

# Lonza Group:

engagement commentary



Sustainable Global Equity  
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## ENGAGEMENT COMMENTARY:

# Lonza Group

## Overview

Lonza Group is a Swiss multinational healthcare manufacturing organisation headquartered in Basel, with operations spanning five continents. It employs around 20,000 people globally, supporting pharmaceutical, biotechnology and nutrition companies in bringing their treatments to market.

Founded in 1897, Lonza entered the biotechnology sector in the mid-1970s. As a contract development and manufacturing organisation (CDMO), it provides drug development and manufacturing services, helping take medicines, treatments and supplements from concept to commercialisation. Its business is structured across four key platforms: Integrated Biologics, Advanced Synthesis, Specialized Modalities, and Capsules & Health Ingredients.

### Why we're invested

- Lonza is a leading supplier to pharmaceutical and biotech firms, differentiated by advanced technology platforms and long-standing relationships with major biopharma companies.
- Lonza is well positioned to benefit from a secular outsourcing trend, as pharmaceutical companies increasingly rely on CDMOs.
- Lonza offers high earnings visibility through long-term contracts, including multi-year commercial supply agreements and strategic partnerships.

### Sustainability case

- Lonza is an enabler of next-generation healthcare, providing advanced manufacturing and technology platforms that help bring innovative therapies to market.
- It drives innovation with meaningful patient impact, supporting medicines that save, extend and enhance lives.
- It contributes to addressing unmet global health needs. Progress against the UN Sustainable Development Goals (SDGs) remains off track, reinforcing the need for scalable healthcare solutions.

### At a glance

- Lonza enables the **production of medicines that reach millions of patients** globally each year.
- Lonza supports **over 660 medicines in early testing and clinical trials**, using its expertise and technology to help bring new treatments to patients faster.<sup>1</sup>
- Lonza scaled Moderna Covid-19 vaccine manufacturing in 2021, **adding approximately 300 million doses annually**.<sup>2</sup>

### Engagement example: AI-related workforce impacts

#### Context

Since 2025, we have placed increasing focus on the workforce implications of enterprise artificial intelligence (AI). In November 2025, we wrote to CEOs at many of our holdings on this topic and have continued engagement, particularly with companies that have high exposure to AI and strong potential to capture its benefits.

Following our initial outreach, we met with Lonza's Head of Digital & Data, Head of HR Operations, and Investor Relations team in April 2026 to discuss AI adoption and workforce strategy in greater detail.

#### Relevance for Lonza

For context, Lonza employs around 20,000 permanent staff (FY25), alongside roughly 6,000 contractors,<sup>3</sup> with modest employee turnover (~9% in FY25). Industry estimates suggest that AI could reduce laboratory and quality control (QC) roles by 5-15% over the next five-year digitalisation cycle.

The company has long used machine learning, and more recently has deployed generative AI tools, including co-pilots, across day-to-day operations.

1 <https://www.lonza.com/integrated-biologics> Integrated Biologics | CDMO | Lonza

2 [Moderna Announces New Drug Substance Production Agreement with Lonza in the Netherlands](#)

3 <https://www.lonza.com/annualreport/2025/>

### How is Lonza using AI?

By early 2025, Lonza had implemented AI-driven Process Analytical Technologies (PAT) across its primary biologics lines, reducing batch failures by an estimated 15%.

Additional tools include:

- 'Digital twins', enabling real-time monitoring and virtual simulation of bioreactor processes.
- Reduced reliance on human sampling rounds and offline lab analytics.
- Increased use of robotics and real-time data analytics.

Collectively, these tools are helping Lonza reduce manual intervention while enabling more predictive, data-driven decision-making.

However, the pace of AI adoption is moderated by the highly regulated nature of drug manufacturing. Current Good Manufacturing Practice (GMP) frameworks have yet to fully incorporate AI, creating a natural constraint on full-scale automation and limiting near-term labour substitution.

Despite this, AI is already delivering material productivity gains by:

- Allowing scientists to design and analyse experiments more efficiently.
- Enabling operators to manage a greater number of bioreactors simultaneously.
- Accelerating documentation processes, a key bottleneck in biologics manufacturing.

This drives higher throughput (more experiments per week and faster batch release), which is critical to Lonza given:

- Increasing competition from lower-cost Asian manufacturers, and;
- The labour-intensive nature of the business – personnel costs were ~55% of costs of goods sold (COGS) in FY25.

### Impact on workforce

Lonza emphasised that AI adoption is not being pursued as a headcount reduction strategy. Instead, the focus is on supporting growth through role evolution and productivity gains.

Key initiatives include:

- **UnifyAI programme:** an internal initiative to develop 'AI-bilingual' employees by improving understanding of both AI limitations and capabilities.
- **Governance frameworks** to guide responsible AI use.
- **Development of KPIs**, including tracking AI tool utilisation across the group (noting higher adoption across APAC relative to Europe).

The company is also actively mapping future skills requirements, including identifying roles that may become obsolete in an AI-deployed workplace. This forward planning is increasingly important as early signs of labour market change emerge. Entry-level hiring has moderated, while labour supply has increased, with applicant volumes now 3-4x higher per role than previously.

### Ongoing engagement focus

We welcomed the constructive dialogue with Lonza and, given the pace of technological development, will continue engagement on this topic across the portfolio.

We are encouraging companies to:

- Develop clear AI workforce transition strategies.
- Map expected implications for headcount and skills requirements.
- Commit to reskilling and upskilling employees.
- Enhance employee engagement, including with labour representative bodies.

This will help ensure that workforce transitions are managed in a responsible and considered manner.

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