

A woman with long dark hair, wearing a white lab coat and safety glasses, is working in a laboratory. She is looking down at something on a table. The background shows laboratory equipment and shelves. The image is overlaid with a dark, semi-transparent filter.

EMERGENT[®]

ESG_{REPORT}

Environmental, Social, and Governance

2021

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Our ESG report is primarily based on 2021. All data shown through December 31, 2021. Some context from 2022 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 ESG report 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 October 11, 2022, 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.



Our mission to protect and enhance life calls us to create a culture where the quality of our services and products and the well-being of our patients and employees are paramount. We strive to deliver our high standards daily, and where we fall short, we identify the issue and address it immediately. We do this because it is core to who we are.

For nearly 25 years, Emergent has taken on tough public health challenges and we have no intentions of backing down. In 2021, our team stepped up to answer the call for much-needed COVID-19 vaccines. While everything did not go exactly as planned, we provided more than 120 million vaccine dose equivalents to help millions of people around the world. Manufacturing the COVID-19 vaccine was an unprecedented effort, condensing an effort that normally takes years into months.

As much of the nation's attention was understandably focused on COVID over the past few years, our team maintained our commitment to addressing the opioid crisis through continuous investments in expanding awareness of and ensuring broad access to nasal naloxone. Last year, we supplied more than 10 million doses of NARCAN[®] Nasal Spray and worked with opioid overdose awareness organizations to launch the [Reverse the Silence](#) campaign.

We continued our quarter-century commitment to supporting health security through reliably supplying the U.S. and allied governments with medical countermeasures for threats like anthrax, smallpox and chemical and biological attacks. These are products we hope we never need but provide peace of mind in case we ever do.

Emergent's success is a direct result of our employees' tireless support of our mission. While many of our teammates continued to come to work at Emergent locations during the pandemic because of the nature of their roles, the majority transitioned from entirely remote work in 2020 to a hybrid approach in 2021. We know flexibility is important to current and future talent, and we are committed to providing them with the tools to succeed and remain connected with their colleagues and our culture.

Strengthening our culture and the quality of products and services we offer is an ongoing endeavor. Open and transparent communication with employees, customers, government officials, and community partners is vital to our success. In 2021, we took action to make expectations and goals clearer and provide employees with the processes and tools they need. We also reorganized our structure and created new functions to provide greater accountability and resources to meet our regulatory requirements and our own high standards.

We learned many lessons in 2021 about what works, what doesn't, and how we can continue to improve as an organization. As we have watched events in 2022 unfold, I am more confident than ever that Emergent's willingness to tackle difficult public health challenges enables us to have an even greater impact on the health and safety of people around the world.

Thank you for following our journey and we look forward to continuing to share our progress as the world, and Emergent, continue to evolve.

A handwritten signature in black ink that reads "Bob". The signature is stylized and appears to be written in a cursive or semi-cursive font.

Bob Kramer
President and Chief Executive Officer

Board of Directors Letter

In our nearly 25 years, Emergent’s contributions to public health and its mission to protect and enhance life have never been more important.

The last two-and-a-half years brought the importance of public health preparedness to the forefront of American life. Since 1998, Emergent has been focused on these issues and continuously looks for new ways to support our preparedness efforts.

From a single anthrax vaccine to numerous medical countermeasures addressing a myriad of threats, Emergent’s ability to protect and enhance life has never been greater. With these new opportunities comes great responsibility—to our patients and customers, our employees, our shareholders, and to the communities in which we live and serve.

This is a responsibility we take seriously. As a board, we oversee enterprise-wide strategies to ensure the highest levels of quality and compliance and ensure that the company is properly mitigating threats. We have taken numerous steps to strengthen this oversight, including the addition of two new independent directors this year. Collectively, we are deepening our expertise and improving our ability to help guide Emergent into the future.

Transparency is a hallmark of how we seek to engage all our stakeholders. We hope this report helps provide insight into Emergent’s ESG approach and gives direction on where the company is headed.

Thank you for reading.

Zsolt Harsanyi Ph.D.	Independent Director and Chairman of the Board
Robert G. Kramer	President and Chief Executive Officer
Jerome M. Hauer, Ph.D., M.H.S.	Independent Director
General George A. Joulwan (Retired)	Independent Director
Keith Katkan	Independent Director
Sujayta Kayal	Independent Director
Ronald B. Richard	Independent Director
Louis W. Sullivan, M.D.	Independent Director
Marvin White	Independent Director
Kathryn C. Zoon, Ph.D.	Independent Director

Who We Are: Protecting Billions Against Emerging Health Threats



At Emergent, we develop, manufacture, and deliver protection against public health threats through a portfolio of innovative licensed vaccines and therapeutics, a pipeline of vaccine and therapeutic development programs, and a suite of integrated contract manufacturing services. For nearly 25 years, we've been at work defending people from things we hope will never happen—so that we're prepared—just in case they ever do. That's why we:

- Step up to fight critical, even deadly, health threats
- Maintain a critical role in fighting the ongoing opioid crisis
- Secure the “health confidence” that keeps us all prepared

The world continues to become more dangerous with new emerging infectious diseases and rogue powers threatening populations. We do what we do because we see the opportunity to create a better, more secure world. One where preparedness empowers protection from the threats we face. And peace of mind prevails.

CORPORATE HEADQUARTERS

- Gaithersburg, Maryland

CORPORATE AFFAIRS

- Washington, DC

RESEARCH & DEVELOPMENT

- Dublin, Ireland
- Gaithersburg, Maryland
- San Diego, California
- Winnipeg, Canada

DEVELOPMENT SERVICES

- Gaithersburg, Maryland

MANUFACTURING

- Baltimore, Maryland (Bayview)
- Baltimore, Maryland (Camden)
- Bern, Switzerland
- Canton, Massachusetts
- Hattiesburg, Mississippi
- Lansing, Michigan
- Rockville, Maryland
- Winnipeg, Canada

SALES & MARKETING

- Bruchsal, Germany
- Gaithersburg, Maryland
- Lisbon, Portugal
- London, United Kingdom
- Madrid, Spain
- Milan, Italy
- Philadelphia, Pennsylvania
- Redwood City, California
- Singapore
- Toronto, Canada

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



Lead with Integrity

We gain trust and confidence through ethics, quality, and compliance excellence.



Own It Always

We are 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.



Stand Shoulder to Shoulder

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



Breakthrough Thinking

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

Emergent at a Glance

12

Marketed Products in Product Portfolio
[See all products](#)

Molecule-to-Market
CDMO

Development Services, Drug Substance, Drug Product

\$1.79B

2021 Total Revenue

2,500

Employees

PRODUCTS BUSINESS

GOVERNMENT/MCM



COMMERCIAL



PUBLIC HEALTH THREAT PREPAREDNESS AND RESPONSE SOLUTIONS

DEVELOPMENT SERVICES (DVS)
(PROCESS, ANALYTICAL, FORMULATION, TECH TRANSFER AND SCALE-UP)

DRUG SUBSTANCE (DS)
(SMALL/LARGE SCALE MFG., TECH-TRANSFER AND SCALE-UP)

DRUG PRODUCT (DP)
(FILL FINISH, INSPECTION AND PACKAGING)

CONTRACT DEVELOPMENT & MANUFACTURING (CDMO)

SERVICE BUSINESS

We Deliver Peace of Mind in an Uncertain World

Product Portfolio*

Government/Medical Countermeasures

BioThrax® (Anthrax Vaccine Adsorbed)	Anthrasil® [Anthrax Immune Globulin Intravenous (Human)]	Raxibacumab Injection A fully human monoclonal antibody	ACAM2000® (Smallpox (Vaccinia) Vaccine, Live)	TEMBEXA® (brincidofovir)
VIGIV CNJ-016® [Vaccinia Immune Globulin Intravenous (Human)]	BAT® [Botulism Antitoxin Heptavalent (A, B, C, D, E, F, G) – (Equine)]	RSDL® (Reactive Skin Decontamination Lotion Kit)	Trobigard®¹ (Atropine sulfate/obidoxime chloride auto-injector)	

Commercial

NARCAN® Nasal Spray (Naloxone HCl)	Vaxchora® (Cholera Vaccine, Live, Oral)	Vivotif® (Typhoid Vaccine Live Oral Ty21a)
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Our R&D Programs**

Program	External Partners	Current Status	Pipeline Target
AV7909 [Anthrax vaccine adsorbed (AVA), adjuvanted] ^{1,2}	BARDA	PHASE 3	INFECTIOUS DISEASE
CHIKV VLP (Chikungunya virus virus-like particle (VLP) vaccine)	NA	PHASE 3	INFECTIOUS DISEASE
UniFlu (Universal influenza vaccine)	NA	PHASE 1	INFECTIOUS DISEASE
WEVEE VLP (Western, Eastern and Venezuelan equine encephalitic VLP)	NA	PHASE 1	INFECTIOUS DISEASE
EBS-Lassa (rVSV-vectored vaccine for Lassa fever) ³	CEPI	PHASE 1	INFECTIOUS DISEASE
EBS-Marburg (rVSV-vectored vaccine for Marburg virus disease) ³	NA	PRECLINICAL	INFECTIOUS DISEASE
EBS-Sudan (rVSV-vectored vaccine for Sudan virus disease) ³	NA	PRECLINICAL	INFECTIOUS DISEASE
Ketamine (Analgesic ketamine)	USAMMDA	PHASE 3	PAIN MANAGEMENT
AP003 (Naloxone multidose nasal spray)	NA	DEVELOPEMENT	SUBSTANCE USE DISORDER
CGRD-001 (Pralidoxime chloride/atropine auto-injector)	DoD	DEVELOPEMENT	NERVE AGENT ANTIDOTE
EGRD-001 (Diazepam auto-injector)	DoD	DEVELOPEMENT	NERVE AGENT ANTIDOTE
SIAN (Stabilized isoamyl nitrite)	BARDA/SwRI	PHASE 1	CHEMICAL AGENT ANTIDOTE

* Products approved by U.S. FDA. Approvals vary by country. ** These product candidates have not been approved by the U.S. FDA or any other regulatory authority. ¹ AV7909 and Trobigard are not approved by the FDA and are procured by authorized government agencies under special circumstances ² Status reflects both clinical and nonclinical development under the FDA Animal Efficacy Rule. ³ rVSV – recombinant Vesicular Stomatitis Virus

Our Environmental, Social, and Governance (ESG) Approach



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.

Our ESG project is led by a cross-functional working group. As of May 2022, the Nominating and Corporate Governance Committee oversees ESG reporting and governance within Emergent. The ESG program is further guided by our internal Executive Steering Committee, and is under the responsibility of the Vice President, Assistant Treasurer reporting into the CFO. The ESG report is further consolidated in conjunction with the insights and perspectives from the Emergent Core ESG Team.

ESG Framework

Our ESG strategy is influenced by the Task Force on Climate-Related Financial Disclosures (TCFD) framework as well as the Sustainability Accounting Standards Board's (SASB) standards focused on the healthcare, biotechnology, and pharmaceutical industries. The SASB standards provide guidelines on key sustainability issues that directly impact the operational performance and financial condition of our company.

ESG Priority Issues

Each year, we will conduct an assessment of these priorities and develop action items to advance progress in these areas. Our board will provide oversight and governance over the implementation and disclosures related to our ESG strategy.



Access to Medicine



Governmental Relationships



Community Engagement



Innovation



Compliance



Manufacturing and Product Quality



Corporate Governance



Patient and Drug Safety



Diversity, Equity, and Inclusion



Scientific Integrity



Employee Engagement



Supply Chain Management



Environmental, Health, and Employee Safety

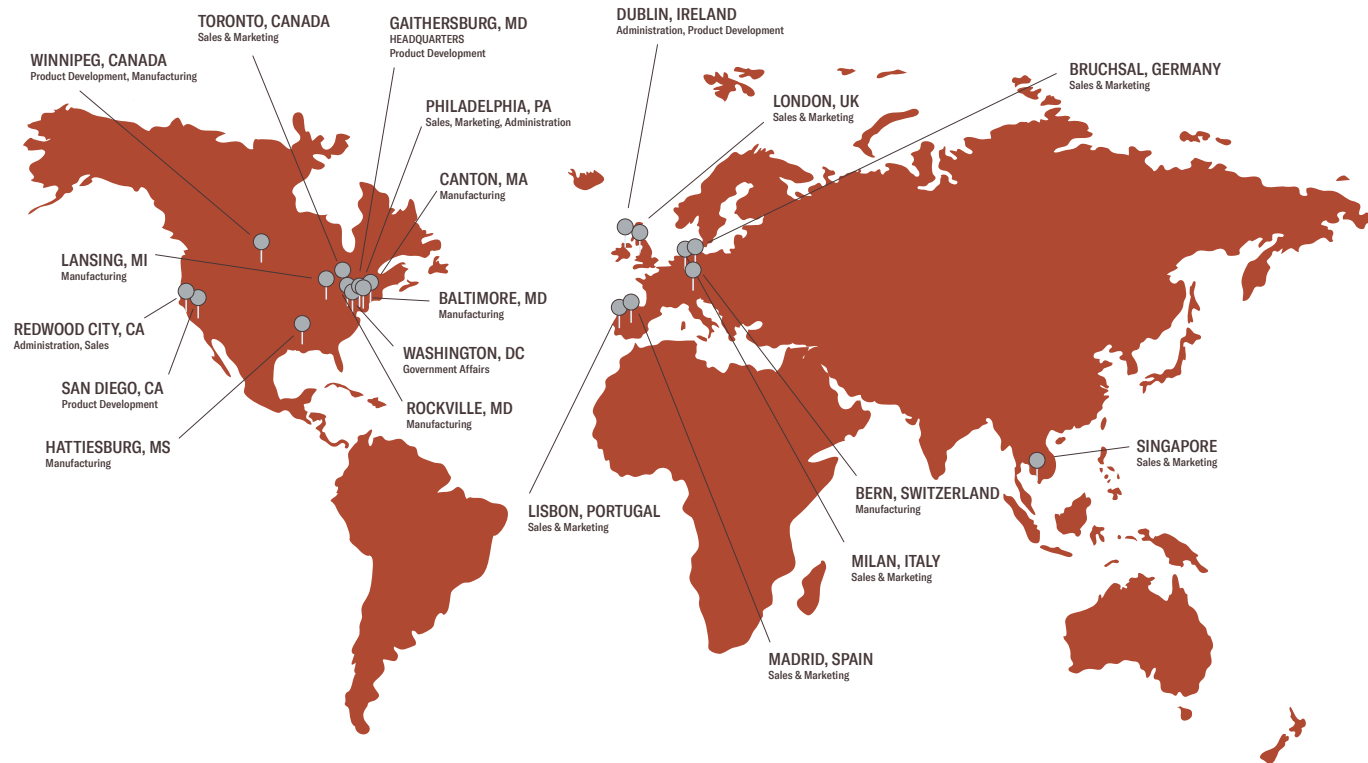
Our Product Quality and Safety



Product quality and patient safety are critical to our commitment to delivering on our mission to protect and enhance life. In 2021, we launched several initiatives to further enhance our quality and compliance standards and contribute towards our ESG goals.

Our Manufacturing Network

Emergent’s manufacturing network includes a wide range of capabilities. We continue to upgrade our manufacturing network to respond to the growing needs of our biopharmaceutical partners.



Manufacturing Quality

Our Manufacturing Operations Quality Unit includes both our quality control and quality assurance functions, to help ensure that Current Good Manufacturing Practices (CGMPs) are in place for every step of the manufacturing process. At Emergent, our quality leads at each manufacturing site work directly with the manufacturing operations leads in a partnership that is designed to integrate compliance into everyday operations ensuring product and process compliance with regulations. The site quality leads have an independent reporting relationship with senior management allowing visibility into operational activities and providing an escalation path for quality risks or issues.

In May 2021, as part of our overall commitment to enhance the 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 Current Good Manufacturing Practices (CGMPs), medical device Quality System Regulations (QSRs), and other legal and regulatory requirements related to the quality of the drugs and medical devices we manufacture. In July 2022, we expanded our board of directors membership and this committee with the appointment of a new independent director with extensive experience in healthcare compliance within the pharmaceutical and medical device industry. The committee holds regular update meetings with management and regularly reports to the full board on its oversight activities.



Quality Management Overview

Our quality organization is responsible for quality management at every stage of our supply chain, including research and development, manufacturing, and distribution. To ensure autonomy, the quality organization is an independent unit, reporting directly to the company president and CEO, with the mandate to implement practices that ensure the safety and efficacy of every product that we manufacture. In April 2022, we established and hired a new executive vice president role with responsibility for Quality, Ethics, and Compliance. This role and its direct reports are designed to elevate and strengthen our organizational focus on quality including all aspects of GxP (Good x Practices) compliance.

As part of our training program, we ensure that all employees understand and agree to the principles of Emergent's Global Quality Policy. Further to this training, those employees conducting GxP-related activities (see specific components of GxP below) are fully 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.

Emergent's audit program, which consists of internal and external audits, is reviewed and approved annually. Through our internal quality audit program, we conduct internal and external audits to ensure that our development and manufacturing operations and our suppliers and vendors comply with currently established standards, procedures, and regulations. We use a risk-based approach to conducting internal audits of our operations on an annual basis. Emergent's external audit program takes a risk-based approach to auditing our suppliers, vendors, service providers, and contract resource organizations using applicable standards. Depending on criticality and activity, external audits may be conducted on a two- to four-year cycle.

We track metrics to gauge the success of our compliance approach and make necessary adjustments. Patient safety and product quality are the highest priority for all our activities.

Quality in Our Camden Facility

In February 2022, the FDA inspected our Camden facility in Baltimore, Maryland. Following this inspection, the FDA provided initial comments via a Form 483, and indicated that we would receive additional feedback. Subsequently we received an Official Action Indicated (OAI) notification in May 2022. Because we share the FDA's focus on protecting and serving patients, we took immediate action to make improvements that would ensure that the critical, medically necessary products we manufacture would get to the patients who need them without disruption as we awaited additional feedback from the FDA. Then, on 10 August 2022, the FDA sent a warning letter related to the February 2022 inspection. A warning letter is the agency's principal means of achieving prompt voluntary compliance with the Federal Food, Drug, and Cosmetic Act.

For the areas highlighted by the FDA, we currently have a thorough Corrective and Preventive Action (CAPA) plan as well as a detailed site enhancement plan that has been further strengthened during the third-party compliance assessment by a CGMP consultant brought on as recommended by the FDA to provide oversight for production of patient-critical products. All these elements will be incorporated into a comprehensive Compliance Action Plan (CAP), which will address the concerns FDA has identified in the Warning Letter and facilitate our implementation of the necessary corrective action to achieve sustainable compliance. As our corrective actions are implemented, our Camden facility is still operational but working at a reduced capacity.

Quality and compliance are critical to Emergent's mission, and to fulfilling our commitment to protect and enhance lives around the world. We are committed to fully resolving all FDA observations as effectively and quickly as possible and are making significant investments to upgrade our physical capabilities and further strengthen our culture of quality and compliance. It is never ideal to fall short of our high standards, but these challenges have also presented opportunities to grow, improve, and further service our mission.

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 ISO¹, PIC/S², pharmacopoeias³, and the Parenteral Drug Association⁴. 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 manufacturing process.

Our quality system is 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 correct the incident and prevent re-occurrences. We also determine any product or patient impact from incidents through procedures that identify the potential scope and severity of the impact, if any. We act with urgency to secure potentially impacted materials until it has been determined that they can be safely released for use. Our QMS is re-validated periodically to ensure that it is working as expected. In addition to external audits by regulatory authorities, we routinely conduct internal audits of manufacturing operations to continuously improve our QMS.

FOOTNOTE: 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.

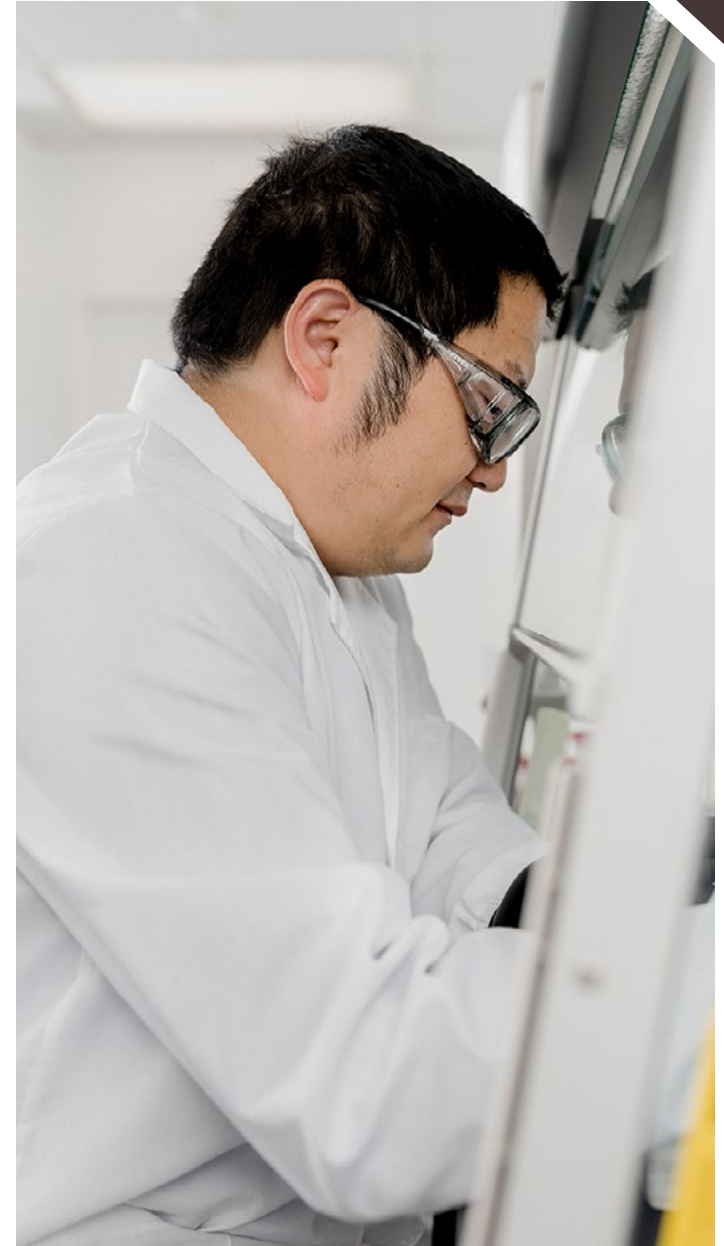


Quality Enhancement Plan

We continue to develop a best-in-class quality management system, that enables us to maintain a high level of compliance with global GxP quality standards and achieve our strategic goal of delivering greater impact by investing in capabilities, innovation, and operational excellence. In May 2021, we launched a three-year Quality Enhancement Plan (QEP) 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 effective and verifiable measures as the foundation for continuous improvement. The QEP priorities and actions include:

- Developing contemporary and harmonized quality standards for GMP activities
- Hiring and retaining the best-in-class talent across the enterprise, with both expertise and a quality mindset
- Focusing relentlessly on quality issues and risk identification, mitigation, and prevention
- Oversight and reinforcement by the global quality organization and leadership in all functions
- Supporting and maintaining:
 - 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 (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 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.

Pharmacovigilance

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

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.

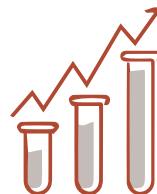
Our Future Pathway



**Execute
Core**



**Diversify
Through M&A**



**Strengthen
R&D Portfolio**



**Build Scalable
Capabilities**



**Evolve
Culture**

Our Supply Chain



The Emergent Supply Chain starts with acquisition of materials and supplies, includes both internal and external manufacturing, and concludes with delivery to a clinical trial or customer. Our supply chain department is focused on the sourcing and procurement of materials, supplies, products, and services. This year, we developed a procurement policy that will govern the sourcing and procurement process to ensure it is in line with our values and ESG priorities.

Supplier Identification, Assessment, and Selection

The sourcing process begins with the identification of a need for something to be purchased from outside the organization. This could be raw material, consulting service, or any number of other goods or services, like packaging materials or IT hardware.

Once a need is identified, potential suppliers are identified from the current supplier base, market research, and Emergent employees. Suppliers are then evaluated based on their ability to provide us with a good or service at a competitive price in a sustainable manner, and the financial stability of the supplier based on Dun & Bradstreet's data. Once this evaluation has taken place, a supplier(s) is chosen to provide the needed good or service to Emergent.

For raw materials, supplies, and services that require GxP compliance, additional evaluations are completed by Emergent's Supplier Quality Management department to ensure that the supplier themselves, 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 and/or remote audits, questionnaires, quality history with Emergent, verification that the supplier is in good standing with the relevant health authority (FDA, etc.), material evaluation and qualification, etc.

Category Management:

To ensure focus on key goods and services, the Sourcing and Procurement team manages suppliers under the following categories:

- **Raw Materials – including Active Pharmaceutical Ingredients and Excipients**
- **Production Supplies – including single-use reactors and filters**
- **Packaging Materials – including containers, closures, and labeling**
- **Contract Development and Manufacturing Organizations (CDMO)**
- **Capital Equipment**
- **IT Hardware and Services**
- **Service Providers – including consultants, GxP service providers, etc.**

Supplier Monitoring and Governance

Suppliers are managed throughout their service to Emergent 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, Emergent and the supplier may choose to have a supply or service agreement in place.

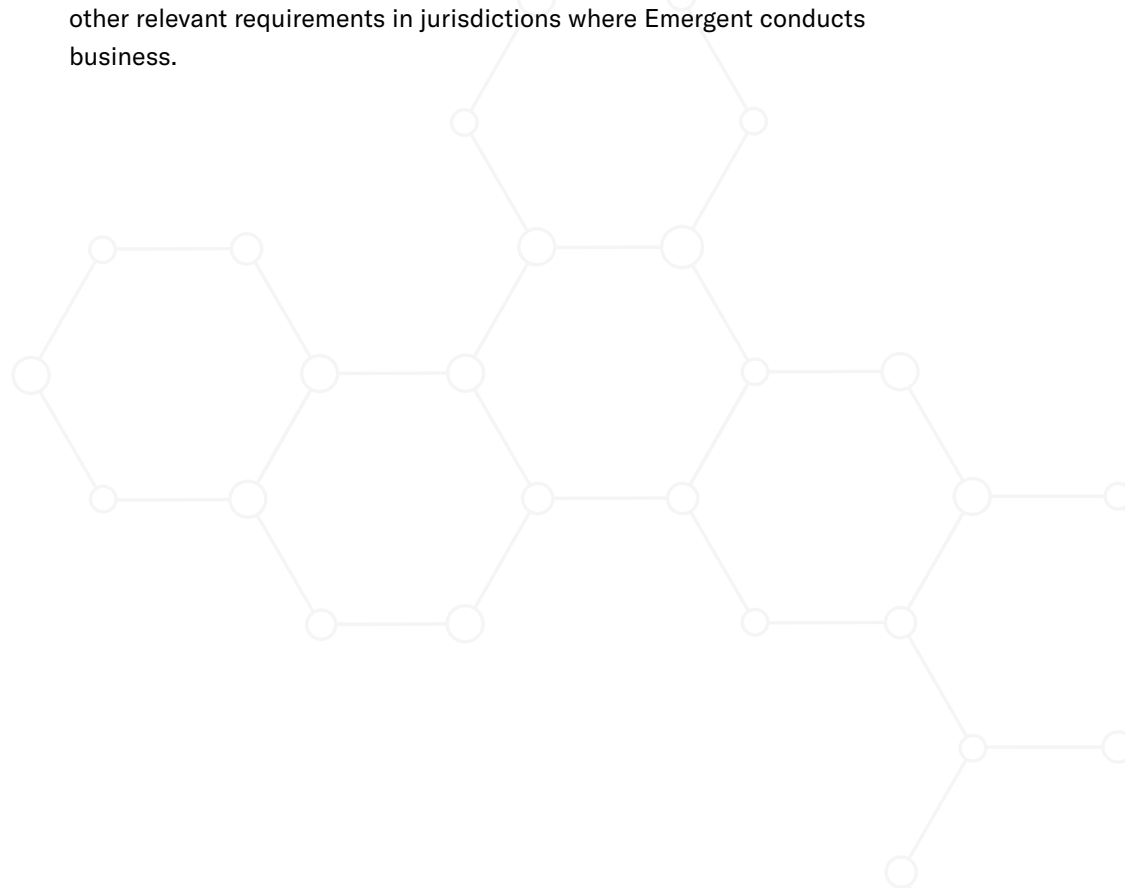
This agreement will govern the terms of engagement between the parties and will include, among other elements, workers' rights and safety, environmental sustainability, applicable Federal Acquisition Regulation clauses, confidentiality statements, and ethical behavior. If no supply or service agreement is in place, the terms and conditions in the purchase order are used to dictate how the parties will interact. In addition, a quality agreement may be utilized 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 the 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 impacts the quality of Emergent 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 Emergent or may be replaced.

Supply Chain Security

Emergent complies with all relevant requirements that govern the tracking of its products. This includes requirements under the Drug Quality and Security Act in the US, the Falsified Medicines Directive in the EU, and other relevant requirements in jurisdictions where Emergent conducts business.



Partnering with Small and Diverse Companies

We've made a commitment to actively pursue opportunities to work with small businesses that are minority-owned, women-owned, veteran-owned, disability-owned, LGBTQ-owned, and small businesses that are located in historically underutilized business zones.

Our supplier diversity program formalizes this commitment and has made it a priority throughout our organization as an important component of our broader Diversity, Equity, and Inclusion strategy. Since launching the program in 2020, we have partnered with 281 diverse suppliers to support across a variety of business areas.



Buch Construction
Laurel, MD
200 EMPLOYEES

Buch Construction is a proud women-owned general contractor with over 35 years of experience serving the Mid-Atlantic, Northeast, and Southeast regions. When Emergent was looking for a contractor to provide design and build services for a new manufacturing site, Buch was a clear fit given their deep experience working in the Life Sciences space, as well as their reputation for cultivating strong partnerships.

“Our company values guide us in everything we do. Since the very beginning, Buch has been dedicated to working with a diverse group of individuals, both on our team and in our community of suppliers and subcontractors. We believe that great partnerships consist of mutual respect and support. By creating a Team environment, owners and contractors can share experiences, overcome inevitable challenges, and establish a greater understanding of each other’s goals and expectations.”

SUPPLIER DIVERSITY PROGRAM IMPACT*

8%

of total supplier base

\$81 million

of goods and services purchased

*All numbers as of December 31, 2021

Emergent is a proud member of the [Diversity Alliance for Science](#), an organization committed to driving inclusive procurement practices within the life science and healthcare industries.

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 over 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.

NARCAN Nasal Spray

We continue to work to expand access to NARCAN® (naloxone HCl) Nasal Spray. Currently, nearly 100 percent of insured lives in the U.S., including people insured by Medicare and Medicaid, have coverage of NARCAN. At the end of 2021, the average NARCAN copay for Medicaid patients was less than \$1.

We have maintained a commitment to affordable pricing ever since NARCAN Nasal Spray was first launched in February 2016. We remain steadfast in our commitment and have never increased the price of NARCAN. In fact, we continue to reduce our price to make NARCAN more affordable for those who need it.

The public interest price for NARCAN is significantly reduced from the Wholesale Acquisition Price (WAC). Public interest customers include groups such as local and state government agencies, harm reduction, nonprofits and community-based organizations, emergency and other first responders, firefighters, and police.

In addition to the reduced public interest price, qualified direct purchasers, such as departments of health, EMS, law enforcement, schools/ universities and community organizations can purchase NARCAN Nasal Spray directly from Emergent through the NARCANDirect program. We continue to evolve NARCANDirect to further simplify ordering and direct distribution to our customers.



Reversing the Silence on the Opioid Epidemic

The critical care for those living with opioid use disorder and/or substance use disorder is escalating and requires immediate and intensive attention. Additionally, the rapid rise of fentanyl is a growing crisis that continues to consume the country. According to provisional data from the CDC's National Center for Health Statistics, there were an estimated 107,622 drug overdose deaths in the United States during 2021, an increase of nearly 15 percent from 2020. Of the 107,375 drug overdose deaths in the 12-month period ending January 2022, two-thirds were caused by synthetic opioids like fentanyl, including some of those deaths caused by mixing fentanyl with other drugs including heroin, methamphetamine, and cocaine.

In response to this present need, we sponsored an alliance of national non-profits comprised of SAFE Project, Community Anti-Drug Collations of America (CADCA), Shatterproof, and Mothers Against Prescription Drug Abuse (MAPDA), in creating a national public awareness campaign called [Reverse the Silence](#).

Launched in July 2021, the campaign aimed to break down the stigma associated with opioid overdose, as well as help the public better understand opioid use disorder or dependence, recognize the signs and symptoms of an opioid overdose, and build an at-home opioid safety plan.

Professional football player Darren Waller and lifestyle influencer Dani Schaffer* openly shared their stories of addiction, overdose and tragedy in television and radio spots airing across the country.

In the first four months of launch, the campaign generated over 185+ million impressions and sparked media coverage and conversations on social media that further extended the reach of our joint message. We are continuing to sponsor the campaign in 2022, with the hope to continue the conversation and reach more people.

**Spokespeople were compensated for their time.*

“At the age of 15, I was introduced to opioids and developed a dependency that helped mask how I felt on the inside, but the reality is that I felt completely isolated, and no one knew what I was going through, Reverse the Silence means no longer remaining quiet and allowing others to dictate the narrative for those of us who are living with addiction or are on the journey to recovery. I’m telling my story because too many lives have been lost to overdoses.”

– Darren Waller, professional football player

185 million
campaign impressions

through December 31, 2021

Environment, Health, and Safety



Environment, Health, and Safety Policy

The mission of Emergent BioSolutions is to protect and enhance life. This mission isn't only about the patients and customers we serve, but extends to the lives of our employees, contractors and visitors, as well as the environment and communities in which we live and operate. We value a culture of breakthrough thinking, delivering on our commitments and employee engagement.

Emergent employs an environment, health, and safety management system focused on identifying and mitigating risk. We address workplace conditions that have the potential for injury or illness through elimination, substitution, technical, organizational and personal measures. Environmental impacts are similarly addressed through opportunities to improve the sustainability of our operations and innovate our environmental stewardship strategy. Risk mitigation also includes fulfillment of our regulatory compliance obligations. Finally, we challenge ourselves to continually improve, by setting goals, monitoring performance, and evolving systematically to achieve excellence.

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 improving and innovating our operational infrastructure across our enterprise and we must do our part to reverse the impacts of climate change which threaten environmental and human health.

We evaluate ESG risks and opportunities related to climate change through 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 greenhouse gas (GHG) emissions associated with our material operations. Doing so will enable Emergent to establish an energy baseline and prioritize future footprint reductions.

This will also allow us to make informed decisions on setting targets and creating an accompanying strategy and road map for meeting our goals. In congruence, Emergent will determine the relevance of disclosure related to the quantifiable financial impact to our company under various global warming scenarios in line with TCFD recommendations.

Strategic Pillars

We have developed an environmental strategy based on our company mission to protect and enhance life, through improvement and innovation.

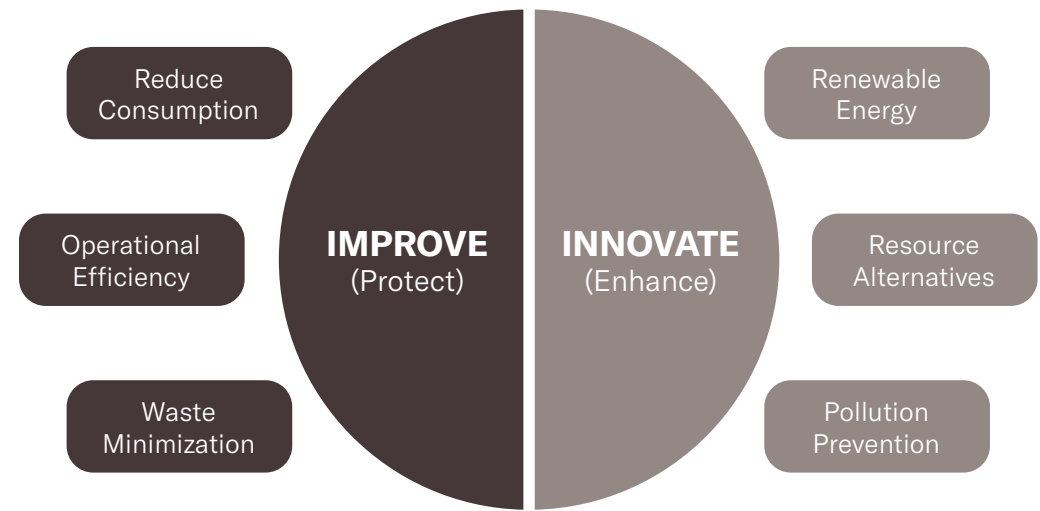
Our "Improve" pillar is focused on making changes that matter, including reducing consumption of resources, optimizing operational efficiency and ensuring waste minimization.

Our "Innovate" pillar is our opportunity for breakthrough thinking in the areas of renewable energy, resource alternatives and pollution prevention.

As we gain greater insight into our environmental footprint, we will integrate these strategies into our processes and culture and develop scalable systems. To lead us on this path, we hired a director of environment and sustainability in the first quarter of 2022.

Engaging all our employees is essential to our environmental efforts. On Earth Day, Emergent employees were challenged to move – walk, run or cycle, the Earth’s equator. The company matched \$1 for every mile walked, which resulted in nearly 17,000 fruit trees being planted across India through [One Tree Planted](#).

Strategic Pillars



Success Story

In 2021, Emergent partnered with Constellation® to broker an energy agreement at our facility in Canton, Massachusetts to source Emission Free Energy Credits (EFECs). And while 4,139,130 kilowatts of electricity were consumed this agreement avoided an estimated 29,333 metric tons of CO²e from entering our atmosphere. The Canton facility manufactures Emergent’s bulk drug substance for Smallpox vaccines (ACAM2000®). Emergent is positioned to continue our partnership with Constellation to evaluate future opportunities for cleaner energy sourcing decisions across our U.S. based operations.

CO²e, or Carbon Dioxide equivalent, is a metric used to compare the emissions from various greenhouse gases on the basis of their global-warming potential (GWP), by converting amounts of other gases to their equivalent amount of carbon dioxide.

Emissions avoided were calculated using the source: EPA (2020) AVERT, U.S. national weighted average CO² marginal emission rate, year 2019 data. U.S. Environmental Protection Agency, Washington, DC.

Occupational Health and Safety

As we work hard to deliver for our customers and patients, we do so with every employee's health and safety in mind. 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 continually improving safety performance.

Below is a table showing three injury performance measures, Total Recordable Incident Rate (TRIR), Lost Time Incident Rate (LTIR), and Days Away, Restricted, or Transferred Rate (DART). It is also important to note that we have never had a work-related fatality at one of our facilities. If an employee does experience an injury or illness while at work, we focus on ensuring they receive the appropriate care and time to recover and fully investigate to prevent a recurrence.

	2019	2020	2021
TRIR	0.95	0.54	0.93
LTIR	0.10	0.19	0.43
DART	0.45	0.42	0.68

(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.

Our People



Our people are our most valuable resource when it comes to achieving our mission to protect and enhance life. We aim to create a culture of respect, teamwork, inclusion and performance that allows each employee to thrive at work. Our human resources team is a strategic partner to the business, delivering programs and tools to attract, develop, and retain employees.

Workforce Planning and Development

Annual, formal organization and talent planning, talent development, and forecasting of hiring needs occurs at all levels of the organization. A scheduled cadence of regular workforce reviews and planning occurs for all positions.

Talent Acquisition and Onboarding

Our team is focused on hiring and developing talent at every level of the organization and equipping them with the resources they need to succeed in their respective roles.

As part of annual planning, our business lines, functions, and site leads gather perspective from their teams regarding capabilities required to deliver against goals. In consultation with human resources and talent recruitment business partners, executive-level managers then outline recruitment needs based on business priorities and develop a go-forward recruitment plan that talent recruitment executes against. We also have a monthly process in place to evaluate new hiring needs as business challenges, needs, and opportunities present requirements.

In 2021, we continued to expand our global workforce and hired over 650 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, Indeed and BioSpace, diversity and inclusion partners such as RecruitDisability, RecruitMilitary and DiversityJobs, local and virtual job fairs, university and alumni networks, employee referrals and direct sourcing efforts. Increased remote and hybrid work options across Emergent strengthened attracting talent and diversifying our pipeline. Through our recruitment activities, we strive to have a diverse slate of candidates. In 2021, 61 percent of director-level and above roles were filled by candidates who identified as a female or person of color.

Our comprehensive onboarding program engages new joiners from the time they accept their offer, through their first six months. The program is designed to introduce employees to our business, organization, culture, and to their team and role, blending a digital interactive app with in-person events and discussions. Our global ARRIVE Program successfully onboarded 660 new colleagues in 2021 with virtual orientation and training that included the use of technology to deliver the right information at the right time, a peer assimilation program, and a new global employee networking program for an enriched onboarding experience.

Hybrid Workplace

In 2019, Emergent began exploring its use of remote work as a mechanism to strengthen business outcomes, attract and retain employees in an increasingly competitive marketplace, and address space constraints. The pandemic accelerated our development and implementation of a robust remote work program. In 2021, Emergent established a fully hybrid global workplace model. Employees whose work did not require them to be onsite were given the option to enter into formal remote work agreements to work from home full-time or part-time. A cross-functional team addressed legal, financial, tax, human resources, and infrastructure requirements to put policies, procedures, and resources in place to support our employees whether remote or onsite, while ensuring continued engagement.

Our hybrid workplace model features:

- Fully virtual learning and development portfolio, allowing employees to learn ‘side-by-side”, regardless of location.
- Access to self-paced learning content via LinkedIn Learning, enabling employee learning anytime, anywhere.
- Small, open format discussions with senior leaders on a monthly basis, promoting transparency and keeping employees connected to the business and each other.
- Introduction of virtual forums, bringing employees with shared interests together.

Employee Development

We have a core commitment to all employees' development, which drives achievement of personal and professional goals as well as business results. Our talent development approach includes formal training, professional development, and learning on the job for all employees. We have a portfolio of instructor-led workshops available to all employees. In 2021, we delivered 64 workshops to 1360 employees. New content introduced included Cultivating Break Through Thinking and FOCUS: The Neuroscience of Thriving.

- **Behavior Based Interviewing** – Strengthens interview skill in candidate selection of demonstrated leadership values and behaviors expected at Emergent.
- **Everyday Engagement** – Employees who are involved and enthusiastic about their workplace have higher levels of performance and wellbeing – they are “engaged”. This workshop orients to the key elements that drive personal engagement and supports employees in positively impacting both individual engagement and that of their colleagues. A complimentary people manager version of this workshop is planned for 2022.
- **FOCUS: The Neuroscience of Thriving** – Teaches concepts for improving productivity, resilience, connectedness, and well-being. Participants build habits of thriving: take care of yourself, look after each other, deliver what matters.
- **Giving and Receiving Feedback + Asking for Individual Contributors** – Builds skills in providing feedback effectively, receiving feedback, and leading practices in asking for feedback.
- **Leadership Architect for Individual Contributors** - Focuses on philosophy, process, and practice for employee development at Emergent.

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 had a strong inaugural year in 2020 with virtual, self-guided LinkedIn Learning, rolling it out to all employees. We built upon this momentum in 2021, providing a robust anytime, anywhere learning experience with 900 employees viewing 3000 hours of content. Trending topics included: critical thinking, resilience, emotional intelligence, time management, project management, and operational excellence.

In addition, regular, full-time employees are eligible for tuition reimbursement for the continuance of formal education.



Leadership Development

Also provided were two flagship, cohort-based, leadership development programs, Emergent LeaderSolutions and Emergent ManagerSolutions, designed for front-line supervisors through senior directors. As of December 31, 2021, 299 leaders have completed these programs.

Additional leadership development experience including executive coaching is delivered to our senior leaders.

The following instructor-led courses are also offered to all front-line supervisors through senior leaders.

- **Conversations that Count for People Managers** – Explores essential conversations managers have with employees on an ongoing basis. These conversations foster an environment of inclusion and build authentic relationships that inspire employees to do what they do best. Managers learn best practices and engage in practice to drive application.
- **Cultivating Break Through Thinking** – Builds awareness and action for people managers to be leaders of innovation, unleashing the innovative potential of employees in pursuit of Emergent’s mission. A complimentary individual contributor workshop is planned for 2022.
- **Giving and Receiving Feedback + Asking for People Managers** – Builds skill in providing feedback effectively, receiving feedback to most benefit, and leading practices in asking for feedback.
- **Leadership Architect for People Managers** – Focuses on philosophy, process, and practice for employee development at Emergent.
- **Managing and the Law** – Establishes an understanding of workplace and employment requirements.
- **Selecting Talent** – Reviews the manager’s role in effectively selecting key talent and ensuring a positive candidate experience.



Annual Performance Reviews and Development Reviews

The annual performance review and development review process includes ongoing conversation and feedback all year long with formal check-ins on a quarterly basis. The year concludes with an employee self-assessment and manager review, celebrating accomplishments and contributions, expressing appreciation, providing feedback, and reviewing professional growth and development.

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.

Pay for Performance

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.

Recognition

We celebrate the talents and achievements of our employees. In 2021, we built upon and refined the platform we launched in 2020 to support a portfolio of recognition opportunities, including peer-to-peer appreciation, monetary awards, as well as an annual award nomination process - all in support of our culture and demonstration of our core values.

Benefits, Health, and Wellness

We prioritize the well-being of our employees and encourage practicing healthy habits daily to attain better physical, mental, and financial health outcomes. Emergent uses the Virgin Pulse platform to promote wellness initiatives. Virgin Pulse actively promotes a culture of wellbeing, leading by example and employees supporting each other in bringing our best selves to work and everyday life. The Virgin Pulse Wellbeing program provides employees the tools to get active, healthy, and rewarded.

- Tracks healthy activities, like getting fit, eating well, staying hydrated, sleeping enough, and more
- Offers challenges with friends and healthy tips
- Provides rewards for healthy activity
- Provides the virtual application and tool WHIL Mindfulness and Wellbeing where employees learn to meditate, reduce stress, boost physical health, and build emotional intelligence.

In addition to enterprise-wide efforts, committees that promote wellness activities and encourage a healthy lifestyle are active at several 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 from work. We tailor our programs to the unique regulatory and practice landscape in the various places we do business. Common global principles underlie the design of our paid time off offerings:

- Align with life sciences best practices to attract, retain, and motivate top talent
- Provide employees with the 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

All full-time, part-time, and limited-term employees who meet eligibility criteria are also supported with benefits, including but not limited to medical, dental, prescription, employee assistance programs, Health Advocate, short- and long-term disability insurance, flexible spending accounts, 401(k) with company match, and employee stock purchase plan ESPP.



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 several formal mechanisms to promote an open feedback culture.

- No Agenda Required, small group conversations with members of our executive team, provide many ways to learn about the business. This format of open dialogue is also executed within leadership teams and employee groups at sites and within teams and functions across Emergent. 782 employees have attended a session as of December 31, 2021.
- 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 of 80% of our workforce or greater. It is through employee perspective that we can gauge our strengths and opportunity areas.

- In 2020, we began continuous feedback loops with employees through using concise surveys with targeted questions to gather employee perspectives on important topics. We expanded and built upon this leading practice in 2021 to support continuous employee input and dialogue on impactful areas of focus such as innovation, remote work and hybrid work environment, company culture and leadership and inclusion.
- In 2021, our team evaluated leading practices and research regarding annual performance management practices. As a result, ongoing employee performance feedback was amplified as a critical mechanism for increasing individual employee contributions, employee engagement, and company performance. Processes, tools and training have been aligned to increase the expectation, application and positive impact of continuous employee feedback. This strengthens employee engagement and employee and company performance and development.

Building a Culture of Innovation

Every other year, our dedicated in-house Science & Innovation team hosts the Grand Challenge, a company-wide crowdsourcing initiative where employees are encouraged to collaborate to bring forward new ideas that address a business challenge. The purpose of the Grand Challenge is twofold: to engage employees at all levels of the organization, and to generate ideas that can help shape the future of Emergent and extend our impact.

This year, the Grand Challenge sought to answer the following questions:

How might Emergent increase our ability to...

- Anticipate a public health emergency?
- Adapt quickly during a public health emergency?
- Deliver solutions in response to a public health emergency?

As we have collectively learned over the past two years, investing in preparedness is key to combating future, unanticipated, public health challenges. Together with our R&D efforts, and commitment to continuous improvement of our manufacturing capabilities and quality, we invest in cultivating a culture of innovation that allows us to think holistically about how we can better prepare for public health threats.

Innovation is something that is owned by every single member of the Emergent team. Employees participated in the Grand Challenge in four ways: submitting ideas in Emergent's open, collaborative "Idea Hub" platform, commenting on others' ideas to help them grow and evolve, tagging another coworker that may be able to help grow an idea, or voting for the ideas that they think can have the greatest impact. Intentionally, the program focused on internal collaboration, rather than competition – opening the door for everyone to participate. Rather than selecting winners, we took a pipeline view of all promising ideas, with no limit on the number of ideas that could be investigated post-challenge.

In our 2021 Grand Challenge, 524 employees participated – over 20 percent of our total workforce – with collaboration across all areas of the business. After a cross-functional evaluation and review process, 12 submitted concepts were ultimately selected to become part of the Grand Challenge pipeline, with many more solutions related to existing work shared with teams to execute on. Each of the concepts allows Emergent to better prepare for, adapt to and deliver in a public health emergency, and are important steps toward our future.



Anjali Chudasama

Senior Manager, Clinical Trials

“Through the Grand Challenge, my colleagues and I came up with a concept to make clinical testing simpler and more inclusive so we can better serve remote, rural, and other underserved populations. I'm so happy Emergent gives us the opportunity to bring our expertise and passions together to influence the future of the business.”



Jennifer Wellman

Marketing Manager

“Emergent's Grand Challenge has been a highlight of my experience here – so far. Together with my colleagues, I was able to bring forward innovative ideas that will be used to leverage technologies that allow us to quickly respond to changing customer needs – meeting them where they are, with the right content, at the right time – customizing our relationship with pharmacists, to help them address the worsening opioid epidemic in Canada.”

Diversity, Equity, and Inclusion

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. Our chief human resources officer is responsible for developing and implementing our DEI programs and our executive management team is accountable for ensuring these programs are implemented.

Creating an Inclusive Culture

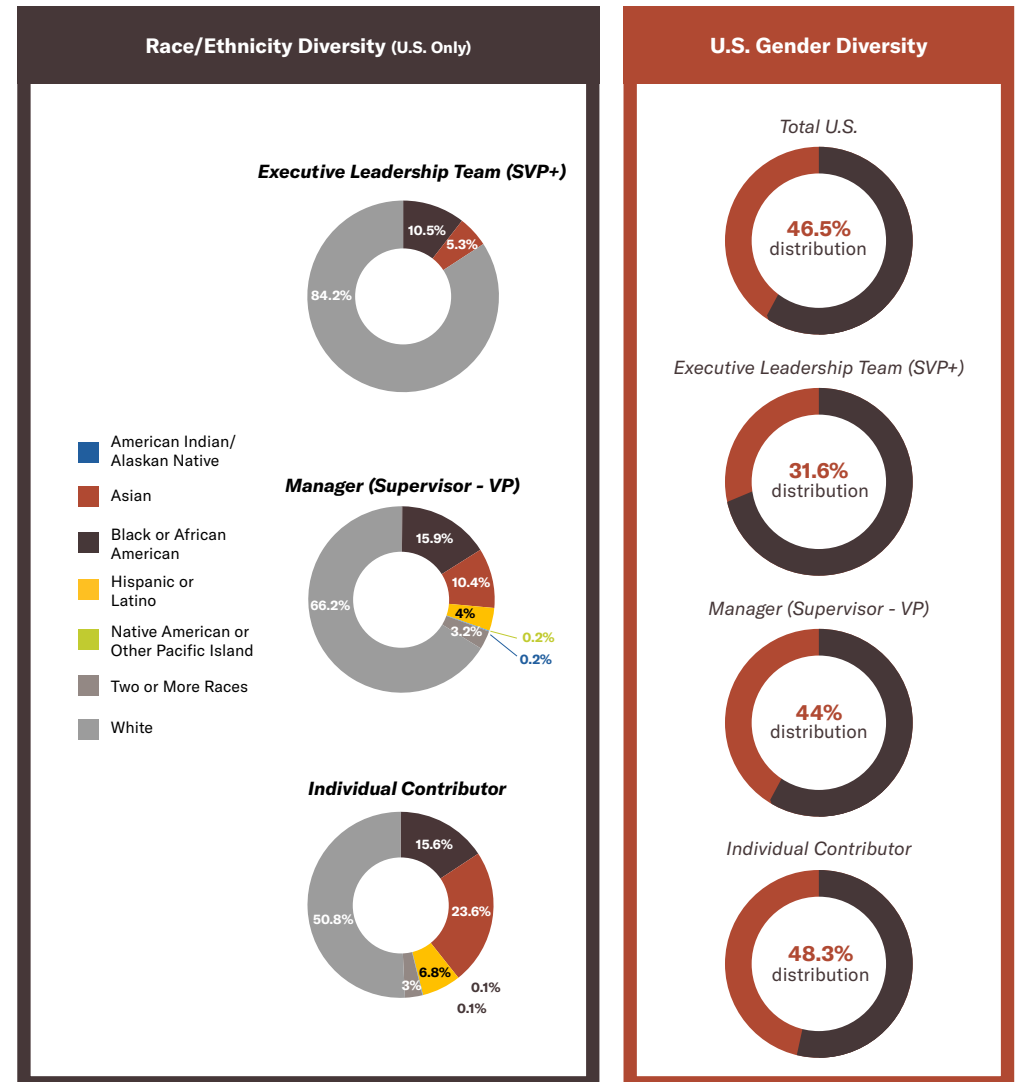
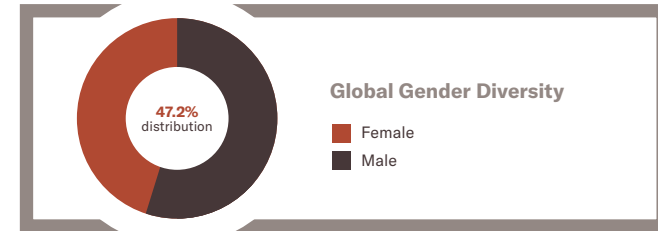
In 2021, we launched three inaugural employee resource groups to support and engage women, veterans and our Black/African American colleagues and those who identify as allies. Emerging Women, BRAVE and BOLD, respectively, have each led company-wide programming including educational campaigns, book clubs, and fireside chats on career development and leadership – in some cases, featuring members of our board of directors, our CEO, and other members of the executive team.

Our Talent Development Efforts

From recruiting, where we insist on diverse candidate slates for all roles, to our leadership development efforts, we aim to build and fill a robust, diverse internal talent pipeline. This strengthens our company and ensures all our colleagues have opportunities for career growth and development.

Supporting DEI in the Communities Where We Live and Work

From STEM education in the public schools to partnering with veterans groups for employment opportunities for transitioning veterans, our DEI efforts extend beyond the walls of Emergent into the communities where we live and work.



Our Governance

Well-established 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. Our corporate governance principles and practices are built on openness, integrity, and accountability. These principles 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 outline the director's duties and responsibilities and emphasize their roles as serving the best interest of the company and its shareholders.

The board performs its duties through use of six standing committees:

1. Audit Committee
2. Compensation Committee
3. Nominating and Corporate Governance
4. Scientific Review Committee
5. Strategic Operations Committee
6. Special Committee on Manufacturing and Quality Oversight

Each committee oversees the risks associated with its respective area of responsibility and acts in accordance with its charters, which are available in the investor section of our website under "Governance."

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 ESG initiatives and progress at both the committee and full board meetings.

Each director serves on at least one committee. The composition of the committees, the biographies of our directors, and other relevant corporate governance information are available on the investor section of our website under "Governance." In addition, we also provide detailed corporate governance information, disclosures, and data in our annual proxy statement to our shareholders filed with the U.S. Securities and Exchange.

Commitment to Board Diversity

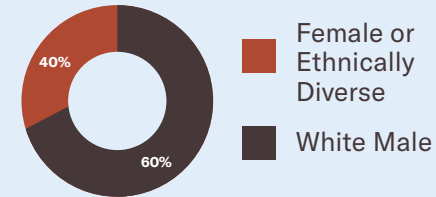
We believe that diversity is critical at all levels throughout our organization to ensure effective operations, corporate governance, and risk oversight. From our employee base to our board, we strive to build a team that represents a diversity of attributes, characteristics, and experiences. At the board level, we have committed in our guidelines on corporate governance to growing the diversity of our board.

Our directors are qualified and skilled, and bring diverse viewpoints, 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, public relations, and more.

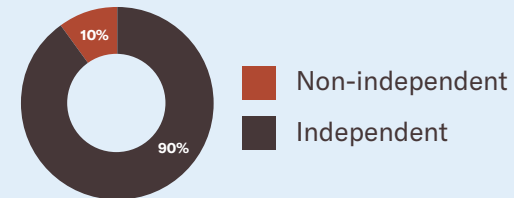
At publication of this ESG report, our board is comprised of 10 directors. Nine directors are considered independent according to the applicable New York Stock Exchange listing rules. Our one non-independent director is our president and CEO, Robert Kramer.

With respect to key diversity metrics, including gender, race, and ethnicity, at publication of this report, two of our current directors identified themselves as women, one of these women identified herself as Asian-American, and two of our directors identified themselves as Black/African-American.

Board of Directors Gender, Race, and Ethnicity



Board Independence



**as of October 2022*

Enterprise Risk Management – Ethics and Compliance

Periodically, 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

As a global life sciences company focused on public health threats, 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 our actions and decision making. The manuals, policies, and procedures that we adhere to include but are not limited to:

- Anti-bribery and anti-corruption manual
- Research misconduct in business operating procedures
- Political activities policy
- Conflicts of interest policy

- International business compliance policy
- Ethical marketing
- Financial conflicts of interest – federal contracts and grants policy
- Gifts and entertainment policy
- Fraud prevention policy
- Government contract compliance manual
- Insider trading policy
- Recruiting and hiring current and former U.S. government employees 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 and business ethics. Additionally, every employee must complete ethics and compliance training on an annual basis. In 2021, and with consideration of the ongoing COVID-19 pandemic, our ethics awareness training was focused on further embedding our company values.

The company also reviews marketing materials and messages through an internal cross functional stakeholder review committee consisting of representatives from Legal, Regulatory Affairs, and Medical Affairs. Training on compliance expectations as well as the appropriate use of promotional materials and messages is performed.

In May 2022, we created and hired a new senior vice president position to lead our business compliance function. In this new role, Emergent's Chief Compliance Officer will drive the design and implementation of our next-generation compliance program focused on enhancing our strategic guidance, technology-enabled controls, culture and communications, monitoring, data analytics and reporting.

Information Security

Emergent is 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 secure 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 to all employees, including contractors, 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, Emergent launched its corporate social responsibility program Emergent Gives (formerly eGIVE) to guide the company's charitable efforts and expand its mission beyond what its products can provide. Since 2013, we have donated to a variety of charitable organizations in our communities, and employees have volunteered more than 45,000 hours with local nonprofits. Through this commitment, Emergent has built a community foundation at each of our sites, in which we live and work. We support our employees' philanthropic activities by providing a company match for their charitable donations and paid time off for volunteerism, with one full day for full-time employees and a half day 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.

COVID-19 Relief Efforts

Emergent Donates \$100,000 to Support Global COVID-19 Efforts

As part of the COVID-19 response efforts, Emergent BioSolutions donated \$100,000 to the CDC Foundation to support its Emergency Response Fund for Coronavirus SOS Program. The SOS Program – which stands for sequencing, oxygen, and shots in arms – provides support to low and middle-income countries where there is limited access to critical supplies and increasing case numbers impede vaccination efforts. Funding from Emergent supported increased COVID-19 vaccine uptake in Mwanza, Tanzania through advocacy, communication and training, as well as helped them deliver critical public health services and increase demand for COVID-19 vaccinations.

The CDC Foundation is an independent non-profit and the sole entity created by Congress to mobilize philanthropic and private-sector resources to support the CDC's health work. Its mission is to "help the CDC do more, faster, by forging partnerships between CDC and others to fight threats to health and safety."

Emergent's Donation Provides PPE for COVID Relief in India

Emergent donated \$50,000 to Direct Relief, a non-profit focused on emergency preparedness and response globally. Our donation provided personal protective equipment and up to 50 units of oxygen to the most affected hospitals in India, including the Tata Memorial Hospital in Mumbai, which is designated to treat patients with severe COVID-19 cases. Working with FedEx, their long-term logistics partner, Direct Relief secured a dedicated charter flight to transport medical equipment to India and delivered hundreds of tons of medical supplies to India throughout 2021. Emergent was proud to be part of the response team.

Combating the Opioid Epidemic

In 2021, Emergent transitioned the management of all 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. Emergent donated 5,292 units (10,584 doses) of NARCAN to Direct Relief in 2021; while also continuing its NARCAN® Nasal Spray 4mg charitable donation programs by donating 4,798 units (9,596 doses) to high schools, Title IV-eligible, degree-granting colleges and universities, public libraries, YMCAs, and 501(c) (3) nonprofits, upon their request. The school's donation program was transitioned to the management of Direct Relief in 2022.

Educating Tomorrow's Scientific Leaders

Emergent Scholars

Emergent Scholars was designed for children of Emergent employees in partnership with Fuad El-Hibri, former Executive Chairman of the Board, to encourage the pursuit of higher education by providing scholarships to help full-time undergraduate students study at an accredited two-year or four-year college or university, or a vocational technical school. In 2021, we awarded five \$3,500 scholarships.

Manufacturing Day 2021 Scholarships

In honor of Manufacturing Day 2021, Emergent granted \$2,000 scholarships to 10 students pursuing degrees or certificates in the Center for Manufacturing Excellence, or careers in STEM, or manufacturing at Baltimore City Community College & Lansing Community College. Baltimore City Community College provides quality, affordable, and accessible education to nearly 14,000 students in the Baltimore city area, who receive specialized training, critical when joining today's workforce. Lansing Community College is one of the largest community colleges in Michigan, serving more than 23,000 students and consistently named one of Michigan's best community colleges.



Advancing Public Health

Emergent partnered with Direct Relief to donate 318,440 packs of Vivotif[®], its oral typhoid vaccine. Direct Relief delivered this donation to regions with the greatest need, including Pakistan, where the extensively drug resistant (XDR) Salmonella Typhi strain has remained prevalent since 2016 due to insufficient access to clean water, and poor sanitation and hygiene practices. With each pack containing all four capsules needed for one individual's vaccination, this donation impacted 318,440 people.

Protecting Those That Protect Us

Emergent supported Baltimore Station's Giving Tuesday Campaign and donated \$15,000 which enabled Baltimore Station to purchase a new van to transport elderly and disabled clients to and from activities or appointments. Baltimore Station is a non-profit organization with innovative therapeutic residential and outpatient treatment programs, supporting veterans who are overcoming obstacles to regain self-sufficiency due to substance abuse disorders. In 2021, Baltimore Station served 258 residents through meal services, beds, alternative therapies and programs for workforce development, clinical treatment, and other community-based programs.



Volunteerism - Return to Service Week

In December 2021, Emergent began transitioning back to in-person volunteering activities with Return to Service Week. In five days, 127 employees across the globe volunteered 348 hours. Employees were excited to see friendly faces at local organizations such as The Baltimore Station, The Greater Lansing Food Bank, Siloam Mission, MANNA (Metropolitan Area Neighborhood Nutrition Alliance), Coastkeepers, Interfaith Social Services, Harvest Manitoba,

and Heitere Fahne, where all in-person volunteering had been halted due to the pandemic. Our Regional Corporate Social Responsibility (CSR) Teams finished the year strong with in-person as well as virtual events and continued to engage employees through volunteerism.

MANNA, Philadelphia



CoastalKeepers, San Diego



The Baltimore Station, Baltimore



Interfaith Social Service, Canton



Heitere Fahne, Bern



Return to Service, Bern



Appendix

Appendix

2021 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, 2021, unless otherwise noted. 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.

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	2021 ESG Report Clinical and Pharmacovigilance, Page 14	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.	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


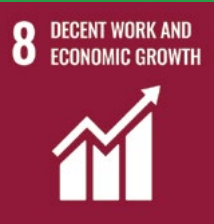



Percentage change in: (1) average list price and (2) average net price across U.S. product portfolio compared to previous year	2021 ESG Report Access to Medicine, Ethical Marketing, and Product Pricing, Page 19 . Additional details on this metric would potentially reveal competitive information given 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	2021 ESG Report Access to Medicine, Ethical Marketing, and Product Pricing, Page 19 . 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 database	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	One. Quality in Our Camden Facility, Page 11 .	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	2021 ESG Report - Access to Medicine, Ethical Marketing, and Product Pricing, Page 19 - Enterprise Risk Management; Ethics and Compliance, Page 36 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	2021 ESG Report - Access to Medicine, Ethical Marketing, and Product Pricing, Page 19 - Enterprise Risk Management; Ethics and Compliance, Page 36 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	2021 ESG Report - Our People, Pages 25-34	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	2021 ESG Report - Access to Medicine, Ethical Marketing, and Product Pricing, Page 19 - Enterprise Risk Management; Ethics and Compliance, Page 36 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) 12 marketing products in our portfolio and 2) approximately 12 products and devices in development, Page 6-7	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
 <p>3 GOOD HEALTH AND WELL-BEING</p>	<p>Goal 3. Ensure healthy lives and promote well-being for all at all ages</p>	<p>2021 ESG Report</p> <ul style="list-style-type: none"> - Who We Are: Protecting Against Public Health Threats, Pages 5-7 - Access to Medicine, Ethical Marketing, and Product Pricing, Page 19 - Our Environment, Health & Safety, Page 22 - Our Communities, Page 37
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	<p>2021 ESG Report</p> <ul style="list-style-type: none"> - Our People, Pages 25-33 <p>Emergent Website</p> <ul style="list-style-type: none"> - Careers
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p>Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</p>	<p>2021 ESG Report</p> <ul style="list-style-type: none"> - Who We Are, Page 5 - Public Health Threat Preparedness Response and Solutions, Page 6 - Our Product Quality and Safety, Pages 9-13 - Our Supply Chain, Page 16 <p>Emergent Website</p> <ul style="list-style-type: none"> - About Us
 <p>10 REDUCED INEQUALITIES</p>	<p>Goal 10. Reduce inequality within and among countries</p>	<p>2021 ESG Report</p> <ul style="list-style-type: none"> - Our Supply Chain, Page 16 - Our People (Diversity, Equity and Inclusion), Page 33 - Commitment to Board Diversity, Page 35 - Our Communities, Page 38 <p>Emergent Website</p> <ul style="list-style-type: none"> - Careers
 <p>17 PARTNERSHIPS FOR THE GOALS</p>	<p>Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development</p>	<p>2021 ESG Report</p> <ul style="list-style-type: none"> - Public Health Threat Preparedness Response and Solutions , Page 5-7

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