
THE JACKSON LABORATORY
Sustainability
IMPACT REPORT 2025
The Jackson Laboratory

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A message from Lon Cardon

I am pleased to share The Jackson Laboratory's Sustainability Impact Report. Our work at JAX is driven by our mission to discover precise genomic solutions for disease and empower the global biomedical community in its shared quest to improve human health. We are committed to advancing this work responsibly, sustainably and with care for those who make it possible. These values are not optional; they are fundamental to how we conduct our work and the impact we strive to achieve.

Recent examples of how JAX continues to steward the environment and strengthen the workplace include:

- Our facility in Gainesville, Florida earned **My Green Lab® Certification at the Green level,** the highest designation awarded. This achievement reflects JAX's commitment to responsible and sustainable laboratory operations.
- JAX continues to invest in **Environmental Health and Safety initiatives** focused on risk reduction and continuous improvement. In 2025, a site-standardized occupational health initiative was launched to better prepare employees for their roles and reduce injury risk.
- Through a diverse catalog of **Enterprise Learning programs,** JAX supports employees throughout their career journey, from specific skill building to leadership development. This past year, JAX piloted a mentoring program that trained 38 mentors and paired them with mentees across the organization.

I am proud of the practical solutions our teams are implementing across JAX to reinforce sustainability and safeguard the people and animals in our care. Through their efforts, JAX continues to lead in integrating these principles into our operations. I am grateful for their commitment and look forward to building on this progress.

Lon Cardon, Ph.D., FMedSci
President and CEO

JAX Leadership

As a nonprofit organization, JAX is governed by its Board of Trustees, which provides strategic direction, financial oversight and fundraising support. A Board of Scientific Counselors provides advice on the Laboratory's scientific activities, including research, education, training and genetic resources programs. The leadership team is comprised of senior leaders responsible for implementing JAX strategic priorities, and for administering all JAX functions.

Learn more about JAX leadership at *www.jax.org/about-us/our-leaders*.

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About us

The Bar Harbor, Maine campus, with Champlain Mountain beyond

The Jackson Laboratory (JAX) is an independent, nonprofit biomedical research institution with a National Cancer Institute-designated Cancer Center. JAX leverages a unique combination of research, education and resources to achieve our bold mission: to discover precise genomic solutions for disease and empower the global biomedical community in the shared quest to improve human health. Established in Bar Harbor, Maine in 1929, we are a global organization with nearly 3,000 employees worldwide and campuses and facilities in Maine, Connecticut, New York, California, Florida and Japan.

In 2025, we completed our acquisition of the New York Stem Cell Foundation (NYSCF), a globally recognized leader in stem cell research. This unification creates one of the most powerful nonprofit engines for biomedical discovery, combining JAX's expertise in genetics and mouse models with NYSCF's advanced stem cell and automation technologies.

For more information, please visit *www.jax.org*.

Scope of this report

The information in this document is limited to JAX's operations in the United States. Emission data available in this report reflects best of knowledge summary information from January 1, 2025 to December 31, 2025. Information in this report is sourced from various internal and external sources and may be based on emerging or evolving practices. Uncertainties, inaccuracies or omissions in data potentially have compounding effects on the accuracy and completeness of resulting information reported herein. Accordingly, JAX makes no representations or warranties as to the quality, completeness, accuracy or fitness for a particular purpose, and shall not be liable for any use by any party of, for any decision made or action taken by any party in reliance upon, or for any inaccuracies or errors in, or omissions from, such data. This document provides general information regarding many of JAX's policies, procedures and positions relating to sustainability issues. Although this report aims to present the general position of JAX, the policies, procedures and positions discussed herein may be subject to approved exceptions.

The Jackson Laboratory

My Green Lab® Certification awarded in JAX's newest facility

The JAX Gainesville Preclinical Services team, part of JAX® Mice, Clinical and Research Services, provides extensive in vivo preclinical services to the pharmaceutical, life sciences and medical research communities. Our Preclinical Services offer comprehensive study design and execution tailored to specific research needs, offering end-to-end support from candidate evaluation to pharmacokinetic and toxicity assessments. They specialize in evaluating novel therapeutic antibodies and compounds targeting neuromuscular, neurodevelopmental and neurodegenerative diseases.

Shortly after opening a new facility in Gainesville, Florida, the Preclinical Services Lab initiated the My Green Lab® Certification process as part of our continued effort to strengthen sustainable laboratory operations. My Green Lab® Certification is the world's most trusted green lab certification, guiding scientists and lab teams towards actionable sustainability practices. The certification provided a structured framework for assessing existing practices, implementing operational improvements, and building sustainable behaviors across the laboratory. After nearly a year of participation, the lab achieved Green-level certification, the highest level awarded.

The team launched their sustainability journey by participating in the annual International Freezer Challenge, a global initiative offered in collaboration with My Green Lab® and the International Institute for Sustainable Laboratories®. Through preventative maintenance and improved inventory management, the team strengthened cold storage efficiency early in the certification period. Additionally, Preclinical Services became the first JAX laboratory to transition their ultra-low temperature freezers from -80°C to -70°C, resulting in approximately 30% energy savings per unit while maintaining research standards. This operational adjustment represented one of the most significant energy reduction measures implemented during the program.

Education and engagement were central to the lab's success. Team members participated in green education modules covering responsible purchasing, inventory management, equipment use and resource conservation. These discussions increased visibility into daily operational decisions and encouraged broader participation in identifying opportunities to reduce energy use and material waste. The group demonstrated a strong collaborative culture, working together to identify practical solutions such as refining inventory systems and ensuring that nonessential equipment and plug loads were powered down when not in use.

Key operational improvements

Transitioning ultra-low temperature freezers from -80°C to -70°C, reducing energy consumption by approximately 30% per unit;

Establishing waste diversion pathways for lab plastics and initiating composting of animal bedding;

Launching a plastic film recycling initiative that diverted 135 pounds of material within its first three months;

Improving inventory management practices to reduce excess purchasing and material waste;

Identifying equipment and plug loads that could be safely powered down to reduce energy use.

Adjusting freezer temperatures save 30% of energy per unit.

The certification effort was supported through collaboration among laboratory staff, operations, facilities, Environmental Health and Safety and local partners. This cross-functional coordination enabled the implementation of site-specific solutions while aligning with broader campus sustainability standards.

The tools, education and operational improvements developed through this process contribute to our phased approach to advancing sustainable laboratory practices across the organization.

Caring for our community

The JAX Green Team is a collective of passionate employees interested in environmental stewardship through community and campus action. The group initiates several sustainability solutions such as waste reduction through supplemental recycling programs for items such as lab plastics and plastic film. Events are held each year to promote sustainable behaviors among the JAX community. In 2025, members participated in community litter clean-ups, tree plantings and invasive plant removals to protect natural habitats and promote biodiversity.

JAX GREEN TEAM

JAX volunteers planted more than 80 trees in Ellsworth, Maine during Maine Arbor Week.

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Giving back

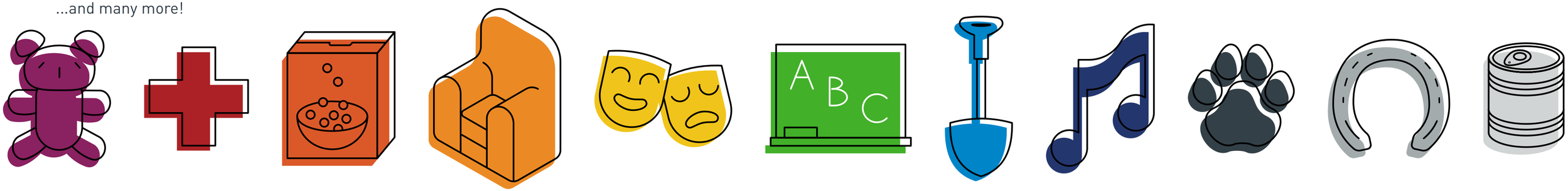
JAX employees may use 16 hours of paid time to give back to causes that matter most to them. In 2025, they collectively pledged 4,140 hours to local organizations, including...

- Childcare centers
- Health organizations
- Food banks
- Housing advocates
- Community theaters
- Schools and educational programs
- Environmental groups
- Music organizations and local radio
- Animal welfare groups
- Litter cleanups

...and many more!

Campus	Volunteer Time Off Type		
	JAX sponsored volunteer hours	Self-Reported (Unpaid)	Total
Bar Harbor, Maine	2,204	95	2,299
Sacramento, California	828	17	845
Farmington, Connecticut	644	8	652
Ellsworth, Maine	264	0	264
Gainesville, Florida	80	0	80
Impact hours	4,020	120	4,140

Sacramento employees at a volunteer day of service with the American River Parkway Foundation.



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Inspiring scientific discovery for generations

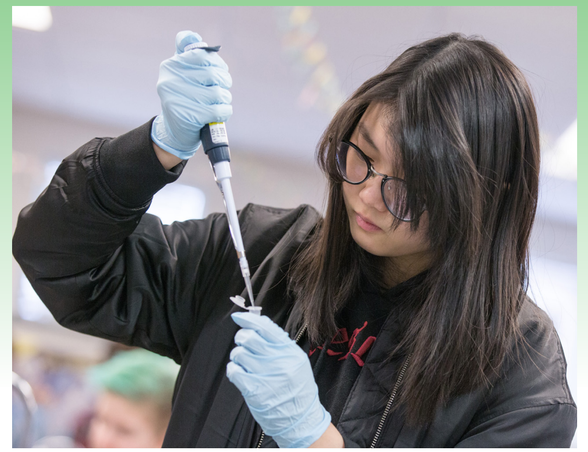
Sharing the deep knowledge and love of genetics is a cornerstone of our principles. Over a decade ago, we began working with educators across the nation to further genetics education. Enter **Teaching the Genome Generation™** (whose acronym, TtGG, references bases in the DNA sequence), a program that empowers high school teachers to bring modern genetics curriculum into their classrooms. Through a professional development program hosted at JAX, teachers learn how to use the same cutting-edge research equipment that scientists use in the lab.

Back at school, teachers use this knowledge to conduct experiments in the classroom with their students, who collect and analyze real data and discuss the ethical complexities at the intersection of human genomics, research and medicine.

In 2025, the TtGG curriculum was implemented in classrooms 99 times across six states and 63 schools, impacting 3,935 students.

TEACHING THE GENOME GENERATION™

Teachers participated in a TtGG training day at the JAX Bar Harbor campus.



Students at Lincoln Academy in Newcastle, ME, at work on a TtGG activity.

The Jackson Laboratory

Environmental Health and Safety

Strategic approach to safety excellence

JAX's 2025 Environmental Health and Safety efforts followed a blueprint built on three strategic pillars:

1. Zero severe events, focusing on potentially severe injury or fatality prevention and "read across" methodology to apply lessons learned organization-wide.
2. The EHS management system, which operationalizes standardized frameworks including software upgrades for incident reporting and action tracking.
3. Compliance assurance through systematic audits and permit reviews.

The strategy centered on engaging frontline employees in decision-making and problem-solving, ensuring practical, sustainable solutions informed by those doing the work daily.

Safety doesn't happen by accident

At JAX, our commitment to continuous improvement is exemplified through Kaizen, a structured methodology for creating positive change across the organization. Derived from the Japanese term for "good change," Kaizen represents our dedication to fostering a culture of safety, efficiency and employee engagement through incremental, data-driven improvements.

This practice brings together employees from frontline technicians to supervisors and managers, as well as representatives from multiple departments, including process engineering, wellness and EHS. This cross-functional approach ensures diverse perspectives and promotes solutions that address systemic issues rather than isolated symptoms.

Occupational health program

JAX's occupational health program plays a vital role in injury prevention and employee wellness. In 2025, we streamlined the program to ensure consistency across sites. Central to this program is our physical conditioning initiative. Recognizing that animal care operations are physically demanding, we maintain a 20-week conditioning program for new employees. Conducted in our onsite fitness centers in partnership with the Wellness team, the program gradually builds strength and prepares employees for the specific repetitive movements they will perform in their roles. In 2025, we made completion of this conditioning program mandatory before employees transition to assigned areas, ensuring all new hires are adequately prepared.

This integrated approach — combining physical conditioning, early intervention, standardized clinical care and accessible wellness resources — supports both injury prevention and employee wellbeing.

Building a culture of safety

The Kaizen process has fostered meaningful employee engagement by empowering workers at all levels to participate in decision-making and problem-solving. We remain committed to advancing our Kaizen program with continued focus on proactive hazard elimination, enhanced investigation quality, expanded risk assessment, and broader application across all departments.

Collaborative problem-solving: Grain bag handling

The grain bag handling process in our warehouse exemplifies the collaborative Kaizen approach. Risk assessments identified this as a high-risk task, with employees lifting, twisting and stacking heavy grain bags, placing significant strain on their bodies.

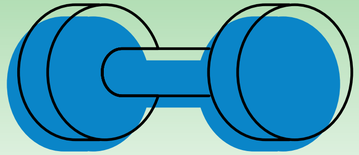
Through a Kaizen event bringing together process engineering, warehouse employees and EHS professionals, we implemented adjustable-height pallet systems that automatically maintain waist-level positioning as bags are added or removed. The team redesigned the racking system and standardized handling procedures to optimize body positioning and movement patterns, resulting in a practical solution that eliminated ergonomic hazards at their source.

Wellness at work

We offer a comprehensive employee well-being program focused on fostering a healthy and engaged workforce. Guided by the understanding that supporting the people behind the science is critical to advancing our mission, the wellness program emphasizes whole-person care that extends beyond the workplace.

At JAX, caring for our people is foundational to who we are — because when our people are supported, valued and well, our entire community is stronger.

Physical



24/7 on demand fitness videos, meditation and stress management tools

On-site fitness centers and classes for employees and their spouses and retirees*

Discounted gym memberships

On-site mental health clinicians**

Nutritional

Unlimited preventative nutrition counseling through employee health plan

Disease-specific dietician support

Discounted nutritious meals at onsite cafeterias*

Financial

Complimentary retirement planning services

Generous 403(b) retirement match and base contribution

Student loan support and counseling

Available at most locations. Similar options are accessible for all employees.

**Available at Maine locations.*

Unlocking employee potential

JAX invests in its workforce through a comprehensive suite of learning and development programs designed to support employees at every stage of their careers. Anchored in the belief that an exceptional employee experience directly supports the organization's mission, the Enterprise Learning team offers structured programs that span individual skill-building, leadership development, mentoring and continuous improvement. Employees can engage through multiple pathways, including live, cohort-based courses, on-demand learning and one-on-one mentorship. In 2025, our employees engaged in 1,105 Enterprise Learning programs and 3,742 LinkedIn Learning course completions across the organization.

At the core of this investment are Enterprise Learning programs that address distinct career stages, each mapped to competencies within the organization's leadership framework.

The Emerging JAX Leader program prepares high-performing individuals for future people-leadership roles and has become one of the most sought-after offerings. In 2025, 73 employees completed the program across four cohorts, reporting significant growth in emotional intelligence, navigating ambiguity, informed decision-making and AI adoption.

For those stepping into leadership for the first time, the New JAX Leader program provides a 12-week curriculum focused on building foundational people-leadership skills.

In 2025, 43 leaders completed the program over three cohorts, reporting increased confidence in communication, situational analysis, decision-making and leading through change.

Experienced leaders continue their development through the Every JAX Leader series, which offers ongoing, enterprise-wide programming focused on organizational priorities such as continuous improvement, leading with trust, leading through change and employee engagement.

The Mentor JAX Leader program complements the New JAX Leader and Every JAX Leader courses. The 2025 pilot trained 38 mentors and paired them with mentees across the organization, fostering an ecosystem of high-impact leadership.

These programs collectively support a culture of continuous learning and professional development across the organization. Structured pathways are available at every career stage, from individual skill-building through senior leadership development, and employees can access programming through live and on-demand formats. This enables employees to grow professionally regardless of role or location, reinforcing JAX's commitment to the people who advance our mission.

EMERGING JAX LEADER

NEW JAX LEADER

EVERY JAX LEADER

Driving sustainable science

For nearly a century, JAX has been on the cutting-edge of scientific excellence using the mouse model. Mice are the most widely used animal in biomedical research and have been central to medical breakthroughs that directly improve human health. As a leader in supporting scientific discovery using the mouse model, we support researchers around the world to maximize the impact of each animal. More than 2,400 organizations in 68 countries rely on over 13,000 strains of genetically-specialized JAX® Mice and research services in a wide range of therapeutic areas. These strains have contributed to breakthrough research associated with 26 Nobel Prizes and appear in countless peer-reviewed publications and FDA IND submissions. This scientific legacy depends on animals that are bred and reared with their welfare as a primary consideration.

Our commitment to animal welfare extends beyond regulatory compliance. It reflects a culture of respect, compassion and ethical responsibility embedded in how we hire, train and operate every day. Our approach is multi-layered: on-site veterinarians provide 24/7 clinical and programmatic support; comprehensive technician training programs build both technical skill and welfare awareness and internationally recognized humane research principles are integrated into daily practice. We have maintained continuous AAALAC accreditation, and our teams regularly contribute to advancements in the field through peer-reviewed animal welfare research and national conference presentations. Colony utilization is one practical expression of this commitment — a data-driven approach to ensuring that every animal in our care serves a defined scientific purpose.

From data to decision for optimizing colony management

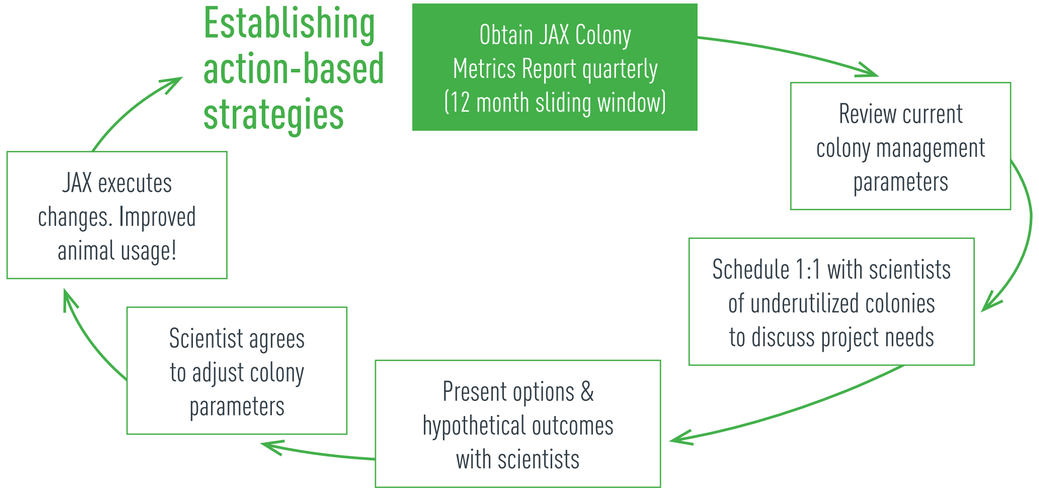
Our colony utilization tool begins with a quarterly colony metrics report built from real-time data automatically captured across JAX systems. The report serves as a collaborative tool for clients and JAX project managers to analyze their colonies at JAX. The tool transforms conversations by providing clear, project-specific data, allowing JAX scientific program management and project managers to share hypothetical scenarios that allow scientists to evaluate potential adjustments to colony utilization. The impact has been substantial. In one case study, 75% of participating scientists implemented one or more changes to their colony management strategies after analyzing the colony utilization report, resulting in an estimated 25% reduction in total costs compared with projected outcomes had no changes been made.

The 3Rs in practice

This work reflects JAX's longstanding commitment to the 3Rs — Replacement, Reduction and Refinement, the ethical framework guiding humane animal research. The colony utilization tool advances Reduction and supports Refinement through more deliberate and well-timed colony planning.

Looking ahead, we will continue to use this model to provide more frequent check-ins with scientists, broader adoption of discrete cohort strategies and more clearly defined thresholds for pausing colonies. The objective is a research environment in which every animal produced serves a defined scientific purpose, supported by data-informed decisions and ongoing dialogue between researchers and colony management teams.

This work is an important part of the compassionate care we give to the mice in our own research studies as well as to the millions more that we raise to support the important research of the global biomedical community.



Reducing our environmental impact

JAX's approach to sustainability is grounded in innovation, accountability and high-impact decision-making. Our operations require ongoing care for thousands of mouse models, supported by dedicated professionals who work alongside them. These specialized research environments depend on significant energy and resources and we are committed to minimizing our environmental footprint while advancing life-saving science. From facility operations to resource management, we integrate sustainability into every aspect of our work, with a clear focus on responsible, long-term stewardship.

In 2025, we are presenting our first year-over-year comparison of Scope 1, Scope 2 and select upstream Scope 3 emissions across our North American operations, using 2024 as our baseline year. This expanded view provides greater transparency into our performance and reflects continued improvements in data quality and inventory coverage. As our first year of comparative reporting, the results demonstrate measurable progress in reducing energy consumption, heating demand and water use, driven by targeted, data-informed operational decisions aligned with industry best practices.

Across our campuses, JAX reduced total electricity usage by approximately 11%, resulting in an estimated 943 metric tons of CO_2e emissions avoided. This reduction is equivalent to the annual energy use of roughly 127 homes.[1] Further, wastewater output declined by about 5%, saving nearly 5.7 million gallons, the equivalent of nearly nine Olympic-size swimming pools.

These reductions were achieved by evaluating our largest energy drivers and implementing efficiency measures aligned with established standards. Key actions included optimizing building systems to better match operational needs, expanding the use of night setback strategies and refining equipment operating parameters to reduce excess energy and water consumption while maintaining safety and performance requirements.

Our 2025 Scope 3 emissions inventory reflects an expanded operational footprint compared to the 2024 baseline, including the first full year of occupancy for our Gainesville, Florida, facility and the addition of emissions from the New York Stem Cell Foundation (NYSCF), incorporated in the fourth quarter following its acquisition by JAX. A sharp decline in emissions in Category 1 is an indication of our continuous improvement process to accurately inventory emissions across our organizational activities. Scope 3 categories will continue to fluctuate as data collection and guidance advances.

At JAX, stewardship and scientific excellence go hand in hand. As we look ahead to 2026 and beyond, our focus remains clear: to broaden and enhance our emissions inventory process, reduce environmental impact through data-driven decision-making and integrate sustainability into every aspect of our life-saving science.

[1] *U.S. EPA Greenhouse Gas Equivalencies Calculator. https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator*

Bioswale garden outside of the Ellsworth campus.

2025 emissions inventory

Scope 1 | $MTCO_2e$

	2024	2025
Industrial Gases, Process/Fugitive Emissions	1503	1648
Mobile Combustion	95	111
Stationary Combustion		
Fossil fuels ($MTCO_2e$)	15,783	20,474
Biomass fuel (CO_2)	184	124

Scope 2 | $MTCO_2e$

	2024	2025
Purchased Electricity		
Location Based	8,667	7,724
Market Based	8,667	7,724

Scope 3 | $MTCO_2e$

	2024	2025
Category 1: Purchased Goods and Services	21,858	17,131
Category 2: Capital Goods	5,838	6,862
Category 3: Transmission & Distribution Loss	364	308
Category 4: Upstream Transportation & Distribution	N/A, *see Scope 3 notes*	
Category 5: Waste	2,270	2,802
Category 6: Business Travel	1,262	751
Category 7: Employee Commuting	3,432	4,196
Category 8: Upstream Leased Assets	62	332

Consumption Data

	2024	2025	Unit of Measure
Mobile Combustion (Scope 1)	10,275	11,507	U.S. Gallons
Stationary Combustion (Scope 1)	422,546	432,189	MMBTU
Purchased Electricity (Scope 2)	168,765	160,286	MMBTU

JAX's emission inventory follows the Greenhouse Gas Protocol principles.

$MTCO_2e$ = Metric Tons Carbon Dioxide equivalent.

Reported values represent the best available data at the time of reporting. Where data is unavailable, estimates are applied.

Notes on Scope 3

Category 1 and Category 2: 90% of top annual spend is reported, excluding categories reported elsewhere and non-applicable categories. Year-over-year fluctuations are representative of improved reporting systems that removed additional non-applicable spend categories or assigned a vendor to a more appropriate category. Additional suppliers' emissions will be reported in future reports as collection methods are developed further.

US Environmentally-Extended Input-Output (USEEIO) emission factors are applied to suppliers based on the primary category of goods, services or capital expenditures provided. In some instances, a supplier provides a variety of goods and/or services and capital expenditure to JAX. Year-over-year fluctuation is representative of improved inventory methods for applicable vendors. Where relevant, emission data has been separated into Category 1 and Category 2, with reasonable thresholds applied. Data is anticipated to improve in specificity as internal collection methodologies develop.

Category 4: Upstream transportation and distribution emission data is excluded due to undeveloped mechanisms to collect and report data. Systems are being developed to report data in future reports.

Category 8: Increase in emissions reflects a full year of occupancy of a new leased facility in Gainesville, FL and JAX's acquisition of NYSCF in New York City, NY starting in Q4 FY25.