



EMERGENT®

# ESG<sub>REPORT</sub>

Environmental, Social, and Governance

# 2022

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Our ESG report is primarily based on 2022. All data shown is through December 31, 2022. Some context from 2023 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 30, 2023, and assume no obligation to update or revise the information contained in this Report whether as a result of new information, future events, or any other reason.

# CEO and Board of Directors Letter

Emergent has been a company in transition as our industry and our world adapt to a post-pandemic environment. We have undertaken thorough reviews of our business and operations and taken decisive action that prepares Emergent to continue serving patients and customers in the future.

These reviews are multifaceted, including our governance and training programs, our quality and compliance systems, and how Emergent engages with patients and communities it serves.

Amidst change, Emergent and its employees have never lost sight of our mission to protect and enhance life. We have sought opportunities to expand our impact on public health preparedness through the acquisitions of Tembexa® and Ebanga™, for the treatment of anthrax and Ebola, respectively.

We have also sought ways to expand awareness of and access to opioid overdose reversal treatments like NARCAN® Nasal Spray. In 2022, we continued working with advocacy organizations on the Reverse the Silence campaign to highlight the risks of accidental opioid overdoses and secured priority review by the U.S. Food and Drug Administration on our application to make NARCAN® Nasal Spray the first opioid overdose treatment available over the counter without a prescription.

Even as we sought to expand accessibility through over-the-counter availability, we remained committed to our public interest partners who help ensure products like NARCAN® Nasal Spray reach communities and individuals most in need. We also have donated more than 42,000<sup>1</sup> doses since October 2021.

Emergent is also investing in training and compliance programs to better educate our employees on what is expected of them and the company. We are taking measurable steps to improve our quality systems to ensure we are meeting our regulatory requirements and our own high standards.

This report focuses on what the company achieved in 2022, but we have continued to take actions that will impact how Emergent continues to fulfill its mission. In September 2023, Emergent celebrated its 25th anniversary. From just a single product, Emergent has grown into a company that has made a positive impact on millions of lives worldwide.

As we look to the next 25 years, we are optimistic about the future. Emergent is a company that has built a culture unafraid to do or take on big challenges and one that has never lost focus on its people or its mission.

Thank you for reading this report. We look forward to continuing to update you on our progress.

*Haywood Miller, Interim Chief Executive Officer*

*Zsolt Harsanyi Ph.D., Independent Director, Chairman of the Board*

<b>Zsolt Harsanyi Ph.D.</b>	Independent Director, Chairman of the Board
<b>Sujata Dayal</b>	Independent Director
<b>Keith Katkin</b>	Independent Director
<b>Ronald B. Richard</b>	Independent Director
<b>Louis W. Sullivan M.D.</b>	Independent Director
<b>Marvin White</b>	Independent Director
<b>Kathryn C. Zoon Ph.D.</b>	Independent Director

<sup>1</sup> As of August 2023

# 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 we are prepared, just in case they ever do. As part of our mission, we maintain a critical role in fighting threats such as anthrax, smallpox, botulism, chemical warfare agents, and opioid overdose emergencies. Emergent specializes in developing, manufacturing, and stockpiling Medical Countermeasures (MCMs) for military and civilian populations, as well as governments around the world. We do what we do because we want to create a better, more secure world—one where preparedness protects us from the threats we face.

## **CORPORATE HEADQUARTERS**

- Gaithersburg, Maryland

## **CORPORATE AFFAIRS**

- Washington, DC

## **SCIENCE & 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
- Toronto, Canada

\*Sold to Bavarian Nordic in 2023.

## **OUR MISSION**

To protect and enhance life.

## **OUR CORE VALUES**



### **Lead with Integrity**

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



### **Stand Shoulder to Shoulder**

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



### **Own It Always**

We are engaged and accountable for delivering on our commitments.



### **Breakthrough Thinking**

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



### **Compete Where It Counts**

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

# 2022: Emergent at a Glance

**13**  
Marketed Products

## Molecule-to-Market Services

- Development Services
- Drug Substance
- Drug Product
- Packaging

**\$1.12B**  
Total Revenue  
(full year 2022)

**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 as of December 31, 2022\*

### Government/Medical Countermeasures

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

### Commercial

<b>NARCAN® Nasal Spray</b> (Naloxone HCl)	<b>Vaxchora®</b> (Cholera Vaccine, Live, Oral)	<b>Vivotif®</b> (Typhoid Vaccine Live Oral Ty21a)
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## Science and Development Programs\*\*

Program	External Partners	Current Status	Pipeline Target
<b>CYFENDUS™</b> [Anthrax vaccine adsorbed (AVA), adjuvanted] <sup>2</sup>	BARDA	PHASE 3 (approved July 20, 2023)	INFECTIOUS DISEASE
<b>CHIKV VLP</b> (Chikungunya virus virus-like particle (VLP) vaccine) <sup>***</sup>	NA	PHASE 3	INFECTIOUS DISEASE
<b>UniFlu</b> (Universal influenza vaccine)	NA	PHASE 1	INFECTIOUS DISEASE
<b>WEVEE VLP</b> (Western, Eastern and Venezuelan equine encephalitic VLP)	NA	PHASE 1	INFECTIOUS DISEASE
<b>EBS-Lassa</b> (rVSV-vectored vaccine for Lassa fever) <sup>3</sup>	CEPI	PHASE 1	INFECTIOUS DISEASE
<b>EBS-Marburg</b> (rVSV-vectored vaccine for Marburg virus disease) <sup>3</sup>	NA	PRECLINICAL	INFECTIOUS DISEASE
<b>EBS-Sudan</b> (rVSV-vectored vaccine for Sudan virus disease) <sup>3</sup>	NA	PRECLINICAL	INFECTIOUS DISEASE
<b>PanEbola</b> (humanized chimeric monoclonal antibody cocktail for Sudan ebolavirus disease – PanEbola potential)	NA	DEVELOPMENT	INFECTIOUS DISEASE
<b>Vaxchora</b> (Cholera Vaccine, Live, Oral) <sup>***</sup>	NA	PHASE 4 (infants)	INFECTIOUS DISEASE
<b>Tembexa</b> (brincidofovir)	BARDA	PHASE 1 (bioequivalence)	INFECTIOUS DISEASE
<b>Ketamine</b> (Analgesic ketamine)	USAMMDA	DEVELOPEMENT	PAIN MANAGEMENT
<b>AP003</b> (Naloxone multidose nasal spray)	NA	PHASE 1	SUBSTANCE USE DISORDER
<b>CGRD-001</b> (Pralidoxime chloride/atropine auto-injector)	DoD	DEVELOPMENT	NERVE AGENT ANTIDOTE
<b>EGRD-001</b> (Diazepam auto-injector)	DoD	DEVELOPMENT	NERVE AGENT ANTIDOTE
<b>SIAN</b> (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. \*\*\*Sold to Bavarian Nordic in 2023.

<sup>1</sup>Trobigard is not approved by the FDA and is procured by authorized government agencies under special circumstances. <sup>2</sup>Formerly known as AV7909, CYFENDUS™ (Anthrax Vaccine Adsorbed, Adjuvanted) was approved by the U.S. FDA on July 20, 2023. <sup>3</sup>rVSV – recombinant Vesicular Stomatitis Virus.



# Our Environmental, Social, and Governance (ESG) Approach

Since 2020, Emergent has annually reported on environmental, social and corporate governance (ESG) matters under the responsibility of the Vice President, Assistant Treasurer reporting into the Chief Financial Officer (CFO), with oversight from the Nominating and Corporate Governance Committee. Within the next year, we intend to create a dedicated role within our organization to manage this work full-time, reinforcing our commitment to ESG progress at Emergent.

In addition to creating and publishing Emergent's annual ESG report, this new role will work with core stakeholders across the organization to evolve and implement a multiyear ESG strategy that supports our mission.

Our Nominating and Corporate Governance Committee will continue to oversee ESG efforts, with executive sponsorship from the CFO and Executive Vice President of External Affairs and General Counsel.

## 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 (SASB) standards focused on the healthcare, biotechnology, and pharmaceutical industries.

## ESG Priority Issues

Since conducting our first materiality assessment in 2020, Emergent and the world have changed significantly. To ensure our priority issues support business needs and meet stakeholder expectations, we intend to reassess our priorities in the coming year and will adjust our ESG strategy as needed.



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

Since our founding, we have been steadfast in our commitment to product quality, patient safety and regulatory compliance. Over the last two decades, we have dedicated ourselves to delivering on our mission to protect and enhance life through our scientific and technical expertise and by emphasizing quality and compliance excellence.

In 2022, the U.S. Food and Drug Administration (U.S. FDA or agency) inspected our Camden facility in Baltimore, Maryland. They noted inspectional observations and subsequently issued a warning letter. A warning letter<sup>1</sup> is issued for violations of regulatory significance and is the agency's principle means of achieving prompt voluntary compliance with the Federal Food, Drug and Cosmetic Act. We took immediate action to make the necessary remediations and improvements at the Camden facility, and have been providing updates to the U.S. FDA, including information to ensure that our facility is manufacturing quality products in compliance with applicable regulatory requirements.

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.



<sup>1</sup>Sold to Bavarian Nordic in 2023.

<sup>1</sup> In October 2023, Emergent received a "Warning Letter close-out letter" regarding its Camden facility stating that Emergent has adequately addressed the violations contained in the August 2022 Warning Letter. The inspection is considered closed.



# 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 applicable requirements. The site quality leads have an independent reporting relationship with senior management, allowing visibility into operational activities and providing a direct escalation path for quality risks or issues.

Throughout 2022, as part of our overall commitment to enhance the governance oversight related to our manufacturing and quality operations, our board of directors convened a special committee on manufacturing and quality oversight, all composed of independent directors. The committee oversees all aspects of manufacturing and quality operations, including quality systems, compliance with CGMPs, medical device Quality System Regulations (QSRs), and other legal and regulatory requirements related to the quality of the drugs and medical devices we manufacture. They hold regular update meetings with management and regularly report to the full board on oversight activities.

Additionally, in July 2022, we appointed a new independent director, Sujata Dayal, to our board of directors and the special committee. Ms. Dayal has extensive experience in healthcare compliance within the pharmaceutical and medical device industry.

# 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, efficacy, and quality 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 are fully trained in their duties as appropriate to their job function. We use a learning management system (LMS) to schedule, document, monitor, and track training activities and provide summary reports for employees and management.

Emergent's audit program, which consists of internal and external audits, is reviewed and approved annually. Through our 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 regulatory requirements. 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 of our activities.

## Integrity in Action Week

In November 2022, Emergent celebrated its first ever "Integrity in Action Week" to strengthen our company-wide commitment to quality, ethics, and compliance. With the objective of reinforcing a collective commitment to our values, including our newest core value, Lead with Integrity, the week's activities were designed to motivate, educate and inspire colleagues around our culture journey. Key elements of the week included renowned external speakers, who spoke on the benefits of psychological safety, as well as a special session as part of our INSPIRE series for people managers focused on creating an environment of trust and engaged ownership in the workplace. Emergent is committed to continuing "Integrity in Action Week" on an annual basis.

# INTEGRITY IN ACTION WEEK

# Our Quality Management System

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

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 on 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 reoccurrences. We also determine any product or patient impact from incidents through procedures that identify the potential scope and severity of the impact.

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 revalidated periodically to ensure that it is working as expected. In addition to inspection by regulatory authorities, we routinely conduct internal audits of our operations, systems and processes to continuously improve our QMS. In October 2022, to assure oversight of the overall health and performance of the QMS, we established a new periodic governance mechanism to provide executive management with visibility to the most significant quality and compliance issues and risks across the company.



<sup>1</sup> 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. <sup>2</sup> 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. <sup>3</sup> Pharmacopoeias are a collection of standards and quality specifications for medicines used in a particular country or region. <sup>4</sup> The Parenteral Drug Association is the leading global provider of science, technology, and regulatory information and education for the pharmaceutical and biopharmaceutical community.

# Medical Affairs

Medical Affairs plays a crucial role at Emergent, serving as a bridge between the company, governments, the medical community, and healthcare providers.

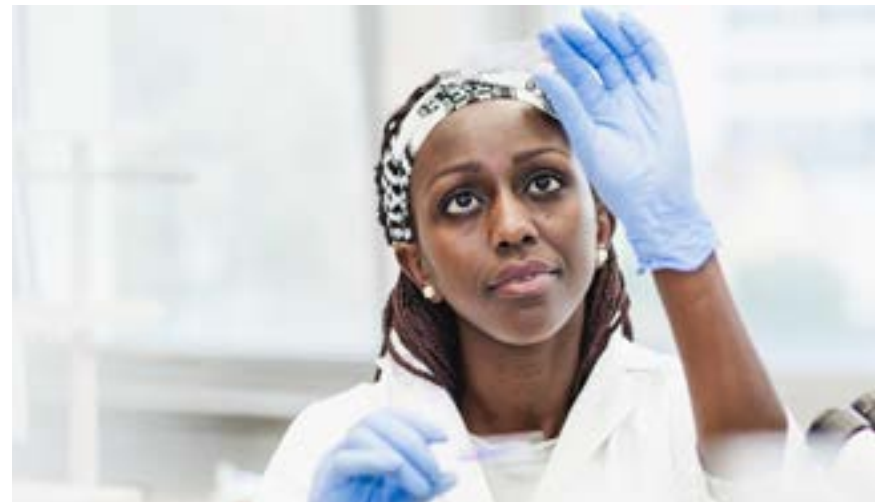
Medical Affairs is responsible for:

- Effective scientific communication with medical policy decision makers, healthcare professionals, key opinion leaders (KOLs), and regulatory bodies.
- Medical education to keep our partners informed about product use and the latest medical and scientific advancements.
- Clinical trials support to aid the study process for scientific rigor and ethical conduct.
- Balanced medical information to provide accurate and up-to-date, data driven medical information about the company's products to healthcare providers.
- Health Economics and Outcomes Research (HEOR) to demonstrate the value and cost-effectiveness of emergency preparedness.
- Supporting regulatory submissions and approvals as required.
- Developing medical strategy to identify medical gaps, patient needs, and scientific development and collaborations.
- Effective publication planning to inform our scientific partners of our advances in science and development.
- Surveillance and monitoring real-world data and post-marketing studies to evaluate the long-term safety and efficacy of our marketed products.
- Ensuring adherence to the promotional standards of national and international trade bodies.

Medical Affairs strives to develop and communicate clear ethical guidelines and principles that govern all aspects to enhance patient safety, data integrity, unbiased communication, scientific rigor, and compliance globally. We offer ethics training and education, and embrace transparency and disclosure of our interactions with healthcare professionals, patients, and other medical advisory stakeholders. We operate under a robust anti-bribery and anti-corruption policy and we disclose financial relationships with external partners.

Our patient centric focus is backed by Emergent's commitment to equity and diversity and adheres to data privacy and security policies. We work collaboratively with non-governmental organizations to address healthcare disparities, to help improve access to medicines, increase disease awareness, and contribute to social initiatives that align with the company's mission and values.

The Medical Affairs performance management process defines and tracks key performance indicators related to ethics, governance, and social responsibility to ensure alignment with ESG best practices.



# Clinical Development

The Clinical Development department is staffed by expert physicians, scientists, clinical research professionals and biostatisticians and data scientists who manage pre- and post-authorization activities (e.g., post-marketing commitments) for our products. The primary function is to maintain participant/patient safety and scientific and data integrity in the design, setup and conduct of clinical trials for potential treatments. We collaborate closely with cross-functional departments to ensure the clinical trials are conducted in compliance with strict ethical and regulatory requirements. Clinical trial protocols and related study documents are submitted and reviewed by regulators and ethics boards prior to implementation.

The clinical development plans for each program are carefully designed to support Integrated Product Development Plans (iPDP). As applicable, KOLs are consulted in the design and development of clinical trial protocols in addition to the clinical development plan. Both internal and external collaborations ensure the study concept, planned oversight and execution are set up with appropriate methodology for quality data collection and analysis. In addition, these collaborations act to identify program level risks and to ensure planned mitigations are in place. Our department and standard operating procedures (SOPs) are structured to optimize resources within each program, to enable operational efficiency within the study team and to guarantee oversight of external vendors involved in study conduct and result generation. We actively evaluate innovative trial design and development plan concepts to pressure test their ability to bring medicines to market sooner or to fill an unmet need. Ultimately, the goal of the clinical development department is to generate high-quality clinical evidence to evaluate the safety and efficacy of Emergent's investigational products with the aim of making these treatments available to patients in need.





# Pharmacovigilance

Pharmacovigilance (PV) is the science and activities relating to the detection, assessment, understanding and prevention of adverse effects or any other medicine/vaccine related problem. At Emergent, our approach to PV and patient safety is designed to identify safety signals early and maximize benefits to patients while minimizing risks. To do this, we maintain a highly structured set of SOPs. The Global Clinical Quality group and authorized contractors conduct internal and external audits of PV activities, ensuring objectivity and independence from operations. Maintaining patient safety is at the heart of our comprehensive procedures.

Our PV department is staffed by expert physicians and scientists who monitor our products throughout their life cycle. Several departments support these 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, part of the Global Quality organization, which is responsible for the overall management of the quality of the PV system.

These groups and other functional areas meet regularly to review qualitative and quantitative safety information for each of our products, 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. We also evaluate safety information from all sources 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 within 24 hours following the individual's first knowledge, and are trained annually on how to report. In the case of adverse drug reactions, experts in safety and PV department, along with product review

committees, evaluate the data 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 have risk management and mitigation strategies in place to respond, which could include 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 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.

## 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 and 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 suppliers 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 authorities, material evaluation and qualification, among others.

## 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 using 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.

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 U.S., the Falsified Medicines Directive in the European Union, and other relevant requirements in jurisdictions where Emergent conducts business.

# Partnering with Small and Diverse Companies

Cavalier Logistics is a veteran owned small business with over 37 years of experience. Since 1986, Cavalier has been a leading force in the logistics industry. They expanded capabilities in 2004 when they began their Biopharma Division, which has grown exponentially over time, putting them amongst industry leaders in temperature-controlled logistics.

“We believe that increased spending with diverse suppliers leads to greater representation, employment and economic advancement for diverse and small business communities. In turn, new suppliers promote innovation through new products, services and solutions,” says Sema Osman, Cavalier employee. “In many cases small companies are far more agile than their larger counterparts and Cavalier takes pride in our ability to react to customer needs with tailor-made solutions.”

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.



<sup>1</sup><https://www.sba.gov/federal-contracting/contracting-guide/size-standards>

# 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.

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 is no commercial market. Our primary MCM customers are government agencies, and for over 20 years, we have provided the U.S. and allied governments with a high-quality and reliable supply of MCMs, including anthrax and smallpox vaccines, therapeutics, and related products. We have also collaborated on development programs focused on serious infectious diseases and other public health priorities.

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 protect and enhance life.

Our internal processes require cross-functional governance and review of pricing decisions. Across our portfolio, we may provide access by offering our products at a discount or free of charge. In the U.S., 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, medical, regulatory, and ethical standpoint. We also conduct regular employee training on ethical marketing practices and compliance.

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



# NARCAN® Nasal Spray

In December 2022, the U.S. FDA accepted Emergent's supplemental New Drug Application (sNDA) for NARCAN® (naloxone HCl) Nasal Spray as an over-the-counter (OTC) emergency treatment for known or suspected opioid overdose and granted priority review.

Drug overdose remains the leading cause of accidental death in the U.S. According to the CDC's National Center for Health Statistics, drug overdose deaths nationwide hit a new record in 2022. Preliminary data shows there were an estimated 108,500 drug overdose deaths in the U.S. in a 12-month period ending December 2022. 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® Nasal Spray.

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.

## Donating NARCAN® Nasal Spray

Emergent is committed to supporting the needs of society through product donations, including donations of NARCAN® (naloxone HCl) Nasal Spray, to non-profits, schools, universities and colleges, public libraries and YMCA's in the United States. Through Direct Relief, our third-part non-profit partner, Emergent donates NARCAN® Nasal Spray on an as-available basis.

**In 2022, Emergent donated 13,357 units (26,714 doses) of NARCAN® Nasal Spray.**

Through Direct Relief, these donations reached:



**1,415**

**SCHOOLS, UNIVERSITIES/COLLEGES, LIBRARIES AND YMCA'S ACROSS 33 STATES**



**134**

**NON-PROFIT ORGANIZATIONS AND CLINICS ACROSS 32 STATES AND PUERTO RICO**

## Donating BAT® in Ukraine

In early 2022, we received an urgent letter from the Ukrainian Ministry of Health (MoH) requesting our BAT® [Botulism Antitoxin Heptavalent (A, B, C, D, E, F, G) – (Equine)] product. Many regions in Ukraine suffer botulism outbreaks, and the ongoing war with Russia had depleted the MoH's public health resources.

Our teams worked swiftly to review the request, assess different options, and determine how to fulfill the shipment – a great logistical challenge given the ever-changing circumstances across Ukraine, as well as the temperature requirements for the product. Ultimately, we were able to deliver 200 vials of BAT® in a time of great need.

# Environment, Health, and Safety



## Environment, Health, Safety and Sustainability 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.

In 2022, to further develop our environmental sustainability strategies, we collected data on Scope 1 and Scope 2 greenhouse gas (GHG) emissions associated with our material operations. This is the first step to 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.

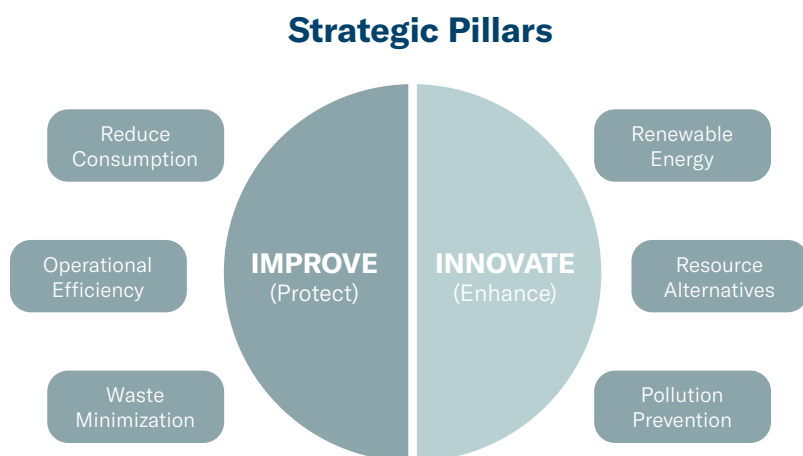
## Strategic Pillars

We have developed an environmental sustainability 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.

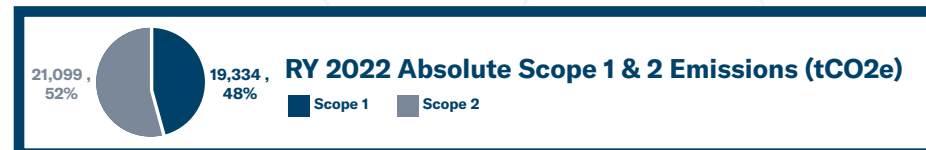


## 2022 Scope 1 and 2 Emissions<sup>1</sup>

Our first step in taking action against climate change is to understand our footprint. The following data for 2022 provides a baseline year. Taking extensive efforts to provide an accurate representation of our carbon dioxide equivalent (CO<sub>2</sub>e), we have determined our Scope 1 and 2 emissions using 99% activity-based data. This is the most accurate method and will provide us with the detailed information necessary to make changes. We have also begun a preliminary modeling of our Scope 3 emissions. More analysis is underway to ensure we provide data that is accurate and relevant to our business.

In addition to greenhouse gas emissions, we are monitoring our water consumption. Availability and access to clean water is a basic human need and a global challenge. We are committed to being good stewards of the water we use to make our products, from the amount we use to protecting water quality in the communities in which we operate.

Media	Description	2022
Scope 1 Carbon Emissions	Absolute Scope 1 carbon emissions	19,334 tCO <sub>2</sub> e
	Direct emissions from fixed sources	19,102 tCO <sub>2</sub> e
	Direct fugitive emissions	233 tCO <sub>2</sub> e
Scope 2 Carbon Emissions	Absolute indirect emissions from electricity consumption	21,099 tCO <sub>2</sub> e
	Location based GHG emissions	21,099 tCO <sub>2</sub> e
Scope 1 & 2 Total	Absolute Scope 1 & 2 carbon emissions	40,434 tCO <sub>2</sub> e
Scope 1 & 2 Emissions Intensity	Carbon emissions per full-time employee	13.6 tCO <sub>2</sub> e / employee
Energy	Absolute electricity consumption	69,237 MWH
	Absolute natural gas	303,436 MCF
Water	Absolute onsite water usage	518,461 m <sup>3</sup>



<sup>1</sup> Organizational boundaries for environmental performance include all owned sites and leased facilities where Emergent has operational control. Units: tCO<sub>2</sub>e: tons of carbon dioxide equivalent; MWH: megawatt hour; MCF: one thousand cubic feet; m<sup>3</sup>: cubic meter. Scope 1 emissions associated with process emissions were not calculated for this reporting year. Emergent has partnered with a 3rd party carbon accounting group to provide the latest carbon emission data leveraging guidance provided by internationally recognized methodologies and accounting frameworks, including but not limited to, GHG Protocol, ISO 14064-1:2018, ADEME (French environment and energy management agency) Bilan Carbone, and more. Data represents information available as of 31 March 2023, including certain estimates and assumptions. Historical estimates may periodically be subject to revision due to data source restatements and updates to methodology. Since the figures in the table are rounded, the breakdown totals may not always coincide with the overall totals.

# 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 efforts to continually improve 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.

	2020	2021	2022
<b>TRIR<sup>1</sup></b>	0.58	0.97	0.76
<b>DART<sup>2</sup></b>	0.42	0.69	0.53
<b>LTIR<sup>3</sup></b>	0.19	0.44	0.20

Data represents information available as of 31 March 2023, including certain estimates and assumptions. Historical estimates may periodically be subject to revision due to data source restatements and updates to methodology.

## Success Story



Our employees are key to achieving long-term sustainability, both as an enterprise and the world as a whole. Providing electric vehicle charging at six major locations with 13 stations adds an important option and added convenience for our employees. We recognize the contribution of employee commute to our scope 3 emissions and embrace technologies that support our efforts to reduce our carbon emissions. Giving employees access to charging gives them the peace of mind to switch to electric.

<sup>1</sup> 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, <sup>2</sup> 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 and <sup>3</sup> Lost Time Incident Rate or LTIR, a subset of TRIR and a measure of injuries severe enough that the employee could not work.

# Our People

Our people are our most valuable asset 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.

## Competency Model

Developed through our partnership with Korn Ferry, our competency model is the backbone of our employee processes, including talent acquisition, learning and development, performance management, career development, and succession planning.

## Workforce Planning and Development

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

## Talent Acquisition and Onboarding

Our team is focused on hiring and onboarding 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 perspectives from their teams regarding capabilities required to deliver against goals. In consultation with human resources, executive-level managers then outline

staffing needs based on business priorities and develop a go-forward recruitment plan that talent acquisition executes against. We also have a quarterly process in place to evaluate new and existing hiring requests and priorities as business challenges, needs, and opportunities shift.

At Emergent, we encourage employees to explore open roles throughout the organizations for career development and/or promotion opportunities. In 2022, more than 140 employees changed roles and continued to make a positive impact on our business. 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, Getting Hired RecruitMilitary and DiversityJobs, local and virtual job fairs, university and alumni networks, employee referrals and direct sourcing efforts. The Talent Acquisition team continues to explore options to partner with our employee resource groups to build awareness externally about Emergent's mission and career options. For example, in partnership with our veterans ERG, we advanced our involvement in the Skillbridge program with the Department of Defense, which provides opportunities for internships for exiting military members.

Increased remote and hybrid work options across Emergent continued to strengthen our ability to engage candidates and diversify our pipeline. Through our recruitment activities, we strive to present a diverse slate of candidates. In 2022, 62 percent of director level and above roles were filled by candidates who identified as a female or person of color.



# Our People

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 onboarding program (ARRIVE) successfully onboarded 600 new colleagues in 2022 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. We also solicit feedback from our new hires about the recruiting process through ARRIVE, which helps to inform how efficiently our talent acquisitions process is working and incorporates suggestions to attract the best candidates.



# Hybrid Workplace

Though the COVID-19 pandemic accelerated Emergent's development and implementation of a robust remote work program, we began exploring the use of such program in 2019 as a mechanism to strengthen business outcomes, attract and retain employees in an increasingly competitive marketplace, and address space constraints. Since 2021, we have operated in a fully hybrid global workplace model. Complete with policies, procedures, and resources created by a cross-functional team to support employees regardless of physical location, our hybrid workplace has:

- Expanded opportunities to retain key talent as employees' personal needs may require them to relocate, further supporting work life balance.
- Broadened the markets and communities from which Emergent recruits, supporting diversity, equity, and inclusion efforts to ensure diverse candidate slates.
- Increased emphasis on connection, driving more touchpoints with teams, departments, and the organization as a whole.

Additionally, Emergent has continued to promote an environment of openness, connection, collaboration, and engagement, including through:

- Small, open format discussions with senior leaders, promoting transparency and keeping employees connected to the business and each other.
- Increasing comfort level using virtual forums, bringing employees with shared interests together.
- A combination of enterprise and local all-employee meetings held across the enterprise, including all-employee webcasts.
- All-employee guest speaker series featuring inspirational individuals highlighting Emergent core values.



# Employee Development

We have a core commitment to employee development, which drives the 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. In 2022, we delivered 63 instructor-led workshops to 1,100 employees. We introduced additional programming from the NeuroLeadership Institute (INCLUDE: The Neuroscience of Smarter Teams). Programs available to all employees included:

- **Behavior Based Interviewing** – How to ask questions that generate data about how a candidate demonstrates the values and behaviors needed for success at Emergent.
- **Everyday Engagement** – How to cultivate enthusiasm in the workplace for self and others; an overview of the Gallup Q12 employee engagement model.
- **FOCUS: The Neuroscience of Thriving** – How to improve productivity, resilience, connectedness, and well-being, especially during change.
- **Giving and Receiving Feedback + Asking for Individual Contributors** – How to gain perspective about strengths and development opportunities to drive individual engagement, learning, and performance.
- **INCLUDE: The Neuroscience of Smarter Teams** – How to leverage diversity to power team performance and strengthen belonging in everyday interactions.
- **Leadership Architect** – How to invest strategically in development to maximize personal growth and align with business priorities.

We emphasize learning from job experiences because that is where most learning inside organizations takes place: through interactions, informal training, and daily job activities. Since rolling out LinkedIn Learning in 2020, we have seen a year-over-year increase in use. In 2022, more than 1,200 employees consumed almost 7,000 hours of virtual, self-paced development content. Popular topics include leadership, career management, emotional intelligence, time management, project management, and Microsoft Excel.

In addition, regular, full-time employees are eligible for tuition reimbursement for the continuance of formal education for undergraduate and graduate degrees. Emergent provides up to \$5,250 per year in educational expenses as a tax-free benefit.



# Leadership Development

Emergent's journey to invest in leadership at every level began several years ago and two flagship, cohort-based, leadership development programs are at the heart of ensuring people leaders are skilled and motivated to excel in their current role and prepared to succeed in future roles. Emergent LeaderSolutions and Emergent ManagerSolutions are sponsored by our executive team. In partnership with Andiron, they are designed to drive company mission, vision, and values, delivered by best-in-class faculty, and rest on research-based frameworks and tools.

- **Emergent ManagerSolutions** – Objectives: articulate expectations for mid-level leaders; enhance competence and confidence to meet expectations; connect people managers across the business; drive self-awareness and emotional intelligence; provide a skillset and toolset for manager effectiveness, with a focus on coaching.
- **Emergent LeaderSolutions** – Objectives: understand, shift, and expand mindsets; explore how to assume responsibility in ways that empower others; lead with know-how and inspiration; understand how to establish and maintain relationships; evolve culture aligned with strategy; think strategically; lead in a hybrid world.

In addition to workshops that are available for all employees, people managers participate in these instructor-led courses:

- **Conversations that Count** – How to build relationships and trust by asking powerful questions: gain info, identify obstacles, agree on a path forward.
- **Cultivating Break Through Thinking** – How to create an environment that fosters nimble learning and encourages innovation.
- **Managing and the Law** – How to create an open, safe environment and what to do if employee relations issues arise.
- **Selecting Talent** – How to implement an effective and efficient plan to attract, interview, and select top talent.





# Annual Performance Reviews and Development Reviews

The annual performance 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. Emergent's recognition platform supports connection with colleagues and applauds coworker modeling of Emergent's core values and leadership competencies.

Emergent offers peer to peer appreciation through ecards. People managers can nominate a colleague for one of our five point based Recognize Achievement Awards for outstanding performance for the following:

- **Exemplifying ethical behavior**
- **Strengthening a business relationship**
- **Growing a new product or service**
- **Improving the customer relations**
- **Anticipating a problem and taking steps to mitigate**

These recognition options continue to be well received and used throughout the company.



# 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. It:

- 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.

Emergent provides multiple resources to assist employees with mental health needs, including having a robust Employee Assistance Program (EAP) with LifeWorks and Talkspace. Emergent has added online therapy sessions for employee dependents 18+ in 2022. Employees have access to a dedicated, licensed therapist via private messaging or live video; their dependents also now have access.

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<sup>1</sup> each full-time employee 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:

- Aligned with life sciences best practices to attract, retain, and motivate top talent.
- Provide employees with the flexibility to address demands outside the workplace.
- Aligned with our objectives of maintaining a diverse, empowered workforce.
- Create proper incentives for employees to take care of their health and 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).



<sup>1</sup> Subject to local conditions and requirements

# Employee Engagement

We believe 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. 1,017 employees have attended a session as of December 31, 2022.
- 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 and 2022 to support continuous employee input and dialogue on impactful areas of focus such as employee development, recognition, communication, clarity in job expectations, prioritization, innovation, remote 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, in 2022, 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.
- In 2022, we launched INSPIRE - a virtual, executive-led discussion series for managers, designed to strengthen manager engagement, effectiveness, and overall leadership skills. The program was well received and attended by over 500 people managers. Additional sessions are planned for 2023. An online community complements live discussions and is utilized year-round for communication, connection, and learning.

Throughout 2022, Emergent hosted “Innovation Hours” focused on sparking creativity, generating ideas, and developing skills that contribute to breakthrough thinking. This included five book clubs, two networking sessions, and three workshops. We also hosted two “Innovation Day” events that featured poster sessions, breakout discussions centered around compliance and innovation, embracing learning opportunities, and understanding intellectual property.

# 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 a Culture of Belonging

Emergent celebrates diversity through appreciation and recognition of contributions highlighted during national/global holidays and observances: Dr. Martin Luther King, Jr., Black History Month, International Day of Women and Girls in Science, Women's History Month, Arab-American Heritage Month, Mental Health Awareness Month, PRIDE Month, Juneteenth, National Day of Service and Remembrance, Hispanic Heritage Month, Native American Heritage Month, Veterans Day.

## Employee Resource Groups

In 2021, we launched three inaugural employee resource groups (ERGs) to support and engage women, veterans, our Black/African American colleagues and their 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.

These initiatives have matured and expanded in 2022 including internal and external communication campaigns highlighting member stories and celebration of inclusion and belonging, volunteerism in local communities, and enterprise-wide recognition of Military Appreciation Month, Women's History Month, and Black History Month.

## Diversity Mentorship

At Emergent we rise by lifting others. In 2022, we partnered with our senior leaders and employee resource groups to pilot - Rise, Emergent Mentor Program. This six-month program paired 78 colleagues from every level of the organization, across more than eight sites and 10 functions to help each other learn and grow through mentoring. ERG mentees and leaders were excited to build their networks, establish deeper connections with colleagues and expand their knowledge and understanding of different parts of the business.

## Inclusion Training

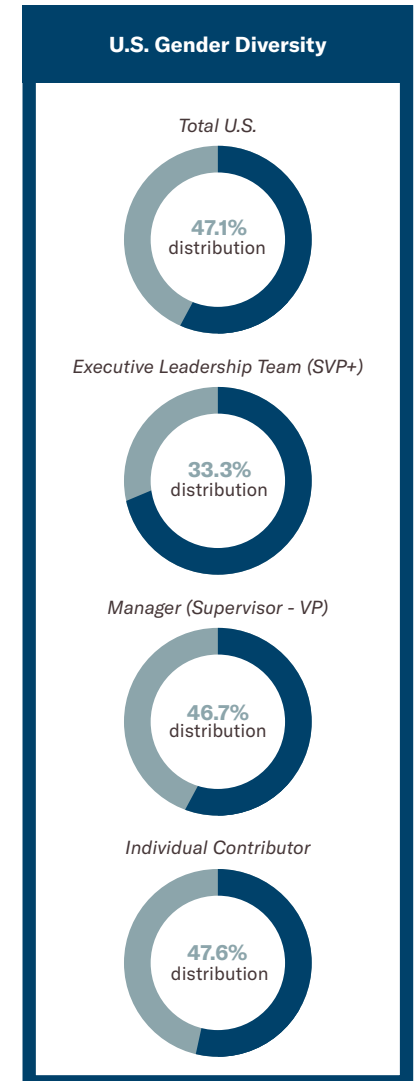
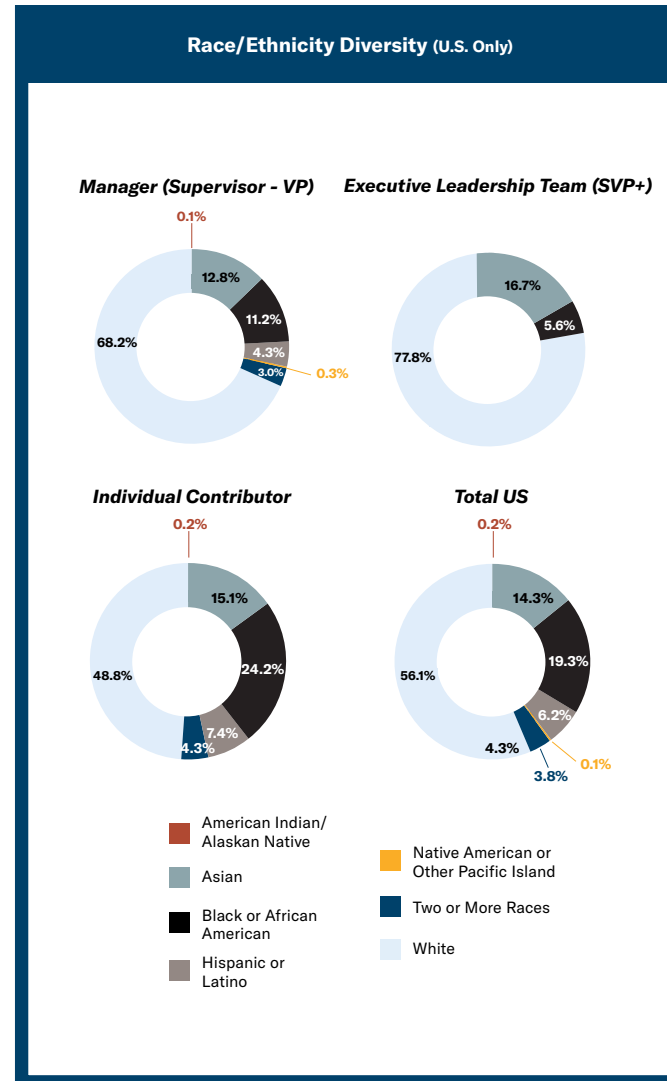
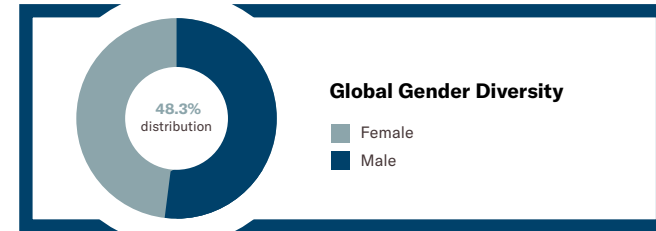
Through our ongoing partnership with the NeuroLeadership Institute we expanded our portfolio to reflect our commitment to DEI with the introduction of INCLUDE: The Neuroscience of Smarter Teams. This blended program is delivered over the course of four weeks. Over 230 employees participated in 2022.

## Our Recruitment and 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 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 for underrepresented groups, to partnering with veteran groups for employment opportunities for transitioning veterans, our DEI efforts extend beyond the walls of Emergent into the communities where we live and work. In 2022, we supported nearly two dozen charitable organizations across North America whose work focuses on helping underserved populations.



# 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 directors' 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 several standing committees (list as of December 2022. For most up-to-date list, visit the Investor section of Emergent's website):

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 is available on the investor section of our website under "Governance." In addition, we provide detailed corporate governance information, disclosures, and data in our annual proxy statement to our shareholders filed with the U.S. Securities and Exchange Commission.



# Commitment to Board Diversity

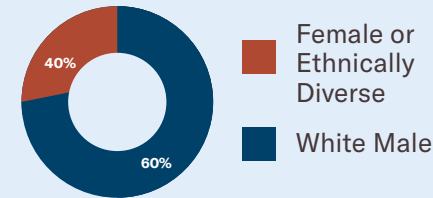
We believe that diversity is critical at all levels throughout our organization to ensure effective operations, corporate governance, and risk oversight. From our employee base to our board, we strive to build a team that represents diverse attributes, characteristics, and experiences. In our guidelines on corporate governance, we have committed 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, compliance, corporate oversight, and executive compensation to healthcare and scientific research, pharmaceutical product development and licensing, marketing, distribution, public relations, and more.

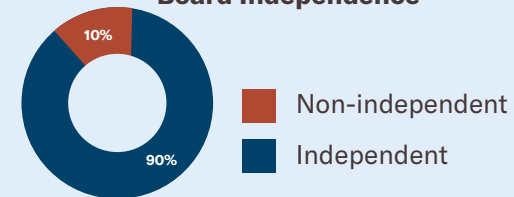
At publication of this ESG report, our board is comprised of seven directors, all of whom are considered independent according to the applicable New York Stock Exchange listing rules. Previously, our only non-independent director was our former president and CEO, Robert Kramer, who stepped down from his role as president and CEO and as a member of the board in June 2023.

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 December 2022*

# Enterprise Risk Management; Ethics and Compliance

Our management operates a rigorous enterprise risk program consisting of the:

- Identification of risks to Emergent's corporate strategies.
- Assessment of the risks in terms of their potential impact on the business 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.

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 policy
- 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 annually complete ethics and compliance training.

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.

# Business Continuity and Incident Management

Business Continuity plans are maintained for each of Emergent's manufacturing and manufacturing support sites. Having these plans in place is just one of the many components of Emergent's overall resiliency efforts. Following the internationally recognized ISO 22301 business continuity standard – which specifies the structure and requirements for implementing and maintaining a business continuity management system -- sites are challenged to consider the potential impacts unforeseen business disruptions could have on operations. Our policy requires that we review site business continuity documentation at least every two years, with ad hoc updates occurring as needed. In 2022, business continuity plans were updated for 11 of the 12 in-scope Emergent Facilities. The remaining facility will be updated in 2023.

As of 2022, Emergent has identified and catalogued relevant business continuity information for 787 critical functions and/or processes across the enterprise. For each identified critical function and/or process, subject matter experts provided information related to recovery time objectives, potential risks, recovery options, required inputs and outputs, temporary operating procedures, organization impacts, critical equipment, and information technology systems used to support the identified function.

As a companion to Emergent's business continuity plans, Emergent maintains site incident management plans modeled after the United States National Incident Management System (NIMS) and Incident Command System (ICS). Site incident management plans provide the structure and tools necessary to quickly respond to unexpected events, coordinate resources, and track goals when working toward recovery. Each site has a dedicated Incident Management Team, which typically consists of the site leadership team and other members as needed. Following updates in 2022, each site leadership team had the opportunity to participate in refresher training and to complete a scenario-based exercise, during which, teams worked through one of the templates included in the site incident management plan.



# 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 Corporate Social Responsibility

In 2022, we expanded our corporate social responsibility (CSR) program, Emergent GIVES, to include charitable work that aligns with our business priorities at the global level. We introduced two new areas of focus – advancing biosafety and biosecurity, and engaging global communities for preparedness – further enabling Emergent to expand our mission beyond what our products can provide. We completed \$200,000 in donations to organizations in these focus areas in the first year.

In the communities where Emergent operates, our dedication to advancing public health, protecting those that protect us, and educating tomorrow's scientific leaders remains strong with charitable donations and employee volunteerism.

## Engaging Global Communities for Preparedness

One of the first charitable donations made in support of our expanded CSR efforts was to Last Mile Health, an organization whose mission is to save lives in the world's most remote communities. Founded by Liberian civil war survivors and American health workers in 2007 in Liberia, Last Mile Health partners with governments to bring high-quality primary healthcare to millions of rural people through teams of community and frontline healthcare workers. When they are paid, supervised, trained, and well-equipped, community health workers can be essential in preventing, detecting, and responding to disease outbreaks.<sup>1</sup>

Emergent's \$100,000 donation aimed to help Last Mile Health strengthen health systems, upskill the community health workforce and deliver high quality community-based healthcare in four African countries, with a shared commitment to building more resilient health systems and lowering the likelihood of epidemics and pandemics.



<sup>1</sup> Ballard M, Johnson A, Mwanza I, Ngwira H, Schechter J, Odera M, Mbewe DN, Moenga R, Muyingo P, Jalloh R, Wabwire J, Gichaga A, Choudhury N, Maru D, Keronyai P, Westgate C, Sapkota S, Olsen HE, Muthar K, Rapp S, Raghavan M, Lipman-White K, French M, Napier H, Nepomnyashchy L. Community Health Workers in Pandemics: Evidence and Investment Implications. *Glob Health Sci Pract*. 2022 Apr 29;10(2):e2100648. doi: 10.9745/GHSP-D-21-00648. PMID: 35487542; PMCID: PMC9053152.



# Community Partner Spotlights

## Impression 5 Science Center

Impression 5 Science Center is one of Emergent’s longest-standing charitable relationships. Their mission to create dynamic, interactive opportunities for children to play, create, and challenge their understanding of science, extends beyond their walls to include a day camp, workshop series, and partnerships with local schools.

To help the downtown Lansing, Michigan nonprofit celebrate their 50<sup>th</sup> anniversary, Emergent committed \$50,000 over five years. Our donation supports Impression 5 in creating exhibits, special event days, and access opportunities that help children and families in Michigan make meaningful connections to science.

## Travis Manion Foundation

Travis Manion Foundation (TMF) empowers veterans and families of the fallen to develop character in future generations. Partnering with our veterans employee resource group, we supported TMF’s 9/11 Heroes Run across three states – Maryland, Michigan and Pennsylvania – and had employee participants at each event. The event brings communities together to remember and honor those who lost their lives on September 11, 2001 and in the wars since.

Additionally, our Philadelphia office supported TMF’s Back to School Character Day program. Through this, veterans help fill the economic gap by filling backpacks with school supplies, as well as provide a day of character development activities to local youth. Employees raised \$6,415 to contribute to the cause in 2022 – enough to fill more than 200 backpacks.

# METRICS

**29%**  
EMPLOYEE PARTICIPATION

**MORE THAN**  
**\$42,000**  
DONATED BY EMPLOYEES

**MORE THAN**  
**\$1 MILLION**  
IN MONETARY AND  
PRODUCT DONATIONS

**2,832**  
HOURS VOLUNTEERED

# Appendix

# Appendix

## 2022 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, 2022, 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
<b>Safety of Clinical Trial Participants</b>		
Discussion, by world region, of management process for ensuring quality and patient safety during clinical trials	<b>2022 ESG Report</b> Clinical Development, <a href="#">Page 13</a>	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	<b>10-K and 10-Qs</b> All material, legal, and regulatory issues are reported in our annual and quarterly filings	HC-BP-210a.3
<b>Access to Medicine</b>		
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 <a href="#">Our Products</a> and <a href="#">Pipeline</a> 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
<b>Affordability &amp; Pricing</b>		
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	<b>10-K and 10-Qs</b> 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	<b>2022 ESG Report</b> Access to Medicine, Ethical Marketing, and Product Pricing, <a href="#">Page 18</a> . 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	<b>2022 ESG Report</b> Access to Medicine, Ethical Marketing, and Product Pricing, <a href="#">Page 18</a> . 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
<b>Drug Safety</b>		
List of products listed in the Food and Drug Administration's (FDA) MedWatch Safety Alerts for Human Medical Products database	<a href="#">FDA Medwatch Safety Alerts database</a>	HC-BP-250a.1
Number of fatalities associated with products as reported in the FDA Adverse Event Reporting System	<a href="#">FDA Adverse Event Reporting database</a>	HC-BP-250a.2
Number of recalls issued, total units recalled	<a href="#">FDA Recall database</a>	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. Media Statement - <a href="#">Emergent BioSolutions Statement on the Status of its Camden Manufacturing Facility</a>	HC-BP-250a.5
<b>Counterfeit Drugs</b>		
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
<b>Ethical Marketing</b>		
Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	<b>2022 ESG Report</b> - Access to Medicine, Ethical Marketing, and Product Pricing, <a href="#">Page 18</a> . - Enterprise Risk Management; Ethics and Compliance, <a href="#">Page 35</a>  <b>10-K and 10-Qs</b> 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	<b>2022 ESG Report</b> - Access to Medicine, Ethical Marketing, and Product Pricing, <a href="#">Page 18</a> . - Enterprise Risk Management; Ethics and Compliance, <a href="#">Page 35</a>  Our Code of Conduct & Business Ethics as well as the Commercial Compliance Manual provide clear guidance that 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
<b>Employee Recruitment, Development &amp; Retention</b>		
Discussion of talent recruitment and retention efforts for scientists and research and development personnel	<b>2022 ESG Report</b> - Our People, <a href="#">Pages 24-32</a>	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
<b>Supply Chain Management</b>		
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	<b>10-K and 10-Qs</b> 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	<b>2022 ESG Report</b> - Access to Medicine, Ethical Marketing, and Product Pricing, <a href="#">Page 18</a> . - Enterprise Risk Management; Ethics and Compliance, <a href="#">Page 35</a>  <a href="#">Code of Conduct &amp; Business Ethics</a> Our Code of Conduct & Business Ethics as well as the Commercial Compliance Manual 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) 13 marketing products in our portfolio and 2) approximately 15 products and devices in development, <a href="#">Page 6</a>	HC-BP-000.B

# United Nations Sustainable Development Goals

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
	<b>Goal 3.</b> Ensure healthy lives and promote well-being for all at all ages	<b>2022 ESG Report</b> - Who We Are: Protecting Against Public Health Threats, <a href="#">Pages 4-6</a> - Access to Medicine, Ethical Marketing, and Product Pricing, <a href="#">Page 18</a> - Our Environment, Health & Safety, <a href="#">Page 20</a> - Our Communities, <a href="#">Page 38</a>
	<b>Goal 8.</b> Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	<b>2022 ESG Report</b> - Our People, <a href="#">Pages 24-32</a>  <b>Emergent Website</b> - <a href="#">Careers</a>
	<b>Goal 9.</b> Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	<b>2022 ESG Report</b> - Who We Are, <a href="#">Page 4</a> - Public Health Threat Preparedness Response and Solutions, <a href="#">Page 6</a> - Our Product Quality and Safety, <a href="#">Pages 9-13</a> - Our Supply Chain, <a href="#">Page 15</a>  <b>Emergent Website</b> - <a href="#">About Us/Innovation</a>
	<b>Goal 10.</b> Reduce inequality within and among countries	<b>2022 ESG Report</b> - Our Supply Chain, <a href="#">Page 15</a> - Our People (Diversity, Equity and Inclusion), <a href="#">Page 31</a> - Commitment to Board Diversity, <a href="#">Page 31</a> - Our Communities, <a href="#">Page 38</a>  <b>Emergent Website</b> - <a href="#">Careers</a>
	<b>Goal 17.</b> Strengthen the means of implementation and revitalize the global partnership for sustainable development	<b>2022 ESG Report</b> - Public Health Threat Preparedness Response and Solutions , <a href="#">Page 5</a>

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