

Annual Review 2023/24



Media Partner
BUSINESSWEEKLY



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A Warm Welcome from **Tony Jones**

It's my pleasure to pen the introduction to this year's One Nucleus Annual Review 2023, our opportunity to introduce One Nucleus, showcase our members, their excellence and some updates on One Nucleus' plans.



In this publication, you will find a thorough introduction to One Nucleus with a high-level summary of the support we offer members along with some examples of what we have delivered in the past year. One Nucleus is all about its members, their success, meeting their needs and making the expertise they share accessible. I am delighted, therefore, that a significant percentage of our Annual Review again includes key insight articles authored by our members that exemplify the types of insight available through engagement.

About One Nucleus

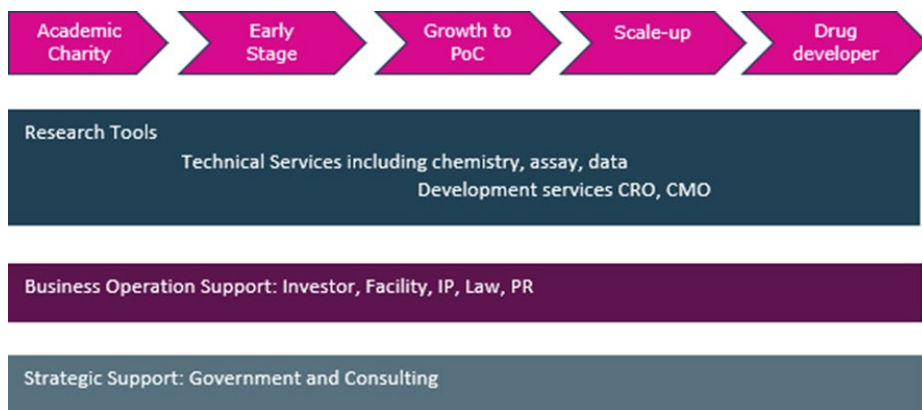
Established as Eastern Region Biotechnology Initiative (ERBI) in 1997 then merged with the London Biotechnology Network (LBN) in 2010 to form One Nucleus Ltd, the organisation is headquartered in Cambridge, UK. One Nucleus provides support and services to life science companies by way of access to learning & development resources, savings, events and peer-to-peer knowledge exchange through networking. We advocate the strengths (and needs) of our members to ensure potential partners, investors, employees and policy makers are aware of the collective life science asset our members represent.

A not-for-profit entity funded by member annual subscriptions, event-derived income and administration fees on services such as our Group Purchasing Scheme and Training Courses, One Nucleus continually seeks to innovate and evolve its offer to respond to the changing external environment encountered by its members. The key drivers of bringing together the best innovation, best people and smart investment do not change and hence the core membership offer has remained focused on these pillars. Providing local, UK-wide and international connectivity, complemented by practical support on operational, investment and technology trends, One Nucleus seeks to enable our members to maximise their competitiveness and performance. In contrast to many of our peer organisations, One Nucleus does not subscribe to the approach of differentiating excellence on the basis of business model when it comes to membership fee structure and thus engagement.

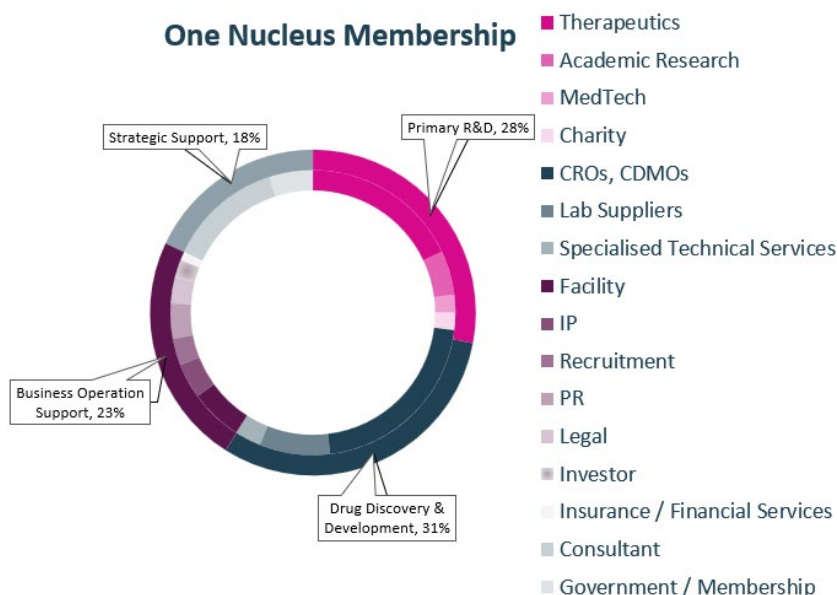
The One Nucleus Membership Base

One Nucleus membership is drawn from across the diverse life science sector, all playing vital roles in the creation, protection, investment, infrastructure and accommodation of an ecosystem responsible for translating world class invention and innovation into patient benefit, economic development and returns on investment. Accelerating the speed and efficiency of traversing the

process from ideation to patient, as represented here, is the mutual goal of both One Nucleus, our members and our collaborators.



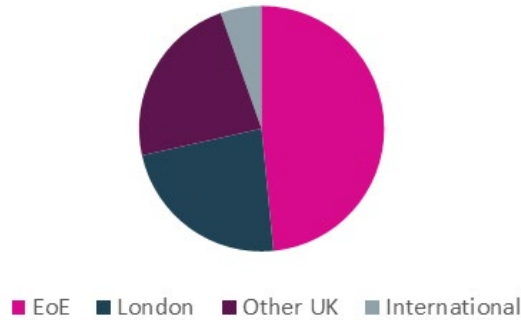
The distribution of membership by primary business focus is illustrated below. The diversity reflects the breadth of the One Nucleus ecosystem and the attraction of the value proposition to a wide variety of business types.



Being inclusive as a network, attracting excellence, irrespective of business model, stage and area of expertise or indeed geography is an important message to communicate, particularly for a sector that needs to compete with other attractive sectors for the best people as the nature of R&D and the sector diversifies in the required skills. An increasingly prevalent consequence of this convergence between sectors such as biomedicine and technology (TechBio is the new thing!) also brings in different traditions of business model. The Tech sector much more used to models such as SaaS and fee-for-service engagement over collaborative R&D perhaps. This combined with the shift to externalising R&D at an earlier stage in the innovation process means the traditional 'them and us' mindsets between provider and payer are having to adapt to succeed.

One Nucleus Geography:

ON Membership / Location



The historic footprint of the merged groups has meant membership has been concentrated (~70%) in the Greater Cambridge (EoE) and Greater London clusters, including key clusters such as Stevenage and Norwich. That said, membership from outside that region continues to grow.

Making the Right Connections

A key advantage to any company joining One Nucleus is the ability to connect to potential partners, investors, service providers, clients and their peers for knowledge-sharing. Along with the evolution of R&D strategies as technologies evolve, there is also a gradual transition that happens within any nascent industry sector when it comes to connectivity with peers. In the beginning, clusters resemble a close-knit community where the majority of people know everyone else. With growth of the industry, and hence cluster, the stitches of that knitting become vastly more numerous and thus looser, since it is not possible to have such close relationships with the majority.

The role of a membership group such as One Nucleus transitions from one of nurturing a community to enabling an environment for deal flow. Those serendipitous conversations and knowledge sharing that happen frequently in a very familiar community can become less frequent in a larger environment. This can ultimately hinder the speed and success rate of translating ideas to products and start-ups to operational high-growth businesses. The manner in which One Nucleus supports innovation has a clear focus on peer-to-peer engagement that increases the probability of those key conversations and meetings through our Virtual Innovation Centre approach, our events portfolio and our global collaborations.

Virtual Innovation Centre (VIC)

VIRTUAL INNOVATION VIA ONE NUCLEUS Mapping Your Way to Good Advice Early



The Virtual Innovation Centre approach is a means to conceptualise the One Nucleus support for innovation being translated into successful businesses, products and services. Unlike a traditional innovation centre, where physical capacity is a factor, viewing One Nucleus as an innovation centre without walls encapsulates the immense breadth of excellence One Nucleus is able to facilitate access to for innovators.

For those starting and growing life science business, new challenges continually arise irrespective of business model and often previous experience since external factors are very dynamic. It is valuable to get sage advice early in the planning process. One Nucleus acts as an efficient map & sat nav to the expert and peer connections who can provide such advice.



The portfolio of One Nucleus events is completely structured around encouraging the key conversations, meetings and knowledge-sharing that enables deal flow.

Whether the ‘deal’ is about R&D collaborations, investment, recruitment, advisory services, contract research provision or other, our aim is to create that environment for transactions to follow.

It’s also not all about members talking to members, of course. Much like no single company undertakes all the biomedical research they need to know about, a membership group needs to be a magnet for non-members to find its members. To that end, where possible One Nucleus allows non-members to participate in activities and for that inclusive reason, the One Nucleus network is far wider and comprehensive than the core membership.

What’s New in the One Nucleus Pipeline?

As mentioned, it is a responsibility of One Nucleus to innovate, evolve its member support offer and introduce new initiatives to enhance the support further. One Nucleus is delighted to be introducing three new programmes of activity in the coming year as follows:

- **One Nucleus Boston Bootcamp 2024**

Work over the previous year has laid the foundations for a much more focussed and concerted effort to facilitate the two-way engagement between the One Nucleus and Greater Boston ecosystems. There have been numerous 'meet the ecosystem'-type excursions and trade missions delivered over the years by One Nucleus and many others. The base levels of the opportunity available are accepted and the learnings from such missions brought home. One Nucleus wanted to develop this further to bring more granular support and learning. To this end, the inaugural One Nucleus Boston Bootcamp competition has arrived. Up to five winners from the One Nucleus community will be funded to participate in a 2-day intensive programme of boardroom-style insight sessions. Topics covered in depth will include investment pitching, building your senior team, laboratory leasing and deal term sheets through a US lens. The sessions will provide the winners with the ideal chance to test, develop and re-test their business strategy to engage in the US.

- **One Nucleus Training Sat Nav**

One of the key differentiators between prospective employers at the interview stage is to convince the best applicants that their on-going learning and development needs will be supported. The challenge is no smaller in the context of retaining and motivating good teams beyond the recruitment phase. One of the barriers to delivering this effectively and efficiently, especially for SMEs, can be the lack of available guidance on the provision across all skills required by their staff. Whilst One Nucleus delivers an extremely effective portfolio of training courses, it is under no illusion that it caters for all needs or indeed knows where to signpost enquiries to if they are not within the One Nucleus catalogue. One Nucleus has expanded its research capacity to address this and is embarking on the creation of an accessible and more comprehensive platform through which to identify the best courses and providers to meet the breadth of need encountered by our members.

- **One Nucleus Awards Dinner 2024**

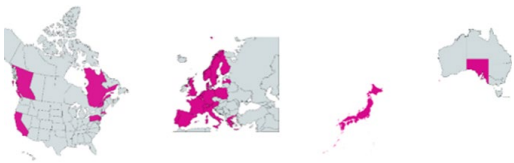
Everyone likes a party, right? This may be the case and assembling life science executives and stakeholders to celebrate success and build awareness and contacts for even more success is about more than the party element. In a first for One Nucleus, it will hold a Annual Awards Dinner in London on the evening of 21 March 2024 with the following aims:

- To recognise and celebrate the success and excellence within our ecosystem such that confidence is inspired in others.
- Limiting the event capacity (approx. 200) to enable all attendees to network effectively and make those all-important onward connections.
- The range of award categories to recognise the full spectrum of achievement in the life science space.
- Exemplify optimism for the future by showcasing the winners of the Boston Bootcamp 2024 competition at the event.

With these guiding aims, One Nucleus is confident it can create an event that complements and adds to the current commercial and size-driven dinner and awards circuit.

Thinking Globally:

Whilst this is vital locally, the ability to connect to other regions, especially internationally, is also valued. To support our members in their growth aspirations, One Nucleus maintains strong relationships with like-minded support groups across Europe, North America and Asia. The collaborator coverage is illustrated here.



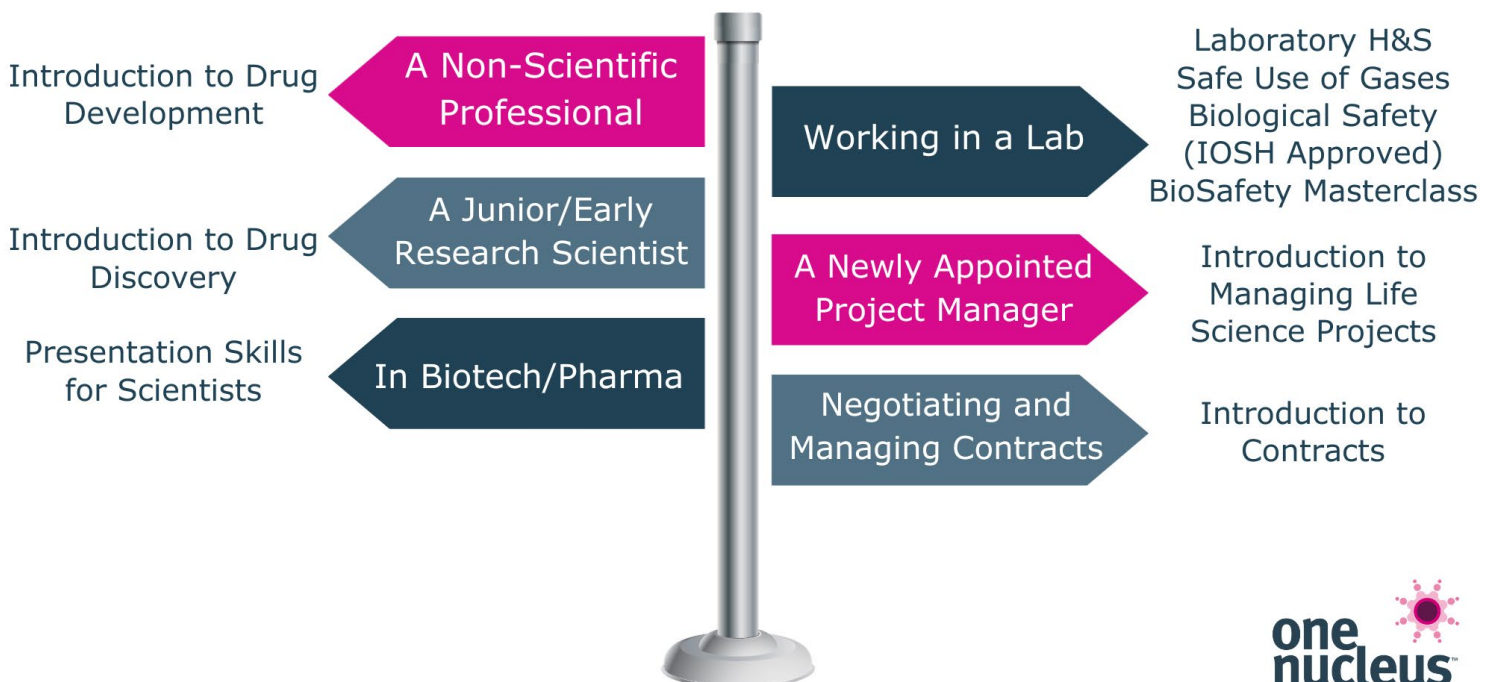
One Nucleus' international connectivity is maintained through membership of the Council for European BioRegions (CEBR); supporting inward and outward trade visits; collaboration with UK Department for Business & Trade; collaboration with peer groups in N America, Asia and Australasia; and attendance and exhibiting at international events, including Bio-Europe Spring, BIO International Convention and Bio-Europe.

Best wishes,

Tony Jones, CEO

FIND THE RIGHT COURSE FOR YOU AND YOUR TEAM WITH OUR **ONE NUCLEUS TRAINING SAT NAV**

Are you...



Learning and Development

One Nucleus recognises that a company's employees are its most valuable asset and the competition for talented and skilled employees has never been more fierce in the region's life science sector.

During the past 12 months it has been encouraging to see companies increase their appetite for training courses, engaging in sessions discussing best practice in areas such as Equality, Diversity and Inclusion and promoting the career opportunities the sector offers. It is evident that employee engagement is key to reputation, recruitment and retention for all businesses.

Learning & Development:

To support members, individuals and the wider sector One Nucleus has developed a range of learning and development support opportunities based on the needs of our member companies and their staff. We are constantly introducing courses on new subjects as our members' needs change.

Our [training course portfolio](#) can be delivered:

- Face-to-face or online to meet member companies' needs
- In-house for a single company or
- Via open courses, for delegates from multiple companies.
- As free on-demand content from our events and conferences to fill knowledge gaps.

Recruitment & Careers Support:

To support recruitment, One Nucleus operates:

- A [jobs page](#) on the One Nucleus website.
- Employer of Choice webinar series providing real world insights, guidance, and best practices on becoming an employer of choice to attract and develop the best team.
- Annual on-line [Building Life Science Adventures](#) conference. This One Nucleus careers conference is free to attend and a chance to fill knowledge gaps, debate best practice and connect to enable success.



Learning and Development

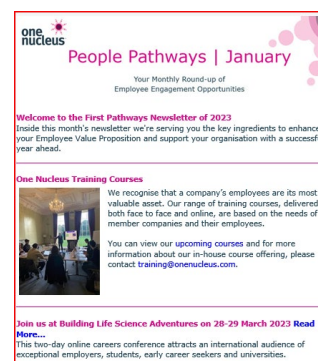
The **One Nucleus Mentoring Initiative** is for those already in employment as well as students seeking to develop in the sector. The initiative is an opportunity for One Nucleus to play a full role in connecting the expertise and know-how of our network to those that need it and thereby collectively enhancing the success of the cluster.



Contact training@onenucleus.com with details about what you currently do, the type of mentor you seek and the area of expertise on which you seek their guidance. Free of charge, we'll advertise your mentor vacancy on our LinkedIn, X (formerly Twitter) and our website and in our monthly People Pathways Newsletter.

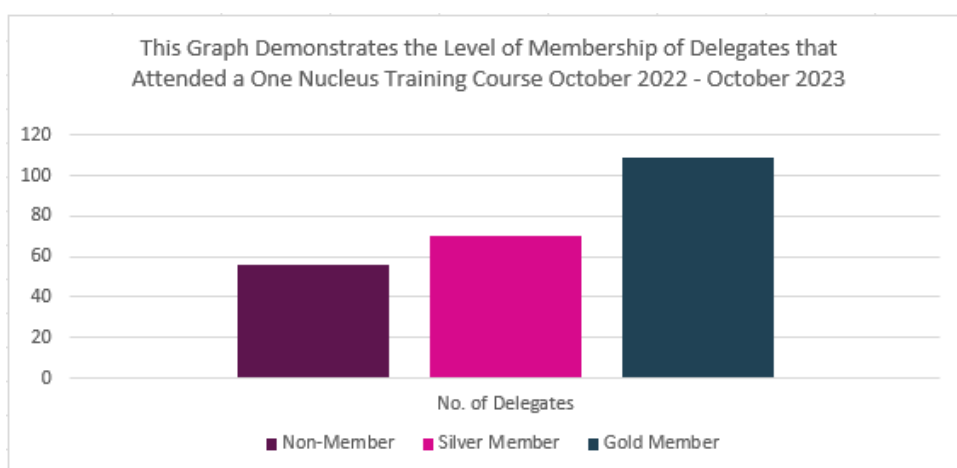
People Pathways Newsletter:

- Monthly e-publication disseminated to our network
- Learning & Development insight articles
- Recent appointments at member companies
- Current vacancies
- Upcoming training courses.



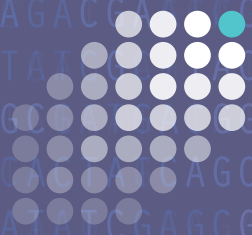
Learning and Development in Review

During the past 12 months we have seen a continued uptake in training courses amongst member companies with both open and in-house delivery. There has been a steady move away from online in favour of in-person course delivery.



One Nucleus and My Green Lab collaborate to help drive a meaningful and sustainable change within laboratories. One Nucleus members can receive an exclusive discount on the My Green Lab Accredited professional training courses.





Babraham
Research
Campus

start-up to scale-up



Babraham Research Campus supports the scientific discoveries of tomorrow by nurturing and supporting people, companies and ideas at every stage of the development cycle, making it one of the best places in the world to start, scale and grow a bioscience company.

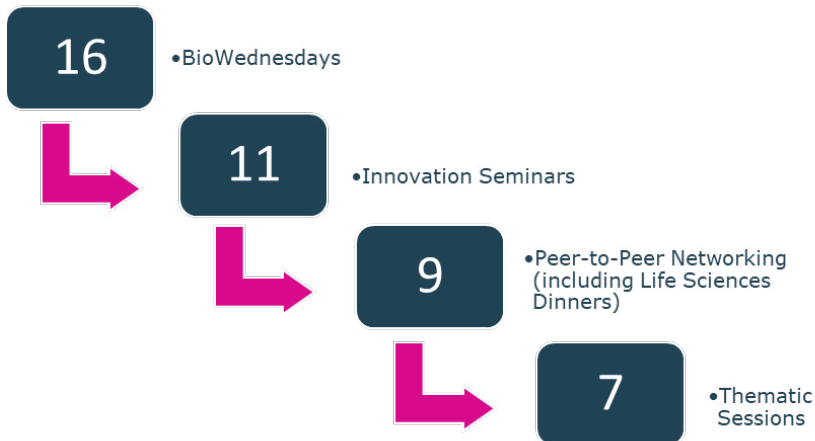
Impactful science and entrepreneurship activities are developed here which make a tangible difference not only to those on Campus but also beyond.

www.babraham.com

One Nucleus Events Wrap-Up

As a people-centric organisation, events are a crucial component of the One Nucleus offer. The objective is to assist our members in maximising their opportunities for networking, collaboration and knowledge exchange both within membership and beyond. This is pivotal to achieving mutual and collective success within our sector. The portfolio of events is designed to meet the needs of our network in terms of content, format, timing, peer-to-peer engagement and modes of delivery.

The stats over the past year for non-conference events...

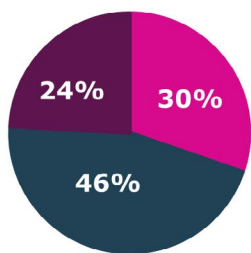


Now that most people embrace going back out again to meet in person, face-to-face events have been the predominant format in the One Nucleus event portfolio. However, the One Nucleus [YouTube channel](#) still remains an excellent resource for viewing and catching up on recorded content. Where practicable and there are clear advantages, such as facilitating connectivity to a geographical area further away, or for one of our technical Innovation Seminars, a virtual format is still seen as a great medium.



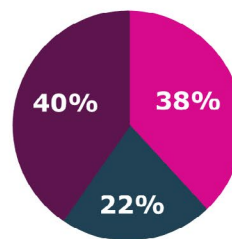
One Nucleus aims to bring the right people together to help facilitate excellence in our sector and which can then encourage the right questions and deals to follow. The charts opposite show One Nucleus events are for all to enjoy, whilst being part of membership can help to bring benefits in the way of free and discounted access to some events. The overall uptake between members and non-members remain consistent with the year before indicating engagement among the different groups is continuing.

BioWednesdays



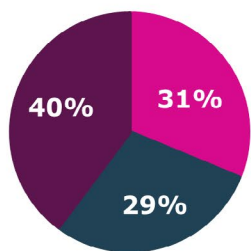
■ Non-member ■ Silver ■ Gold

Innovation Seminars



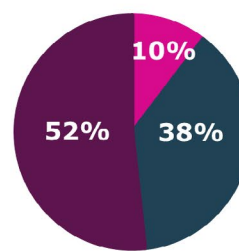
■ Non-member ■ Silver ■ Gold

Life Science Dinners

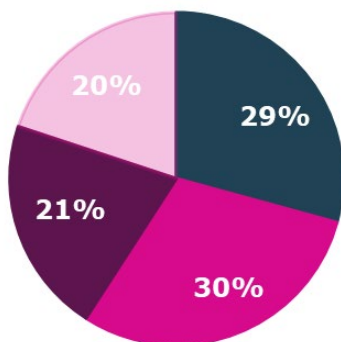


■ Non-member ■ Silver ■ Gold

Thematic Groups



■ Non-member ■ Silver ■ Gold



■ Primary R&D ■ Drug Discovery & Development
 ■ Business Operation Support ■ Strategic Support

BioWednesdays

BioWednesdays, our core member networking events are an excellent opportunity to get short and sweet updates on key trends and topics in the life science sector which may not be pivotal to the day role but valuable context. The formal presentation and or panel elements of the sessions are surrounded by ample networking opportunity over refreshments.

In the past year, we saw > 600 attendees addressed by 60 speakers!

Topics covered included:

- Creating and Defending Sustainable Value in Life Science IP
- How is 5G Enhancing Healthcare Connectivity?
- Cells, Genes and Vaccines: Developing the Treatments of Tomorrow

- How do Investors and Entrepreneurs Evaluate Intellectual Property?
- The UK Financial Landscape Shaping Life Sciences in 2023
- Lost in Translation: Smart Early Clinical Development With the End in Mind
- Is the UK on Course to be a Science Superpower?
- Kadans, Canary Wharf Group and One Nucleus Social Evening
- TechBio - Accelerating Data-Driven Life Sciences
- Scaling of the Urban Science Park Destination
- Road to Success - Navigating the Innovation Pipeline in Therapeutics
- Innovation and Collaboration in UK Life Sciences Beyond Borders
- Accessing the US – Understanding and Navigating Your US Expansion
- China – Where Are We Now?

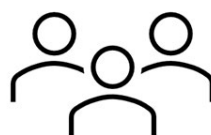
One Nucleus is proud to have worked with the following selection of high-profile sponsors on BioWednesdays over the past year:



We look forward to hosting future BioWednesdays. Members can attend for free and there are options for sponsorship for those seeking to raise their profile further. Please email jasmin@onenucleus.com for more information.

Innovation Support

A core objective of One Nucleus is to provide support tailored to the specific business and technical needs of our members and the wider life science sector. To follow are some examples of topics we've addressed in the past year:



- **Drug Discovery/Development**

- Tech-Bio Beyond the Hype: Contributing to Life Science Companies' Sustainability
- Small Molecule Innovation
- Navigating Commercialisation Challenges: Where Are You on Your Journey?
- Clinical Trial Evolution in the EU & CMC Strategy
- Early Phase Clinical Trials in Australia - Fast-Tracking Your Development Program

- **Business**

- Dealing with the Rising Cost of Living in our Life Sciences Sector: From Supply Chain to Operation Costs
- Mind the Management Gap
- Evaluating Exit Strategy: Options, Getting Ready and When is the Right Time to Act?
- Denmark Life Sciences Forum
- The Good, the Bad and the Ugly: How to Sort Your Startup Legals
- Grants and Incentives: What's Available and How Can Cash Benefits be Accessed?

Life Science Dinners

One Nucleus hosts life science dinners to bring senior executives together for an evening of informal networking and dining. Sponsors can reserve tables and have the privilege of inviting guests including clients and potential clients they would like to attend and get to know better. Over the past year, One Nucleus hosted three life science dinners, two of which were hosted at [Quy Mill Hotel & Spa](#) and one at [Chesterford Research Park](#). The dinners were a resounding success drawing a combined attendance of around **180 attendees** and **17 sponsored tables**.

One Nucleus would like to thank the following table sponsors for contributing to this success:



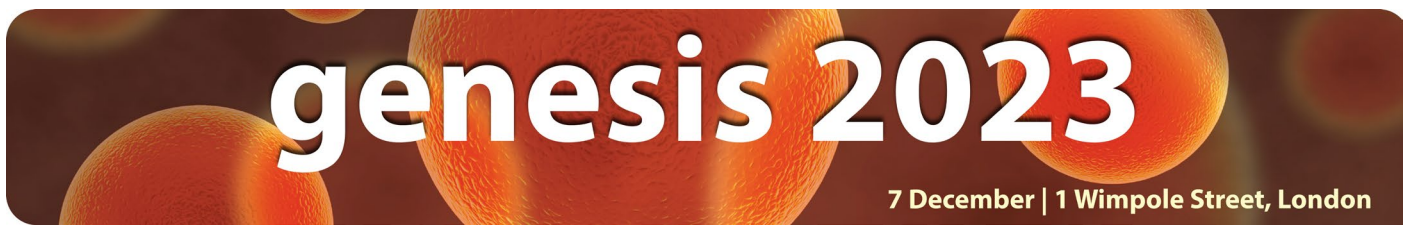
Look out for further information on the [One Nucleus – Annual Awards Dinner 2024!](#)

Thematic Sessions

We expanded our range of Thematic Group sessions to include Business Resilience, alongside our HR Special Interest Group, Life Science Marketing Group and Employer of Choice Sessions. One particular Employer of Choice Session focussed on Driving Employee Engagement in a Hybrid Working World, which is becoming increasingly important in a world where many leaders are driving geographically spread teams. Catch up on the discussion [here!](#)

We look forward to connecting with you at our future events.

One Nucleus' Core Conferences



The annual Genesis conference has been a pillar of the Life Science sector for over two decades. Bringing together key opinion leaders, investors and innovators from across the sector to share insight, debate key trends and generate deals.

Genesis offers a high content mix of plenary talks and panels from key opinion leaders; 1-2-1 Partnering; an exhibition, assembling an array of providers supporting the life science sector; ample networking opportunities; and online Innovation Workshops. All great examples of helping to enable the translation of ideas into better patient outcomes.



Creating careers not just jobs is a two-way process between those seeking to build their adventures in science and those seeking to employ them with academia a critical enabler.

This two-day free to attend digital careers conference is a chance to fill knowledge gaps, debate best practice and connect to enable success. Not your standard job fair, this is an event bringing panels of students, early career seekers, employers and universities together to engage in lively discussions over the course of two days.



This one-day conference will address key bio innovation trends, from developments in life science and technology research to their translation into new diagnostics, prevention tools or treatments.

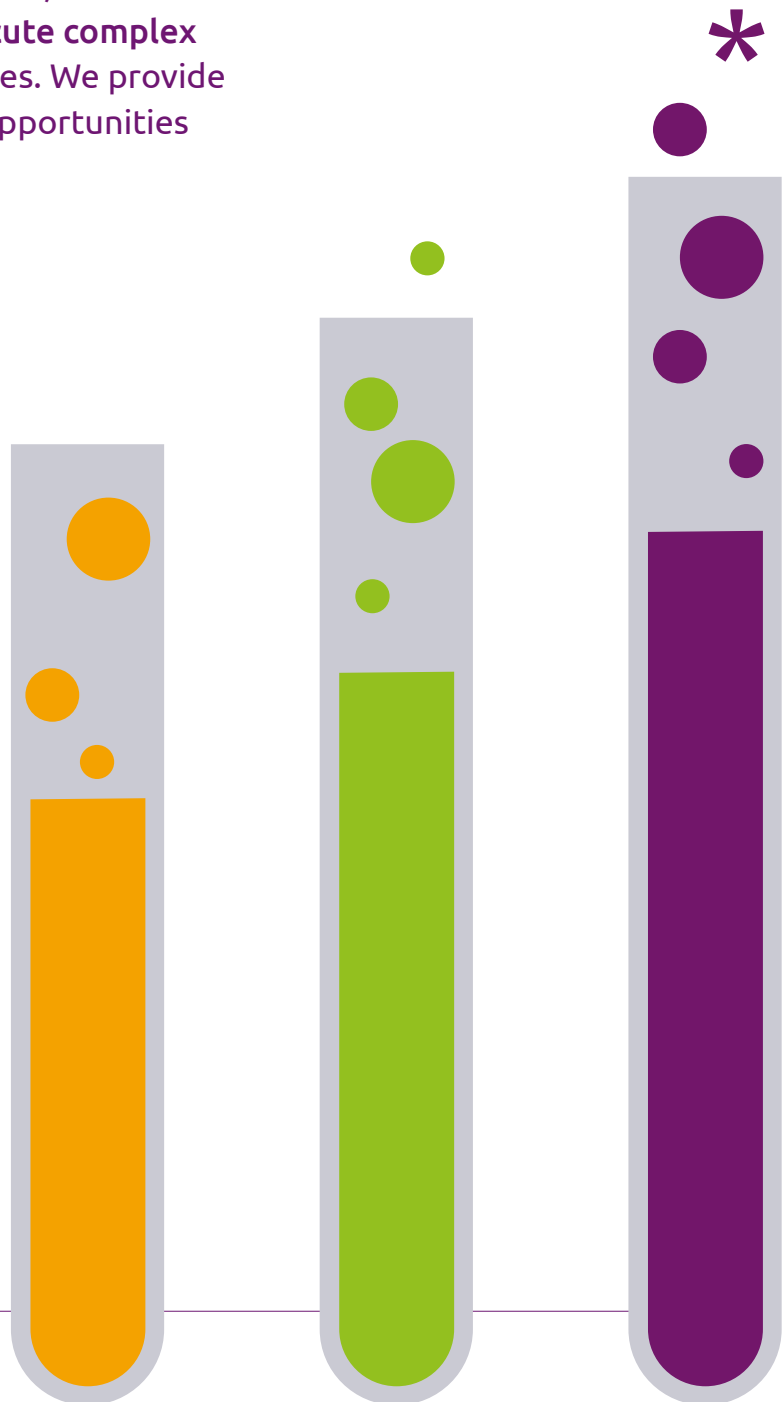
Delegates and Supporters will connect with the One Nucleus network to explore New Horizons for Bio Innovation.

ON Helix offers a high content mix of plenary talks and panels from key opinion leaders; 1-2-1 Partnering; an exhibition assembling an array of providers supporting the life science sector; ample networking opportunities; and online Innovation Workshops. All great examples of helping to enable the translation of ideas into better patient outcomes.

Success is our science

The life sciences sector is hugely innovative but also highly complex and regulated. Our renowned multi-disciplinary team of lawyers have **deep sector knowledge** and can help wherever you need, whether that is to protect your latest idea, **to execute complex transactions** or deal with compliance issues. We provide the solutions to enable you to seize the opportunities open to you.

To find out more, please contact:
James Fry
Partner and Head of Life sciences
james.fry@mills-reeve.com



Meet the Team



Tony Jones
Chief Executive Officer



Richard Dickinson
Chief Technical Specialist



Jean
Chief Operating Officer



Debbie Flicos
Finance & Systems
Administrator



Laura Bacchus
Events & Data
Administrator



Monalisa Breazu
Learning & Development
Administrator



Alicia Gailliez
Business Development
Manager



Claire Abrams
Director of Events &
Communications



Jasmin Bannister
Member Engagement
Manager



Natalie Keuroghlian
Marketing Manager



Andrew Bickerton
CRM Systems Manager



Amanda Slote
Research & Communications
Administrator

Our Corporate Patron



With increased interest and curiosity following the pandemic, we have a golden opportunity to inspire the next generation, encouraging them to think about a career within STEM (Science, Technology, Engineering and Maths).

AstraZeneca supports over 500 early career scientists in the UK, offering opportunities to school leavers, undergraduates, graduates, PhD students and postdoctoral researchers. Gaining experience in the biopharmaceutical industry helps to kickstart early careers and will ensure a bright future for the UK's life science sector, benefitting both patients and society as a whole.

Supporting the development of a diverse and inclusive talent pipeline for the future is an area we facilitate at One Nucleus. The breadth of this engagement means we have formed a strong and productive relationship with AstraZeneca, based on our shared ambitions for the Cambridge and wider UK life sciences community.

It is our pleasure to have the continued support of Penny James, Chief Operating Officer, R&D Biopharmaceuticals, as a Non-Executive Director. One Nucleus strives to enable knowledge sharing on the latest innovations in the scientific, business and investment aspects of the sector. AstraZeneca's willingness to dedicate resource to us, such as event speakers and updates, significantly enhances our ability to share and debate content across areas including R&D, deal making and sustainability. Their engagement provides insight to the nascent companies, their founding entrepreneurs and investors, on how exceptional scientific innovation can be translated into patient benefit globally.

Tony Jones, CEO

Our Corporate Patron and Sponsors

Corporate Patron



Corporate Sponsors



One Nucleus Partners

abcam

Advent
Life Sciences

Agility
Life Sciences

Babraham
Research
Campus

BIOIVT
ELEVATING SCIENCE™

BioMed Realty
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CAMBRIDGE
INNOVATION
CAPITAL

charles river

Deep
Science
Ventures

EBD
GROUP

Lilly

EY
Building a better
working world

Instinctif
PARTNERS

London BioScience
Innovation Centre

Lonza
Biologics

norwich
research
park

PCML
GROUP

PENNINGTONS
MANCHES
COOPER

PharmaVentures
the deal experts

QMB
Innovation
Centre
QUEEN MARY BIOENTERPRISES

RSM

Sciad
Bringing innovation to life

startcodon

STEVENAGE BIOSCIENCE
CATALYST

tranScrip

启迪英国
TUSPARK UK

WELLCOME
GENOME
CAMPUS

wellcome
sanger
institute

Partner Programme

The One Nucleus Partner Programme offers a fully integrated value proposition to organisations seeking to play an influential and visible role in the development of the One Nucleus life science community.



Relationship Management:

Each Partner has a tailored Annual Engagement Plan, developed to ensure a good strategic fit with the Partner's goals for the year ahead and against which performance can be managed. There is an allocated One Nucleus account manager for each relationship to ensure regular reviews and discuss desired adjustments as the year progresses. Engagement may include benefits from the menu below, but the agreed package is designed with flexibility in mind.

Partner Benefits:

- One Nucleus [Gold Membership](#).
- Company logo displayed with advised url hyperlink on the One Nucleus [website](#).
- Company logo and url hyperlink in the One Nucleus [Annual Review](#).
- Opportunity to speak at One Nucleus events (based on relevance and experience).
- Contribution of thought leadership articles to One Nucleus publications.
- Placement of a banner advertisement and article in an edition of One Nucleus [eNews](#).
- Option to develop bespoke event(s) or workshop(s) to be delivered with One Nucleus.
- One in-person delegate pass to any One Nucleus conference offering such an option.
- Annual 1-2-1 meeting with the CEO of One Nucleus to discuss issues facing the life science sector and possible One Nucleus interventions.
- Priority invitation to any VIP-only events hosted by One Nucleus.

*** To become a One Nucleus Partner the cost is £8,810 +VAT per annum**

For information:

+44(0)1223 896450

info@onenucleus.com

www.onenucleus.com

Where Life Meets Science

Chesterford Research Park offers state of the art laboratory and office space alongside superb central facilities - a community perfectly positioned for today's thriving pharmaceutical and biotech companies.

www.chesterfordresearchpark.com



CHURCHMANOR
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Chesterford Research Park: A Prestigious Location Which Ticks All the Boxes



The Science Village Building, Chesterford Research Park

The race for life science space within the cluster has brought with it a heightened awareness of the considerations which are intrinsically important when making the 'where to locate' decision, and ranking high on that list of considerations is staff expectation – both current and future. Today, this group expects much more than just a job and considerations around location, accessibility, amenity and work/life balance all rank just as highly, if not higher, than the immediate office environment, salary, potential for swift career progression and benefits package when evaluating who to work for.

This forensic analysis by current staff and potential recruits is causing organisations to re-evaluate the criteria when it comes to choosing the environment within which they choose to start or scale their ventures.

An Exceptionally Attractive Workplace Which Prioritises Staff Wellbeing

Set within 250 acres of idyllic parkland near Cambridge, Chesterford Research Park is a low-density development of state-of-the-art R&D laboratories and office spaces all set within a wonderful, natural landscape - providing the very best flexible and future-proofed environment for innovative, world class pharmaceutical, biotechnology, diagnostics and technology R&D companies – from startups to multi-nationals - and their highly skilled staff.

Greenspace

Ideal for moments of downtime and contemplation during the working day or a brisk walk or run during lunch break, Chesterford Research Park's superb green spaces, complete with beautiful arboretum and lakes are hard to surpass. The Park even has its own 7-hole, par 3, golf course, which is free to use by all those working on site.

A Central Space for Community, Fitness and Collaboration

At the heart of the Park sits The Nucleus, the Park's exceptional central facilities building. Home to a restaurant and café, fitness centre and range of meeting and conferencing spaces, The Nucleus is a vibrant, communal meeting and social space regularly used by both Park occupiers and visitors.

Ease of Commute

Daily coach services to and from central Cambridge, a shuttle bus service from Great Chesterford train station, Liftshare scheme and Park taxi service are available to all Park occupiers. These services not only reduce road and parking congestion and improve sustainability, but also ensure ease of commute for all staff regularly travelling to and from the Park.

It is this combination of 'work, rest and play' facilities all expertly managed by the Park's dedicated team which proves a winning formula time and again for occupier's who recognise and value the benefits this combination of facilities brings to current (and future) employees' mental and physical wellbeing.

Future Vision

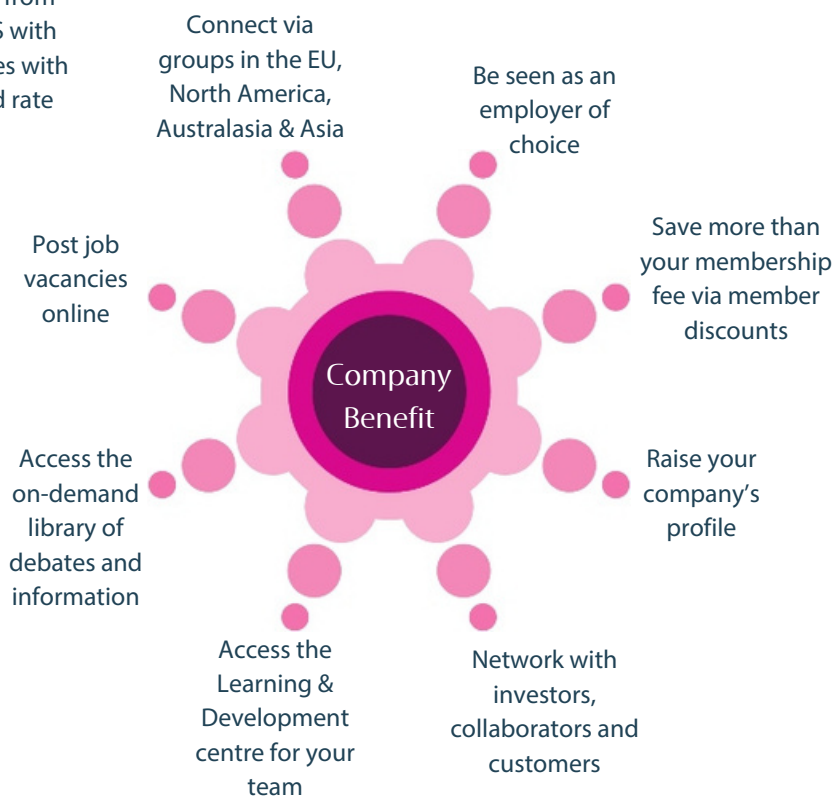
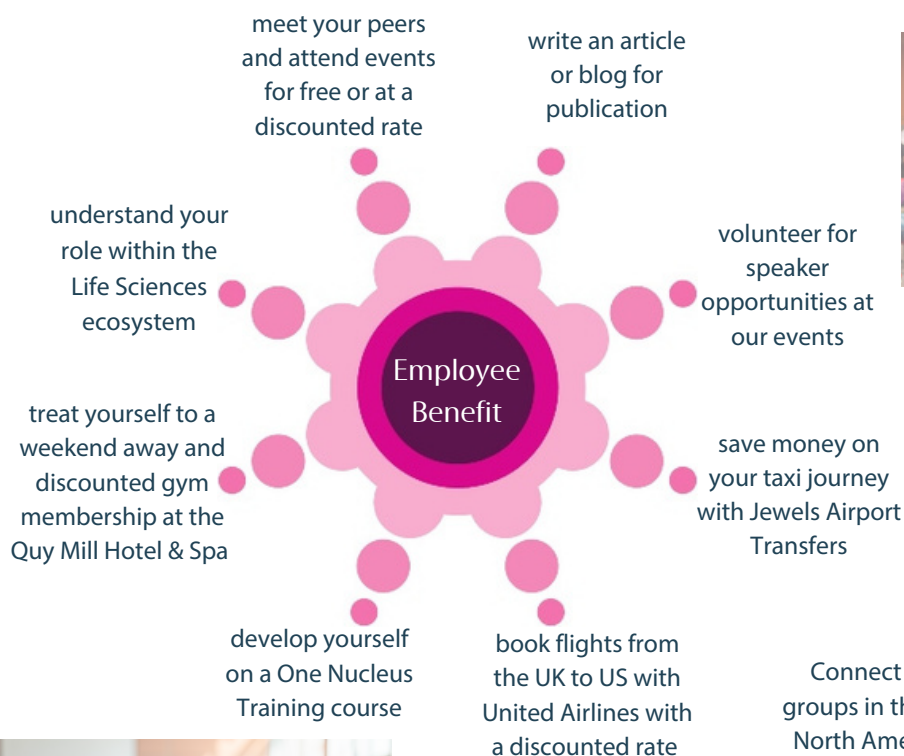
In answer to the high demand for life science space in the Cambridge Cluster, the next phase of development at Chesterford is also now in train. The new, multi-occupier, three-storey 60,000 sq ft Sidney Sussex Building - fitted with a mix of flexible laboratory and write up office space from approximately 2,228 sq ft (207 sq m) to 8,292 sq ft (770 sq m) - will be built on a plot to the east of the Park. Designed to not only enable new occupiers to join the Park community the Sidney Sussex Building will also provide existing occupiers with the opportunity to scale up within the Park setting they already call home.

Discover more about the Park here: www.chesterfordresearchpark.com

Discover the Value of One Nucleus

Membership for all

The Life Science sector, like the One Nucleus membership, consists of a diverse array of organisations that each play an important role in enabling the success of the ecosystem. At the very core of this, is the people who work within those organisations. Below you will find a summary of membership benefits designed to meet the needs of both your company and team.



Do [get in touch](#) to learn more about membership benefits and how to maximise the return on your investment.

Membership Benefits

Benefit	Gold	Silver	Non-member
Listed in online membership directory	Yes	Yes	No
Listed in One Nucleus Annual Review	Yes	Yes	No
Post news to website and social media	Free	Free	£75 + VAT
Advertise jobs on web site	Free	Free	£75 + VAT
Advertise events on web site	Free	Free	£75 + VAT
ON Helix Delegate 2023	£325 + VAT	£435 + VAT	£545 + VAT
Genesis Delegate 2023	£325 + VAT	£435 + VAT	£545 + VAT
BioWednesdays	Free	Free	£50 + VAT
Banner Advert in eNews	£500 + VAT	£500 + VAT	£800 + VAT
Innovation Seminars	Free	Free	Invitation Only
Training	30% discount	15% discount	List Price
Facilities Management Consultancy Day Rate	£770 plus expenses + VAT	£935 plus expenses + VAT	£1,100 plus expenses + VAT
Preferred Supplier Discounts	Yes	Yes**	No
Access M2M Marketplace discounts	Yes	Yes	No
Access to Thematic Interest Groups	Yes	£30 + VAT	No
Employer of Choice Sessions	Free	Free	Invitation Only
Access to on-demand library	Yes	Yes	Restricted

**Access to some but not all

Member Savings



Members can take advantage of discounts on a wide range of products and services to maximise their return on the member subscription, often recovering multiples of the fees paid. One Nucleus negotiates savings and discounts for members by leveraging the critical mass of our

membership, providing members with the purchasing power of a large entity. **Receive discounted rates on laboratory supplies, services, key industry events and more.**

Make Even More Savings with the One Nucleus Group **Purchasing Scheme**

- 11 **Preferred Supplier** contracts.
- Saving members over £5 million per annum on a combined spend of £7.5 million per annum.
- Member retains full control over their own procurement, which is key to R&D operations.
- Member has direct relationships with the suppliers, including access to services which are customised to their needs.
- Gold Members using **Fisher Scientific** receive a growth rebate on their annual spending at the end of the year - rebate in 2022 was 3% plus an e-commerce rebate of up to 5% of total spend online. The overall savings made often more than cover the cost of a Gold Membership.
- All Preferred Suppliers have published sustainability plans and policies to protect customers' environmental footprint.
- Six of the Preferred Suppliers are available to **all Silver Members**.

Retain Control

We fully understand that Life Science procurement is not a 'one size fits all' approach – with One Nucleus' savings options, you keep control of your own procurement, supplier relationships and get the best possible price.

Member Savings

Member to Member Marketplace:

- Convenient destination to find an array of discounted products and services.
- 11 Support Suppliers offering discounts to One Nucleus members.

Events:

- A free Digital Delegate Pass for each One Nucleus member company to ON Helix and Genesis. A combined saving of £150 + VAT over non-members.
- Discounted delegate rates at ON Helix and Genesis for in-person or additional digital delegates.
- A range of discounts at international and national industry partnering events and conferences such as BIO-Europe Spring, BioTrinity, AngloNordic Conference, Bio Integrates, BIO Convention, Bio Integrates, NLSDays and BIO-Europe.

Facilities Management:

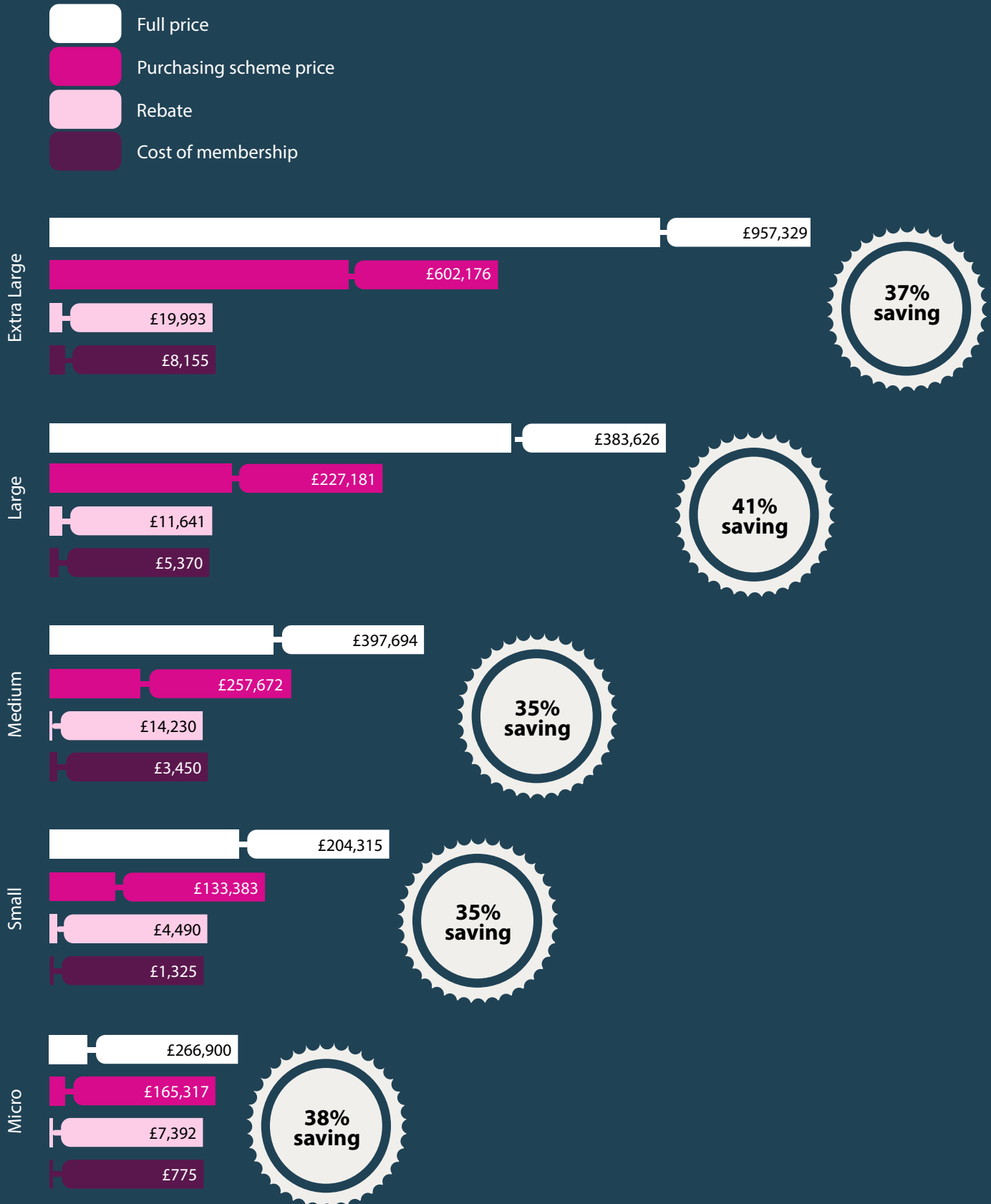
- Accessing expertise - Our Chief Technical Specialist, Richard Dickinson, has over 25 years' experience as a Facilities Manager.
- Provision of project management for office and laboratory fit-outs and assistance with laboratory service contracts, maintenance contracts, cleaning contracts, utility bills, insurance, purchasing and budgeting.
- Daily Rates (excluding VAT) – Gold members £770 plus expenses; Silver £935 plus expenses; Non-member £1,100 plus expenses.
- View [case studies](#).

Contact [Richard Dickinson](#) to discuss your needs and secure a quote.



Member Savings in 2022

The chart below is a snapshot of our members, ranging from extra large to micro and demonstrates the savings made by them using the Purchasing Scheme. For some, the rebate alone **covered the cost** of membership.



Facilities Management

Facilities management can be a real problem for small technology companies with challenging demands for laboratory, workshop and office space. **One Nucleus provides a range of Facilities Management Services to help our member companies to expand or relocate.**

We provide project management for office and laboratory fit-outs (no job too small), and can help with laboratory service contracts, maintenance contracts, cleaning contracts, utility bills, insurance, purchasing and budgeting. **As with all our services, these are provided at discounted rates to our members.**

Our Facilities Management Services and Purchasing Scheme are managed by Richard Dickinson, One Nucleus' Chief Technical Specialist, who has more than 25 years' experience in laboratory and facilities management. Richard has extensive local contacts and is also NEBOSH certified in health and safety.

Recent projects and clients include:

- Cambridge Science Park
- Charm Therapeutics Ltd
- Clover BioPharmaceuticals UK Ltd
- Domainex
- Healx
- Howard Group
- Ladder Therapeutics
- Superdielectrics Ltd
- VaxEquity Ltd

Companies Richard has helped this year have a total of 200,000 sq. ft. of space.



Looking for space to start or grow your business?

Ask me about our Facilities Management services. We can provide project management for all your laboratory fit-out needs.

Richard@onenucleus.com | 01223 896453

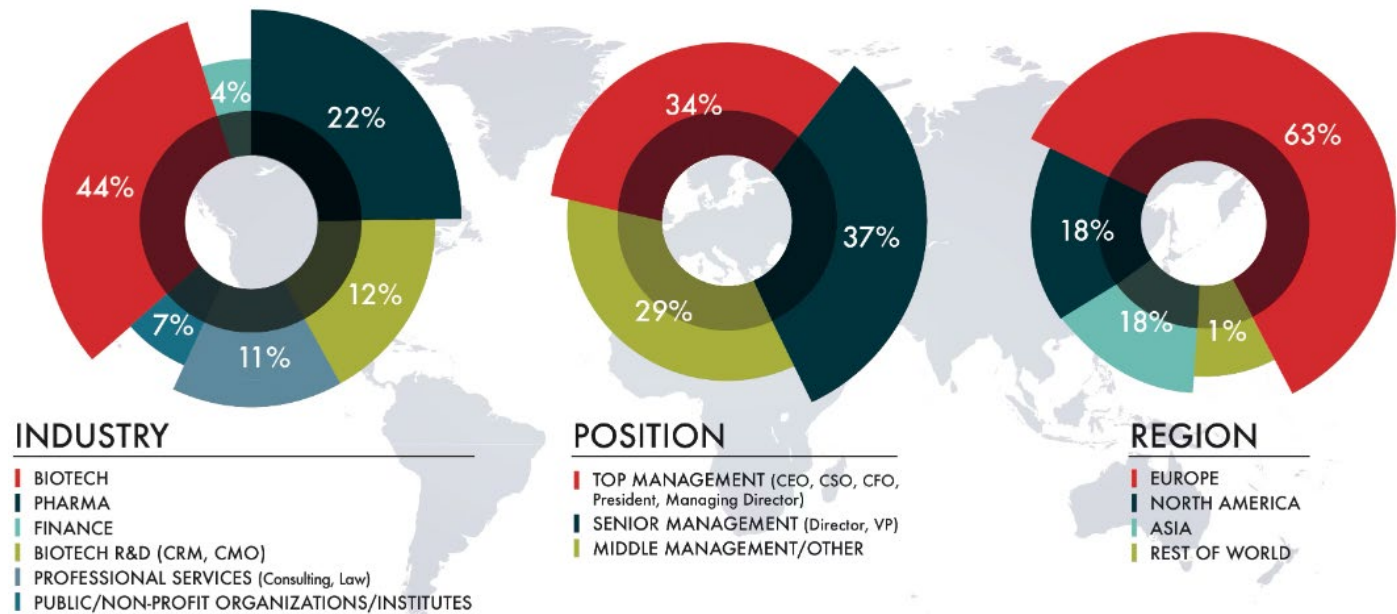


Our Network at BIO-Europe 2023

BIO-EUROPE®

NOVEMBER 6-8, 2023 | MUNICH, GERMANY

We are returning to BIO-Europe with an enhanced profiling opportunity for our members to help showcase them at this event in Munich, Germany on 6-8 November 2023. BIO-Europe convenes over 5,500 attendees, representing 60 countries and 2,220+ companies, making the event the industry's largest gathering of biopharma professionals in Europe.



Who Attends?

BIO-Europe attracts global business leaders including senior executives of leading biotech companies, business development teams from large and midsize pharmaceutical companies, investors and other industry experts. The graphic below provides an audience overview of who attends annually.

Read more on the [BIO-Europe website](#).

One Nucleus is proud to represent the following organisations at BIO-Europe: Pharmidex, ValiRx, Sygnature Discovery Ltd, Inspiralis and Abzena.

One Nucleus Members attending BIO-Europe this year include: Abcam plc, Abzena (Cambridge) Limited, Actigen Limited, Antikor Biopharma, Apollo Therapeutics Limited, Arcor Limited, Astellas Pharma Europe Ltd, BicycleTx Limited, BioPartner UK, Biosynth Laboratories Ltd, bit bio Ltd, Bristows LLP, Cancer Research UK (CRUK), Collaborative Drug Discovery, Constructive Biology Ltd, Coulter Partners, Danforth Advisors UK Ltd, DLRC Ltd, Domainex Ltd, Eurofins Selcia Limited, Healx Ltd, Isogenica Ltd, Johnson & Johnson Innovation (JnJ), King's College London (KCL), LabGenius Limited, LifeArc, LiliuX Limited, Macomics Limited, Mills & Reeve LLP, Monument Therapeutics Limited, NRG Therapeutics Ltd, OMass Therapeutics, ONO Pharma UK Ltd, Oppilotech Ltd, Phaim Pharma Ltd, PharmaVentures Ltd, PharmEnable Limited, PrecisionLife Ltd, Quotient Sciences Ltd, Riverlabs (Ware, UK), Sania Rx Limited, Scendea Ltd, Shanghai Medicilon Inc - UK, Sphere Fluidics Limited, Sygnature Discovery, The Institute of Cancer Research, Vaccitech (UK) Ltd, ValiRx Plc, Vernalis Ltd, WuXi AppTec UK Ltd

Read on to find out more about the companies we are profiling in Hall B5 Stand #209B!

Our Network at BIO-Europe 2023



Pharmidex is a UK-based CRO founded in 2002 providing high quality, cost-effective and rapid solutions to clients in in vitro ADME, Pharmacokinetics (DMPK), bioanalysis (non-GLP, GLP/GCP) and toxicology (non-GLP, GLP).

Pharmidex also offer in silico modelling and efficacy models supporting oncology, CNS, respiratory, stroke and auto-immune disease programmes. Pharmidex team are highly experienced in designing, executing, reporting and discussing results of studies to help advance client projects successfully. The client base includes medical charities, academic groups, biotech and pharma companies globally. In addition to fee-for-service offering, Pharmidex are always seeking opportunities to collaborate in grant funded projects.

<https://www.pharmidex.com/>

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OPTIMIZATION

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Our Network at **BIO-Europe 2023**



Inaphaea BioLabs is a translational contract research organisation, offering cell-based assays specialising in oncology and women's health. In the oncology space, we offer a range of patient derived cells (500+). These cells, across a range of cancers, are available for use in our services, including screening, or can be purchased under license from us for use in your own laboratories. Data associated with our biobank samples is also available for licensing for data applications or used for cell line selection. This includes RNAseq data, for select cell lines (300+), considering RNA expression levels across different cell types for a large number of genes.

Find out more on our [website](#)



Inspiralis Limited is a leading Biotech company specialising in DNA modifying enzymes and their substrates. Based on the Norwich Research Park in the UK, for over 15 years they have supported preclinical development of anti-infective and anti-cancer compounds. Either through the supply of their high-quality products or through provision of contract research services in the form of drug screening and mode of action studies.

The meaningful collaborations established with academic groups and the wealth of experience and knowledge of their staff allows them to provide the highest level of support and guidance to researchers, ensuring that optimal results are achieved using Inspiralis's products and services.

<https://www.inspiralis.com/>



Our Network at BIO-Europe 2023

ABZENA

Moving medicine forward.

Abzena is a bioconjugate and complex biologics focused CDMO+CRO that pushes development of novel treatments forward at every stage from discovery through commercial launch. With the ability to tailor its strategy and customer experience to each project, Abzena develops and implements innovative solutions that enable biotech and biopharma companies to realize the full potential of their investments in human health. The company has research, development, and cGMP facilities across locations in San Diego, CA, Bristol, PA, and Cambridge, UK. Learn how we can help move your program forward faster, by visiting www.abzena.com.



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Formulating the Future: Accelerating Oral Drug Development & Manufacturing

Catalent. Oral solid dosage remains the gold standard for most patients, and hence drug developers. Yet opportunities to improve the processes for the development and manufacture of these mainstay dosage forms are often missed, and finished products may be compromised.

At a recent seminar held at the Royal Society of Chemistry's prestigious Burlington House in London, Catalent and One Nucleus hosted 40 industry experts in oral formulation and development, to discuss ways of improving bioavailability, how the application of drug delivery technologies could improve dose form design, and how to scale supply efficiently so that programs reach the clinic faster and foster market success.

Considering the various pressures on developers such as time, resources, and funding, it is important to make the right R&D choices. Short term thinking can lead to long term problems leading to missed timelines, escalating costs, and even regulatory issues in later phases. By deploying data-driven scientific approaches early, innovators can make better key development decisions. The aim of the workshop was to shed light on the many parameters that innovators should consider when designing and planning for the scale-up and manufacture of oral dosage forms.

Bringing perspectives from his experiences of working closely with many early-stage companies and startups, Tony Jones, Ph.D., CEO of One Nucleus, a not-for-profit life sciences and healthcare membership organization, introduced the speakers and facilitated discussions and Q&A sessions throughout the day.

Setting the scene of seminar, David Elder, principal of David P Elder Consultancy, in his presentation titled, 'Sustaining Accelerated Product Development', discussed the various approaches taken to accelerate drug development, including advanced preparation of a candidate's Target Product Profile (TPP), consideration of alternative administration routes via reformulation approaches, repurposing molecules by leveraging data from previous research more effectively, and utilizing regulatory authorities' expedited approval pathways.

Sharing his thoughts on the use of artificial intelligence, or AI, in accelerating drug development, Elder commented, "The use of AI has enabled innovators to develop and discover novel antibiotics, which would not have been possible using the classical techniques from the past. I believe that in the field of the oral drug product development, AI could one day be used for API synthesis."

James M. Butler, Ph.D., Senior Fellow, GSK, highlighted in his talk the importance of the Developability Classification System (DCS) as a valuable framework for developing an oral formulation to enable pharmaceutical scientists in oral formulation selection.

In the next session, one of Catalent's leading formulation experts, Stephen Tindal, Director, Science & Technology, advocated for flexible solutions for formulation and manufacturing that use elements of quality by design, manufacturing on demand, and the best scientific practices to help expedite pre-clinical and Phase 1 development. Tindal also shared a three-step process for smooth transition from early development to late-stage manufacturing.

Kendal Pitt, Ph.D., Pharmaceutical Consultant and Honorary Professor at the Leicester School of Pharmacy of De Montfort University, followed by presenting the concept of the Manufacturing Classification System (MCS), which, he said, could aid in defining the right particles for the best process in oral drug product manufacturing.

Formulating the Future: Accelerating Oral Drug Development & Manufacturing

“My top recommendation is to store the information from the first batch of API,” responded Pitt when asked about the about quantities required to run tests on the first batch of APIs. “Depending on the results of the tests, we can typically expect to recover about 2 grammes of the material that can be reused at a later stage.”

The event concluded with a panel discussion on ‘Transforming Formulation & Manufacturing of Oral Solid Dosage Medicine’, which pulled together the various themes and concepts presented through the seminar. Panelists David Elder, James Butler, Stephen Tindal, and Kendal Pitt were joined by Susan Banbury, Ph.D., Head for Formulation at Catalent, to discuss the future of oral solid dosage forms, and the importance of maximizing efficiency to increase productivity to deliver future solid dosage medicines to patients.

Catalent’s vision is to share insights that are not only appropriate for the stage of development, but that also take into account the future needs of the program. Through its broad capabilities and experience of working on hundreds of programs with pharma companies of all sizes, including many emerging biotechs, Catalent is a catalyst for innovation and tailors solutions to accelerate timelines, from pre-clinical and first-in-human studies to developing CMC strategies to seamlessly scale-up for a successful launch.

To learn more about Catalent’s capabilities and how it helps bring more molecules and better treatments to market, faster please contact solutions@catalent.com or visit [Catalent.com](https://www.catalent.com) for more information.

Catalent’s European Development and Manufacturing Facilities - [Haverhill, U.K.](#) | [Nottingham, U.K.](#) | [Swindon, U.K.](#) | [Schorndorf, Germany](#) | [Eberbach, Germany](#) | [Agnani, Italy](#) | [Beinheim, France](#)

ABOUT CATALENT

Catalent is the global leader in enabling pharma, biotech, and consumer health partners to optimize product development, launch, and full life-cycle supply for patients around the world. With broad and deep scale and expertise in development sciences, delivery technologies, and multi-modality manufacturing, Catalent is a preferred industry partner for personalized medicines, consumer health brand extensions, and blockbuster drugs.

Catalent helps accelerate over 1,000 partner programs and launch over 150 new products every year. Its flexible manufacturing platforms at over 50 global sites supply around 80 billion doses of nearly 8,000 products annually. Catalent’s expert workforce of approximately 18,000 includes more than 3,000 scientists and technicians.

Headquartered in Somerset, New Jersey, the company generated nearly \$5 billion in revenue in its 2022 fiscal year. For more information, visit www.catalent.com.

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Three Steps Early-Stage Companies Can Take to Prepare for IP Due Diligence

FISH.

Intellectual property due diligence is an essential tool for assessing the risks associated with investment, licensing, partnering, and acquisition. In the patent context, diligence aims to identify and de-risk potential issues with the ownership, validity, enforceability, of a company's patents, as well as evaluate potential infringement issues arising from third party IP. These are particularly important issues for early-stage companies, and there are three steps they can take to prepare themselves for the scrutiny of patent due diligence.

The lowest-hanging fruit for early-stage companies in preparing for diligence is to ensure that they are in possession of and can readily access the relevant documents. These documents generally include copies of patents and pending applications, inventor/company assignment documents to show proper chain of title to the IP, and agreements related to IP, such as employment and license agreements. While organizing patent documents sounds easy in theory, it often gets overlooked in practice, and gaps in the record or challenges in accessing or locating the documents can cause delays during diligence. Outsourcing the tracking and management of these documents to a patent attorney is a common solution for companies to be diligence-ready at any time.

Moving up the scale of complexity, early-stage companies must also pay close attention to inventorship and ownership issues. Both are a significant focus of every diligence regardless of the size of the company or the technology at issue, and getting either wrong can have serious downstream consequences. Inventorship should be determined as close to the patent application filing date as possible. Key questions to ask include (i) were any inventors non-employees, and (ii) did any employee inventor bring the invention with them from a previous employer? To establish ownership of the invention, assignments should be promptly executed and recorded. Prolonging this process can make it harder to locate the inventors and/or gain their timely cooperation.

A more challenging aspect of patent due diligence for many companies is analyzing patentability and freedom to operate ("FTO"), which require a nuanced evaluation of the relevant facts and law. Potential investors and partners will universally inquire about patentability and FTO during diligence, and target companies should be well-prepared to address related questions. This approach minimizes the risk of surprises derailing a potential deal. If there is an issue with the patentability of an asset or the company's freedom to operate, it is better for the company to know about it first, as buyers can more readily accept risk when they can see that the target company has thoughtfully considered the issue. However, companies should not share internal opinions on patentability or FTO with the other side or put any related statements writing

Following these steps to prepare for IP due diligence makes for a smooth diligence process. Demonstrating this sophistication during diligence garners goodwill from the other side and lends additional credibility to a target company's approach to IP.

Authors:

[Principal Anita Meiklejohn, Ph.D.](#) - Anita focuses her practice on patent prosecution, validity and infringement opinions, and litigation in the area of biotechnology. From 2019-2022, she was named a "Leading Patent Professional" by IAM Patent 1000

[Principal Caleb Bates, Ph.D.](#) - Caleb manages the worldwide prosecution strategy for several pre-clinical and clinical-stage biopharmaceutical companies and routinely counsels clients in licensing, buy- and sell-side due diligence, and freedom-to-operate and patentability analyses.

Growing and Developing your Life Sciences Spin-out – the Key Commercial Areas You Need to Get Right



PENNINGTONS
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There are a myriad of different aspects to setting up and running a new company particularly in the life sciences sector. All have to be managed for the company to be successful, and including in the very early stages where there are only a handful of people to do the work.

Rachel Bradley, IP/IT Commercial Partner at Penningtons Manches Cooper looks at some of the key areas for spin-outs to consider when entering into legal agreements that relate to their intellectual property (IP).

Protecting your most valuable asset

The IP owned by a new life sciences company will be its most valuable asset and needs to be protected. New companies are likely to embark on collaboration or co-development projects either with industry or academia or both. In these projects, it is vital for the company to ensure that it has the right to own IP that it generates or that arises from the collaboration that is related to its technology and that it has full rights to commercialise that IP, including access to any background IP of other parties. These collaborations can be incredibly complex legal agreements and it is crucial to ensure that the IP in the company's technology is not in any way diluted or contaminated by the project and the company remains free to commercialise its technology and assets.

Managing your out-sourcing agreements

The other common agreements for a new life sciences company are contract research agreements to assist with the development of the company's technology. Agreements with Contract Research Organisations (CROs) for research support such as preclinical studies or assay development must ensure that the IP that arises, and any data and results generated related to the technology, are always owned by the company. Some CRO standard terms and conditions do not, as an automatic position, assign all IP generated to a biotech company that is paying for this work, and some CROs also seek to retain rights in any background IP owned by the CRO. It is important to review these clauses carefully to ensure they give the company the rights they need to use the results of the research being performed on their behalf by the CRO.

Preparing for future funding and due diligence

A consistent position on ownership and access to IP in a company's contracts is also important, since all of these contracts will form part of the due diligence assessment of the company by a future investor. Raising funds from external investors will of course be a crucial part of a biotech company's development. It will be important to ensure that any IP created by employees, consultants and other sub-contractors are assigned to the company under the applicable agreements (i.e. employment agreement, consultancy agreement). Investors will want to see that IP ownership is clear and well defined, and that all of the legal agreements are consistent in that regard.

Introducing PennStart from Penningtons Manches Cooper

PennStart is our legal support package designed specifically for start-ups and spin-outs across the life sciences and technology sectors – delivering value where you need it most and giving you the freedom to focus on what matters most to you – making your vision a reality.

Our expert team has supported hundreds of life sciences and technology companies through every stage of their growth – you'll get the benefits of our expertise and decades of sector experience, as well as great value and cost certainty.

For more information about how we can support your life sciences company please contact Rachel Bradley.
Rachel Bradley, Partner - IP/IT Commercial, Penningtons Manches Cooper
Email: rachel.bradley@penningtonslaw.com - Tel: +44 (0)1223 465427



Pricing and Market Access

A strong Pricing and Market Access strategy is integral to what it takes to bring a product to market and is, therefore, integral to deal making. Pricing assumptions can have an enormous impact on the valuation of an asset and are frequently a cause of misalignment with potential partners. A strong pricing narrative and a solid data generation plan to support it, is essential for success.

PharmaVentures provides expert validation of recommendations for price assumptions and ensures there is a robust plan in place to achieve market access and reimbursement consistent with the development stage of an asset. We aim to give certainty in pricing and market access assumptions, to increase confidence in development plans, and to strengthen their position in deal making.

Our core methodology is a modular landscape, strategy definition, and validation technique that can be adapted to assets at any development stage:

- **A comprehensive or basic pricing and market access landscape assessment** from a global or sub-global perspective that helps clients understand the market and develop strategies
- **Pricing, data generation, HTA and contracting strategy and assumption development** that strengthens our clients' valuations and improves their market access narrative
- **Validation** through primary payer research, economic modelling and secondary quantitative validation techniques will add robustness to our clients' assumptions and strategy

Our pricing and market access service is tailored towards development stage and deal making and complements our other deal making capabilities.

PharmaVentures can provide clients with exactly what they need, as an addition to an existing project or as a stand-alone pricing and market access study.

How can we help you?

- ✓ Understand the payer and policy landscape in key geographies
- ✓ Create and validate core pricing assumptions for valuation
- ✓ Validate other market access related assumptions
- ✓ Support with the development of a robust HEOR and RW data generation plan
- ✓ Develop models to understand and communicate the economic case for your asset
- ✓ Develop your market access strategy in language your deal partners will understand

Let's Talk

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PharmaVentures
— the deal experts —

Common Mistakes in Partnering

In a recent PharmaVentures podcast, Adrian Dawkes talked with Fintan Walton, the CEO and Founder of PharmaVentures, about common mistakes made in partnering and ways to avoid them, particularly focusing on achieving successful deal outcomes.

This podcast emphasises the importance of conducting a proper commercial analysis alongside the clinical analysis to ensure the most optimal route to a commercially viable product. A common mistake is the heavy focus on science and data without presenting a commercial angle, which is crucial to understanding the overall risk of the product. The podcast stresses the importance of having a clear target product profile and understanding the path to commercialisation as well as risk of achieving an optimal price in the market through an appropriate market access study.



The podcast discusses how there is a need for better engagement between biotech and pharma companies in licensing and partnership deals. The purpose of these transactions is to help and speed up the drug getting to the market. Showcasing a killer experiment and data is important, but highlighting the commercial value and the impact of the drug to the market is as important, even with an early-stage asset. In PharmaVentures' experience, the value of having a well-considered commercial assessment backed by factual data is essential for providing a convincing argument for the position of the product in the market to potential partners.

As investors and pharma companies receive numerous opportunities every year, the burden of conducting such detailed commercial assessments for each opportunity is not practical for them. Increasingly biotech companies are turning to specialist advisors like PharmaVentures to conduct such a thorough commercial analysis, as it helps the pharma companies in their evaluation process. This upfront preparation not only benefits the pharma company but also provides a clearer and more convincing story for the biotech company when approaching potential partners.

Payers, along with regulatory authorities, now play a significant role in launching the drug by making reimbursement decisions. But often, the endpoints that would satisfy regulators vs. payers could be different. Hence, biotechs need to engage with payers early when planning and developing clinical development programmes to generate data that is relevant for both regulatory approval and obtaining evidence for the drug's value to payers.

Overall, the key takeaways from the podcast stress the need for a holistic approach that includes commercial considerations alongside technical and clinical assessments. Investing wisely in both areas, with a focus on factual and data-driven analysis, would significantly de-risk the drug development process and improve the chances of success for all parties involved.

For the full discussion, [listen to the podcast](#).

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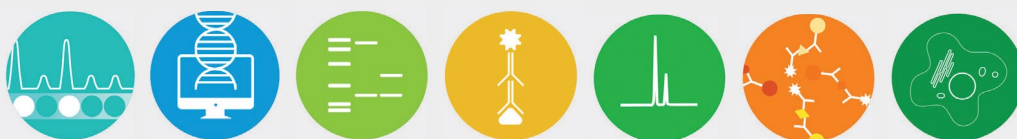
The bootcamp will be an intense series of boardroom-style session, spread over two days where the winners will meet leading experts on doing life science business in the MA cluster.



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- Support – use our industry knowledge
- Webshop – Access to online purchasing



Contact us and let one of our specialist support you through the journey of equipping your lab for your project. Visit us at bio-rad.bz/newlab

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Creating a Home for Life (Science) in London



Lucy Garnsworthy, Head of Business Services

Recent years have featured an ongoing narrative around the lack of available lab space in the Golden Triangle of London, Oxford and Cambridge. The tide is now turning, with a host of projects in varying stages of planning and development aiming to deliver millions of square feet of lab space. With greater choice of location, companies' decisions are increasingly driven by the apparent strength of the associated value proposition, rather than just space availability. So, what makes a good location for life science?

Some key factors for life science companies to succeed are funding, networks, talent, high-quality facilities, clinical and research collaborations and added-value support services. A good location will enable access to all these and more.

The capital is experiencing a resurgence in physical attendance at conferences and events. Being close to a variety of in-person networking opportunities builds links to investors, collaborators and other key industry contacts, while keeping transport costs and travel time to a minimum. At LBIC, we host events for clients and the wider life science sector including our academic partners at the Royal Veterinary College. These facilitate research collaborations, pre-clinical development and business progression. Direct travel links via Eurostar and the city's five airports also bring international prospects.

A central, well-connected base helps companies draw on the greatest talent pool of C-suite executives and scientific and technical staff drawn from London's universities and research institutes. Staff are increasingly attracted to companies located close to the city's rich cultural assets and amenities.

Finally, the true added value of a specific location lies in the support services it provides. As LBIC expands into new, purpose-built space in the nearby APEX building in 2024, it will offer a grow-on option both for its existing client base and for other companies that have reached that critical stage in their journey. LBIC will continue to offer the crucial support services that allow growing companies to focus on their research and operations without worrying about autoclaves, waste, deliveries, gases and a host of other necessities. LBIC has also appointed a Sustainability Champion committed to helping clients audit their processes to advance their own sustainability missions. The new development is Net-Zero Carbon, with 100% renewable energy supply.

APEX forms part of the wider Tribeca development by Reef Group, which will be London's largest purpose-built life science campus. As companies graduate from LBIC: APEX, there will be options to expand into other parts of Tribeca. When coupled with LBIC's existing services offering virtual tenancy for micro businesses and smaller lab spaces for emerging companies, clients can come to LBIC and know they have found a home for life, at the destination of choice for life science in London.

Find out more about [LBIC](#)



Big Changes Coming for R&D in the Life Sciences Sector



With the most significant changes to [research and development](#) (R&D) since 2000 on the way, R&D tax reliefs are no longer a given. [Life sciences and biotech](#) businesses need to prepare now to avoid missing out on vital reliefs.

R&D tax relief has always been seen by the life sciences sector as a well-established and reliable tax incentive that fulfils its purpose by encouraging innovation. Spin-outs and start-ups in the sector have relied on the relief since its introduction in 2000, and it's a valued support to cash flow in the early years before commercialisation.

Why is this happening?

21 years on from the introduction of R&D tax relief, changes are afoot. HMRC and HM Treasury are increasingly concerned that the regimes are open to abuse and need refocusing.

In a recent discussion with senior HMRC members, the proposed change to the status quo was described as, 'one of the most fundamental policy shifts since the introduction of the regime'. Clearly, we are approaching a turning point.

While we support the underlying drivers for these changes – namely, to encourage businesses to 'buy British' and invest further in UK businesses, and end abuse of the system – we also have very real concerns about the consequences of restricting access to a tax relief that has been the lifeblood of early-stage businesses in the UK.

How can life sciences businesses prepare?

In this series of dedicated insights for the life sciences sector from our Innovation Relief specialists, we explain what is already known to be changing, what is intended to change in the next few years and, importantly, how this might affect your business.

[PAYE cap for R&D claims – the impact for life sciences](#)

How will the PAYE cap reintroduction for R&D claims impact cashflow for life sciences and biotech businesses? And will it be a significant funding limitation for life sciences SMEs and start-ups? [Read more](#)

[Restricting R&D relief for expenditure incurred overseas – the impact for life sciences](#)

How will HM Treasury's proposed restrictions for R&D relief for expenditure incurred overseas impact life sciences businesses? Read on to find out the impacts. [Read more](#)

[Tackling R&D abuse – Will your claims still be compliant?](#)

HMRC proposes several changes to the R&D claims submission process. [Read on](#) to find out how this will impact the life sciences sector.

How RSM can help

To discuss the impact of these changes in more detail, please contact our specialists:

[James Tetley](#) - Partner, Innovation reliefs

[Lizzie Gosling](#) - Director, Innovation reliefs

[Laragh Jeanroy](#) - Office Managing Partner Cambridge and Bury St Edmunds, Co-Head of Life Sciences

[Graham Bond](#) - Office Managing Partner, Chester and Liverpool, Co-Head of Life Sciences

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The Early Life of a Bio-Innovation Centre

It is now 4 years since the Bio-Innovation Centre on the Cambridge Science Park opened. It has certainly been an interesting time: the Brexit deal; a global pandemic; changes in work patterns; a boom in biotech start-ups and scale-ups; easier access to funding; and a significant shortage of laboratory space for rent.

The Bio-Innovation Centre was envisioned as a building to incubate the next generation of biotech companies. It forms part of a landmark joint venture between Trinity College and TusPark that redeveloped the south-east corner of the Cambridge Science Park. The building is designed for multi-tenant occupancy by companies of different sizes, from the very earliest start-ups of perhaps just one or two people in a co-working laboratory through to those that are becoming more established and need their own space.

The building filled up rapidly and has been fully let for two and a half years. Interestingly, the last spaces filled during the Covid pandemic: the ability to stay open made the building an attractive home to companies. The number of people in the building continues to increase as companies fill their spaces. Whilst there are recruitment challenges, businesses in the building are finding it possible to get high quality staff in the numbers they need.

As an incubator building, it is expected that there will be turnover of companies: the ideal model might be for a company to start in the co-working lab; grow and move into their own lab unit; add another unit or two; and then move to larger premises as their development demands yet more space. The dilemma for companies at this stage is when to look for new space. Their outlook must be short-term focused, as raising the next round of funding depends on meeting key milestones.

Once funding is in place, the next set of targets can require significant recruitment to enable rapid progress to the next milestones. This is fine if there is plenty of laboratory space but the well publicised shortage in the Cambridge area presents real challenges. Without these companies moving, the expansion of those behind them is constrained; and behind them, those looking for their first bench space have nowhere to go.

Typically, the premises they require will not be built for them as there is insufficient time; that has to wait for a later date. However, customization is likely to be needed to fit their work; allow scale-up of processes; and potentially construct pilot facilities. To fit the development/funding cycle, even with good foresight from these companies, there will need to be more mid-sized flexible laboratory buildings. It is encouraging to see new developments proposed in this area. Hopefully, creative repurposing of buildings will tide companies through until this next wave comes to fruition.

For further details visit our website [Tuspark UK](https://www.tuspark.uk) or [contact us](#)



Turning Therapeutic Innovation on its Head: Deep Science Ventures Drives Forward a New Model for Venture Creation



Whether it is curing cancer or addressing rare genetic disease, humanity's most complex therapeutic problems are reliant on ground-breaking scientific solutions. But while science has driven momentous improvements in many areas, in others it lags woefully behind: the more

complex challenges - the ones that require networks or systems of new solutions - persist, and we lack the innovation infrastructure to take them on. Consider the areas of health and climate change: a third of us will still die of cancer despite \$45bn in exits in 2021, while a quarter of the global population will be displaced in the next 50 years due to global warming.

At the root of these challenges is not necessarily a lack of scientific knowledge but a failure to combine that knowledge into coherent sets of viable, scalable and sustainable solutions. So, Deep Science Ventures (DSV) is pioneering an alternative approach to finding the most impactful solutions, capable of delivering ideas that are unlikely to emerge via the traditional routes of tech-push translation and ground-up R&D.

At DSV, we take a solution-pull approach to solving the world's largest problems, starting with the desired outcome for an area i.e., the ultimate change we need to drive, and the potential paths to get there. Together with the Founders-in-Residence that we recruit, we determine from first-principles, often through many iterations, the optimal technical solution to that state; one that is agnostic to the technology required to deliver it.

We do not do this alone - we collaborate with some of the world's leading institutions, corporates and charities. Partnership is crucial to the success of our endeavours, contributing both tangible benefits such as lab space and finance, but also deep technical expertise and engaged networks of researchers and patients. DSV counts Cancer Research Horizons, Cell and Gene Therapy Catapult, Cystic Fibrosis Foundation and AbbVie amongst its valued venture-building partners in therapeutics.

Uniting diverse partners with DSV's unique ideation methodology has proven a fertile soil for the generation of a cohort of next-gen ventures – including 10 companies in the therapeutics arena and a total of 35 across DSV's areas of operation. Companies such as Antiverse, pioneering state-of-the-art machine learning to predict antibody sequences and provide drug candidates in weeks not months; Reflection Therapeutics, developing a new wave of Treg therapies addressing inflammatory disorders; and Neobe, designing unique live programmable bacteria for tackling the tumour matrix barriers that prevent efficacy of many other oncology therapies.

DSV is committed to using our outcomes-focused methodology to create transformative therapies in as many unsolved diseases as possible, and will next turn our sights to new areas including cardiovascular disease, neurodegeneration, female health and paediatric oncology.

We are always seeking forward-thinking impact driven partners to join us in our mission – if you are interested please email Laura Fletcher, Head of Business Development and Venture Portfolio at laura@deepsienceventures.com.

Visit our [Website](#)

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Delivering Value to Antibody Therapy Developers

Since the first monoclonal antibody (mAb) product was approved in the United States, mAb-based therapy has become the largest drug class, measured by the total sales of all biopharmaceutical products.¹ The growing prevalence of chronic diseases such as cancer and autoimmune disease is one of the major drivers of mAb market growth. Increasingly, emerging biotech and pharma companies are becoming key players in innovating new biologics, like mAbs, against chronic diseases.²



Industry Challenges

Emerging biopharma companies usually work with lean teams, limited resources, and minimal infrastructure, which creates a unique set of challenges throughout the drug development process. Based on our conversations with emerging companies, the biggest challenges they face are slowdowns and ineffectiveness related to the completion of IND-enabling preclinical studies, regulatory submissions, and commercial scale-up.

How Thermo Fisher Scientific Can Help Overcome Challenges

More than ever, emerging mAb developers are seeking holistic support to quickly and efficiently develop and produce a wide variety of antibody-based therapies to meet the growing population's needs. Striving to enable and complement the customers' goals, Thermo Fisher Scientific is leveraging its comprehensive portfolio and services to help simplify and accelerate mAb development with our expertise, innovative technology, and proven solutions. Though speed is a key for serving emerging mAb developers, quality, reliability, and traceability are baked into many aspects of our offerings to help our customers mitigate risks.

- **Target discovery:** We help early-stage mAb developers get to key milestones faster and reduce failure through proven systems such as protein expression systems, proteomics, cryo-EM, and screening services, and award-winning technical support.
- **Pre-clinical development and production:** Our flexible approach based on world-class expertise and experience will help to successfully take a mAb program to IND. For example, Quick to Clinic™ is an integrated early development offering designed for biotech companies looking for a dependable solution to scale up recombinant antibodies from discovery to first-in-human trials. On the other hand, using our single-use technologies (SUT) for in-house production can reduce risk and increase operational efficiency.
- **Clinical Phase:** We guide customers on to the fast and efficient route to a successful BLA filing with our comprehensive suite of mAb services. Our offerings span CRO and CDMO services for clinical trials and supplies to global supply chain logistics including transportation management services.
- **Commercialization:** We enable our customers to rapidly grow, scale, and reach full global potential through our robust supply chain, manufacturing, and logistics network. Our global footprint in the supply chain can support the customers irrespective of their location. For scaling up commercial production, we have tech transfer and CDMO capabilities and fit-for-purpose SUT in various sizes.

1 <https://bioprocessintl.com/business/economics/the-market-for-therapeutic-mab-products>

2 <https://www.iqvia.com/insights/the-iqvia-institute/reports/emerging-biopharmas-contribution-to-innovation>

3 <https://www.fortunebusinessinsights.com/monoclonal-antibody-therapy-market-102734>

4 <https://www.gminsights.com/industry-analysis/monoclonal-antibodies-market>

Why emerging biopharma can benefit from working with Thermo Fisher?

78%

of our clinical phase customers are emerging to mid-size

71%

of total biologics approved by FDA in 2021 were supported by us

57

Number of mAbs developed in 2017-2021 that were supported by us

Thermo Fisher provides comprehensive solutions that support the development pipeline from antibody discovery to commercialization. For this article, we have focused on our capabilities in process development, production, and scale-up during the preclinical and clinical phases of therapeutic mAb development. The areas of our capabilities for each key step in the preclinical and clinical development phases are summarized in the tables below.

Pre-Clinical Production & Development

Development Phase	Sub-Phase	Key Step*	Service**	Product***	Platform Solutions****
Pre-Clinical Production and Development	Bioproduction and Process Development	Plasmid vector system design and development	•	•	•
		Vendor Qualification for Raw Material	•		•
		Cell line development	•	•	•
		Cell bank construction	•		•
		Cell culture development	•	•	•
		Reference standard material qualification	•		•
		Dose ranging studies	•		•
		Scale up to reach scalability for pre-toxicity and toxicity studies	•	•	•
		DS-DP Characterization	•		•
		Purification, formulation and stability studies	•	•	•
	Pre-Clinical Animal Experiments	Pharmacokinetic and pharmacodynamic analysis	•	•	
		Safety assessments	•		
		Antibody-drug conjugate (ADC) assays	•	•	
		Quantitation of biotherapeutics and biomarkers	•	•	
	IND Filing	Regulatory and Administrative Components	•		•
		Non-clinical components	•		•
		Clinical Components	•		•

Clinical Phase

Development Phase	Sub-Phase	Key Step	Service	Product	Platform Solutions
Clinical Phase*	Study Design, Site Selection and Study initiation	Protocol Development and Maintenance	•		
		Quality Risk Management	•		
		Study Country and Site Selection	•		
		Investigative Site Initiation, Monitoring and Closure	•		
	Clinical Manufacturing and Supply Chain	Obtain mAb related supplies and raw material	•		•
		Set Up mAb Distribution and Shipping Systems	•		•
		Pack, Label and Release Site Drug and Related Supplies	•		•
		On-going analytical characterization and method development	•		•
	Quality Management	Quality Management Systems	•		•
	Vendor Oversight and Management	Plan and Manage Study Execution	•		
		Study Vendor Oversight and Management	•		
		Clinical Trial Registry	•		
		TMF/ISF	•		

*Continues on following page

Clinical Phase Continued

Development Phase	Sub-Phase	Key Step	Service	Tool/ Product	Platform Solutions
Clinical Phase	Clinical, Medical and Scientific Oversight	Protocol Management	•		
		Clinical Trial Safety Review	•		
		Oversight of Study Scientific Inquiry	•		
	Study Data Management Analysis and Reporting	Design, Develop, and Release Database	•		
		Statistical Analysis Plan	•		
		Interim and or Final Data Presentations / Analyses	•		
		Clinical Study Report (CSR)	•		
	Process Performance Qualification	Process Performance Analysis	•		
	BLA Submission and Approval	Biologics License Application (BLA) and Pre Approval Inspection (PAI)	•		

***Key Step:** General workflow steps mAb developers take to accomplish an objective of each mAb drug development sub-phase

***Service:** Our in-house experts and specialists support your team in the form of research and development services or other logistic management services outsourced on a contract basis

****Product:** Instrument, reagents, or tools that fit your workflow

*****Platform Solutions:** Integrated drug development solutions optimized for a particular objective, such as speed, on a contract basis

QUALITY RELIABILITY TRACEABILITY

To meet regulatory requirements and ensure public safety, drug developers are under pressure to deliver quality goods while achieving efficiency. To balance these requirements, companies turn to automation, technology, and collaboration. One area that could greatly impact future-proofing in scale-up is supply chain management. As emerging mAb developers pursue aggressive timelines, striving for completeness when gathering process knowledge can be tempting to overlook. And shortcuts could result in costly problems when scaling. Therefore, it is essential to plan in advance to secure the appropriate supply chain and gain visibility on its quality, reliability, and traceability. Thermo Fisher empowers customers with multiple solutions for successful supply chain management and quality assurance.

- [SureTRACE](#) – a program that helps ensure traceability and quality when buying products from our Fisher Scientific eCommerce site
- [Production Chemicals and Sourcing Services](#) – a dedicated bioprocessing service for production chemical sourcing, supplier management, and second sourcing assistance
- [MySupply Platform](#) – a digital supply chain platform for clinical supply that helps provide visibility and collaboration across the full product lifecycle

Partnering with our customers is very much part of our mission. Not only does this better prepare the supply chain, but it also helps us stay a step ahead of our customers' needs and facilitate their processes – both now and in the future.

Contact Us
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ThermoFisher
S C I E N T I F I C

BioTech, MedTech and Pharma Feature Regularly in Annual #21toWatch Programme

#21toWatch

The annual #21toWatch programme delivered by Cofinitive heralds the next generation of entrepreneurs and innovators from across Cambridge and the East of England, and celebrates those who are building on the legacy of the famed Cambridge cluster by setting fresh standards in innovation and entrepreneurship across the globe.

The people, companies and innovations making the #21toWatch list cover all sectors - but commonly highlight the buoyancy of this region's life sciences, biotech and medtech sectors.



This year's Top21.2023 reads like a Who's Who of innovation and includes:

Ama Frimpong, who manages the **52 North Health** engineering team developing NeutroCheck, an innovative device to rapidly identify chemotherapy patients who are at risk of a life-threatening complication called neutropenic sepsis.

Neuroscientist Coco Newton, Co-Founder of Fathom Cognition, whose goal is to create new cognitive markers which can help detect Alzheimer's disease earlier, and certainly years before dementia onset.

Dr Hannah Sore, Founder and CEO of PharmEnable, a company combining AI and medicinal chemistry expertise to develop the next generation of complex 3D small molecule drugs.



Lucy Jung, CEO and Founder of Charco Neurotech, a medtech startup working on an innovative system for people with Parkinson's Disease to improve the quality of their lives.

Broken String Biosciences - a genomics tools company leveraging a state-of-the-art platform with a mission to bring gene editing therapies safely to all who need it.

Qkine - a UK manufacturer driving innovation in growth factor proteins, essential reagents used in transformative technologies such as stem-cell disease models, organoids, cell therapy, bioinks and cultivated meat.

Spirea - a biotech company spun out of the University of Cambridge and using its innovative technology to advance a new generation of antibody drug conjugates for the treatment of a range of solid tumours with significantly better efficacy and safety profiles.

SomaServe - a biotech company exploiting the proprietary technology, PolyNaut®, a polymer nanoparticle platform which is enabling intracellular, targeted delivery of next-gen genetic therapeutics, including siRNA and mRNA, to the brain and other hard-to-reach tissues and cell types.

Those mentioned above follow in the footsteps of so many more people and companies, who received a #21toWatch award at the start of their journey - **CMR Surgical, BIOS, Mursla, Cydar Medical, Exonate, Cambridge Cancer Genomics** (acquired), **Reflection Therapeutics, Chronomics, Semarion, Cyted, Psyomics, Sano Genetics** and **DIOSynVax**, to name just a few.

If you haven't submitted to #21toWatch before, maybe it's time you did? You can find out more information about #21toWatch 2024 at cofinitive.com/21toWatch.



cofinitive.

Centralised European Patent Protection and Enforcement **is Coming at Last**



After years of uncertainty, both the Unitary Patent (UP) and the Unified Patent Court (UPC) will be live from 1 June 2023. These new systems will centralise patent protection and enforcement within many EU countries. Moreover, the new systems will impact all existing granted EP patents and pending EP applications, such that patent proprietors need to make strategic decisions now.

The Unitary Patent

Currently patents granted by the European Patent Office (EPO) must be validated in all of the countries in which the patent proprietor wants to obtain patents. The validation procedure yields individual patents in the countries of interest, which must then be enforced and/or invalidated individually at the national courts.

The UP will provide an option to have a single patent covering multiple EU member states (presently 17 but likely to be more in the future) as an alternative to the current validation route (which will continue).

Some Key Features of the UP are:

- provides protection in Austria, Belgium, Bulgaria, Denmark, Estonia, Finland, France, Germany, Italy, Latvia, Lithuania, Luxembourg, Malta, the Netherlands, Portugal, Slovenia, and Sweden (at present)
- requires payment of a single renewal fee
- must meet new translation requirements
- falls under the jurisdiction of the UPC
- requires limitation, transfer, revocation or lapse in all UP member states

Is a UP an Option?

To file a request for a UP, the EP patent must:

- have the same claims for each UP member state; and
- have and retain designations for all UP member states (no designations withdrawn)

Requirements and Timing of UP Request

A request for a UP must be filed within one month of the date of grant of an EP patent. There is no associated official fee. For currently pending EP patent applications it is possible to delay grant to keep the option of a UP open and it is now possible to file an early request for a UP at the EPO.

During a transition period, the patent proprietor will be required to file appropriate translations. For example, if the patent is in English, a translation into any other EU language will be required.

Jurisdiction of the UPC

The UPC is a new centralised court through which:

- a patent proprietor can enforce their European patent against an infringer and
- a third party can seek central revocation of a European patent

Decisions by the UPC will be effective in all UPC member states. Infringement and revocation decisions for non-UPC countries (such as the UK, Spain, Norway and Switzerland) will continue to be made by the national courts. The UPC brings unknown opportunities and risks and there will thus be a transitional period of at least seven years to provide better certainty for users.

Transitional Period

During this period, the national courts of UPC member states will also have jurisdiction over EP patents which are effective in these countries. A patent proprietor can thus choose between centralised patent enforcement before the UPC or enforcement in individual national courts. Similarly, a third party can choose whether to revoke a patent before the UPC or a national court.

During transition, a patent proprietor can request an opt out to remove their EP patents from the jurisdiction of the UPC. The patent proprietor can withdraw this request at a later stage, for example if they wish to initiate a pan-European infringement action. The period for requesting an opt out began on 1 March 2023 and so decisions are needed now.

Ownership may need to be verified before filing an opt out request because the true owner(s) must file the request. There are various factors to consider when deciding whether to request a UP and whether to opt out existing EP patents from the jurisdiction of the UPC. Different decisions may be appropriate for different patents in a portfolio.

For more information on the UP and the UPC, contact [Kate Hickinson](#), Partner, [Appleyard Lees](#)

Life Science – Going Beyond Traditional Drug Discovery at Norwich Research Park



In May this year the Government Office for Science published a study entitled ‘[Life Science: Beyond Human Health](#)’, which describes the untapped potential in what it terms ‘Modern Industrial Biotechnology**’.**

The study highlights the fact that scientists, investors and the government currently use the phrase ‘life science’ to refer to traditional drug discovery activity such as that taking place in Cambridge. The report highlights [Norwich Research Park](#) as an example of a cluster for modern industrial biotechnology in the UK, however, the Park is also a good location for non-traditional drug discovery and is well established but not well understood in terms of the potential impact and the potential return on investment.

Norwich Research Park is working in four global markets, all sub-sets of the government’s modern industrial biotechnology definition: agribiotech, food biotech, industrial biotechnology and med-tech including non-traditional drug discovery. The positive message for the Eastern Region is that combining the traditional drug-discovery work of Cambridge with the modern industrial biotechnology and non-traditional drug discovery work at Norwich Research Park provides a complete package of world-class life science activity for the UK.

Recognising these different areas of life science activity and bringing people together to look for new opportunities to collaborate and inspire each other, by their differences, is the basics of what is needed now, supported by One Nucleus, to start exploring the new frontiers of science, such as non-traditional drug discovery. By encouraging both recognition and exploration of all forms of life science we will generate new opportunities in the high value, traditional, drug discovery market, and generate new collaborations with people working in modern industrial biotechnology, and non-traditional discovery, to help solve the world’s problems (feeding a growing population, healthy ageing, climate change) more quickly.

Team-science, the latest trend, is about encouraging more multi-disciplinary teams, let’s start with multi-disciplinary teams within the full breadth of life science! Below are the global markets we align with and examples of organisations on the park that fall into these markets:

Agri-biotech

Institutions at Norwich Research Park: John Innes Centre, Earlham Institute, The Sainsbury Laboratory, University of East Anglia (UEA).

Case Study Norwich Research Park occupier: [Tropic Biosciences, Leaf Expression Systems](#)

Food biotech

Institutions at Norwich Research Park: Quadram Institute, Earlham Institute, UEA and the Norfolk and Norwich University Hospital (NNUH)

Case Study Norwich Research Park occupier: [PulseON](#)

Industrial biotech

Institutions at Norwich Research Park: Earlham Institute, John Innes Centre, UEA

Case Study Norwich Research Park occupier: [Colorifix](#)

Medtech

Institutions at Norwich Research Park: John Innes Centre, Earlham Institute, UEA and NNUH

Case Study Norwich Research Park occupier: [Ikarovec](#)

Visit our [website](#)



Preparing for conference season [Or the three Ts]

As the conference season continues apace, I thought I'd lend my penny's (or cent's) worth to the subject, since over the past 25 years, I've had the privilege of advising some of the cleverest people in the healthcare and life sciences industries present on the business of science.

However, it's often this group who find it most difficult to tell the simplest story; not surprisingly, if you've spent the past decade developing the your science or technology.

So, for conference season, here are 5 points to consider:

1) **What outcome do you want?**

If you are looking for finance or an industry partner or to attract new talent, make sure you tell your audience that ... repeatedly. Don't assume they will absorb this information unless you tell them directly.

2) **Who is your audience?**

It's easy to assume that everyone is like you; with multiple degrees, PhDs, and hundreds of published scientific papers. This is rarely the case unless you're at a medical or scientific conference. Therefore, before you present, make sure you know your audience. Adapt your language and content so it can be understood by the majority.

3) **Elevator pitch**

Pretend you are stuck in a lift with someone who knows nothing about your company. By the time you reached the ground floor, could you clearly communicate your business story? This is a fundamental skill that takes practice and must be consistent across the leadership team.

4) **Avoiding the 'little black box'**

If you've created a brilliant scientific concept, it is understandable to want to explain it in detail and make it the centre of the business story. However, heavy technical explanations can turn off a generalist audience completely. For first meetings, focus on the end result i.e. the human outcome e.g. better diagnosis or alleviation of symptoms for patients, \$\$\$ savings for healthcare payors. Tell your story simply and make it more personal to your audience.

5) **The three Ts**

Repetition is your friend and the three Ts should be the basis of all presentations: Tell them what you are going to tell them; Tell them; and Tell them again.

At the beginning, use your elevator pitch to tell them the story you're going to run through. Use the body of the presentation to support each point of your elevator pitch. Then always have a conclusion, to summarise what you've just said - why it's important and what you want people to take away from it (finance, partnering etc).

There are many other aspects to presenting a good story e.g. avoiding 'death by powerpoint', your stance, your talking speed. For more about presentation training, content or messages, we're always happy to help.

Melanie Toyne-Sewell
HLSinfo@instinctif.com

Expanding Life Science Infrastructure to Support the UK's R&D Innovation



In 2023, BioMed Realty celebrated the 10th anniversary of our entrance into the UK life sciences real estate market. As a company, we have been a pioneer of innovation and transformation in the life sciences sector – a jewel in the crown of the UK economy – by developing mission-critical lab and office space that facilitates world-class research and expands our tenants' capacity for innovation.

Beyond our own milestones, 2023 has also proven to be a landmark year for Britain's 'science superpower' ambitions. In the last nine months, the government has established a dedicated department for our sector – the Department for Science, Innovation and Technology – while, in March, policymakers published the much-anticipated Science and Technology Framework.

To much avail, the government's strategic visions and rhetoric have been subsequently backed up by tangible policies that will help Britain capture the potential of science and technology.

In an endeavour to emulate the achievements of the life sciences sector in the United States, the UK government is striving to harness the financial power of pension funds to support the commercialization of research and innovations by start-ups and scale-ups. Announced in July, the chancellor's Mansion House Compact is an agreement by pension providers to allocate a minimum 5% of investments to unlisted equities achieved through defined contribution pension funds, and other sources of long-term savings, by the year 2030.

Meanwhile, the UK's reengagement with the European Union's €95.5 billion Horizon programme will enable British-based scientists in collaborating, sharing knowledge and, potentially uncovering new breakthroughs. This endeavour also offers companies the opportunity to tap into the vast talent pool on the continent.

At BioMed Realty, our focus is helping the UK reach its potential of becoming a 'scientific superpower' as we are committed to doubling our life science infrastructure space, adding a pipeline of 1 million square feet to our existing nearly 1 million square feet.

BioMed Realty is continuing to commit long term capital for the expansion of mission-critical infrastructure within the UK life sciences industry to fuel innovation for companies of all sizes. The prevailing market dynamics, coupled with the notable achievement of Britain in registering the highest growth in life science patent applications among all major European markets over the past decade, reinforces the government's ongoing support for the life sciences industry. Organizations like the Babraham Research Campus play a pivotal role in driving this growth forward.

With an international platform that spans over 16 million square feet across innovation markets in the US and UK, and a world-class sponsor in Blackstone, BioMed Realty is well-positioned to continue supporting companies throughout the entire innovation journey, encompassing start-ups, scale-ups, and established pharmaceutical giants. In alignment with this commitment, BioMed Realty will continue to invest long-term capital to expand the mission-critical infrastructure required to fuel the UK's 'scientific superpower' ambitions.

Colleen O'Connor, Senior Vice President, Leasing, East Coast and UK Markets, BioMed Realty

[biomedrealty.com](https://www.biomedrealty.com)

At the Wellcome Genome Campus we undertake genome and biodata research. We provide bioinformatics resources for the global scientific community and we deliver vital training in genomics and biodata to scientists and clinicians. We are at the interface of research and industry, translating science into tangible societal benefits.

The Wellcome Genome Campus is home to the [Wellcome Sanger Institute](#), [EMBL's European Bioinformatics Institute](#), [Wellcome Connecting Science](#) and the [BioData Innovation Centre](#).

Earlier this year, Wellcome announced a major investment to expand the Wellcome Genome Campus - a development which will deliver new lab space, homes, amenities, and unlock future development across 315-acre campus expansion site. The aim is to secure the campus' status as a world-leading hub for genomics and biodata – two of the most cutting-edge areas of scientific research. This first phase alone will be one of the largest contemporary investments in the UK's life sciences infrastructure.

At the Wellcome Sanger Institute, scientists tackle some of the most difficult challenges in genomic research. This demands science at scale; a visionary and creative approach to research that pushes the boundaries of our understanding in ever new and exciting ways. Research at Sanger provides vital insights into human, parasite and microbe evolution, cellular growth and activity, and the processes that underlie mutation and tumour formation. In addition, the Sanger Institute's Tree of Life Programme explores the diversity of complex life.

EMBL-EBI is international, innovative and interdisciplinary, and a champion of open data in the life sciences. It is part of the [European Molecular Biology Laboratory \(EMBL\)](#), an intergovernmental research organisation funded by over 20 member states, prospect and associate member states. The institute's aim is to help scientists realise the potential of big data in biology, exploiting complex information to make discoveries that benefit humankind.

Wellcome Connecting Science's mission is to enable everyone to explore genomic science and its impact on research, health and society. They focus on global learning and engagement activities that reflect key areas of interest for Wellcome. Working across public and professional audiences, they endeavour to inspire new thinking, spark conversation and support learning by drawing on the ground-breaking research taking place on the Wellcome Genome Campus. The Hinxton Hall Conference Centre, which boasts world-class event and meeting spaces designed for knowledge sharing in the scientific research community, is home to some of their UK-based events.

The BioData Innovation Centre develops a unique and vibrant ecosystem to establish and grow innovative genomics and biodata businesses. The building provides flexible space for innovative businesses as well as individuals that complement the unique research and innovation of the Campus Institutes. It also develops a unique and vibrant ecosystem to establish and grow innovative genomics and biodata businesses.

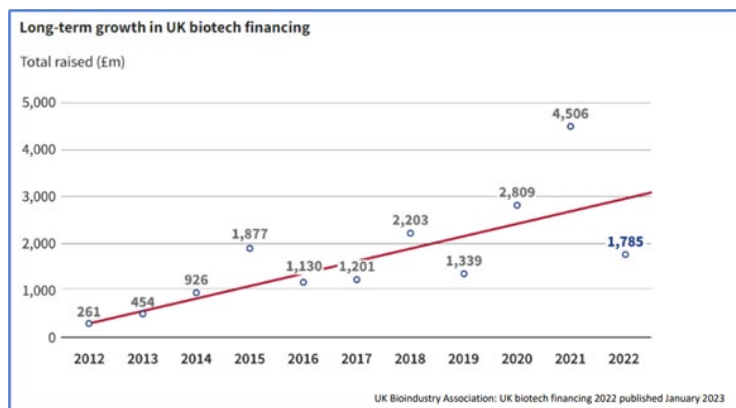
Learn more about the Wellcome Genome Campus [here](#).

How Will we Fund the Next Generation of UK Breakthrough Companies?



Dr Robert Tansley, Partner, [Cambridge Innovation Capital](#)

In the last year, a number of significant studies have reported data that bring hope for conditions that have previously been resistant to pharmaceutical interventions. In the Apellis' OAKS and DERBY studies, their C3 inhibitor pegcetacoplan demonstrated a reduction in the rate of progression in geographic atrophy (GA). While this was not associated with an improvement in visual function, it is celebrated as the first time that a drug could be used to slow this devastating condition that causes significant visual impairment in more than 200 million people worldwide. Novo Nordisk's semaglutide's SELECT study reported a reduction in major cardiovascular events by 20% in obese and overweight individuals in the SELECT study which is a breakthrough that will affect millions of lives as well as improve the Danish economy. Perhaps even more historic was Eisai and Biogen sponsored CLARITY AD which bucked the 99.8% failure rate in trials in Alzheimer's Disease. This study revealed that reduction of amyloid burden is associated with a slowing of the decline in cognitive function, giving insights into potential future interventions and providing hope for sufferers with this terrible condition.



Two features of all these ground-breaking studies were firstly that they were all incredibly costly – breakthroughs for difficult to treat conditions do not come cheap - and secondly, none of them had their scientific origin in the UK. Additionally, despite the benefits described there is still huge improvements to be had in these conditions. Individuals taking pegcetacoplan still experience deteriorating vision; lecanemab only slows progression rather than reverses the cognitive decline of AD.

At Cambridge Innovation Capital, we have a particular interest in these fields and have invested in companies that are seeking to become the next generation of treatments to build on the advances made. In the 10 years that CIC has been investing, the amount of venture capital in the UK has grown substantially (figure) and there have been several impressive companies emerging. However, the amounts are still insufficient to build a meaningful number of significant life science companies which have the capacity to take innovative ground-breaking companies through to the market. Of those which have grown to a critical mass, many of them have either been sold to large pharma or moved to the US to seek public equity on Nasdaq. A lot has been achieved in early-stage life science companies in the last decade, but to take our sector to the next level, these companies will need access to substantial amounts of capital. The Long-term Investment for Technology and Science (LIFTS) initiative is modest in size but big on ambition to “crowd-in” investment from defined contribution pension funds into the UK’s most innovative science and technology companies. With the next election looming, the government has not had the time to draft legislation to change pension rules. However, the Mansion House Compact, announced in July 2023, forms an agreement from nine UK pension funds to invest at least 5% of their default funds into private companies. This initiative holds promise as this has the potential to unlock up to £50 billion in assets. Whether such an informal arrangement will change the way that pension funds behave (and whether their investments in private companies will even be in the UK) is yet to be seen. However, if the next generation of ground-breaking new therapies to address areas of high unmet medical need are to come from UK companies, we must hope that this initiative is successful.

Word on the Street at the J.P. Morgan Healthcare Conference 2023

TaylorWessing Our international team recently attended the J.P. Morgan Healthcare Conference (JPM) 2023 and share some of the scuttlebutt below.

M&A

The expected boom in biotech acquisitions by pharma companies continues to stutter. Three mid-market deals were announced going into JPM (AZ/CinCor (up to \$1.8 billion); Ipsen/Albireo (up to \$952 million); and Chiesi/Amryt (up to \$1.4bn)), but no banner deals. The message from pharma BD teams is that we are now in a buyers' market but many biotech C-suite and investors have still not adjusted to the new market reality.

IPOs

Macro factors are weighing heavily on the market. Recovery is dependent on a reduction in interest rates. High interest rates depress current valuations in biotech and prompt a move to less risky asset classes. The Federal Reserve is forecasting lower inflation and rate cuts towards end of 2023, so there is cautious optimism for a recovery in market conditions for public biotech in 2024.

Private Financings

VCs still have plenty of dry powder which they need to invest (\$50bn raised for VC life sciences investment across 2021 and 2022). Seed stage and series A financings are largely unaffected. For later stage pre-clinical and clinical stage biotech, companies with recent readouts of strong data which de-risk their programmes are still finding it possible to raise capital. For others, it's a question of survival until sentiment improves.

Cost control and creative approaches to financings, including royalty financing and revenue financing, are back on the agenda.

Government Policy Changes

There was universal exasperation amongst the British contingent at JPM about the UK Government's changes to the R&D tax credit scheme. The announcement from the UK Chancellor of the Exchequer in the week before JPM of a possible change of heart, following a vigorous lobbying effort by the BioIndustry Association, was widely welcomed (and now confirmed in the Budget). Interestingly, the US Inflation Reduction Act is perceived to be impacting adversely on biotech valuations, and not just for late-stage assets.

Hot Indications

Oncology is being given a run for its money this year by CNS/neurodegeneration. Eisai secured its long-anticipated FDA approval for Leqembi™/lecanemab on the day before JPM started. Together with positive developments for Amylyx's ALS drug Relyvrio™, Biogen/Ionis's antisense therapy Tofersen™ also in ALS and Eli Lilly's donanemab in Alzheimer's disease, there is a sense of momentum building.

Recent developments in anti-obesity - in particular Novo's Wegovy™/semaglutide (a GLP-1 receptor agonist) and Eli Lilly's tirzepatide (a dual GIP/GLP-1 receptor co-agonist) - are also attracting attention. As for early-stage drug discovery efforts, anti-ageing is attracting significant investment and research effort.

Hot modalities

After a spate of approvals in 2022 (including Zynteglo™ (beta-thalassemia), Skysona™ (early cerebral adrenoleukodystrophy) and Hemgenix™ (Haemophilia B)), gene therapy is attracting a lot of attention. Gene therapy patent litigation is booming, as commercial products come to market. 2023 also should bring more data about the likely commercial potential of this modality. Gene editing was also attracted attention at JPM 2023, though concerns about off-target effects remain. Cancer vaccines in combination with immune checkpoint inhibitors are also in the spotlight.

In summary, we're facing a difficult financing environment, but with some grounds for cautious optimism for the healthcare sector as a whole, particularly as we move into Q3 and Q4.

By Adrian Toutoungi, Partner, [Taylor Wessing](#)



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With over 160,000 sq ft of lab and office space offered at highly competitive prices, Stevenage Bioscience Catalyst is home to a growing cluster of start-up companies that together have raised £3bn to date. The total private equity investment in biotechnology raised in Stevenage has grown to become comparable with that of Cambridge, London and Oxford, securing Life Science Opportunity Zone and High Potential Opportunity status and contributing to the Government's ambition for the UK to become a 'science superpower'.

As demand for lab space outgrows supply, the campus is expanding with planning approval secured by UBS Management and Reef Group (Reef) to create one of Europe's largest life science sites in Stevenage. The £900m life science campus will provide 1.6 million sq. ft of lab, office and Good Manufacturing Practices (GMP) facilities working alongside global pharma R&D, cell and gene clustering excellence and the vibrant ecosystem at Stevenage Bioscience Catalyst. This ecosystem of business and scientific support enables organisations at Stevenage Bioscience Catalyst to connect and grow. The [Lab Hotel](#), provides early stage start-ups rent-free space for six months. Young companies are also given access to mentors advisers, grant specialists and investors, while programmes, such as the [SBC Catalyser Programme](#), help therapeutics and tech-bio companies refine their commercialization strategy.

Wrapped around this is a collaborative environment offering roundtable discussions, networking events, occupier lunches and an established SBC community – all designed to help start-ups to scale-up and achieve their growth potential.

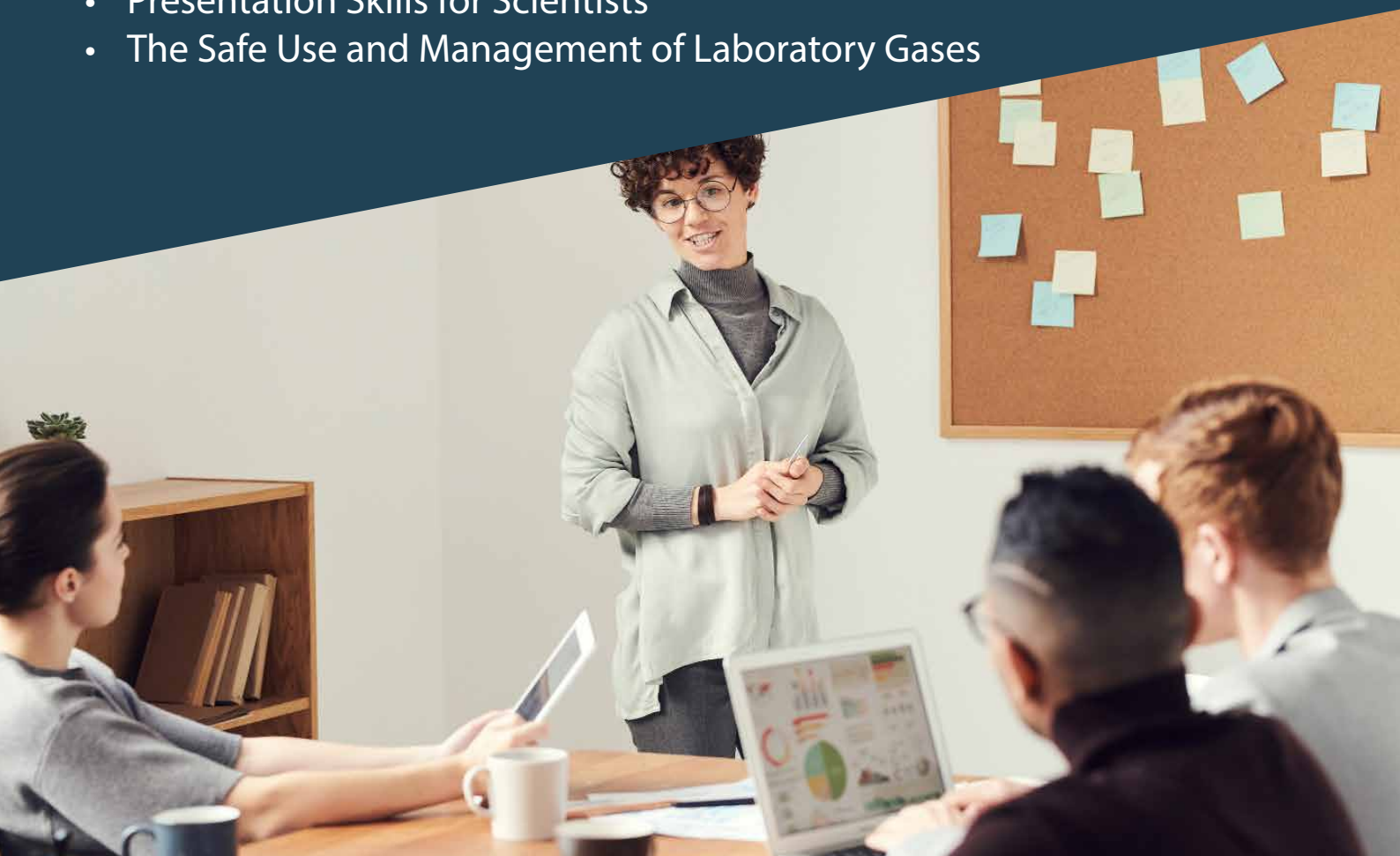
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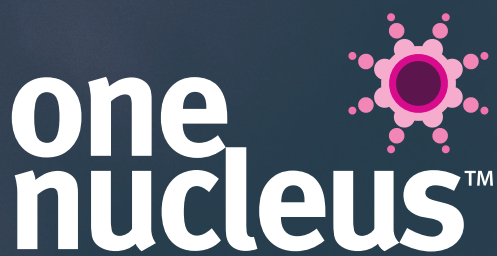
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