science, method development and a strong understanding of how regulation is applied. One new area of focus in 2025 was to assess the safety of smoked foods, where we initiated a comprehensive evaluation of products on the UK market, where we assessed historic risks associated with polycyclic aromatic hydrocarbons.

In parallel, our scientists developed new methods to detect genotoxic compounds that may form during smoking processes. These methods are now being applied across a range of smoked foods to assess consumer risks associated with consumer exposure, generating a robust evidence base to support regulatory decision-making to protect consumer health.

Building National Capability Through Accredited Testing and Reference Laboratory Expertise

We also continued to strengthen national capability in chemical contaminant testing, particularly in relation to per- and poly-fluoroalkyl substances (PFAS), which are presenting a significant and high-profile challenge for regulators, industry and consumers. In 2025, Fera achieved full accreditation of PFAS methodologies across multiple food categories, including fish (which is a priority matrix for exposure assessment due to its susceptibility to environmental contamination).

Through robust method development, accredited testing and close collaboration with regulators, Fera continues to safeguard consumers and reinforce trust in the safety and authenticity of the food they consume.

This work provides regulators and food producers with dependable, regulation-ready data and supports confidence in the monitoring of these persistent chemicals.

Beyond individual projects, our PFAS programme demonstrates Fera's wider system-level impact. Through validation, accreditation and ongoing method performance assessment, we ensure analytical outputs are robust, reliable, and suitable for regulatory use. As part of our National Reference Laboratory duty, we are growing our PFAS capability through a structured method expansion programme, strengthening the UK's ability to respond to current challenges while ensuring readiness for future regulatory and consumer protection needs.

Strengthening Food Safety and Authenticity Across Evolving Supply Chains

Fera progressed research on mycotoxins and plant toxins in 2025 through projects funded by both Food Standards Scotland and the FSA. This work is improving our understanding of dietary exposure by generating data on chemical contaminant risks associated with plant-based diets.

New laboratory methods, including those for detecting mycotoxins in plant protein products, were developed, validated and incorporated into our UKAS accreditation schedule, directly supporting regulatory oversight in a rapidly evolving food landscape. Authenticity and origin verification also remained a priority in 2025, reflecting increasing regulatory and environmental scrutiny of food supply chains. We completed a comprehensive review of the authenticity of edible oils, examining current and emerging analytical approaches used to detect fraud and including substitution with cheaper or undeclared oils.

This work identified the strengths and limitations of existing methods and highlighted areas where further research is required to strengthen future regulatory capability.

EUDR and Origin Verification

Responding to EUDR and Strengthening Fera's Origin Verification.

> Complex global supply chains such as coffee, cocoa, soyabean and palm oil present significant analytical challenges due to blending, refining and global sourcing

The authentication of food and ingredient origin is now both a regulatory imperative and a commercial necessity for any responsible food manufacturer - driven by rising expectations for transparency, sustainability and supply chain integrity.

The impending enforcement of the European Deforestation Regulation (EUDR) has 2025 imposed new obligations on businesses and authorities to prove that specific commodities and their derivatives are not associated with deforestation or unlawful land utilisation. So Fera invested to expand its origin validation and determination capabilities in 2025 to help industry comply with these regulations.

Working with the Food Standards Agency (FSA) and Defra, we strengthened the scientific evidence base underpinning effective origin verification of food and feed, focusing on complex and high-risk supply chains such as coffee, cocoa, soyabean and palm oil. These commodities present substantial analytical challenges due to blending, refining and global sourcing. Addressing them requires approaches that are both scientifically rigorous and operationally practical, enabling cost effective regulatory compliance while supporting responsible trade.

Environmental Compliance Improving Trust in Global Supply Chains

The value of this work extends well beyond fraud prevention. Under EUDR, origin verification underpins environmental compliance, consumer confidence and the responsibility of global supply chains. Fera is enabling proportionate enforcement, supporting innovation whilst strengthening confidence in food systems. Our integrated approach demonstrates Fera's role as a trusted partner in an increasingly complex regulatory landscape.

These methods support both regulatory assurance and commercial due diligence, helping organisations demonstrate compliance, manage risk and maintain market access.

Fapas® - A Year of Growth in Assurance and Global Impact

Enhancing International Trust in Analytical Testing.

Proficiency Tests added to our Programs:

+4
Cosmetics

+17
Food Chemistry

+4
Food Microbiology

+3
Virtual Analytes

28+
Other analytes added in 2025/26

Enhancing Customer Trust in Analytical Laboratory Testing In 2025.

The Proficiency Testing (PT) business unit of Fera, Fapas®, reinforced its global leadership position in Laboratory Assurance services in 2025, assisting laboratories worldwide to demonstrate their competence, meet regulatory requirements and uphold trust in their results.

Expanding Proficiency Testing to Meet Emerging Market Needs

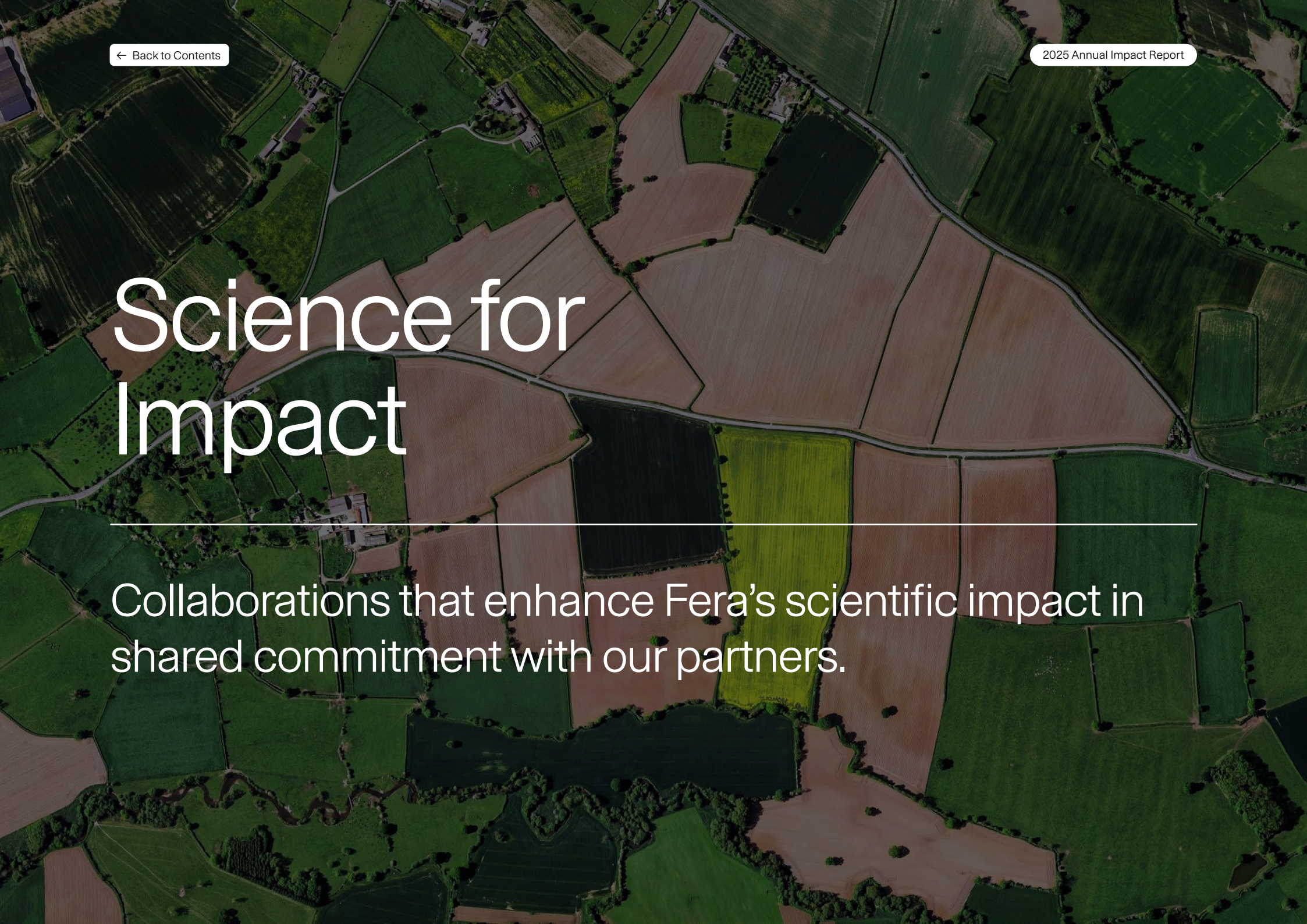
We introduced new PT schemes we introduced to address emerging demands and the increasing need for high-quality, purpose-driven programmes. These fresh initiatives broaden Fapas®'s scope into additional domains, ensuring that laboratories have access to pertinent performance evaluations as global testing needs evolve.

Fapas®'s PT support extends well beyond Food, Water and Environment. Responding to specific industry needs, Fapas® designed and executed a customised PT for the International Fragrance Association (IFRA) in 2025, creating and deploying a tailored solution, whilst upholding the same scientific precision and quality assurance that define our core offerings.

Advancing Quality Through Accreditation of ISO/IEC 17043:2023

We are pleased to report that Fapas® was successful in transitioning to the revised ISO/IEC 17043:2023 standard in 2025. This investment in quality emphasises our dedication to upholding the highest international benchmarks for PT services, within the business.

Fapas® continues to uphold its pivotal and global position promoting proficient analytical measurement through new tests, bespoke programmes, enhanced capabilities and adoption of the latest international standards.



Science for Impact

Collaborations that enhance Fera's scientific impact in shared commitment with our partners.

Collaboration for a Low Carbon Energy Future

Fera and Drax: Strategic Science Collaboration towards a Zero Carbon, Low Cost Energy Future.

Last year Fera strengthened its collaboration with Drax - one of the UK's largest renewable energy generators - supporting its mission is to meet the world's increasing demand for secure energy supply, sustainably.

Under this collaboration Fera serves Drax as a trusted, long-term science partner - providing independent evidence, environmental insight and practical expertise that underpin sustainability leadership. Fera is supporting Drax across a number of core priorities, including:

- Understanding impacts and dependencies on biodiversity, including risks from invasive species.
- Deploying novel technology to improve biomass traceability.
- Landscape-level planning, drawing on environmental baselining for current sites.

Together, these activities help Drax to evidence achievement of ambitious sustainability targets, to satisfy regulatory compliance and demonstrate responsible innovation in energy generation. This collaboration also includes supporting Drax's regional engagement across Yorkshire and the Humber, where we both have longstanding roots, translating into real and beneficial environment and biodiversity outcomes across the region's land, rivers and communities.

Fera and Drax are collaborating on integrated environmental programmes, pursuing our shared commitment to deploy science-led solutions to support nature and enduring environmental resilience.

Industry Collaborations go from Strength to Strength

Delivering Trusted Evidence to Cost Effectively Enhance Productivity.

Enigma is Fera's novel collaborative applied R&D model which deploys innovation to resolve problems in the agri-food-sector - it establishes cost-effective and mission focussed collaboration amongst industry consortia for a challenge/ task at hand.

These *Joint Industry Sponsored Projects* (JIPs) enable Fera to develop science-based solutions to tackle near term sector challenges.

in 2025 Fera's collaborative projects worked with stakeholder companies in the Oilseed Rape (OSR) supply chain including United Oilseeds, Frontier, Limagrain, ADM and PepsiCo to trial new approaches deploying naturally derived botanical products to combat Cabbage Stem Flea Beetle.

In the potato and wider horticulture sector, we completed our first project focusing on Integrated Pest Management (IPM) to deal with wireworm. By DNA Barcoding a large number species, we were able to launch a new testing service for the industry. We have also mapped the future potential impact of wireworm in the face of a changing climate.

Phase II of this Wireworm IPM project is now still more applied, focussing on deploying localised controls that fit UK farm systems. Enigma's Wireworms IPM enhanced scientific tools to equip industry with accurate, actionable guidance for sustainable and effective pest control.

Enigma's journey in 2025 exemplifies our commitment to deploy innovation and foster collaboration to deliver tangible benefits in the agri-food-environment sector.

Fera continues to shape a sustainable and prosperous future for the food system in a changing world with our unique blend of scientific expertise, industry partnership models and forward thinking.

Supporting UK's Industrial Strategy Through BioYorkshire

The unique power of a place-based cluster for driving sustainable economic growth..

Read more about our BioYorkshire partnership and the work we do.

Click Here

As one of it's founding partners, Fera has continued to play an active and key role in the evolution of BioYorkshire across 2025. BioYorkshire is a triple-helix regional cluster focused on driving innovation and economic growth of the natural bioeconomy. It unites universities, research centres, businesses , investors and local government across York and North Yorkshire (YNY).

In 2025, it formally launched the York and North Yorkshire Bioeconomy Cluster, which will accelerate the region's position as the home of the UK's bioeconomy - strengthening collaboration across sectors such as agritech, sustainable food production and bio-based manufacturing.

The partnership works closely with the YNY Mayoral Combined Authority and the national government to attract investment and influence policy supporting the priorities of the UK's industrial Strategy in bioeconomy and more widely in engineering biology.

BioYorkshire supports spin-outs and scale-ups, hosts networking and knowledge-sharing events and develops skills and training pathways aligned with industry needs.

BioYorkshire and the partnership it forms continue to exemplify how coordinated regional efforts can translate research excellence for national economic impact, fostering innovation, feeding the critical skills gap and workforce development in the bioeconomy to deliver sustainable growth.

International Growth and Partnerships

Extending our impact beyond the UK.

This year our teams attended a record number of events across all continents, including in San Francisco, Sao Paulo, Vienna, Athens, Dubai and Shanghai.

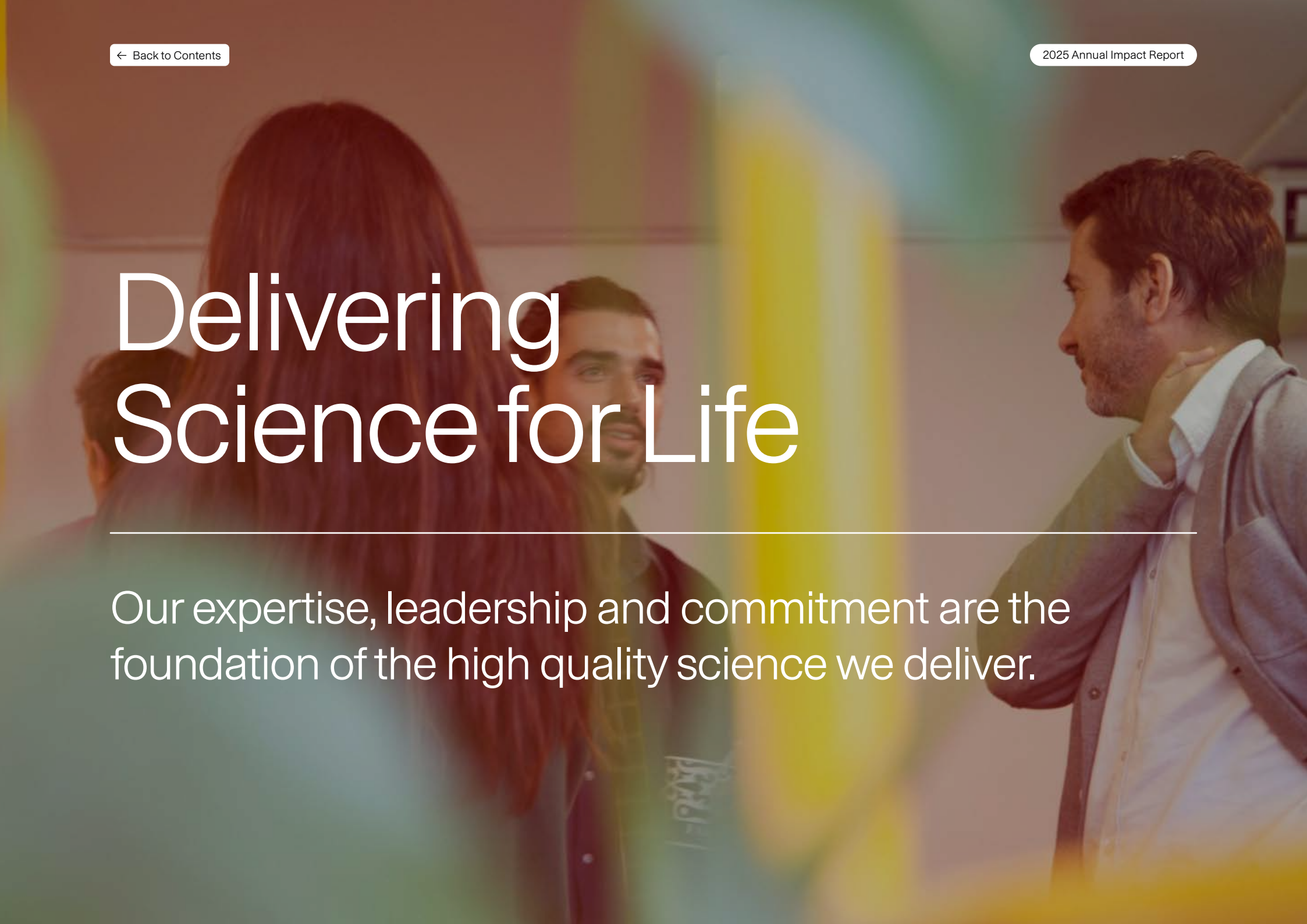
We strengthened our international impact in 2025 working with partners in strategic territories, expanding our scope of certifications and deploying our consultancy services.

Partnering with the Chinese Academy of Inspection and Quarantine (CAQIT) we are exploring opportunites deliver expanded capability, including proficiency testing and supply of reference materials, as well as delivery of international accredited testing for food companies in-country in a faster and much more cost-effective manner that expatriating such testing to Europe and North America. Executing agreements in the Middle East (UAE and the Kingdom of Saudi Arabia) we seek to strengthen food safety and sustainability. Including successfully completing our project: 'Driving the Circular Economy in the Gulf Region', in collaboration with the *Foreign and Commonwealth Development Office* (FCDO).

Alongside this work, Fera's Proficiency Testing business unit, Fapas®, strengthened its global leadership position in laboratory assurance. In response to emerging analytical challenges, we expanded our portfolio of proficiency testing schemes, enabling laboratories worldwide to demonstrate competence, meet regulatory requirements and maintain confidence in the integrity of their results.

Across 2025 Fera scientists further bolstered the UK's ability to detect and respond to biosecurity threats at our borders. "Barcoding for Biosecurity" is an assignment from Defra to where we have deployed innovative science to advance the deployment of DNA barcoding to strengthen national biosecurity through international collaboration and knowledge exchange with a number of strategic partner countries of the UK. Under the assignment we have developed unique and enhanced detection capabilities, data sharing and environmental monitoring methods to support resilience to global biosecurity threats.

These initiatives continue to reinforce Fera's growing international role, applying science for life and trusted partnerships to strengthen food safety, environmental protection and confidence in testing worldwide.



Delivering Science for Life

Our expertise, leadership and commitment are the foundation of the high quality science we deliver.

Growing the Principal Scientist Leadership Team

Leveraging Fera's Science Strategy.

Fera's *Principal Scientist Leadership Team* (PSLT) plays a critical role in driving the success of our business. It sets the Science Strategy for the organisation – with the benefit of guidance from Fera Science Committee.

The Principal Scientist role at Fera combines scientific domain leadership with strong commercial acumen. The team plays a pivotal role in driving revenue growth across the business by leveraging each Scientist's portfolio of projects, network of partners and innovations across public and private sectors.

The PSLT was doubled in size in 2025 by internal promotion and the addition of two new members: Elizabeth Lewis-Reddy (Natural Capital), and Simon Kelly (Food Safety), who have brought their vast expertise to enhance Fera's response to the challenges of a rapidly evolving landscape in our markets.

– **Elizabeth Lewis-Reddy**
Principal Scientist

– **Simon Kelly**
Principal Scientist

Fera's Research & Academic Collaborators

Building skills, expertise and leadership through investment in doctoral training.

30+

Researchers

10+

Universities

Fera has a vibrant postgraduate training programme delivered in collaboration with several of the UK's leading research-intensive universities.

We currently sponsor more than 30 postgraduate researchers and play an active role in a range of doctoral training partnerships, including:

North East England Doctoral Landscape in Biosciences (NEEDL) – A BBSRC-funded partnership led by the Universities of Durham, Northumbria, Teesside, Newcastle and Sunderland, working alongside a network of industry partners. The Doctoral Training Programme (DTP) will train the next generation of scientists with the technical and professional skills needed for diverse careers in modern, sustainable biosciences, including chemical biology, food security, neuroscience and ageing.

ECOSOLUTIONS: Transforming Chemical Management for a Non-Toxic Future – A NERC-funded doctoral focal award delivered with the Universities of Sheffield and York. The programme trains transdisciplinary, solutions-focused PhD researchers who can apply systems thinking to support a non-toxic UK environment and a sustainable chemicals and products sector.

Yorkshire Bioscience DTP – A BBSRC-funded partnership involving the Universities of Leeds, Sheffield, York, Bradford, Hull, Leeds Beckett, Sheffield Hallam and Teesside. As the successor to the White Rose DTP, it supports bioscience and biotechnology projects that will underpin the growth of a dynamic bio-economy across the Yorkshire region.

Institute for Agri-Food Research and Innovation (IAFRI)

IAFRI is a joint institute established by Fera and Newcastle University (NU). A key component of IAFRI is its jointly funded doctoral training programme, which focuses on agriculture, food and environmental research. The aim of the programme is to develop a strong talent pipeline of expert scientists for future recruitment by Fera or Newcastle University.

Through a combination of these and other programmes we are currently recruiting our 2026 cohort of students to the following projects:

Host and Vector-Borne Viral Risks in Trade: Understanding the Risks of Virus Introduction by the Vector Bemisia tabaci. Dr Sophie Bouvaine (University of Greenwich), Ellie Jones and Adrian Fox (Fera).

Novel Sensor Technology for Border Surveillance: Exploiting the Power of Synthetic Biology. Dr Tom Howard (Newcastle University) and Dr Jenny Tomlinson (Fera).

(Both supported by Defra Plant Health).

NERC ARIES Doctoral Training Programme: From Soil to Signature: Chemical Markers of Deforestation in Global Food Supply Chains. Professor Kate Kemsley, Professor Brian Reid (University of East Anglia) and Dr Simon Kelly (Fera).

ECOSOLUTIONS Doctoral Funding Award: Fast-Tracking Food Safety: Cutting-Edge Mass Spectrometry for Protecting Food Supplies from Hidden Environmental Contaminants. Dr Jackie Mosely, Professor Alistair Boxhall, (University of York), Dr Gloria Do Santos Pereira, (UKCEH) and Dr Adrian Charlton (Fera).

Unavoidable Food Waste Valorisation: Detection, Hazard and Risk of Rogue Chemical Residues. Professor Avtar Matharu, Dr Jackie Mosely (University of York), Prof. David Spurgeon (UKCEH) and Dr Adrian Charlton (Fera).

PhD by Publications

In addition to training new postgraduate students, we have partnered with Newcastle University to establish a “PhD by Publication” scheme. This initiative enables experienced staff members to consolidate an existing body of published research into a doctoral thesis and undertake formal examination for the award of a PhD. We have two students currently registered working on their theses:

Aimee Fowkes, Senior Virologist “**The Use of High Throughput Sequencing to Resolve Cases of Mistaken Identity in Plant Virology**”.

Helen Grundy, Science Lead, Food Authenticity “**Food Authenticity Testing Methods to Substantiate Labelling Claims, Protect Supply Chains from Food Fraud and Support Consumer Safety and Trust**”.

Developing the Next Generation

Delivering Trusted Evidence to Protect Consumers.

With Generation Research we are also broadening participation in postgraduate education also focusing on underrepresented groups and supporting access to Masters and PhD opportunities - addressing structural barriers to careers in research and science.

We launched the Fera Training Academy in March 2025 to enhance development and lifelong learning for all at Fera.

The Academy features a suite of structured programmes, including Management Development, Project Management, Leadership, Presentation Skills and Strategic Thinking to equip colleagues with the skills to grow, progress and lead with confidence. Our Network Mentoring Programme complements the Academy by supporting early career professionals with guidance and peer support from role models across the organisation.

We are committed to creating meaningful and inclusive career pathways that support individuals at every stage of their professional journey - strengthening the future STEM workforce. Talent and potential emerge through diverse routes, so we believe inclusive access to opportunity is essential for long-term sustainability in science and research and good for our business resilience.

Early Engagement and Widening Access to STEM in 2025

We significantly expanded our engagement with schools and built the programme for 2026. By working closely with educational institutions, we are helping to create alternative routes into STEM careers, particularly for individuals who may not follow traditional academic pathways. Our approach featured in the keynote presentation from Chief People Officer (Katy Sawyer) at The Chartered Institute of Personnel and Development (CIPD) meeting at Manchester Central Convention Complex in November.

Inclusive Support Across Diverse Career Routes

Fera is a major employer in the Yorkshire and Humber region taking its corporate social responsibility seriously. Our outreach activity prioritises pupils from under-represented and disadvantaged backgrounds and with primary schools in areas of high deprivation. We actively champion inclusivity, supporting individuals from minority and disadvantaged backgrounds and valuing the diverse perspectives and experiences they bring to our organization and the wider sector. We are committed to supporting neurodiversity believing that academic attainment alone does not always reflect potential.

Our apprenticeship scheme grew again in 2025, increasing breadth across standards and disciplines. New areas included Soil Science, Environmental Practice and Quality and Data Analytics in IT.

Strengthening Our Capability and Resilience Change

Liam Lister, Operations Manager his year of change at Fera.

Working in the Change Team gave me the opportunity to help shape how we better operate as a business.

"2025 has been a year of real growth and challenge for me at Fera. One of the biggest opportunities was my secondment into the Change Team, which gave me the chance to work on projects that are shaping the way we operate better as a business.

It was a great learning opportunity and I've really enjoyed getting involved in strategic change and seeing the impact of this team's work across the organisation. I've been involved in several key projects for the Food Business Unit, including the implementation of RFID technology and new fridge and freezer temperature monitoring systems.

Each of these projects has required careful planning, stakeholder engagement and problem-solving to make sure we deliver solutions that work for the business. I've also been involved in reviewing the use of single-use plastics to support sustainability goals and contributed to requirements gathering for planning for footprint expansion. Another highlight was completing both Advanced Management Programmes and Neurodiversity training.

These courses have helped me build further confidence as a leader, develop emotional intelligence, and learn practical tools for managing change and supporting colleagues. I've already started applying these skills in my both of my roles as Services Operations Manager and Business Analyst and they've made a real difference in how I approach challenges and lead projects.

Looking back, I'm proud of what I've achieved this year and grateful for the support I've had along the way. These experiences have pushed me out of my comfort zone and helped me to grow both personally and professionally. I'm excited to keep building on this foundation, take on bigger responsibilities and continue contributing to Fera's success in the years ahead."

Supporting Growth, Wellbeing and Belonging

Celebrating 10 Years of Fera Science Ltd.

10 Years since...

Watch highlights from the event and read the full story online.

Click Here

April 2025 marked our tenth year as a successful public–private joint venture business - a decade defined by transformation, organisational growth and scientific excellence to deliver growing commercial impact.

Established in 2015 following its spin-out from Defra, Fera brought together the rigour of public-sector science with private-sector innovation and commercial agility. Over the past decade, the organisation has shown how shared capability can advance science for the public good while delivering tangible value to industry.

The anniversary event in October at the House of Commons celebrated the people and partnerships that have shaped Fera's success, reinforcing the critical role of effective collaboration.It also highlighted Fera's expanding contribution across the UK agri-food and environmental science community.

Earlier in the year, colleagues from across Fera came together for an in-house celebration of the milestone and a look ahead to the future.

Today, Fera employs more than 550 people at its biotech campus near York, including over 300 graduate and doctoral scientists. Since Bridgepoint became the majority shareholder in 2024, the business has continued to deliver strong growth, further expanding its capabilities and international reach.

As Fera looks ahead to its next decade, it remains focused on strengthening science-led services across food, agriculture, the environment and life sciences, continuing to deliver on its purpose of Science for life.

Building a Supportive and Inclusive Workplace

People, wellbeing and engagement.

205
New Hires

50
Internal Movers

7000+
Applicants

600+
Interviews

30+
Conferences

11
New Apprentices

Over the past year, we've nutured our culture by investing in leadership, wellbeing and engagement.

Strengthening leadership and our People Strategy

In 2025, we welcomed Katy Sawyer as Chief People Officer, reinforcing our commitment to placing people at the heart of the organisation. Under her leadership, our People Strategy focuses on enhancing employee experience and engagement through four priorities: investing in our people, strengthening communication, supporting wellbeing and recognising achievement. Together, these priorities underpin a positive, inclusive culture and support the delivery of Fera's strategic objectives.

We continue to expand growth and development opportunities, enabling colleagues to build skills, progress their careers and realise their full potential. At the same time, we are strengthening communication channels to promote openness, transparency and connection across all teams. Ongoing investment in wellbeing supports colleagues both professionally and personally, while recognition remains central to our culture, celebrating contribution and reinforcing a sense of belonging.

Giving back through volunteering and community support

Our commitment to community engagement is underscored by our partnership with York Cares, through which colleagues volunteered their time to support local initiatives, including environmental projects such as woodland clearance and restoration. We also supported several York-based charities, strengthening our connection to the communities in which we operate. In 2025, colleagues selected Marie Curie as Fera's chosen charity, enabling collective support for vital care for people living with terminal illness and their families.

Prioritising health and wellbeing

Supporting mental health and wellbeing continues to be a key priority. In 2025, we formally signed the Mental Health at Work Commitment with Mind, reinforcing our commitment to creating a workplace where mental wellbeing is recognised, supported and openly discussed. Our approach includes Mental Health First Aiders across the organisation, manager training in mental health awareness, a 24/7 Employee Assistance Programme and regular wellbeing webinars, ensuring colleagues have access to support when they need it.

Standout Year for Industry Awards

External recognition for leadership, culture and growth.

During the year, Fera was recognised through a number of external industry awards, illustrating the strength of our leadership, culture and long-term approach to responsible growth.

At the Private Business Awards, Jodie Roebuck, was named Chief Financial Officer of the Year, recognising outstanding financial leadership, strategic impact and contribution to organisational success.

At the same awards - Fera was runner up for Transformation of the Year for our progress made in evolving the organisation, investing in innovation, strengthening collaboration and building a more resilient, future-focused business.

Regionally, we were named Large Employer of the Year at the North Yorkshire Apprenticeship Awards 2025, reflecting our commitment to developing early-career talent and creating meaningful pathways into science and professional services roles.

We were winners in the Investment category at the Yorkshire Sustainability Excellence Awards 2025, recognising our long-term approach to sustainable growth, responsible business practice and investment in people and infrastructure.

Together, these awards celebrate the dedication of our people and underscore Fera as an exciting, progressive place to work.

Sharing Knowledge: Our Science Symposium

Bringing together expertise, collaboration and innovation.

Events like the Science Symposium play a vital role in investing in people, strengthening the scientific community and building the relationships needed to deliver science for life.

Our annual Science Symposium provides a forum for colleagues and external partners to exchange ideas, showcase research and explore how applied science can address complex, system-wide challenges.

The 2025 event, held over two days at our York campus, focused on *New Thinking for the Whole Food System: Transformative Science for Turbulent Times.* It brought together colleagues from across the organisation, from PhD students and early-career scientists to senior leaders and business support teams, alongside experts from industry, academia and government.

The programme highlighted innovation and impact across the agri-food and environmental sectors, with sessions addressing food security, climate resilience, biodiversity, regulation and sustainable production. Keynotes and panel discussions explored how evidence-led policy, technological innovation and collaboration can support a safer, more resilient food system.

Colleagues shared applied research and operational insights, strengthening internal knowledge exchange and supporting professional development. Poster sessions and presentations provided early-career scientists with opportunities to build confidence and engage with senior peers and partners.

The symposium also fostered new partnerships and project ideas, helping to translate research into practical outcomes for clients and stakeholders. By bringing together diverse perspectives, the event reinforced Fera's role as a convenor within the agri-food and environmental science community.

Corporate Development

Accelerating sustainable growth through targeted acquisition.

Under private equity backing, mergers and acquisitions are a core part of our long-term growth strategy. They enable us to strengthen our capabilities, extend our reach and accelerate progress against our five-year growth plan.

Through targeted acquisitions, we are expanding our geographic footprint, deepening our service offering and strengthening our presence in key markets. This approach provides access to local expertise, regulatory experience and established customer relationships, supporting compliant and sustainable international growth.

Our M&A strategy also allows us to broaden and deepen our service portfolio, adding specialist technical capability, accredited laboratory services and digital expertise in priority areas. These investments strengthen our ability to deliver science-led solutions and enhance our Science for Life proposition.

At the same time, increased scale improves our operational resilience and security. By diversifying our operations and strengthening our laboratory and inspection network, we enhance business continuity, data integrity and service reliability for multinational clients.

These acquisitions support long-term value creation for Fera, strengthening our platform for growth while maintaining the high standards of quality, independence and trust that define us.

– **James Winterbottom**
Principal Scientist

Reporting

We maintain rigorous financial reporting processes to support accountability, regulatory compliance and uphold stakeholder confidence.

Strong Commercial Performance

Sustained growth, embedded government contracts and expanding sector-leading capability.

Our results for 2025 demonstrate the competitiveness of our offer and the effectiveness of our commercial approach.

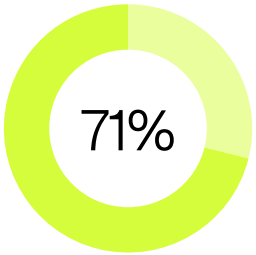
A year of strong delivery and sustained growth across the business, led by high performance in the Plant and Food Business Units.

Commercial activity remained robust, with strong contributions from food-related services, Efficacy testing and Animal Health Monitoring.

The successful embedding of the SSCS contract provided a stable platform for revenue delivery and strengthened our role as a trusted government partner, supported by additional work from Defra, the FSA and Natural England.

→

As projects move into delivery, they continue to meet client needs while strengthening our capability, knowledge platform and long-term growth position.



Of Submitted Bids Were Successful

↑50%

YoY Increase in Bid Successes

+15%

Increase in Bid Submissions

£59.7m

Reported Trading Revenue in 2025 | Growth of **13% vs 2024**

£3.81m

Capital Investments and Assets Value*

*Sum of Capital investments and grant-funded capital assets (DSIT-funded)

Environmental Social Governance

At Fera, we are dedicated to conducting our business in a sustainable and responsible manner.

Science for life

The vision guiding our core purpose and embedded throughout our Science Strategy. ensuring a forward-thinking approach to every aspect of our work.

Strong Governance

Our Board's skills and experience align with our mission. Ensuring that our company operates responsibly and strategically plans for long-term sustainability in service of all stakeholders.

Minimising Climate Impact

We run our operations in a way that is mindful of our own climate impact, including carbon baselining, a carbon reduction plan as part of our commitment to achieving Net Zero from 2050.

Sustainable Procurement

We evaluate the sustainability of our suppliers, considering the lifecycle of our processes. Including inputs like consumables and downstream factors such as waste and transport.

Ensuring Financial Sustainability.

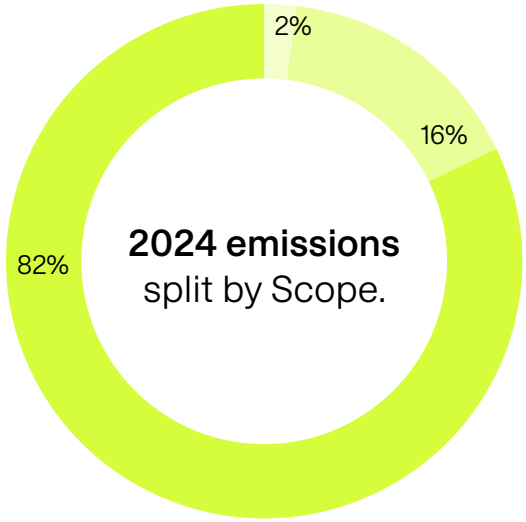
Delivering value to our shareholders is vital to our success. Financial sustainability ensures we can continue creating positive outcomes aligned with our purpose.

Fostering a Supportive Workplace

We are committed to a diverse, fair and inclusive workplace where every colleague is encouraged and empowered. Strengthening our performance and ability to serve our partners and communities.

Environmental Social Governance: The Data

2024 Emissions profile and reduction targets.



Scope 1
Direct Fuel - 2%

Scope 2
Electricity - 16%

Scope 3
Inputs & Outputs - 82%

42%

Scope 1 & 2 emissions reduction by 2030
From 2023 base year

52%

Scope 3 emissions reduction by 2030
From 2023 base year

Why Scope 3 matters

The majority of Fera's emissions sit within Scope 3, reflecting the material impact of purchased goods, services, consumables and downstream activities required to deliver scientific services at scale.

Our 2024 emissions across Scopes 1, 2 and 3 have all been externally validated at 16,104 tCO_2e.

Quality, Safety and Trust

How we deliver reliable science through robust standards and a strong culture of wellbeing.

↓25.6%

Fewer accidents than in 2024

Delivering high-quality science in a highly regulated international environment demands more than technical expertise.

It requires discipline, transparency and shared accountability. At Fera, this is embedded through a robust Quality Management System that ensures consistent compliance with regulatory requirements, customer expectations and international standards.

Leadership accountability sits alongside organisation-wide responsibility. Clear objectives, defined roles and a commitment to continual improvement are reinforced through regular review and independent audit. We operate in line with recognised standards including GLP, ISO 9001, ISO 17025, ISO 17043 and ISTA, providing a strong foundation for regulator-ready outputs.

In 2025, we secured accreditation for six new ISO 17025 test methods, progressed eight further methods in development, and successfully completed a routine MHRA GLP inspection, confirming continued compliance with OECD principles.

Safety, wellbeing and shared responsibility

Quality also depends on the health and safety of the people delivering it. In 2025, reported accidents reduced by 25.6% compared with the previous year, reflecting sustained focus on prevention, training and risk management. Mandatory health and safety training, role-specific instruction and regular refreshers ensure colleagues can work safely across laboratory, field and operational settings.

Clear reporting routes, visible leadership engagement and open communication help foster a positive safety culture where responsibility is shared and wellbeing is prioritised.

Fera

Connect with our specialists to find expertise tailored to protect, enhance and grow your business.

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