2020

Environmental, Social & Governance Report

emergent biosolutions®

Contents

Our inaugural ESG report is primarily based on 2020 activities and data. All data shown through December 31, 2020. Some context from 2021 is provided, as needed.

FORWARD-LOOKING STATEMENTS : This report contains forward-looking statements made pursuant to the safe harbor provisions of Section 21E of the Securities Exchange Act of 1934 and the Private Securities Litigation Reform Act of 1995 (PSLRA). These statements, which are based on our beliefs and expectations as to future outcomes, include, among others, statements about our future operating results, business plans, objectives, pipeline advancements, benefits of our products, and any others that contain the words believe, seek, expect, anticipate, forecast, project, intend, estimate, should, could, may, will, plan, or similar expressions, and any other statements contained or incorporated by reference into this Proxy Statement that are not historical facts. These forward-looking statements are subject to certain risks and uncertainties, such as those described in our periodic reports filed with the Securities and Exchange Commission (SEC) that could cause actual results to differ materially from anticipated results. These statements may also be based on standards for measuring progress that are still developing and on assumptions that are subject to change in the future. Consequently, such forward-looking statements are qualified by the cautionary statements, cautionary language, and risk factors set forth in our periodic reports and documents filed with the SEC, including our most recent Annual Report on Form 10-K, Quarterly Reports on Form 10-Q, and Current Reports on Form 8-K. We claim the protection of the safe harbor contained in the PSLRA for forward-looking statements. We are providing this information as of November 18, 2021, and assume no obligation to update or revise the information contained in this Report whether as a result of new information, future events, or any other reason.

CEO Letter

The formula for Emergent's success is simple — since our founding in 1998, we have been steadfast in our dedication to deliver on our mission to protect and enhance life by delivering medical countermeasures that address various public health threats to our customers and patients. We have also consistently been committed to strong public company governance benchmarked by best practices for our industry and our size and scale. We do all of this while creating a values-driven environment in which our employees can thrive.

These are things that we have done because it is core to who we are — but it's not something we have often been asked about by external stakeholders. Now, companies across all industries are being challenged to innovate and create more value while strengthening environmental, social, and governance (ESG) performance. For Emergent's inaugural ESG Report, our ESG working group embarked on a comprehensive enterprise-wide project to identify our high-priority ESG issues and define our progress and commitment.

The last year and a half was marked by an unprecedented global pandemic that upended the way we live and work. Our product development and manufacturing capabilities and expertise in responding to the most dangerous public health threats put us at the center of our nation's response to the pandemic.

In a matter of months and with the help of our partners, our team built the capacity and began to produce hundreds of millions of dose equivalents of COVID-19 vaccine, accelerated the completion of new fill and finish capabilities to provide much-needed COVID-19 therapeutic treatments, and turned to our existing treatment platforms, reengineering them to find a potential treatment for this terrible disease.

All this was done while continuing to supply the U.S. government with important medical countermeasures for public health threats like smallpox outbreaks and anthrax attacks, as well as continuing to arm first responders, families, and friends with the tools to potentially save the life of an opioid overdose victim.

We worked tirelessly during the pandemic to ensure that our 6,000-plus public interest customers had an uninterrupted supply of NARCAN® Nasal Spray to reverse overdoses, and that this life-saving product remains accessible and affordable to those who need it. We have also continued working closely with advocates to raise awareness about the opioid overdose epidemic and to educate first responders, family members, friends, pharmacists, educators, and anyone else who may benefit from having naloxone at the ready. We are as committed as ever to play a vital part in defeating the opioid crisis.

When the pandemic struck, America turned to Emergent because of our unique capabilities in defending and protecting against unpredictable health events. Our workforce set up a facility and began producing vaccines in record time, but we lost a contaminated batch. The contamination was caught by our quality control system before it ever left our facility.

I and my management team take full responsibility. We learned from our mistakes, established a robust quality enhancement plan, and, after working closely with the FDA, we addressed the issues and COVID-19 vaccine manufacturing is again underway.

While it's disappointing that our efforts to produce COVID-19 vaccine have been overshadowed by the lost batch, I am proud of the entire Emergent team and their accomplishments in 2020. As we launch our inaugural ESG report, we will continue to enhance our efforts, challenge ourselves to be even better, and report the results.

Bob Kramer

President and Chief Executive Officer

Board of Directors Letter

When Emergent was founded in 1998, it partnered with the U.S. government to address a significant threat — the possibility that anthrax would be used as a biological weapon to harm Americans. In those first days, we had a single product, BioThrax® (Anthrax Vaccine Adsorbed), and a single partner, the U.S. Department of Defense.

Quite a bit has changed over the past 23 years, but one thing has not: through the resilience and hard work of our employees, Emergent continues to innovate and redefine the boundaries of what it means to protect and enhance life. By adhering to our mission and core values, we have become a leading global, diversified public company serving government and commercial customers, helping them protect civilian and military populations against severe public health threats.

We are proud of the company's many accomplishments and remain focused on working with management to ensure we remain well positioned to deliver on its ambitious mission. While we are energized by the future, we are humbled by the opportunity to help solve some of the world's most pressing public health challenges today.

Our board oversees a long-standing, enterprise-wide approach to risk management, and as a part of this process, we monitor how environmental and societal trends may impact the long-term interests of our shareholders and stakeholders. We are publishing our inaugural ESG report because we believe that disclosing how we do business is just as important as what we make to support our ambitious vision to protect and enhance 1 billion lives by 2030.

Thank you for reading our journey of corporate responsibility which highlights Emergent's dedication to our employees, the environment, and the communities in which we operate and serve.

Fuad El-Hibri	Executive Chairman
Ronald B. Richard	Lead Independent Director
Robert G. Kramer	Director, President and Chief Executive Officer
Gen. George A. Joulwan (Retired)	Director
Zsolt Harsanyi Ph.D.	Director
Jerome M. Hauer Ph.D, M.H.S.	Director
Louis W. Sullivan M.D.	Director
Marvin White	Director
Kathryn C. Zoon Ph.D.	Director

Who We Are

Emergent is a global life sciences company that develops, manufactures, and delivers protections against public health threats. For more than two decades, we've been at work defending civilian and military populations from things we hope will never happen — so we are prepared, just in case they ever do.

That's why we:

- Step up to fight critical, even deadly, health threats — from cholera to smallpox, anthrax, and more – even if they're not front-page news. We go where others won't, so we are better prepared to outpace and outmatch public health problems.
- Take on complex public health challenges, which include manufacturing a treatment to counteract opioid overdose that millions of first responders, patients, and their loved ones rely on.
- Protect against the unknown, through unique manufacturing capabilities and by collaborating with fellow industry innovators and governments to manufacture vaccines and treatments that help keep us all safer.

We do what we do because we want to create a better, more secure world. One where preparedness protects us from the threats we face. And peace of mind prevails.

Emergent At A Glance

September 5, 1998

First Day of Business

[See full history]

November 15, 2006

Initial Public Offering; listed on NYSE under ticker symbol “EBS”

$1.55B

2020 Total Revenue*

$630M

Adjusted EBITDA*

10

Marketed Products in Product Portfolio

[See all products]

22

Products and Devices in Development

[See pipeline, platforms, and technologies]

9

Drug Development and Manufacturing Sites

~2,400

Employees

25

Global Locations

[See all locations]

*As of 2020 Fiscal Year End

Our Mission

To protect and enhance life.

Our Vision

To become a Fortune 500 global life sciences company recognized for protecting and enhancing life, driving innovation, and living our values. We strive to protect or enhance one billion lives by 2030.

Our Core Values

Stand Shoulder to Shoulder No Matter What

We combine our best thinking and communicate openly to support each other.

Break Through Thinking

We take smart risks, pursue innovation and challenge ourselves to constantly improve.

Own It Always

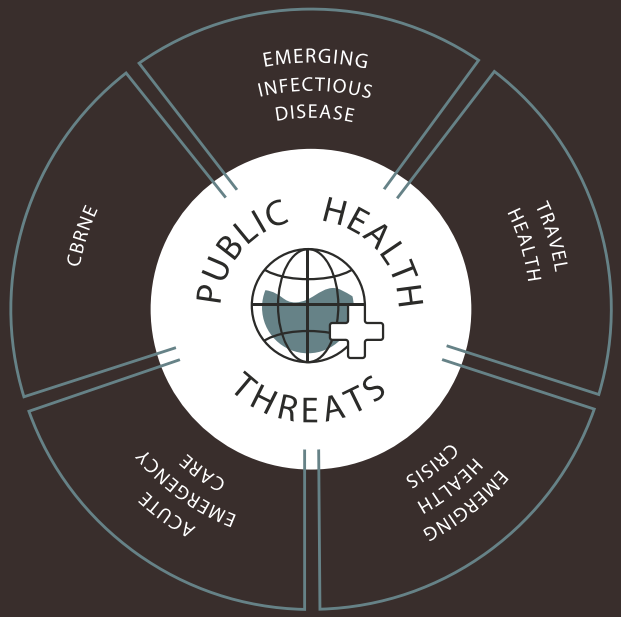
Every person at Emergent is engaged and accountable for delivering on our commitments.

Compete Where It Counts

We set the right goals and respect each other as we conquer them together.

Combating Public Health Threats

Our focus areas now include responses to public health threats from chemical, biological, radiological/nuclear, and explosive threats as well as to emerging infectious diseases, emerging health crises, travel health, and acute/emergency care. In those moments when you least expect a critical health issue, we strive to identify solutions and make them accessible.



Opioid Crisis

We have significantly increased the accessibility of an opioid reversal agent to help combat the opioid epidemic. NARCAN® Nasal Spray is a simple-to-use, needle-free option for emergency treatment of a suspected opioid overdose. For a detailed discussion of our efforts to increase access to NARCAN® Nasal Spray, please see the section below titled, "Access to Medicine, Ethical Marketing, and Product Pricing."

Pandemic Response

We also have the great privilege of contributing to the global initiative to combat the novel coronavirus (SARS-CoV-2), using our own hyperimmune platform technology to produce therapies or collaborating with other industry innovators. Our large-scale capabilities are a critical component of the COVID-19 vaccine supply chain. Through our integrated CDMO network, we are providing development services from our Gaithersburg facility, drug substance manufacturing at our Bayview facility, and drug product manufacturing at our Bayview, Camden, and Rockville facilities, all in Maryland.

"Collaborations like the one Emergent has with Johnson & Johnson show how we can fight this pandemic. What we're experiencing is the power of working together."

– Bob Kramer,
President and CEO

Our Environmental, Social, and Governance (ESG) Approach

At Emergent, we manufacture and work on the things you hope you never need, just in case you do — a treatment to counteract an opioid overdose, protection from anthrax, smallpox, and botulism, and now, COVID-19 vaccines and therapeutics. We do so with a commitment to quality, safety, and the protection of lives. This is how we built a scalable and sustainable business model of highly specialized products and services designed to address global preparedness and response.

Our mission to protect and enhance life has motivated us to explore our impact at a broader scale — environmental, social and governance (ESG) stewardship, corporate responsibility, and ethics. Our approach to these issues is the foundation of good governance and strengthens accountability in all aspects of our business activities and relationships.

Environmental, social, and governance have always been areas of focus for us, but earlier this year we established a formal ESG review process focused on identifying, measuring, and reporting on our ESG activities and progress. The ESG project was led by a cross-functional working group.

ESG Diagnostic

We conducted a robust ESG diagnostic that included an analysis of shareholders' perspectives and key issues of leading ESG frameworks, assessments of ESG rating agencies, and reviews of best practice disclosures of industry and peer companies.

From the diagnostic, we identified three key ESG frameworks to guide our ESG strategy:

- The Sustainability Accounting Standards Board's (SASB) standards focused on healthcare, biotechnology, and pharmaceuticals industries;
- The Taskforce on Climate-related Financial Disclosure (TCFD) framework; and
- The United Nations Sustainable Development Goals (UNSDGs).

Of the three frameworks, we determined that the SASB standards provided guidelines on key sustainability issues that most appropriately and directly impact the operational performance and financial condition of our company.

ESG Issue Identification

Based on the criteria identified in our diagnostic and enterprise risk assessments, the working group compiled an initial comprehensive list of ESG topics. Independent evaluations and constructive internal discussions by working group members followed to prioritize those issues most relevant to us. Following the assessment, the condensed list was presented to, reviewed, and approved by our executive management and board.

The following are our ESG priority issues:

- Access to medicine
- Community engagement
- Compliance
- Corporate governance
- Diversity, equity, and inclusion
- Employee engagement
- Environmental, health, and employee safety
- Governmental relationships
- Manufacturing and product quality
- Patient and drug safety
- Scientific integrity
- Supply chain management

We will conduct an annual assessment of our ESG priorities and develop action items to advance progress in these areas. Our board will provide oversight and governance control in our implementation and disclosure related to our ESG strategy.

Among Our ESG Commitments, We Strive To

- Appreciate and amplify the positive social impact of our operations,
- Design effective human capital management policies, and
- Maximize our environmental stewardship.

Our Product Quality and Safety

Since our founding, we have been steadfastly committed to product quality and patient safety. Over the last two decades we have dedicated ourselves to delivering on our mission to protect and enhance life through the quality of our products, emphasizing scientific and technical expertise.

Manufacturing Quality

Our Current Good Manufacturing Practices (CGMP) Quality Unit encompasses both quality control and quality assurance functions. This ensures that all necessary information and controls are in place for every step of the manufacturing process, from controlling and assuring the quality of raw materials upon arrival to our facilities through final products released to the customer. Site quality heads, established at each manufacturing site, report into our senior vice president (SVP) of global quality, thus ensuring visibility into operations-level activities.

In May 2021, as part of our overall commitment to enhance our governance oversight related to our manufacturing and quality operations, our board of directors established a special committee on manufacturing and quality oversight, all composed of independent directors. The committee oversees all aspects of manufacturing and quality operations, including quality systems, compliance with CGMPs, medical device Quality System Regulations (QSRs), and other legal and regulatory requirements related to the quality of drugs and medical devices we manufacture. The committee holds regular update meetings with management and regularly reports to the full board on its oversight activities.

Quality Management Overview

Our global quality organization oversees quality management across our entire value chain, from research and development to manufacturing to distribution to our customers, ensuring that every product that we manufacture is safe and efficacious. Independent of product and process development units, the global quality organization is led by the SVP of global quality, who reports directly to the president and CEO. This structure increases our organizational focus on quality and better helps us address our recent challenges. The quality organization includes quality operations, global quality systems, data integrity and audits, device quality, therapeutics quality, and vaccine quality.

Internal and external audits are conducted to ensure our clinical development and manufacturing operations and vendors comply with relevant procedures, currently established standards, and regulations. We use a risk-based approach to conducting internal audits of our operations and external audits of our service providers and vendors using applicable standards.

We ensure that all employees conducting GxP-related activities (see specific components of GxP below) understand their quality responsibilities and are trained in their duties as appropriate to their job function. A learning management system (LMS) is used to schedule, document, monitor, and track training activities and provides summary reports for employees and management.

We track metrics for the success of our compliance and make adjustments as needed. Our aim is always to ensure that patient safety is the highest priority for all of our activities and medical products.

Emergent Complies With GxP Standards

R&D operations with Current Good Laboratories Practices (CGLP)

Clinical development operations with Current Good Clinical Practices (CGCP)

Manufacturing operations with Current Good Manufacturing Practices (CGMP)

Pharmacovigilance operations with Current Good Pharmacovigilance Practices (CGPV)

Pharmacovigilance

Clinical Development

Our Clinical Safety and Pharmacovigilance (PV) department is staffed by expert physicians and scientists who monitor our products throughout their life cycle. Several departments support our PV activities, including:

- Clinical development, which manages pre- and post-authorization activities
- Medical affairs, which manages post-approval products
- Regulatory affairs, which manages safety variations, communication, and labeling activities
- Global Clinical Quality group, part of the global quality organization, which is responsible for the overall management of the quality of the PV system

Our Role in Manufacturing COVID-19 Vaccine

In 2020, we were preparing to seek FDA licensure to transition our Bayview facility from a clinical development site to a commercial-scale site. Then, the pandemic hit. We stepped up, along with the U.S. government and our partners, to increase global vaccine production capacity, condensing a process that normally takes years into months. We moved quickly to obtain the required equipment and technology, hired and trained a workforce that needed to be quadrupled, and launched manufacturing operations. This was a remarkable accomplishment given the circumstances and a necessary one given the severity of the pandemic.

We committed to manufacture bulk drug substance for Johnson & Johnson's (J&J's) COVID-19 vaccine candidate at Bayview, and the U.S. government reserved the remainder of our capacity and subsequently directed us to manufacture vaccine bulk drug substance for AstraZeneca's COVID-19 vaccine candidate at the same facility as part of our CIADM contract.

Bayview's combination of available capacity, use of disposable manufacturing equipment at a large scale, and ability to manufacture live virus vaccines makes it rare among biologic manufacturers in the U.S. It was also understood then that the advantages of utilizing this particular facility also presented enormous challenges, posed by proceeding directly to large-scale manufacturing of both vaccines at the same time.

A Product Contamination Incident and Our Response

Biologics product manufacturing is inherently challenging, as there are many intricate and detailed steps required. Failed batches do occur regularly during manufacturing, which are generally discovered during our quality control process. During our COVID-19 vaccine testing process, a possible contamination with another adenoviral substance was identified, which is a serious issue. We immediately initiated an investigation in accordance with our standard quality control procedures, and determined that the contamination occurred when one of the multiple protocols we implemented to prevent cross-contamination did not function as anticipated, resulting in the introduction of the AstraZeneca virus to the J&J production suite. Importantly, our rigorous safety and quality protocols worked as designed, identifying the contaminated batch and ensuring it never left our facility.

Following the contamination, the FDA initiated a for-cause inspection of the Bayview facility. We were instructed to suspend manufacturing of new vaccine and to put a hold on any manufactured batches already produced, pending FDA's further review.

Corrective Actions

Our president and CEO and leadership team accepted full responsibility and committed to resolve all issues safely and quickly. We took aggressive corrective actions to assure the FDA, the U.S. government, and the American people that we are able to resume operations in a safe and compliant manner.

The facility is now solely dedicated to manufacturing J&J's COVID-19 vaccine, removing the possibility of cross-contamination. We responded to the FDA's observations with a comprehensive quality enhancement plan, and fully committed to making the necessary enhancements to meet or exceed the FDA's standards. We significantly strengthened our quality leadership with several new hires and established a Special Committee of our board of directors for oversight of manufacturing and quality operations across the company.

Through constructive dialogue with the FDA and J&J, we developed a path forward and were approved to resume manufacturing at the Bayview facility in July 2021, allowing us to continue help strengthen the global supply chain for J&J's COVID-19 vaccine. We continue to work with the FDA and J&J on other process enhancements and regulatory approvals for the site. Though we initially did not meet our own high expectations, we learned from our mistakes, worked with the FDA and our partners in government and industry, addressed our shortcomings, and committed extensive resources to quickly establish a Quality Enhancement Plan.

Our approach to PV is designed to identify safety signals early and maximize benefits to patients while minimizing risks. We maintain a highly structured set of standard operating procedures for the conduct of clinical trials, evaluation of clinical safety, and ongoing pharmacovigilance. The Global Clinical Quality group and authorized contractors conduct internal and external audits of PV activities, ensuring objectivity and independence from the operational group.

Pre-clinical safety and efficacy testing is performed on our product candidates before we initiate clinical trials. Once we can demonstrate that a treatment is promising and well-studied, clinical trial protocols are submitted for review and approval to an institutional review board composed of medical, scientific, and ethical experts, followed by a request for approval from regulatory authorities. Investigative sites are then carefully vetted, investigators are trained, and only appropriate patients are enrolled in our studies after providing informed consent.

Maintaining patient safety is at the heart of our comprehensive procedures for clinical development. Clinical studies are conducted in conformance with the FDA's bioresearch monitoring regulations and Good Clinical Practices (GCP), which are ethical and scientific quality standards for conducting clinical trials. Our clinical trials also follow ethical and safety principles and protocols established by industry and regulatory standards that protect trial participants' rights, safety, and welfare. This includes a robust informed consent process that adheres to the requirements of the FDA and other regulatory agencies regarding disclosure to potential research subjects of the information needed to make an informed decision, facilitating the understanding of what has been disclosed, and promoting the voluntariness of the decision about whether to participate in the research.

We have established a network of carefully vetted contract research organizations (CROs) to conduct clinical research or assist with safety information. We provide oversight of CRO activities to ensure compliance with GCP requirements and our standard operating procedures. Our CROs are subject to our rigorous internal audit processes on an ongoing basis.

Studies are monitored in real time for safety issues internally, and at times externally, using independent data monitoring committees or IDMCs, for clinical trials that are Phase 2 and above. Safety monitoring of clinical trials occurs on a day-to-day basis to identify and mitigate any risks. Studies and clinical programs are modified as appropriate based on in-stream and aggregate review of safety and efficacy information.

Publicly disclosing clinical trial information upholds our ethical obligations to be transparent with our stakeholders — patients, healthcare providers, researchers, ethicists, and the general public — and professional obligations to facilitate and advance medical and scientific knowledge in a timely manner. We disclose information on our clinical trials on clinical trial registries, such as the U.S. FDA's dedicated website, www.clinicaltrials.gov, submitting information for publication within a reasonable time after completion.

Commercial Products

Once approval of a product is granted by the U.S. FDA or equivalent regulatory body in another country, we are subject to continuing regulation, including:

- Record-keeping requirements
- Adverse event reporting
- Provision of updated safety and efficacy information to regulators
- Product sampling and distribution requirements
- Compliance with CGMPs
- Restrictions on advertising and promotion

Contract Development and Manufacturing Organization

Our experience in biopharmaceutical operations established Emergent as a key resource for drug development and manufacturing. Through our Contract Development and Manufacturing Organization (CDMO) business, we partner with scientists, global pharmaceutical companies, governments, and non-governmental organizations (NGOs) to offer a range of molecule-to-market services across the entire drug development life cycle from clinical through commercial supply. Our CDMO services offer:

Development Services

Process, analytical, and formulation development and lab-scale manufacturing of biologics

Drug Substance Manufacturing

Clinical and commercial-scale manufacturing, upstream and downstream processing, single-use systems, and multiple platform technologies for biologics

Drug Product Manufacturing/ Drug Packaging

Liquid and lyophilized products, vials and prefilled syringes, commercial packaging: labeling, inspection, distribution, product and stability testing, and high containment product filling capability (live viral and non-viral)

All medical products are reviewed by a multidisciplinary committee which is led by the global head of safety and PV. Key personnel include experts from regulatory affairs, quality assurance, clinical development, and other functional areas. It holds regular meetings to review qualitative and quantitative safety information for each product, including data reviews and findings from a variety of sources to identify potential adverse and/or beneficial effects.

We have established procedures for collecting, assessing, reporting, and responding to adverse events, product problems, and consumer complaints. Safety information from all sources is evaluated on an ongoing basis. This includes information from animal data, clinical trials, post-marketing surveillance studies, literature reviews, and government agencies, as well as spontaneously reported information from healthcare providers and consumers.

Our employees, contractors, consultants, and third parties are required to report adverse events and product complaints no later than 24 hours following the individual's first knowledge. In the case of adverse drug reactions, experts in the safety and PV department and product review committees evaluate the data in order to determine if there is a causal relationship between the use of an Emergent medical product and the reported adverse reaction. If a causal relationship is established, we may utilize risk management and mitigation strategies, including updates to product labeling; new warnings, precautions, contraindications, or limitations on use in certain populations; notifications of regulatory authorities; and notification of physicians and investigators through Dear healthcare provider/Dear investigator letters.

Manufacturing Quality Management System

We have established a Quality Management System (QMS) that defines our objectives and standards for the development, manufacture, testing, and distribution of investigational and commercial products in all jurisdictions where these activities take place. We rely on our QMS, which is based on a CGMP framework that complies with regulatory requirements, to guarantee the manufacturing of high-quality, efficacious products. We always seek to exceed minimum mandatory requirements, incorporating best practice guidelines from international standard-setting organizations, such as ISO[1], PIC/S[2], pharmacopoeias[3], and the Parenteral Drug Association[4]. To reinforce our quality system, we promote a quality culture characterized by teamwork, engagement, and ownership through effective leadership and adherence to our core values.

Our manufacturing processes are conducted in a reliable, repeatable, and validated manner, ensuring the environment where products are made is suitable, people are properly trained in the activities for which they are responsible, the right process controls are in place, and that additional quality testing of the product is conducted at every stage of the process. Because the manufacturing process for our biological products is complex, the FDA also requires that each product lot for biologics undergo thorough testing for purity, potency, identity, and sterility. Testing may be carried out internally using our in-house capacities and capabilities, by specialized third-party labs, or by a CDMO client, depending on which party has the relevant expertise and capacity to conduct the particular test.

Our systems are designed to capture and respond to anything that happens outside of the expected. When an incident occurs, we investigate, conduct a root cause analysis, and put in place countermeasures to prevent re-occurrences. We also determine any product impact from incidents through procedures that identify the potential scope and severity of the impact, if any. We secure materials until it has been determined whether they can be released or need to be destroyed. Our QMS is re-validated periodically to ensure that it is working as expected. In addition to external audits by regulatory authorities, we conduct regular internal audits of manufacturing operations to continuously improve our QMS.

[1] ISO stands for International Organization for Standardization, which has numerous applicable standards, including ISO 9001 related to quality management systems and ISO 13485 related to quality management systems for medical devices.
[2] PIC/S stands for Pharmaceutical Inspection Co-operation Scheme, which is a cooperative arrangement between regulatory authorities that develops and provides standards and guidelines for the harmonization of GMP in the global pharmaceutical industry.
[3] Pharmacopoeias are a collection of standards and quality specifications for medicines used in a particular country or region.
[4] The Parenteral Drug Association is the leading global provider of science, technology, and regulatory information and education for the pharmaceutical and biopharmaceutical community.

Quality Enhancement Plan

We continue to build and harmonize best-in-class quality systems. We seek to ensure a consistent high level of compliance with global GxP quality standards, in line with our strategic goal of delivering greater impact by investing in capabilities, innovation, and operational excellence. We developed a three-year Quality Enhancement Plan (QEP) in May 2021 to maximize quality performance and minimize quality risk through a sustainable, scalable, state-of-the-art approach, supported by a network-wide culture that puts patients and quality outcomes first.

The QEP targets the development of efficient, effective, and verifiable measures as the foundation for continuous improvement. QEP priorities and actions include:

- Contemporary, harmonized quality standards for GMP activities
- People across the enterprise, including leadership at all levels, with both expertise and a quality mindset
- Relentless focus on quality issue and risk identification, mitigation, and prevention
- Oversight and reinforcement by the global quality organization and leadership in all functions

Our Future Pathway

Our goal is to significantly impact global public health. We have developed a strategy through 2024 to meet our commitments to our patients, customers, employees, and communities. This multi-year plan outlines specific growth and operational goals focused on the following five key pillars:

1. **Execute core business** – deliver core business in products and services
2. **Grow through M&A** – expand impact on patients and customers while profitably delivering incremental topline revenue
3. **Strengthen R&D portfolio** – ensure R&D becomes a more meaningful contributor to growth after 2024
4. **Build scalable capabilities** – invest in operational excellence and innovation to support a growing enterprise that will deliver greater impact
5. **Evolve culture** – evolve the organization's culture to support employee engagement and empowerment

Each of our five pillars is supported by corporate operating plans which are developed on an annual basis to guide our delivery of our strategic objectives. The goal-setting process is a joint effort between our corporate strategy team and executive leadership. It encompasses a rigorous selection and evaluation process with input from our business and functional leaders. This ensures the organization focuses on where we need to grow to achieve our goals and that we remain on track to realize our strategic vision.

Center for Innovation in Advanced Development and Manufacturing (CIADM)

In June 2012, our Bayview campus in Baltimore, Maryland, was selected as one of three facilities designated as a Center for Innovation in Advanced Development and Manufacturing (CIADM) through a public-private partnership with BARDA, with the goal of establishing and maintaining a domestic capability to meet the demands of an influenza epidemic emergency. As a CIADM, our facility assists with the advanced development of Chemical, Biological, Radiological/Nuclear, and Explosive (CBRNE) medical countermeasures and addresses the U.S. government's preparedness priorities and needs through surge-based domestic manufacturing. The program was intended to identify and build out facilities for large-scale production, as well as invest in a scalable workforce that could be ready for action on short notice.

Our agreement for this public-private partnership was mutually terminated in November 2021. Until that time, we received and worked on various task orders from BARDA for the development of Ebola and Marburg therapeutics, a Zika vaccine, and most recently the manufacturing of drug substance for COVID-19 vaccines.

Our Supply Chain

Our supply chain starts with acquisition of materials and supplies, including both internal and external manufacturing, and concludes with delivery to a clinical trial or customer. Sourcing and procurement of materials, supplies, products, and services is the focus of our supply chain department.

Supplier Identification, Assessment, and Selection

The sourcing process begins with the identification of a need for something to be purchased from outside the Emergent organization. This could be a raw material, consulting service, or any number of other goods or services, many of which are depicted in the category management box.

Once a need is identified, potential suppliers are identified from the current supplier base and market research. Suppliers are evaluated based on their ability to provide us with an appropriate good or service at a competitive price in a sustainable manner. Financial stability of the supplier is also evaluated using Dun & Bradstreet's data. The potential supplier base is narrowed until one or multiple suppliers are chosen to provide the needed good or service to us.

For raw materials, supplies, and services that require GxP compliance, additional evaluations are required. In these cases, our supplier quality management department oversees a process to ensure that the supplier and the goods and services they provide meet pre-established standards that ensure the safety, quality, and efficacy of our products. Tools for this evaluation include on-site or remote audits, questionnaires, quality history, verification that the supplier is in good standing with the relevant health authority, material evaluation, and other relevant qualifications.

Supplier Monitoring and Governance

Suppliers are managed throughout their service to us through various means. These include supply agreements, quality agreements, periodic audits, supplier change notifications, and performance monitoring.

Depending on the goods or services being provided, we and the supplier may choose to have a supply or service agreement in place. This agreement will govern the terms of engagement between the parties and will include, among other elements, code of conduct expectations for the supplier, workers' rights and safety, confidentiality, and applicable Federal Acquisition Regulations (FAR). If no supply or service agreement is in place, terms and conditions in the purchase order are used to dictate how the parties will interact. In addition, a quality agreement may be used by the parties to establish roles and responsibilities for GxP activities.

In addition to any pre-engagement audit, periodic audits may take place throughout the supply or service period. These audits are coordinated by the quality department and are performed based on risk to our products' quality attributes and the quality history with the supplier (including complaints, change notifications with impact, material reject rates, and escalations from the supplier that impact the quality of our product). Suppliers that provide goods or services that are more critical to the quality, safety, or efficacy of our products will be audited more frequently. Suppliers that are deemed to pose a higher risk will also be audited more frequently. Goods, services, or suppliers that pose a lower risk will be audited less frequently and might be subject to a virtual audit or questionnaire.

Suppliers are also monitored by tracking their performance in areas such as on-time delivery and events where the material or service doesn't meet established quality attributes. These measures are trended and suppliers with repeated failures are asked to provide systemic corrective actions. Suppliers that do not make improvements may not receive additional business from us or may be replaced.

Supply Chain Security

We comply with all relevant requirements that govern the tracking of our products. These include the Drug Quality and Security Act in the U.S., Falsified Medicines Directive in the European Union, and other relevant requirements in jurisdictions where we conduct business.

Category Management

- Capital equipment
- Contract development and manufacturing organizations (CDMO)
- IT hardware and services
- Packaging materials – including containers, closures, and labeling
- Production supplies – including single-use reactors and filters
- Raw materials – including active pharmaceutical ingredients and excipients
- Service providers – including consultants, GxP service providers, etc.

Our small business and supplier diversity initiative, launched in 2020, represents our commitment to expanding and aggressively pursuing opportunities to work with small businesses, including those that are minority-owned, women-owned, veteran-owned, and LGBTQ-owned. In 2020, more than 7 percent of our supplier base was composed of small and diverse companies, from whom we purchased more than $26 million of goods and services.

Access to Medicine, Ethical Marketing, and Product Pricing

As a manufacturer of medical countermeasures (MCMs) and other commercial products for global public health threats, we are committed to conducting our business with the highest degree of integrity and in compliance with all applicable laws and regulations.

In order to address increasing concern around public health threats, the U.S. government established programs, beginning in 2004, to encourage private companies to develop MCMs by guaranteeing a market upon successful development.

We develop and manufacture MCMs for which there are no inherent market incentives. Our primary MCM customers are government agencies, and for the last 20 years, we have provided the U.S. government with a high-quality and reliable supply of MCMs, including anthrax and smallpox vaccines, therapeutics, and related products. We have also collaborated on clinical research for Ebola and Zika vaccines.

We provide medicines to the U.S. government pursuant to federal regulations that require pricing for such medicines to be determined by the U.S. government to be fair and reasonable.

When setting prices, we aim to make our medicines accessible to as many patients as possible, while recognizing the value they bring to patients, providers, governments, and the healthcare system.

We may consider several factors when determining a medicine's price, including, for example: its impact on patients and their disease, affordability, other available treatments, and the potential to reduce other healthcare costs. We may also consider our investments to maintain the quality, safety, and reliability of our medicines, and our ability to continue our mission to innovate to protect and enhance life.

Our internal processes require cross-functional governance and review of pricing decisions. Across our products, we may provide access at a discount or free of charge. We are required to offer discounted Federal Supply Schedule contract pricing to four federal agencies — the Department of Veterans Affairs, the Department of Defense, the Coast Guard, and the Public Health Service, including the Indian Health Service.

When working with the U.S. government, we follow all laws and regulations that apply to government contractors. Applicable laws include, but are not limited to, the Procurement Integrity Act (PIA), which governs the procurement and bidding process, and the Truth in Negotiations Act (TINA), which requires us to submit accurate and complete pricing data to the government. When we distribute our products, we adhere to the U.S. Prescription Drug Marketing Act.

We have established policies and processes, such as the promotional review committee process, which helps ensure that materials used to promote products are reviewed from a legal, regulatory, and ethical standpoint. We also conduct regular employee training on ethical marketing practices and compliance.

We may provide product labeling information as approved by regulatory authorities or as cited in scientifically sound clinical investigations.

We are committed to making NARCAN® Nasal Spray available to those who need it. We made a commitment to affordable pricing when NARCAN Nasal Spray was introduced in February 2016. We have maintained the same Wholesale Acquisition Price (WAC) of $125 for a carton of two devices.

The public interest price for NARCAN Nasal Spray is discounted by 40 percent from the list price ($125) to $75 for a carton of two devices. Public interest price purchasers include groups serving the public, such as local and state government agencies, harm reduction groups and other nonprofits, emergency and other first responders, firefighters, and police. We have collaborated with major pharmacy benefits managers and insurance companies, including Medicare, Medicaid, and private insurers to help make NARCAN Nasal Spray affordable to insured patients. In fact, 97 percent of people with insurance in the U.S. have access to NARCAN Nasal Spray.

As part of our efforts to make NARCAN Nasal Spray available to those who need it, we have offered U.S. high schools access to two cartons of NARCAN Nasal Spray (four doses) and up to four cartons (eight doses) for eligible degree-granting, two- and four-year institutions at no cost. Public libraries and YMCAs in the U.S. are eligible to receive one carton of NARCAN Nasal Spray (two doses), along with educational materials to facilitate opioid awareness training for the community.

Our Environment, Health, and Safety

In line with our mission to protect and enhance life, we are committed to operating our facilities in an occupationally and environmentally safe manner consistent with our corporate standards and applicable regulations. Our goal is to encourage a culture of health, safety, and sustainability across the organization's activities, and to establish and promote sound practices in our operations that minimize environment, health, and safety (EHS) risks.

To achieve and maintain high EHS standards, we strive to:

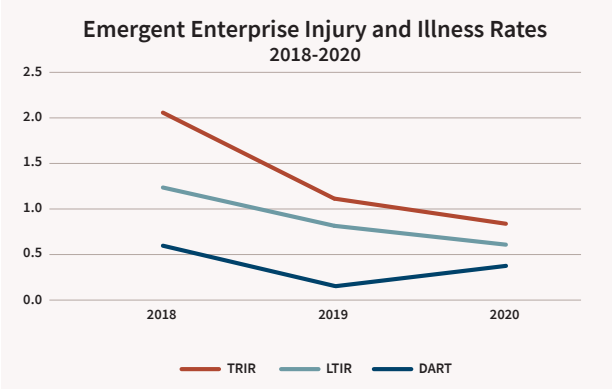
- Protect the environment by managing and reducing waste and greenhouse gas emissions
- Protect our employees, visitors, consultants, and contractors by utilizing effective health and safety strategies
- Educate our employees so they can participate in environmental stewardship, pollution prevention, and the promotion of health and safety at work and home
- Comply with all applicable EHS laws, regulations, and standards in all areas where we operate
- Dedicate ourselves to continuous improvement of our EHS performance

Occupational Health and Safety

We are passionate about and work hard for our customers, patients, and shareholders. We do so, however, with every employee's health and safety in mind — no one should become injured or ill as a result of their work. Each employee is provided the tools, training, and information they need to work in a manner that protects their health and safety, as well as that of others. Core elements of our EHS programs include risk identification and mitigation, training, communications and employee engagement, and incident reporting and investigations. These programs drive our continuously improving safety performance.

At right is a graph showing three of our key EHS data: (a) **Total Recordable Incident Rate or TRIR**, a measure of safety performance useful in comparing working conditions and effectiveness of safety systems in workplaces or industries, (b) **Lost Time Incident Rate or LTIR**, a subset of TRIR and a measure of injuries severe enough that the employee could not work and (c) **Days Away, Restricted, or Transferred Rate, or DART**, a subset of TRIR and a measure of injury severity that includes employees who could not work, who were assigned different responsibilities, and who could work their normal responsibilities but not at full capacity.

In addition to an improvement in these metrics, it is also important to note that we have never had a work-related fatality at one of our facilities.



Number of Recordables / TRIR			
YEAR	2018	2019	2020
TOTAL	26	18	15
RATE	2.0	1.2	0.8
Number of Lost Time Incidents / LTIR			
YEAR	2018	2019	2020
TOTAL	8	2	6
RATE	0.6	0.1	0.3
Number of DART Cases / DART Rate			
YEAR	2018	2019	2020
TOTAL	16	12	11
RATE	1.2	0.8	0.6

Sustainability and Environmental Management

We recognize that our operations have an impact on our local and global communities from the waste we generate, the energy we source, and the water we discharge. Environmental sustainability is a central consideration when maintaining and improving the infrastructure and practices within our network facilities and when exploring expansion and construction of new buildings. In order to assess and disclose our environmental impact, we have developed monitoring programs to benchmark our usage of natural resources and other impacts more formally.

Waste/Wastewater Management

We use the highest level of care in handling and disposing of solid waste in compliance with applicable environmental regulations and aligned with best practices. Our waste management procedures and processes include waste minimization, waste categorization, generator status management, safe handling, treatment, and disposal. Employees who are responsible for handling hazardous waste receive training required by regulators, such as TDG, RCRA, and DOT[5], or equivalent in other jurisdictions. We use industry-leading, nationally recognized third-party vendors to properly dispose of solid hazardous and biohazardous waste in accordance with local and national laws and regulations.

Our internal standards and procedures meet or exceed local regulatory requirements for treating wastewater on-site. We treat wastewater by thermal inactivation and chemical neutralization and monitor our discharges to ensure that they are below applicable regulatory limits prior to release to municipal water systems. Given the composition of our products, our manufacturing processes do not produce wastewater that contains pharmaceuticals that can harm aquatic ecosystems or human health.

Emissions and Climate Resiliency

To meet our mission to protect and enhance life, we recognize that we must do our part to reverse the impacts of climate change on both environmental and human health.

Our board and management evaluate ESG risks and opportunities, including those related to climate change, utilizing the framework that the Task Force on Climate-Related Financial Disclosures (TCFD) recommends: (i) governance, (ii) strategy, and (iii) risk management. As we further develop our environmental sustainability strategies, we intend to collect data on our Scope 1 and Scope 2 GHG emissions and energy consumption to establish a baseline and prioritize areas for energy and emissions reduction. This will also allow us to make informed decisions on setting targets and creating an accompanying strategy and roadmap for meeting our goals. We will also determine the relevance of disclosure related to the quantifiable financial impact to our company under various global warming scenarios in line with TCFD recommendations.

RightCycle By Kimberly-Clark Professional®

The Winnipeg site has an Eco Excellence team that has been awarded a certificate of environmental impact achievement for three years in a row through the RightCycle™ Program by Kimberly-Clark Professional, for their garment recycling program that has diverted up to 16,000 pounds of waste annually from the landfill.

[5] TDG refers to Transport Canada's Transportation of Dangerous Goods Program, which oversees safety standards and regulations for the transportation of dangerous goods by all modes of transport in Canada. RCRA refers to the U.S. Resource Conservation and Recovery Act, with associated U.S. Environmental Protection Agency regulations designed to protect human health and the environment from hazardous and non-hazardous solid waste. DOT refers to the U.S. Department of Transportation, which, among other issues, regulates the transport of hazardous waste.

Our People

Every day, our people help us achieve our mission to protect and enhance life. Inspired by their contributions and commitment, we endeavor to create a culture of respect, teamwork, and performance. Our human resources team is a strategic partner to the business, delivering programs and tools to attract, develop, and retain employees. Diversity, equity, and inclusion (DEI) is integral to how we operate. DEI fuels our business growth, drives innovation in the products and services we develop, in the way we solve problems, and how we serve the needs of a global and diverse patient, customer, and partner base. Our diverse workforce and inclusive environment create an organization rich with ideas, perspectives, and experiences.

Talent Acquisition and Management

We focus on building leaders at every level with the requisite scientific, technical, and professional skills to develop and deliver products and services that protect life. In 2020, we expanded our global workforce and hired over 600 full-time employees. We are an equal opportunity employer and celebrate diversity across all spectrums, including but not limited to age, race, ethnicity, gender identity or expression, sexual orientation, religion, national origin, physical or mental disability, and military service or veteran status. Our recruitment efforts focus on attracting talent from a variety of outlets, including social media outreach such as LinkedIn and BioSpace, diversity and inclusion partners such as RecruitDisability and HireMilitary, local and virtual job fairs, university and alumni boards, and direct sourcing. Across our recruitment activities, we strive to have a diverse slate of candidates. Last year, 47 percent of director-level employees and above roles were filled by candidates who identified as a female or person of color. Our onboarding program supports new joiners from before their start date through their first six months. The program orients employees to our business, organization, culture, and to their team and role, blending a digital interactive app with in-person events and discussions.

We have a core commitment to employee development which drives achievement of personal and professional goals as well as business results. Our talent development approach includes formal learning and learning on the job. We have a portfolio of instructor-led workshops available to all employees, as well as two flagship, cohort-based programs, Emergent LeaderSolutions and Emergent ManagerSolutions, designed for front-line supervisors through senior directors. Leadership development experiences including executive coaching are delivered to our senior leaders. We emphasize learning from job experiences because that is where most learning inside organizations takes place: through interactions, informal training, and daily job activities. We rolled out LinkedIn Learning to all employees in 2020, providing a robust anytime, anywhere learning experience.

During our performance management process, employees are encouraged to reflect on growth that resulted from performing their role. These assessments and associated discussions serve to prioritize development objectives, ensure role expectations are clear, foster two-way feedback, build on our employees' strengths, ensure goals are achieved and behavior reflects our core values, and ensure career opportunities are explored. We focus on results and behavior because we value how we do things as much as we value getting them done. It is this approach that underpins our pay-for-performance philosophy and emphasis on salary transparency. By providing salary ranges, information on individual performance, and the linkage of those two to merit increases, employees have a fuller understanding of their compensation and confidence that their pay is fair and competitive. Our total rewards plan consists of salaries, bonuses, and equity awards for eligible employees based on company, group, and individual performance.

We celebrate the talents and achievements of our employees. In 2020, we launched a platform to support a portfolio of recognition opportunities, including peer-to-peer kudos, monetary awards, as well as an annual award nomination process. We prioritize the well-being of our employees. In addition to enterprise-wide efforts, wellness committees that promote wellness activities and encourage a healthy lifestyle are active in a number of our locations. We offer each full-time employee, subject to local conditions and requirements, paid time off to support their needs for time away

In 2020, Emergent introduced a one-time Special Ownership Award to recognize the contributions each and every employee has made to protect and enhance life, especially in response to COVID-19. Every full-time employee below the senior vice president level received a one-time, fully-vested $7,500 stock award, and part-time employees received a prorated stock award based on hours worked.

from work. We tailor our programs to the unique regulatory and practice landscape in the various places we do business. However, common global principles underlie the design of our paid time off offerings:

- Align with life sciences practice to attract, retain, and motivate top talent
- Provide employees with flexibility to address demands outside the workplace
- Align with our objectives of maintaining a diverse, empowered workforce
- Create proper incentives for employees to:
    - Take care of their health
    - Create a healthier workplace
- Adhere to all national, regional, state, provincial, and local rules and requirements

Employees are also supported with supplemental benefits, including but not limited to: employee assistance programs, Health Advocate, short- and long-term disability insurance, flexible spending accounts, 401(k) with company match, and employee stock purchase plan.

Employee Engagement

We believe that each employee plays an important role in positively impacting our business. That is why we are committed to maintaining a workplace where all employees are involved in and enthusiastic about their work. We have implemented a number of unique opportunities to strengthen engagement, including *No Agenda Required*, small group conversations with members of our executive team, and provide many ways to learn about the business. Beginning in 2019, we partnered with Gallup, a global workplace analytics firm, to conduct our annual employee engagement surveys. We are leveraging their Q12 instrument, which consists of 12 questions covering topics such as expectations, recognition, development, teamwork, connection to mission and purpose, and commitment to quality. The 2019 survey established our baseline. Subsequent surveys measure our progress and provide insights into how we may enhance our people initiatives with a focus on direction, clarity, encouragement, and growth. We are pleased to have high employee participation in the annual surveys. It is through employee perspective that we can gauge our strengths and opportunity areas. In 2020, our enterprise-wide turnover rate was better than the benchmark for the life sciences industry.

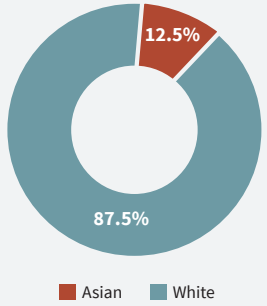
Diversity, Equity, and Inclusion

We promote a work environment that reinforce openness, empowerment, and honesty. We hold company-wide *Listening Circles* where employees share personal stories about their identities and experiences. More than 80 colleagues shared written reflections, with over 50 of them engaging in live webcasts. To date, nearly 2,000 employees have attended Listening Circle sessions. These moments are tangible examples of how we foster connections and increase empathy by hearing about others' life experiences, concerns, and hopes. We recently launched three inaugural Emergent Resource Groups (ERGs) for Black, women, and military veteran employees. ERGs will bring employees together to continue to strengthen the Emergent community, provide support to one another, open pathways of communication, expand learning opportunities, and offer avenues to advance our business strategy.

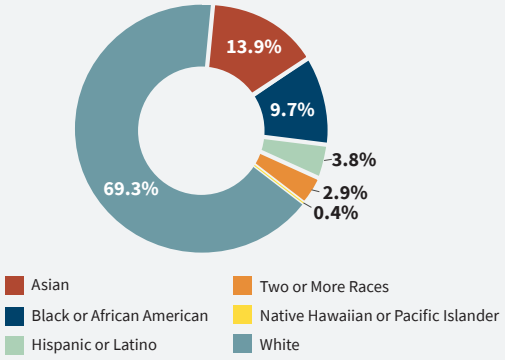
Race/Ethnicity Diversity Data

2019

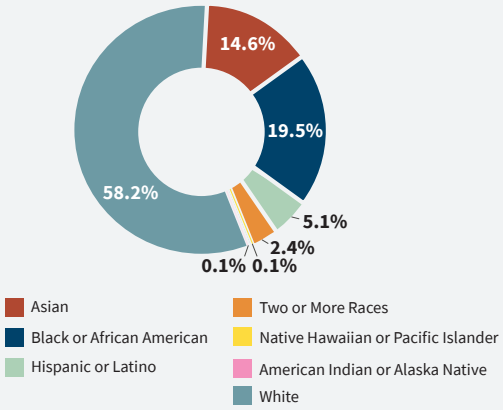
Executive Leadership Team



Managers

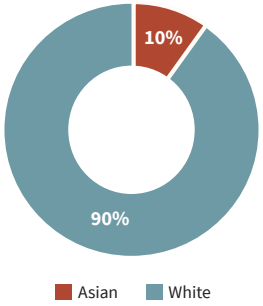


All Other Employees

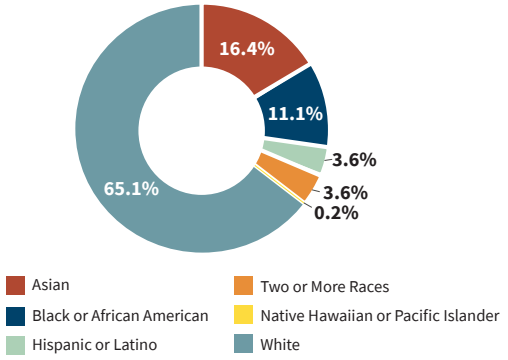


2020

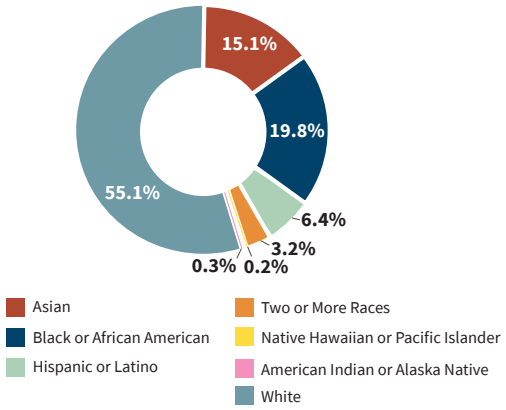
Executive Leadership Team



Managers



All Other Employees



U.S. Gender Diversity Data	Female	
	2019	2020
Executive Leadership Team	31%	40%
Managers	41%	42%
All Other Employees	51%	50%
Total U.S. Employees	47%	47%
Global Gender Diversity Data		
Total Global Employees	48%	48%

We operate under the assurance that every employee will be treated fairly, equitably, and with respect. We show our respect for each other by refusing to tolerate or engage in harassing behavior in any form. This includes any unwelcome conduct that creates an intimidating, hostile, or abusive work environment. And, we have zero tolerance for any acts of violence. Our employees are expected to adhere to this conduct, which is reinforced through our annual company-wide training programs.

We encourage our employees to speak up and to immediately report any known or suspected harassing behavior. Employees may determine the best reporting channel, which includes their manager, the HR business partner, the ethics and compliance team, or our anonymous business conduct line. We ensure complaints are promptly investigated. We do not tolerate any form of retaliation and seek to handle each inquiry with utmost care and confidentiality.

*Workforce representation data as of year end 2020; race/ethnicity data is U.S. only.

Supporting Employees During the Pandemic

The unprecedented public health crisis catalyzed by the COVID-19 global pandemic put the resilience of our mission and strategy to the test. We are proud of the opportunities we have had, and continue to have, collaborating with the federal government, regulators, researchers, nonprofits, and healthcare innovators to assist with the solutions to address COVID-19. None of our accomplishments would have been possible without the hard work and dedication of our employees.

This global pandemic has reinforced that the safety and well-being of our employees is of paramount importance. We immediately responded by adjusting our operations to ensure that only operation-critical development and manufacturing employees worked on-site. Additionally, we transitioned all other employees to remote work and equipped them with productivity and collaboration tools and resources.

As the extent of the pandemic unfolded, increased attention was focused on the health and safety of our on-site employees. We provided them with personal protective equipment and implemented new safety protocols, including re-engineered workplace designs that facilitate physical distancing, temperature screening, and access to COVID-19 testing. The frequency and methods of communication between management and employees were increased with regular all-hands virtual meetings to discuss what we were doing as a company to combat COVID-19 in conjunction with our U.S. government and private sector partners, and what we were doing to protect our workers.

In addition, we enhanced and promoted programs to support our employees' physical and mental well-being. For example, we offered supplemental paid time off to employees who were unable to work due to COVID-19 symptoms or diagnosis, or who needed to address family COVID issues. We arranged and paid for COVID-19 tests for employees who worked on-site. We also partnered with a leading provider of online mental health support and counseling to maintain and expand our employees' access to available mental health resources.

We continue to work to ensure that our processes to prevent the spread of infection are balanced with our commitment to serve our patients and customers during this evolving global emergency. We remain committed to ongoing clinical development programs and to securing our supply chain and manufacturing infrastructure to ensure the continued availability of critical products and services to patients and customers, in addition to the work we have been carrying out on COVID-19 candidates. But above all, we are dedicated to reviewing and evaluating the best measures our employees and their families need to help maintain their health and safety.

COVID-19 Employee Resources

- A new ergonomic assessment program.
- Remote employees could talk by video to trained environment, health, and safety professionals about their home workspace and order upgraded equipment. So far, 277 assessments have been completed.
- A new digital platform for employee onboarding.
- We accelerated the redesign of our employee onboarding approach to meet the needs of a remote workforce. In August 2020, our new ARRIVE platform launched and helped us onboard 292 new colleagues.

More than 70 live webcasts led by senior leaders throughout 2020:

These virtual sessions bolstered employee connections and maintained consistent communication between employees and senior leaders despite the challenges of remote work. The webcasts included quarterly employee update meetings, business update meetings, and "no agenda required" sessions with senior leaders. All included time for Q & A.

Our Governance

We understand that adhering to established good practices of corporate governance is critical to earning and maintaining the trust of our shareholders, customers, employees, and other stakeholders, and is essential to building long-term value. The foundation of our corporate governance principles and practices are built on our reputation for openness, integrity, and accountability. It is these principles that guide us every day.

Oversight and ESG Governance

Our board is actively engaged in overseeing our management and strategic operations. They advise on and monitor our management's activities for enterprise risk management, strategic planning, capital deployment, financial reporting and internal controls, responsible business practices, scientific research and development, quality control, and ESG, among others. The board conducts itself according to its corporate governance guidelines, which outlines the director's duties and responsibilities and emphasizes their roles as serving the best interest of the company and its shareholders.

The board is supported by five standing committees:

1. Audit Committee
2. Compensation Committee
3. Nominating and Corporate Governance
4. Scientific Review Committee
5. Strategic Operations Committee

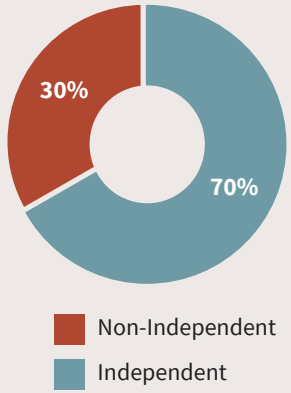
Each of the committees oversees the risks associated with their respective areas of responsibility and acts in accordance with their charters, which are available on our website under Corporate Governance. Additionally, in May 2021, the board established the Special Committee on Manufacturing and Quality Oversight. Responsibilities of this committee include reviewing and evaluating manufacturing and quality operations, quality systems, compliance, and strategy alignment, reporting on any operations issues and other significant issues, and advising on best practices for improved manufacturing and quality performance.

The primary oversight of ESG issues is delegated to the Audit Committee, with active involvement and participation in the oversight activities from both the Compensation and the Nominating and Corporate Governance committees. Our management provides regular updates on its ESG initiatives and progress at both the committee and full board meetings.

As of December 31, 2020 our board was comprised of 10 directors. Seven of the directors were considered independent according to the applicable New York Stock Exchange listing rules. Our non-independent directors include our president and CEO, Robert Kramer, our executive chairman, Fuad El-Hibri, and our most recent director appointment, Marvin White, who we anticipate will be considered independent as of January 1, 2022.

Each director serves on at least one of our committees. With the exception of the Strategic Operations and Scientific Review committees, each of the committees is comprised of independent directors. The composition of the committees, the biographies of our directors, and other relevant corporate governance information are available on our website under "Corporate Governance." In addition, we also provide detailed corporate governance information, disclosure, and data in our annual proxy statement to our shareholders filed with the U.S. Securities and Exchange Commission.

Board Independence



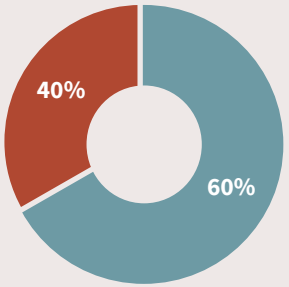
Commitment to Board Diversity

From our employee base to our board, we strive to have a diversity of attributes, characteristics, and experiences among the individuals throughout our organization. At the board level, we have committed in our corporate governance guidelines to having diversity in the composition of the membership of the board. We believe that diversity is necessary to ensure effective corporate governance and risk oversight.

Our directors are qualified and skilled individuals who bring diverse viewpoints and personal commitments of integrity and accountability. They possess specialized expertise ranging from finance, accounting, corporate oversight, and executive compensation to healthcare and scientific research, pharmaceutical product development and licensing, marketing, distribution, and public relations, among others. With respect to key diversity metrics as of December 31, 2020, including gender, race, and ethnicity, two of our current directors identified themselves as women and two of our directors identified themselves as African American.

As part of our ongoing evaluation of our board composition and refreshment process, our board considers candidates from a variety of pools to ensure we continue to nominate diverse candidates.

Board of Directors Gender, Race, and Ethnicity



Enterprise Risk Management; Ethics and Compliance

As a global life sciences company focused on PHTs that impact patients, we have an unwavering commitment to uphold honesty, integrity, and ethical practices. We follow all applicable regulations and laws that govern our roles and responsibilities, the industry in which we work, and the jurisdictions in which we operate. This extends to our enterprise risk management approach, which is overseen by our board and management. Our evaluation of enterprise risks ensures that we are poised to meet our strategic objectives while operating responsibly and in alignment with the interests of all our stakeholders. (See sidebar on the key components of our enterprise risk management program.)

In our daily interactions and activities, we encourage everyone to speak up, ask questions, and report concerns. Our code of conduct and business ethics, along with our mission, core values, and other principles and standards, address the basic expectations of how we ought to act and make decisions. The manuals, policies, and procedures we adhere to:

- Anti-bribery and anti-corruption manual
- Political activities policy
- International business compliance policy
- Gifts and entertainment policy
- Government contract compliance manual
- Recruiting and hiring current and former U.S. government employees policy
- Research misconduct in business operating procedures
- Conflicts of interest policy
- Financial conflicts of interest – federal contracts and grants policy
- Fraud prevention policy
- Insider trading policy
- Publications, presentations, and communications policy

Each of our employees is expected to be familiar with and annually certify their understanding of our code of conduct. Additionally, every employee must complete ethics and compliance training on an annual basis. The courses are designed to educate employees on their compliance responsibilities, covering key risk areas such as anti-corruption, global privacy, and social media. The training programs are delivered through multiple channels, including e-Learning courses and in-person workshop sessions.

On an annual basis, our board and management conduct a rigorous enterprise risk assessment consisting of the:

- Identification of strategic and operational risks
- Assessment of financial, reputational, and operations impacts and the likelihood of their occurrence
- Prioritization of risks for mitigation, management, and oversight
- Mitigation of risks through action plans and assignment to risk owners
- Monitoring and reporting of procedures to track the progress and completion of mitigation plans

Information Security

We are committed to safeguarding the personal and proprietary information of our clients, employees, partners, vendors, and patients. Recognizing the need to focus on emerging cybersecurity threats, the company has a chief information security officer (CISO) role, reporting to the chief information officer (CIO). The CISO oversees all information security operations and regulatory compliance.

We have implemented a certified information security program that complies with the National Institute of Standards and Technology (NIST) framework and all federal, state, and international regulatory requirements.

Our primary information security risk relates to information we transmit, collect, and store on networks and through external communication in support of our business operations from our CDMOs to our clinical trial data. We must meet and adhere to the confidentiality, integrity, and availability requirements of our contracts, verify the presence of proper internal controls and procedures, and guarantee access to only privileged users. Additionally, we prioritize the protection of confidential and personal information of our partners, consumers, patients, employees, and other third parties.

We host our technology infrastructure in a secured environment, which complies with security standards, and follows a routine audit schedule. Our network is evaluated against NIST Cybersecurity framework and NIST Center for Information Security framework and is subject to annual audits under the internal control requirements of the Sarbanes-Oxley Act of 2002, as amended.

To manage access controls and user verification, we leverage an identity access management tool. The safeguards include privileged accounts access within our network, multi-factor authentication, secure and encrypted file exchange transfer protocols, and active directory monitoring.

Given the importance of maintaining strong cybersecurity and information security practices, our board and audit committee oversee our information security processes and implementation of the information security program. In addition, all employees are expected to comply with company policies regarding electronic communications and the protection of confidential and proprietary information. Training is provided as part of onboarding, refreshed annually, and, depending on the role, covers information security awareness, phishing, and related vulnerability topics.

Our Communities

Nearly a decade ago, we launched eGIVE — Give, Invest, and Volunteer in our communities — to guide the company's charitable efforts in the communities in which we live and work. Since 2013, we have donated to charitable organizations in our communities, and employees have volunteered more than 45,000 hours with local nonprofits. We support our employees' philanthropic activities by providing company matching on charitable donations and paid time off for volunteerism, with eight hours for full-time employees and four hours for part-time employees each year.

Our philanthropic mission is aligned with our corporate goals, focused on: advancing public health, protecting those that protect us, and educating tomorrow's scientific leaders.

>45,000 hours
volunteered across our global workforce since 2013

45% of employees
volunteer annually, on average

COVID-19 Relief Initiatives

At the outset of the pandemic, we launched Emergent's Caring During COVID-19 Campaign. This fundraiser benefited nonprofits serving the communities where we live and work, including food banks, emergency response funds, and medical organizations in need of personal protective equipment. More than 140 employees contributed for a matched total contribution of $34,565. To give back to communities around the world impacted by the pandemic, more than 300 employees raised more than $20,000, for a matched total of $40,000 to support the International Federation of the Red Cross and Red Crescent (IFRC).

Advancing Public Health

In 2020, we continued our NARCAN® Nasal Spray 4mg charitable donation programs by donating 5,214 units (10,428 doses) to high schools, Title IV-eligible, degree-granting colleges and universities, public libraries, YMCAs, and 501(c)(3) nonprofits, upon their request. In 2021, we transitioned the management of all of our product donations, including NARCAN, to a nonprofit, Direct Relief. Direct Relief, which works to improve the health and lives of people affected by poverty or emergency situations by mobilizing and providing essential medical resources, administers programs in a non-discriminatory manner, free of charge on a humanitarian basis, and without regard to political affiliation, religious belief, or ethnic identity.

Protecting Those That Protect Us

Last year marked the 50th anniversary of the first anthrax vaccine licensed for human use. In recognition of the occasion and our dedication to providing the only U.S. FDA-licensed vaccine to protect against anthrax disease, we made two special charitable donations to support military members and veterans.

Educating Tomorrow's Scientific Leaders

Since 2018, we have awarded scholarships to the children of Emergent employees who plan to pursue a post-secondary education through our Emergent Scholars program. This year, we awarded five $3,500 merit-based scholarships to students pursuing an education with an accredited two- or four-year college or university or vocational technical school. In 2020, we awarded five $3,500 scholarships. We've awarded 18 scholarships since 2018.

For more detailed information on our activities, please read our annual social responsibility report, which can be found on our corporate responsibility website.

Appendix

2020 SASB Index

Our reporting uses the SASB Standard for the Biotechnology and Pharmaceuticals industry as defined by SASB's Sustainable Industry Classification System®. The following table provides a reporting index to the SASB metrics relevant to Emergent, with cross-references or links to more information. All data is for the year ended December 31, 2020, unless otherwise noted.

SASB Metric	Disclosure Location/Response	SASB Code
Safety of Clinical Trial Participants		
Discussion, by world region, of management process for ensuring quality and patient safety during clinical trials	**2020 ESG Report** Clinical Development and Pharmacovigilence, Page 9	HC-BP-210a.1
Number of FDA Sponsor Inspections related to clinical trial management and pharmacovigilance that resulted in: (1) Voluntary Action Indicated (VAI) and (2) Official Action Indicated (OAI)	Emergent is not reporting on this metric at this time	HC-BP-210a.2
Total amount of monetary losses as a result of legal proceedings associated with clinical trials in developing countries	**10-K and 10-Qs** All material, legal, and regulatory issues are reported in our annual and quarterly filings	HC-BP-210a.3
Access to Medicine		
Description of actions and initiatives to promote access to healthcare products for priority diseases and in priority countries as defined by the Access to Medicine Index	Emergent has a number of vaccines and treatments in the R&D phase that address priority issues as outlined in the Access to Medicine Index. Full descriptions of our pipeline products can be found on Our Products and Pipeline pages of our website. Major targets are vaccines or therapeutics for Lassa fever virus, Marburg virus, Sudan virus, Chikungunya virus and Zika virus	HC-BP-240a.1
List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Programme (PQP)	Emergent has no products on the WHO List of Prequalified Medicinal Products at this time	HC-BP-240a.2
Affordability & Pricing		
Number of settlements of Abbreviated New Drug Application (ANDA) litigation that involved payments and/or provisions to delay bringing an authorized generic product to market for a defined time period	**10-K and 10-Qs** All material, legal, and regulatory issues are reported in our annual and quarterly filings	HC-BP-240a.1

Percentage change in: (1) average list price and (2) average net price across U.S. product portfolio compared to previous year	**2020 ESG Report** Access to Medicine, Ethical Marketing, and Product Pricing, Page 16. Additional details on this metric would potentially reveal competitive information given our small portfolio of approved medicines as compared to larger pharmaceutical companies	HC-BP-240b.2
Percentage change in: (1) list price and (2) net price of product with largest increase compared to previous year	**2020 ESG Report** Access to Medicine, Ethical Marketing, and Product Pricing, Page 16. Additional details on this metric would potentially reveal competitive information given our small portfolio of approved medicines as compared to larger pharmaceutical companies	HC-BP-240b.3
Drug Safety		
List of products listed in the Food and Drug Administration's (FDA) MedWatch Safety Alerts for Human Medical Products database	FDA Medwatch Safety Alerts database	HC-BP-250a.1
Number of fatalities associated with products as reported in the FDA Adverse Event Reporting System	FDA Adverse Event Reporting System	HC-BP-250a.2
Number of recalls issued, total units recalled	FDA Recall database	HC-BP-250a.3
Total amount of product accepted for take-back, reuse, or disposal	Emergent is not reporting on this metric at this time	HC-BP-250a.4
Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (CGMP), by type	Emergent is not reporting on this metric at this time	HC-BP-250a.5
Counterfeit Drugs		
Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting	Emergent is not reporting on this metric at this time	HC-BP-260a.1
Discussion of process for alerting customers and business partners of potential or known risks associated with counterfeit products	Emergent is not reporting on this metric at this time	HC-BP-260a.2

Number of actions that led to raids, seizure, arrests, and/or filing of criminal charges related to counterfeit products	None In addition, all material, legal, and regulatory issues are reported in our annual and quarterly filings (10-K and 10-Qs)	HC-BP-260a.3
Ethical Marketing		
Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	**2020 ESG Report** - Access to Medicine, Ethical Marketing, and Product Pricing, Page 16 - Enterprise Risk Management; Ethics and Compliance, Page 24 **10-K and 10-Qs** All material, legal, and regulatory issues are reported in our annual and quarterly filings	HC-BP-270a.1
Description of code of ethics governing promotion of off-label use of products	**2020 ESG Report** - Access to Medicine, Ethical Marketing, and Product Pricing, Page 16 - Enterprise Risk Management; Ethics and Compliance, Page 24 Code of Conduct & Business Ethics Under our Code of Conduct & Business Ethics as well as the Commercial Compliance Manual issued under its terms, off-label information is only disclosed in specific and limited situations considered to be bona fide Scientific Exchange, in accordance with FDA regulations. Our Medical Affairs team may respond to questions from external stakeholders about information that is off-label but only if the questions are unsolicited and the answers are scientific, balanced, non-misleading, and responsive to the specific request	HC-BP-270a.2
Employee Recruitment, Development & Retention		
Discussion of talent recruitment and retention efforts for scientists and research and development personnel	**2020 ESG Report** - Our People, Pages 19-23	HC-BP-330a.1
(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) midlevel managers, (c) professionals, and (d) all others	Emergent is not reporting on this metric at this time	HC-BP-330a.2
Supply Chain Management		
Percentage of (1) entity's facilities and (2) Tier 1 suppliers' facilities participating in the Rx-360 International Pharmaceutical Supply Chain Consortium audit program or equivalent third-party audit programs for integrity of supply chain and ingredients	Emergent is not reporting on this metric at this time	HC-BP-430a.1

Business Ethics		
Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery	**10-K and 10-Qs** All material, legal, and regulatory issues are reported in our annual and quarterly filings	HC-BP-510a.1
Description of code of ethics governing interactions with healthcare professionals	**2020 ESG Report** - Access to Medicine, Ethical Marketing, and Product Pricing, Page 16 - Enterprise Risk Management; Ethics and Compliance, Page 24 Code of Conduct & Business Ethics Our Code of Conduct & Business Ethics as well as the Commercial Compliance Manual issued under its terms outlines our policies, rules, and practices for ethical interactions with healthcare professionals, ensuring that our interactions never include any practices that may be perceived as attempting to inappropriately influence their independent judgement. This includes standards for contractual engagements for advisory, training, or speaker services, which is only allowed for a bona fide business need, with compensation provided that represents the fair market value for services.	HC-BP-510a.2
Activity Metric		
Number of patients treated	Emergent is not reporting on this metric at this time	HC-BP-000.A
Number of drugs (1) in portfolio and (2) in research and development (Phases 1-3)	1) 10 marketed or procured products in our portfolio and 2) approximately 22 products and devices in development	HC-BP-000.B

United Nations Sustainable Development Goals (SDGs)

The following table outlines the SDG goals and specific targets to which we most directly contribute, with cross references or links where to find more information.

SDG Goal	More Information
 **Goal 3.** Ensure healthy lives and promote well- being for all at all ages	**2020 ESG Report** - Who We Are, Page 4 - Combating Public Health Threats, Page 6 - Access to Medicine, Ethical Marketing, and Product Pricing, Page 16 - Our Environment, Health & Safety, Page 17 - Supporting Employees During the Pandemic, Page 22 - Our Communities, Page 26
 **Goal 8.** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	**2020 ESG Report** - Our People, Pages 19-23 **2020 CSR Report/ Emergent Website** - Commitment to our People - Careers/Life@Emergent/Benefits & Wellness
 **Goal 9.** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	**2020 ESG Report** - Who We Are, Page 4 - Combatting Public Health Threats, Page 6 - Our Product Quality and Safety, Pages 8-13 - Our Supply Chain, Page 15 **Emergent Website** - About Us/Innovation
 **Goal 10.** Reduce inequality within and among countries	**2020 ESG Report** - Our Supply Chain, Page 15 - Our People (Diversity, Equity and Inclusion), Page 20-21 - Commitment to Board Diversity, Page 24 - Our Communities, Page 26 **2020 CSR Report/ Emergent Website** - Commitment to Our People - Careers/Life@Emergent/Culture
 **Goal 17.** Strengthen the means of implementation and revitalize the global partnership forsustainable development	**2020 ESG Report** - Combatting Public Health Threats, Page 6 - Contract Development & Manufacturing Organization (CDMO), Page 11 - Center for Innovation in Advanced Development and Manufacturing (CIADM), Page 14 **2020 CSR Report/ Emergent Website** - Commitment to Our Mission - CDMO Website