

# Organisational Strategy 2024-34

## Our mission

To apply and explore genomic technologies to advance understanding of biology and improve health.

## Our 10-year vision

To be a trusted global leader in deciphering life and empowering society.

### We believe that:

- ◆ Characterising biology exhaustively at the molecular level will be transformative for understanding of how life works.
- ◆ This understanding will, in turn, be transformative in delivering diverse societal benefits, from improved healthcare and economic growth to better stewardship of our planet's biome, and beyond.
- ◆ Open, democratised science is necessary to deliver societal impact and sustain trust in genomic science.
- ◆ Fully delivering on this potential requires a focused, unconventional organisational model that attracts the brightest and the best.

## Our scientific objectives

**Sanger's purpose will be focused on three scientific objectives** where large-scale genomic data is essential for advancing fundamental knowledge, each of which will deliver opportunities for societal benefit:

1

**Disease genomics:**  
deciphering the molecular underpinnings of health and disease.

2

**Planetary genomics:**  
understanding planetary biology through genome sequences of diverse species.

3

**Engineering genomics:**  
elucidating how DNA sequences encode biological functions.



## Our Science Programmes

These are our current Scientific Programmes, they are dynamic and evolve over time, and we anticipate change in the next 10 years:

- ◆ **Cancer, Ageing and Somatic Mutation:** Understand the causes of and consequences of DNA mutations throughout the body and over the course of life.
- ◆ **Cellular Genetics:** Define the cell types in the human body by studying expression of genes in single cells.
- ◆ **Generative and Synthetic Genomics:** Predict and programme molecular biology by synthesising and engineering genomes.
- ◆ **Human Genetics:** Discover the mutated genes that cause rare and common diseases.
- ◆ **Parasites and Microbes:** Understand the evolution of endemic and epidemic infectious diseases.
- ◆ **Tree of Life:** Sequence the genomes of all species of life on Earth (starting with the UK and Ireland).

## Sanger in 2034

- ◆ Will be world-renowned for trailblazing the integration of large-scale genomics and AI across three areas of genomics: disease genomics, planetary genomics and engineering genomics.
- ◆ Will be recognised as a trustworthy, global institution at the cutting edge of establishing equitable collaborations worldwide and being innovative in the translation and democratisation of its science.
- ◆ Will be generating even more scientific outputs and bringing in a greater funding.
- ◆ Will be occupying newly refurbished or rebuilt buildings that support a porous and collaborative working culture and meet ambitious sustainability commitments.

## Our intended impacts

1

New high-impact knowledge which is widely disseminated.

2

A more productive global life sciences ecosystem empowered by foundational data resources, innovative tools and highly-trained genomics scientists.

3

Translation of our science for societal benefit, encompassing clinical, commercial and environmental opportunities.

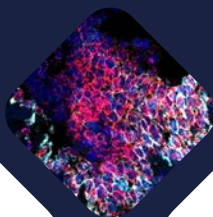


# Our strategic priorities

1

## Focusing our science strategy

on opportunity areas where our competitive advantages enable us to have unique impact.



3

## Configuring our organisation,

focusing on the capabilities needed to deliver on these scientific opportunity areas.



2

**Developing our culture,**  
by embedding a consistent set of values and empowering a diverse workforce.



4

**Ensuring sustained funding**  
that is commensurate with our scientific ambitions.



# Key elements of change

1

**Expanding Sanger's scientific scope** to encompass 'engineering genomics' through understanding how DNA sequences encode biological functions.

2

**Amplifying Sanger's scientific impact** by expanding our Associate Faculty, developing more strategic partnerships and enabling the wider life sciences ecosystem.

3

**Extensive reconfiguration of our core capabilities in data generation, data analysis and the democratisation of our science** to ensure tighter alignment with scientific priorities.

4

**Retaining the Programmatic structure of Sanger science but embracing increased synergies** between the different expertise within the Science Programmes.

5

**Driving the cultural change** necessary to be successful in our more diverse, outward-facing mission.

6

**Refreshing and deepening our relationship with Wellcome.**