

EMERGENT

2023

ESG Report

Environmental, Social,
and Governance

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Our ESG report is based on 2023 information. All data shown is through December 31, 2023, unless stated otherwise.

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 April 29, 2024, 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.



Leadership Letter

In 2023, Emergent's 25th year as a leader in public health preparedness, we continued to deliver on our commitments to the U.S. government and other customers around the world to address public health threats.

In March, the U.S. Food and Drug Administration (FDA) approved NARCAN[®] Nasal Spray as an over-the-counter (OTC) emergency treatment of opioid overdose, a historic milestone and important step in the fight against the opioid epidemic. This is a monumental milestone for our company that expanded access to naloxone, as we seek to help save more lives and fight against the devastating opioid crisis in America.

We also announced the sale of our Travel Health business to Bavarian Nordic, allowing us to sharpen our business focus while ensuring the associated vaccines remain available to patients and customers who need them.

Equally as significant, we received FDA approval of CYFENDUS[®] (Anthrax Vaccine Adsorbed, Adjuvanted), previously known as AV7909, a two-dose anthrax vaccine for post-exposure prophylaxis use, in July. This 20-year development process and subsequent approval represent Emergent's longstanding partnership with the U.S. government and demonstrate the scientific and technical skill of our teams.

In the second half of the year, we launched the OTC availability of NARCAN[®] Nasal Spray in pharmacies, grocery stores, and through online retailers in the U.S., making it possible for everyone to help save a life from an opioid overdose emergency. We were also awarded two contracts with the Biomedical Advanced Research and Development Authority (BARDA) – the first, for advanced development and procurement of Ebanga[™] (ansuvimab-zykl), a licensed treatment for Ebola virus disease (EVD), and the second, an option to procure doses of CYFENDUS[®] vaccine.

Finally, we received a "Warning Letter close-out letter" regarding our Camden facility stating that Emergent has adequately addressed the violations contained in the August 2022 Warning Letter. The inspection is considered closed.

Over the past few months, we have made strategic and operational adjustments to strengthen Emergent's financial position and right-size our business. This includes prioritizing our core products and medical countermeasures. We continue to achieve important milestones across our businesses that reinforce the value of our products.

This report not only highlights our 2023 achievements, but looks toward the future of our environmental, social, and corporate governance initiatives. At our core, we remain committed to our mission and what we aim to achieve in the next 25 years.

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

Sincerely,

A handwritten signature in black ink, appearing to read "J. Papa".

Joseph C. Papa
President & CEO

EMERGENT

Who We Are

A photograph of a man and a woman in a meeting, overlaid with a dark red gradient. The man is on the left, wearing a dark shirt, and the woman is on the right, wearing a light-colored cardigan and glasses. They are both looking down, possibly at a document or screen. The background is blurred, showing other people in a meeting room.

Directors

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

Sujata Dayal, Independent Director

Don DeGolyer, Independent Director

Neal Fowler, Independent Director

Keith Katkin, Independent Director

Joseph C. Papa, Director

Ronald B. Richard, Independent Director

Louis W. Sullivan, M.D., Independent Director

Marvin White, Independent Director

Kathryn C. Zoon, Ph.D., Independent Director

Who We Are

Protecting Billions Against Emerging Public Health Threats

At Emergent BioSolutions, 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 and manufacturing medical countermeasures (MCMs) for stockpiling 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

Manufacturing

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

Sales & Marketing

- Gaithersburg, Maryland

- London, United Kingdom
- Philadelphia, Pennsylvania
- Toronto, Canada

Corporate Affairs

- Washington, D.C.

Science & Development

- Dublin, Ireland
- Gaithersburg, Maryland
- Winnipeg, Canada

Development Services

- Gaithersburg, Maryland

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.

EMERGENT

Emergent at a Glance

EMER

Emergent at a Glance



12

marketed products



\$1.05B

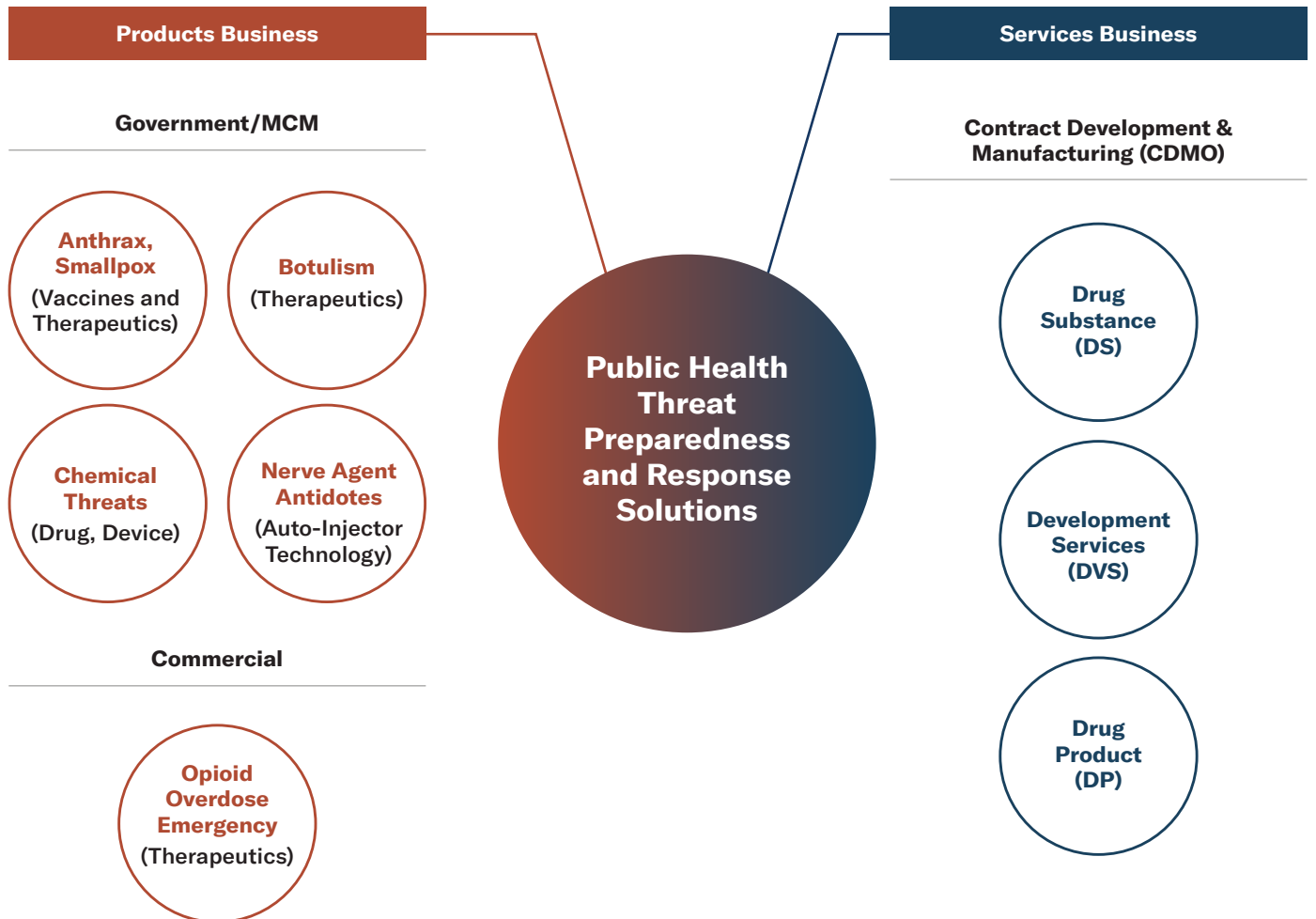
total revenue (full year 2023)



1,600

employees

Public Health Threat Preparedness and Response Solutions



We Deliver Peace of Mind in an Uncertain World

Product Portfolio^{1,2}

Government/Medical Countermeasures

- **BioThrax**[®] (Anthrax Vaccine Adsorbed)
- **CYFENDUS**[®] (Anthrax Vaccine Adsorbed, Adjuvanted)
- **Anthrasil**[®] [Anthrax Immune Globulin Intravenous (Human)]
- **Raxibacumab injection**
- **ACAM2000**[®] (Smallpox (Vaccinia) Vaccine, Live)
- **VIGIV CNJ-016**[®] [Vaccinia Immune Globulin Intravenous (Human)]
- **BAT**[®] [Botulism Antitoxin Heptavalent (A, B, C, D, E, F, G)–(Equine)]
- **RSDL**[®] (Reactive Skin Decontamination Lotion Kit)
- **Trobigard**^{®3} (Atropine sulfate, obidoxime chloride auto-injector)
- **TEMBEXA**[®] (brincidofovir)
- **Ebanga**^{™4} (ansuvimab-zykl)

Commercial

- **NARCAN**[®] **Nasal Spray** (Naloxone HCl)

¹ Products approved by U.S. FDA, not including Trobigard[®]. Ex-U.S. approvals vary by country.

² As of year-end 2023. For the most up-to-date information, visit emergentbiosolutions.com.

³ The Trobigard Auto-injector is approved by the Federal Agency for Medicines and Health Products of Belgium. It is not approved by the U.S. FDA or the health regulatory authority of any other jurisdiction.

⁴ Ebanga[™] is a trademark of Ridgeback Biotherapeutics.

Science & Development Programs^{5, 6, 7}

Program	External Partners	Year-End 2023 Status	Pipeline Target
UniFlu (Universal influenza vaccine)	NIAID VRC	PHASE 1	INFECTIOUS DISEASE
WEVEE VLP (Western, Eastern, and Venezuelan equine encephalitic VLP)	NIAID VRC	PHASE 1	INFECTIOUS DISEASE
EBS-Lassa (rVSV-vectored vaccine for Lassa fever) ⁸	CEPI	PHASE 1	INFECTIOUS DISEASE
EBS-Marburg (rVSV-vectored vaccine for Marburg virus disease) ⁵	NIAID/AURO Vaccines	PRECLINICAL	INFECTIOUS DISEASE
EBS-Sudan (rVSV-vectored vaccine for Sudan virus disease) ⁵	NIAID/AURO Vaccines	PRECLINICAL	INFECTIOUS DISEASE
Pan-Ebola mAb (Ebola/Sudan monoclonal)	IBT	PRECLINICAL	INFECTIOUS DISEASE
CGRD-001 (Pralidoxime chloride/atropine auto-injector)	DoD	DEVELOPMENT	NERVE AGENT ANTIDOTE
SIAN (Stabilized isoamyl nitrite)	BARDA	PHASE 1	CHEMICAL AGENT ANTIDOTE

⁵ These product candidates have not been approved by the U.S. FDA or any other regulatory authority.

⁶ Status reflects both clinical and nonclinical development under the FDA Animal Efficacy Rule.

⁷ As of year-end 2023. For the most up-to-date information, visit emergentbiosolutions.com.

⁸ rVSV-recombinant Vesicular Stomatitis Virus

A scientist in a white lab coat and white gloves is using a pipette in a laboratory setting. The scientist is wearing glasses and has a goatee. The background is a blurred laboratory with another person in a lab coat visible. The image has a dark red overlay with diagonal lines.

EMERGEN**T**

Our Environmental, Social, and Governance Approach

Our Environmental, Social, and Governance Approach

Since 2020, Emergent has annually reported on environmental, social, and corporate governance (ESG) matters under the responsibility of the Vice President and Assistant Treasurer reporting to the Chief Financial Officer (CFO), with oversight from the Nominating and Corporate Governance Committee. In 2023, we reinforced our commitment to ESG progress by creating a dedicated role within our Global Communications and Public Affairs team to manage this work full time.

In addition to creating and publishing Emergent's annual ESG report, the Senior Manager of ESG and Corporate Social Responsibility (CSR) is responsible for working with core stakeholders across the organization to evolve and implement a multiyear ESG strategy that supports Emergent's mission. The team actively worked through 2023 to define objectives and set measurable targets for improvement. We intend to share a refreshed ESG strategy in our 2024 ESG report, which we will publish in 2025.

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 facilitated a new materiality assessment in 2023 with the help of an external third party.

We developed our initial list of materiality topics by reviewing reporting framework criteria, rating agency topics, and priorities often reflected across our industry. We then engaged internal and external stakeholders through a questionnaire, asking them to rate the list of topics on their level of importance, followed by interviews to dive deeper into their responses. Based on stakeholder feedback and a comprehensive review of external sources, we scored each topic to determine which was most critical for Emergent.

Through this assessment, we identified the following priority areas:

- Talent Attraction, Engagement, and Development
- Ethics and Compliance
- Product Quality and Patient Safety
- Sustainable Innovation
- Product Affordability and Accessibility
- Responsible Supply Chain
- Clinical Trial Practices
- Supplier Product Quality, Reliability, and Compliance
- Diversity, Equity, and Inclusion
- ESG Oversight
- Climate Impact
- Occupational Health and Safety

The logo for EMERGENT, featuring the word in a bold, sans-serif font with a stylized orange and white diagonal line through the letter 'N'.

EMERGENT

Environmental Sustainability

Relevant Priorities:

- Climate Impact

Environmental Sustainability

Environment, Health, Safety, and Sustainability Policy

The mission of Emergent is to protect and enhance life. This mission isn't only about the patients and customers we serve; it 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 the 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 both local and global communities from the energy we source, the waste we generate, 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.

To further develop our environmental sustainability strategies, we gather data associated with our material operations as a critical step to prioritize future footprint reductions. We use this data to calculate Scope 1 and Scope 2 greenhouse gas (GHG) emissions, and we continuously expand our data collection efforts to obtain a comprehensive understanding of our environmental impacts. This allows us to make informed decisions on setting science-based targets in line with the Paris Agreement and creating an accompanying road map for enterprise environmental goals. In congruence with TCFD recommendations, Emergent will determine the relevant disclosures necessary to provide transparency surrounding possible financial impacts to our company through sound governance, strategy, risk management, and performance monitoring.

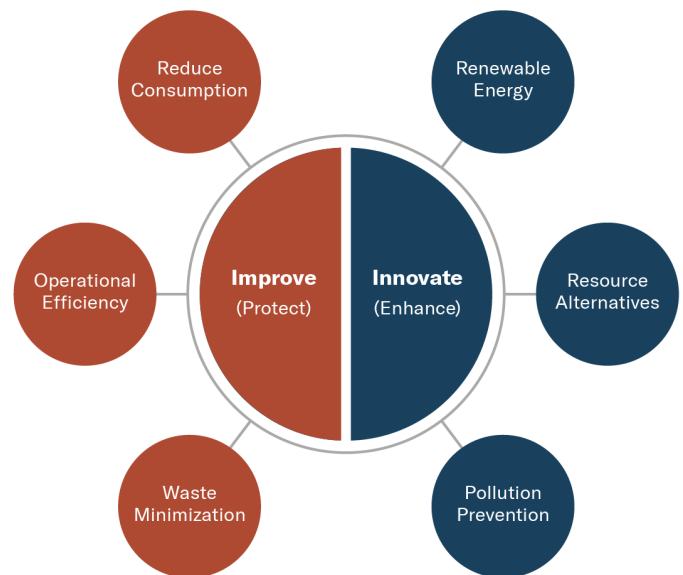
Strategic Pillars

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

- **Improve** pillar focuses on making changes that matter, including reducing consumption of resources, optimizing operational efficiency, and ensuring waste minimization.
- **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 integrate these strategies into our processes and culture and develop scalable systems.

Strategic Pillars



2023 Scope 1 and 2 Emissions⁹

Making extensive efforts to provide an accurate representation of our GHG emissions (expressed as carbon dioxide equivalent, CO₂e), we continually refine our methods to determine our Scope 1 and 2 emissions using activity-based data. We currently believe this is the most accurate method and provides the detailed information necessary to make changes. We have a preliminary model of our Scope 3 emissions and will continue to analyze the data to ensure information we may provide in the future is accurate and relevant to our business and stakeholders.

Water

In addition to greenhouse gas emissions, we monitor 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.

Waste

We manage waste at all our sites responsibly, identifying ways to reduce our impact. We look for opportunities to minimize the quantity and toxicity by recycling wherever practical and disposing in accordance with regulatory requirements. Wherever possible, we seek out alternatives to reuse or donate assets, keeping them out of landfills.

Media	Description	2023
Scope 1 Carbon Emissions	Absolute Scope 1 carbon emissions	16,856 tCO ₂ e
	Direct emissions from fixed sources	16,623 tCO ₂ e
	Direct fugitive emissions	230 tCO ₂ e
	Direct mobile emissions	3 tCO ₂ e
Scope 2 Carbon Emissions	Absolute indirect emissions from electricity consumption	18,436 tCO ₂ e
	Location-based carbon emissions	18,436 tCO ₂ e
Scope 1 & 2 Total	Absolute Scope 1 & 2 carbon emissions	35,292 tCO ₂ e
Scope 1 & 2 Emissions Intensity	Carbon emissions per full-time equivalent employee (FTE)	13.9 tCO ₂ e/FTE
Energy	Absolute electricity consumption	59,277 MWh
	Absolute natural gas consumption	295,476 MCF
Water	Absolute onsite water usage	481,358 m ³

Success Story

After completing an energy assessment, our Lansing, Michigan, site identified several opportunities to implement energy conservation measures. From just three of those measures, they were able to reduce Scope 1 and 2 emissions by 473 tCO₂e in 2023. This included replacing one existing chiller with a more efficient unit, completing tune-ups on several remaining chillers, and repairing steam traps. Similar initiatives occur across the enterprise and are part of the “Improve” element of our sustainability strategy to reduce our environmental impact.

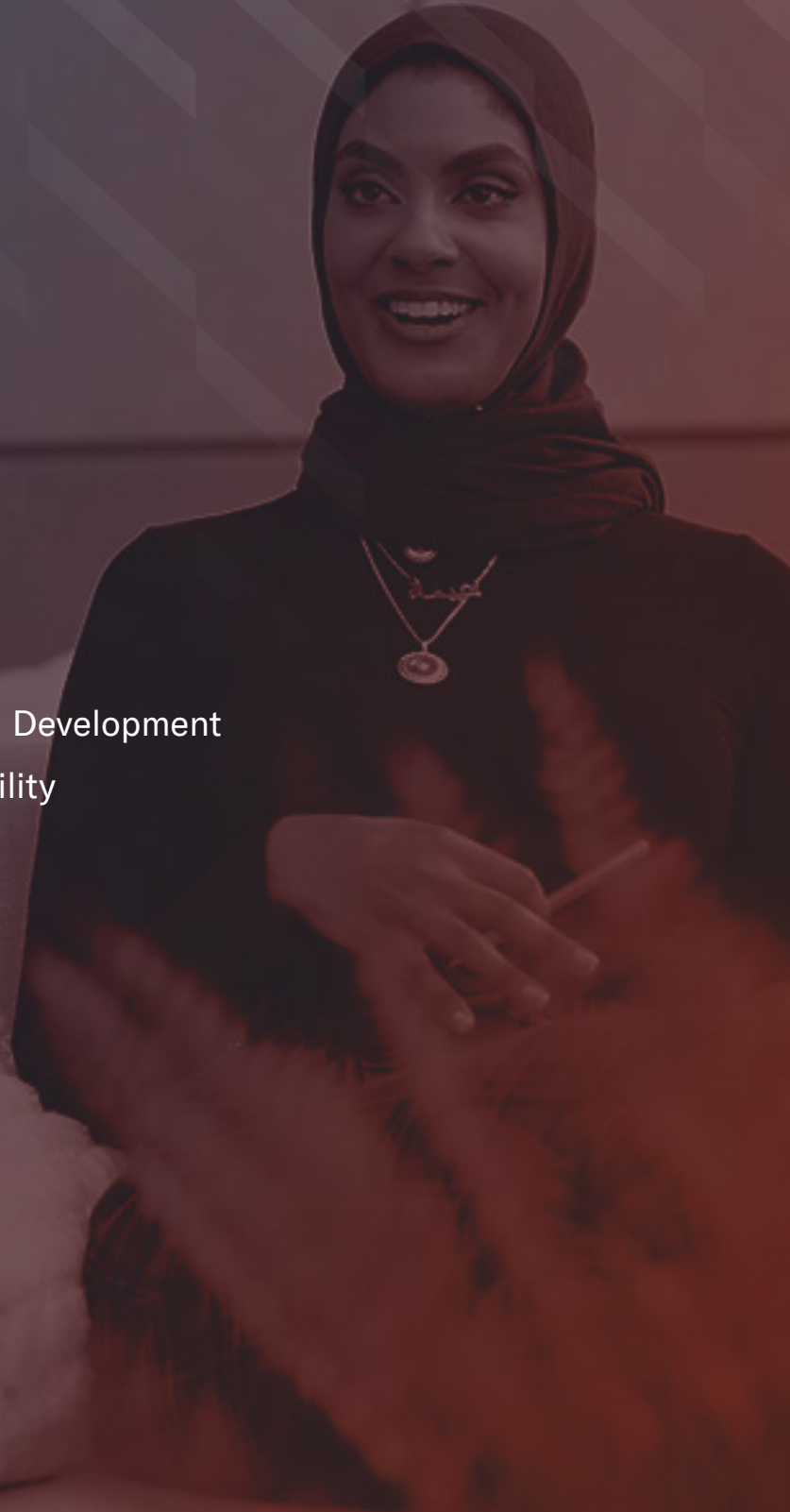
⁹ Table: Organizational boundaries for environmental performance include all owned sites and leased facilities where Emergent has operational control. Units: tCO₂e: tons of carbon dioxide equivalent; MWh: megawatt hour; MCF: one thousand cubic feet; m³: cubic meter. FTE includes contingent workers. Scope 1 emissions associated with process emissions were not calculated for this reporting year. Emergent has partnered with a third-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 January 2024, 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.

EMERGENT

Social

Relevant Priorities:

- Talent Attraction, Engagement, and Development
- Product Affordability and Accessibility
- Clinical Trial Practices
- Diversity, Equity, and Inclusion
- Occupational Health and Safety



Social

Patients

Global Patient Safety and Epidemiology

Our Global Patient Safety and Epidemiology Department (formerly Pharmacovigilance) incorporates the science and activities relating to the detection, assessment, understanding, and prevention of adverse effects or any other medicine or vaccine-related problem. Our unwavering commitment is to safeguard patient health and well-being through scientific methodology, technology, and innovation. We are committed to shaping a future where patients continue to trust in the safety and effectiveness of Emergent's products.

Our approach to patient safety aims to identify safety concerns and lack of effectiveness signals early, maximizing benefits to patients while minimizing risks. Maintaining patient safety is at the heart of our comprehensive procedures.

As part of our team's evolution and to address unmet medical needs while staying abreast of industry trends, we have incorporated an epidemiology function, a crucial discipline encompassing the study of the distribution and determinants of health and disease in specific populations. In the context of patient safety, epidemiology plays a pivotal role in identifying patterns and contributing factors of adverse events and health outcomes associated with medical products, thereby helping us address unmet medical needs more effectively. By leveraging epidemiological principles and methodologies, we enhance our ability to evaluate the real-world impact of our products on patient health and to support evidence-based decision-making. This integration of epidemiology into our practices underscores Emergent's ongoing commitment to public health and ensures a comprehensive approach to patient safety that goes beyond the laboratory and clinical settings, considering the broader context of population health. By using epidemiology and real-world evidence, we can better understand patient segments and tailor our product development efforts to meet the specific needs of diverse patient populations, thereby bringing the right products to the right patients more effectively.

Our Global Patient Safety and Epidemiology Department is staffed by expert healthcare professionals, physicians, scientists, and other professionals 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 medical and scientific activities in post-approval products.
- **Regulatory Affairs**, which manages safety variations, communication, and labeling activities.
- **Global Quality**, tasked with the comprehensive management of the Quality Management System that adheres to GxP standards.
- **Products Business**, to ensure a seamless integration of patient safety measures into brand and commercial strategies.
- **Biostatistics and Data Sciences**, which manages biostatistical, statistical programming, and data management tasks across drug development and post-market activities.

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, health authorities, and government agencies, as well as spontaneously reported information from healthcare providers and consumers.

Our employees, contractors, and consultants are required to report adverse events and product complaints within 24 hours following the individual's first knowledge and are trained annually. Additionally, Emergent works with its business partners to establish safety reporting pathways. In the case of adverse drug reactions, experts in the Global Patient Safety and Epidemiology 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.

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, aiding 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 strategies 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 of 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, embracing 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 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, and clinical research professionals who manage pre- and post-authorization activities (e.g., post-marketing commitments) for our products. The primary function is to maintain participant/patient safety, as well as scientific and data integrity in the design, setup, conduct, and reporting of clinical trials and results for our drug products addressing unmet public health needs, which include vaccines, drug-device combination products, small molecules, and antibody-based therapeutics. Through cross-functional collaboration, we ensure clinical trials are conducted in compliance with strict ethical and regulatory requirements, with a focus on implementing best practices and meeting international standards, such as the Declaration of Helsinki and the International Conference on Harmonization (ICH) guidelines on Good Clinical Practice (GCP). Clinical trial protocols and related study documents are submitted and reviewed by regulators and independent research ethics boards prior to study start and participant enrollment.

The clinical development plans for each program are carefully designed to support Integrated Product Development Plans (IPDP). As applicable, we consult KOLs in the design and development of clinical trial protocols, in addition to the clinical development plan. Both internal and external stakeholders ensure the study concept, planned oversight, and study execution are set up with appropriate methodology for ensuring participant safety and quality data collection and analysis. 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 appropriate oversight of external vendors involved in study conduct and result generation. We proactively consider innovative trial design and development concepts to pressure test our ability to bring therapeutics to market sooner or to fill an unmet medical need. At every step, study participant safety is at the forefront of our clinical development process, allowing us to generate high-quality clinical evidence to support the safety and efficacy of Emergent's products with the aim of making them available to people in need.

Product Affordability and Accessibility

Emergent is combating multiple public health threats as a manufacturer of medical countermeasures (MCMs) and NARCAN® Nasal Spray. As a manufacturer, we are committed to conducting our business with the highest degree of integrity and compliance and to ensuring our patients have access to our products at reasonable prices.

Medical Countermeasures (MCMs)

In 2004, the U.S. government established programs encouraging private companies to develop MCMs by guaranteeing a market upon successful development. Emergent develops and manufactures MCMs for which there is no commercial market, and government agencies are the primary customers. For over 20 years, we have provided the U.S. and allied governments with a high-quality and reliable supply of MCMs. Our portfolio includes anthrax and smallpox vaccines, therapeutics, and related products. We have also collaborated on developing programs addressing serious infectious diseases and other public health priorities. When provided to the U.S. government, federal regulations require our MCM products to be priced fairly and reasonably.

NARCAN® Nasal Spray

Overdose is a leading cause of accidental death in the U.S., with opioids being responsible for the majority. Emergent continues to fight the opioid epidemic and provide NARCAN® Nasal Spray as an emergency treatment for known or suspected opioid overdose.

In March 2023, the FDA approved Emergent's request to make NARCAN® Nasal Spray available over the counter (OTC), increasing access to this lifesaving medication. OTC NARCAN® Nasal Spray became available in stores in September 2023. With the OTC launch, it is available to purchase in at least 16,000¹⁰ retail (pharmacy, mass merchandisers, and food) stores and multiple online outlets across the U.S.

¹⁰ This number is based on our best available data. We believe it is an underreporting and the actual number of retailers is significantly higher.

Qualified direct purchasers, such as departments of health, Emergency Medical Services (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.

In addition to affordability, Emergent supports the needs of society through product donations, including donations of NARCAN® Nasal Spray, to nonprofits, schools, universities and colleges, public libraries, and YMCAs in the U.S. Through Direct Relief, our third-party nonprofit partner, Emergent donates NARCAN® Nasal Spray on an as-available basis.

In 2023, Emergent donated 12,396 units (24,792 doses) of NARCAN® Nasal Spray in the U.S. Through Direct Relief, these donations reached:



2,265

K-12 schools, colleges/ universities, public libraries and YMCAs across 41 states

41/50 STATES



108

nonprofit organizations and clinics in 36 states

36/50 STATES



Accessibility and Pricing

When setting prices, we aim to make our medicines accessible to as many patients as possible while recognizing their value to patients, providers, governments, and the healthcare system. When determining a medicine’s price, we consider several factors, including its impact on patients and their disease, affordability, other available treatments, and overall healthcare costs. We also consider our investments to maintain our medicines’ quality, safety, and reliability, as well as our ability to deliver on our mission — to protect and enhance life. Our internal processes require cross-functional governance and review of all pricing decisions.

Emergent has maintained a commitment to affordable pricing for NARCAN® Nasal Spray. Since the original product launched in February 2016, we have not increased the price of NARCAN® Nasal Spray. As a further commitment to affordability, when the OTC product launched, the wholesale acquisition price (WAC) and the public interest price (PIP) decreased.

In the U.S., depending on the product, we participate in various government programs such as Medicaid, Medicare, and the Federal Supply Schedule and follow all discount requirements deemed by legislation. The Federal Supply Schedule specifically provides access 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.

Compliance

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. We adhere to the U.S. Prescription Drug Marketing Act when we distribute our products.

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 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.

Ready to Rescue Campaign Aims to Help Save Lives Amidst Rising Opioid Epidemic

In October, Emergent launched Ready to Rescue in partnership with football icon Emmitt Smith to break down the stigma around opioid use and accidental overdose. The campaign seeks to create open dialogue about opioid risks and educate the public on how to be prepared to help save a life in an opioid overdose emergency.

During his decorated 15-year professional career, Smith faced multiple injuries and often chose to play through the pain because he knew the risks associated with opioids as he witnessed promising athletes develop a dependency, lost teammates to accidental overdose, and watched loved ones struggle.

Because the rates of opioid misuse and dependency are highest among young adults ages 18–25¹¹, Emergent and Smith traveled to college football tailgates across the country to help raise awareness of the signs of an opioid overdose, offer NARCAN® Nasal Spray demonstrations, and distribute Ready to Rescue kits to attendees.

Ready to Rescue was more than just numbers. The campaign drove honest conversations that fostered greater brand advocacy, establishing NARCAN® Nasal Spray as a trusted OTC opioid reversal medication.

“Losing teammates to accidental overdose and watching family members struggle with addiction has made me realize how serious the opioid epidemic is. As a father of five, I make sure to talk to my kids about the risks associated with opioids, and I want to use my voice to help keep our loved ones and communities safe by urging everyone to have NARCAN® Nasal Spray on hand just in case. It’s one step that can have a major impact and ultimately help save lives, and this is why I’m so passionate about my partnership with Emergent.”

— **Emmitt Smith**

Paid spokesperson for Emergent

~5,000

Ready to Rescue kits distributed at U.S. college football tailgate events

1.1M

impressions earned among college students and faculty via online promotional assets

500

unique scans garnered of the QR code, signaling people’s interest in purchasing the product

Emmitt’s story and authenticity came through in **48 media interviews** and **54 placements** in national health and lifestyle outlets, local broadcast and radio stations, podcasts, and weekly magazines.

60%

of placements drove to NARCAN.com; 81% included at least two key messages

3.8M

impressions of Emmitt’s social content across organic and paid content, resulting in 51,000 engagements, scoring big positive responses

¹¹ Rath, J.M., Perks, S.N., Vallone, D.M., Barton, A.A., Stephens, D.K., Simard, B. & Hair, E.C. Educating Young Adults about Opioid Misuse: Evidence from a Mass Media Intervention. Int J Environ Res Public Health. 2021 Dec 21;19(1):22. doi: 10.3390/ijerph19010022. PMID: 35010279; PMCID: PMC8750763.

Colleagues

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 environmental, health, and safety (EHS) programs include risk identification and mitigation, training, communications and employee engagement, and incident reporting and investigations. These programs drive our persistent efforts to improve safety performance.

	2021	2022	2023
TRIR ¹²	0.97	0.76	0.87
DART ¹³	0.72	0.53	0.64
LTIR ¹⁴	0.44	0.23	0.23

Above 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 we fully investigate to prevent a recurrence.



¹² 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.

¹³ 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.

¹⁴ Lost Time Incident Rate or LTIR, a subset of TRIR and a measure of injuries severe enough that the employee could not work.

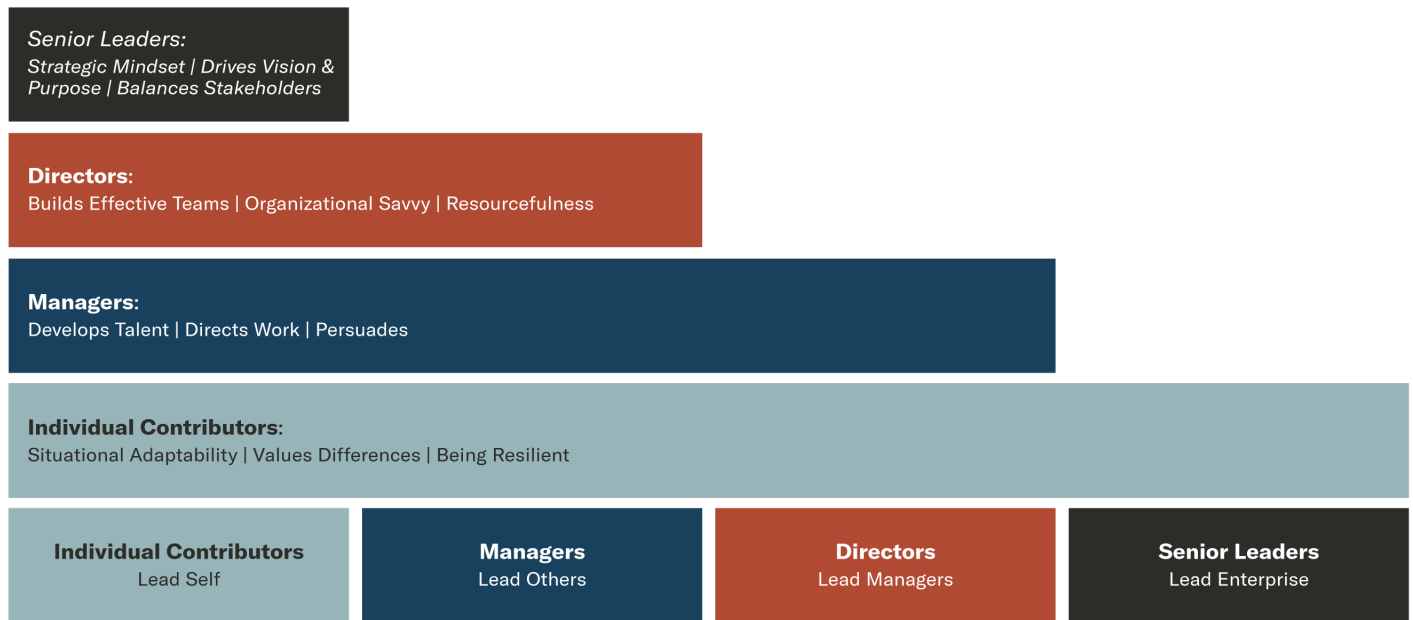
Data represents information available as of January 31, 2024, including certain estimates and assumptions. Historical estimates may periodically be subject to revision due to data source restatements and updates to methodology.

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 Department 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.



Everyone at Emergent is Expected to Demonstrate:

Manages Complexity | Drives Engagement | Plans & Aligns



Lead With Integrity

Instills Trust,
Quality & Compliance
Excellence



Stand Shoulder to Shoulder

Collaborates,
Manages Conflict,
Communicates Effectively



Own It Always

Ensures Accountability,
Decision Quality



Breakthrough Thinking

Nimble Learner,
Cultivates Innovation



Compete Where It Counts

Customer-Focused,
Courage

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 outline staffing needs based on business priorities and develop a go-forward recruitment plan that the Talent Acquisition team 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 organization for career development and/or promotion opportunities. In 2023, more than 120 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 partnership opportunities with our employee resource groups (ERGs) to build awareness externally about Emergent's mission and career options. For example, in partnership with our veteran's employee resource groups (ERGs), we are working with Hiring Our Heroes to identify talent for our involvement in the SkillBridge program with the Department of Defense, which provides internship opportunities for exiting military members and outreach to military spouses looking for employment.

Increased remote and hybrid work options across Emergent continue to strengthen our ability to engage candidates through recruitment activities, present a diverse slate of candidates for open positions, and diversify our talent pipeline. In 2023, 68 percent of director-level and above roles were filled by candidates who identified as female or person of color.

We are committed to growing a right-sized staff — hiring and onboarding to meet the needs of our business — while maintaining our fiscal responsibility to shareholders.

Hybrid Workplace

Since 2021, we have operated in a fully hybrid global workplace model. This has allowed us to strengthen business outcomes, attract and retain employees in an increasingly competitive marketplace, and address space constraints. 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.

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 2023, we delivered over 60 instructor-led workshops to more than 1,000 employees. Through our ongoing business transformation, we have prioritized building the skills needed to lead, adapt, and thrive during times of change. We:

- Increased offerings of FOCUS: The Neuroscience of Thriving Through Change.
 - 371 employees attended in 2023.
- Curated a robust collection of change-related resources on LinkedIn Learning to ensure employees at every level are supported.
 - Employees accessed the resources 341 times.

Resources for All Employees

Curated Video Collection:



LinkedIn Learning

Workshop for All Employees



NeuroLeadership INSTITUTE

Workshop for People Leaders



NeuroLeadership INSTITUTE

Core FOCUS Concepts



Take Care of Yourself

Keep your brain in the best possible shape every day.



Look After Each Other

Help others stay productive with the right practices.



Deliver What Matters

Learn to prioritize better and move faster as a team.

Graphic courtesy of the NeuroLeadership Institute

Emergent knows that navigating change can be exciting. It can also be exhausting, bringing bouts of burnout and stress. The Healthy Mind Platter consists of seven essential activities that help drive and sustain mental health in daily life. Employees learn about the benefits of a healthy mental diet for maintaining optimal well-being.

- Made other programs available, including Everyday Engagement: How to cultivate enthusiasm in the workplace for self and others; an overview of the Gallup Q12 employee engagement model.
- Leadership Architect: How to invest strategically in development to maximize personal growth and align with business priorities.

Because on-the-job experience is where most learning occurs inside an organization, we emphasize its importance through interactions, informal training, and daily job activities. Since rolling out LinkedIn Learning in 2020, we have seen consistent use of the platform. In 2023, more than 1,000 employees consumed almost 5,000 hours of virtual, self-paced development content. Popular topics include psychological safety, decision intelligence, communication, time management, Six Sigma, and project management.

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



Graphic courtesy of the NeuroLeadership Institute

Leadership Development

Emergent's journey to invest in leadership at every level began several years ago. 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 management team. In partnership with Andiron, they are designed to drive company mission, vision, and values, delivered by best-in-class faculty and resting 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.

To advance our business transformation, we prioritized building the skills needed to lead, adapt, and thrive during times of change, and we introduced NAVIGATE: The Neuroscience of Leading Change to our leadership development portfolio.

“The NeuroLeadership Institute is proud to have a long-standing relationship with Emergent BioSolutions. In 2023, Emergent was the first NLI client to implement NAVIGATE: The Neuroscience of Change Leadership. Emergent's approach aligns with what we know about how to create impact inside of organizations: set Priority, practice Habits, align Systems (NLI's PHS framework). NAVIGATE supports Emergent's mindset around change: adapt and thrive, and equips leaders to engage, encourage, and empower their teams to bring fresh perspectives, thinking, and energy to building Emergent's future together.” —
The NeuroLeadership Institute

An award-winning professional speaker and author from the NeuroLeadership Institute kicked off the introduction of NAVIGATE, with 369 people leaders attending this new workshop in 2023.

Engage

“I communicate rather than command as I strive to meet others where they are at.”

Encourage

“I celebrate early adopters and transparently share my own journey to provide connection.”

Empower

“I activate the ‘why-how’ network for greater change success and provide both autonomy and clarity.”

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.

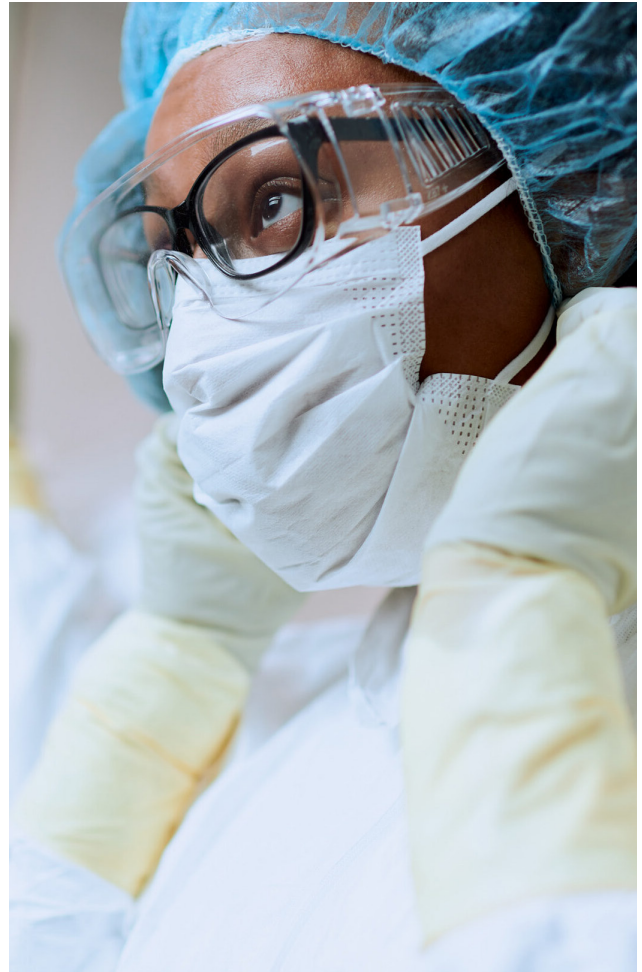
These assessments and associated discussions serve to prioritize development objectives, ensure role expectations are clear, foster two-way feedback, build on our employees' strengths, ensure goals are achieved and behavior reflects our core values, and ensure career opportunities are explored. We focus 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. Emergent has designed its compensation program to attract, retain, and motivate top talent to drive the company's success. We look at competitive practices primarily in the life sciences industry and consider geographic differences in the market. 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 long-term incentive awards for eligible employees based on company and individual performance.

Recognition

Emergent recognition celebrates employee achievements and reinforces modeling of Emergent's core values and leadership behaviors. Emergent offers peer-to-peer appreciation through ecards, with 1,468 of them provided to employees in 2023. Emergent also piloted a new "Values in Action" recognition program in 2023 at two operational sites, resulting in 222 employees nominated and recognized by fellow employees for exceeding or significantly exceeding expectations. Additionally, we provide service recognition awards for one-year, three-year, five-year anniversaries and every five years after.



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.

In 2023, Emergent expanded coverage for glucose meters to include continuous glucose monitors and hearing aids for employees and their covered dependents, regardless of age. We also enhanced the short-term disability (STD) insurance benefit to remove the elimination period if employees are approved for STD.

Emergent uses the Virgin Pulse platform to promote wellness initiatives. With 73% of employees using the platform globally, Virgin Pulse actively promotes a culture of well-being, 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 with 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 Whil Mindfulness and Wellbeing tool, where employees learn to meditate, reduce stress, boost physical health, and build emotional intelligence.

Emergent provides assistance to employees with mental health needs through a robust Employee Assistance Program (EAP) with LifeWorks and Talkspace. We have also continued online therapy sessions for employee dependents and expanded eligibility to age 13+ (previously age 18+) in 2023. Employees and dependents have access to a dedicated, licensed therapist via private messaging or live video.

In addition to enterprise-wide efforts, employee-run committees that promote wellness activities and encourage a healthy lifestyle are active at several of our locations. We offer each full-time employee paid time off to support their needs for time away from work and tailor our programs to the unique regulatory and practice landscape in the various places we do business.¹⁵ Common global principles underlie the design of our paid time off offerings. They:

- Are aligned with life sciences best practices to attract, retain, and motivate top talent.
- Provide employees with the flexibility to address demands outside the workplace.
- Are 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).

¹⁵ Subject to local conditions and requirements

Employee Engagement

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.

We have partnered with Gallup, a global workplace analytics firm, since 2019 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 of 80% or greater in the annual surveys. It is through employee perspectives that we can gauge our strengths and opportunity areas.

We enable continuous feedback loops with employees using concise surveys with targeted questions to gather employee perspectives on important topics. Over time, we've expanded and built upon this leading practice 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, leadership, and inclusion. The surveys are well received by employees, with participation increasing with each survey. In 2023, we fielded the Advancing Change Together pulse survey twice (March and November). The survey focused on meeting employee needs during times of change and disruption to enable employees to be ready, willing, and able to drive change to meet business needs.

The March and November surveys received 76% and 82% employee participation, respectively.

November results included the following:

- 79%** of employees indicated their manager creates an environment that is trusting and open.
- 78%** of employees indicated their manager is an active supporter of the changes that affect their workgroup.
- 82%** of employees indicated they set clear, meaningful goals and accomplish them.



INSPIRE, in place since 2022, is a virtual, executive-led discussion series for managers designed to strengthen manager engagement, effectiveness, and overall

leadership skills. The program is well received and has been attended by over 500 people managers. An online community complements live discussions and is utilized year-round for communication, connection, and learning.

Diversity, Equity, and Inclusion

Diversity, equity, and inclusion (DEI) is integral to how we operate. DEI fuels our business growth and drives innovation in the products and services we develop, in the way we solve problems, and in 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 and global holidays and observances: Dr. Martin Luther King, Jr. Day, Black History Month, International Women's Day, 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, and 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. With over 400 members in 2023, 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 management team.

These initiatives have matured and expanded in 2023, including internal and external communication campaigns highlighting member stories and celebrations of inclusion and belonging, volunteerism in local communities, and enterprise-wide recognition of Military Appreciation Month, Women's History Month, and Black History Month.

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 2023, we supported nearly two dozen charitable organizations across North America whose work focuses on helping underserved populations.

Talent Acquisition

Employees who changed roles	120+
Director and above roles were filled by candidates who identified as female or person of color	68%

Employee Development

Instructor-led workshops delivered	60+
Employees participated in instructor-led workshops	1,000+
Employees who consumed LinkedIn Learning virtual, self-paced development content and number of hours consumed	1,000+ employees 5,000 hours

Change Resources & Programs

FOCUS: The Neuroscience of Thriving Through Change	371 employees participated
LinkedIn Learning, curated collection of resources	Employees accessed 341 times
NAVIGATE: The Neuroscience of Leading Change	369 people managers participated

Recognition

Peer-to-peer appreciation through ecards	1,468 ecards provided to employees
Newly piloted Values in Action program	222 employees nominated and recognized

Health and Wellness

Virgin Pulse platform promoting culture of well-being	73% of employees used the platform
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Employee Engagement Survey Participation

March 2023	76%
November 2023	82%

Employee Resource Groups

Number of resource groups	3
Employees participating	400+

Partnering with Small and Diverse Companies

Launched in 2020, Emergent’s small business and supplier diversity initiative is our commitment to aggressively pursue opportunities to work with small businesses, with an emphasis on those that are owned by women, veterans, people with disabilities, members of the LGBTQ community, and other marginalized groups, as well as small businesses located in historically underutilized business zones. The goals of this program are to:

- Add value by developing a diverse base of suppliers.
- Promote opportunities for small businesses.
- Establish positive working relationships with qualified small businesses and help meet our clients’ contract requirements on small business objectives.
- Demonstrate our commitment to meeting diverse supplier base and small business goals on all of our federal contracts.
- Support the socioeconomic mission of supplier diversity and small business programs.
- Build awareness throughout the organization of the contributions that successful small businesses can make to the vitality of our economy.

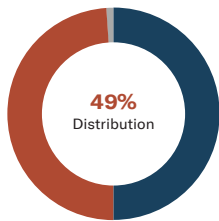
Supplier Diversity Program Impact¹⁶

- \$28.7 million goods and services purchased
- 304 small and diverse businesses
- 18 woman-owned businesses
- 5 small, disadvantaged businesses
- 1 HUBZone business
- 2 service-disabled, veteran-owned businesses
- 8 veteran-owned businesses
- 3 historically Black colleges/universities



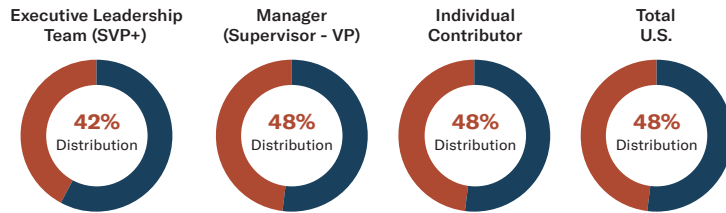
Global Gender Diversity

● Female ● Male ● Other



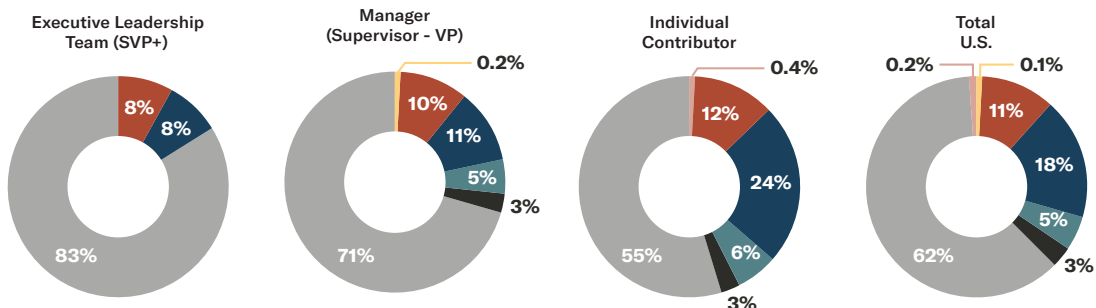
U.S. Gender Diversity

● Female ● Male ● Other



Race/Ethnicity Diversity (U.S. Only)

● American Indian/Alaskan Native ● Asian ● Black or African American ● Hispanic or Latino ● Native Hawaiian/Other Pacific Island ● Two or More Races ● Caucasian/White



¹⁶ www.sba.gov/federal-contracting/contracting-guide/size-standards

Corporate Social Responsibility

EMERGENT™ GIVES

Since expanding our corporate social responsibility (CSR) program in 2022 to include focus areas that align with our business priorities at the global level, we have donated

\$500,000 to organizations whose work aligns with those objectives. In 2023, our support of Last Mile Health, Lwala, and Integrate Health helped engage communities for epidemic and pandemic preparedness in Ethiopia, Kenta, Liberia, Malawi, Sierra Leone, and Togo by making primary healthcare more accessible and building resilient health systems in partnership with local communities and governments.

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.

Community Partner Spotlights

Teach for Canada—Gakino'amaage

Teach For Canada—Gakino'amaage partners with remote First Nations to recruit, prepare, and support committed educators to ensure that all students have access to high-quality education in their community. With Emergent's donation of \$20,000, Teach for Canada—Gakino'amaage set out to develop and retain 125 STEM educators across 27 First Nations, improving learning outcomes for 2,500 students. This was achieved through their summer enrichment program, professional support with STEM resources, teacher/education assistant professional development, and administrator preparation program, which offer professional development to support and retain teachers and school leaders in northern First Nations in what is now known as Canada.

"By supporting our work, you are actively supporting the future of Indigenous thinkers and leaders and truly investing in reconciliation. Thank you — chi miigwetch — for your continued support as we push forward in the movement to make education more equal."

— **Ken Sanderson**
Executive Director
Teach for Canada—Gakino'amaage

American Red Cross: *Service to the Armed Forces*



Emergent has been a committed partner of the American Red Cross since 2012 and a proud sponsor of their Service to the Armed Forces (SAF) programs across Michigan and

Maryland. Each year, the SAF program and International Services assist more than 240,000 military and veteran families by leveraging a network of volunteers across the country and around the world.

As part of this partnership, in 2023, Emergent donated \$10,000 to the Mid-Michigan Chapter and \$9,000 to the National Capital and Greater Chesapeake Region, both supporting their SAF program. In one CSR activity during our 25th anniversary reception, Emergent packed over 100 hospital kits for military service members and veterans in collaboration with the American Red Cross's SAF program. These kits contained personal hygiene items and were

delivered to the Walter Reed National Military Medical Center in Bethesda, Maryland, one of the largest military medical centers in the U.S.. The American Red Cross's vision to serve military families and our nation's active duty, returning heroes, veterans, and our nation's leaders resonates with Emergent's charitable focus area, to Protect Those Who Protect Us. By supporting the SAF program, Emergent is proud to contribute to the

welfare of our nation's heroes and their families.

2023 Metrics

41%

employee participation

\$50,000+

donated by employees

2,956

hours volunteered

\$1M+

in monetary and product donations

The logo for EMERGENT, with the letter 'N' in a stylized orange color. The background of the entire page is a dimly lit office with a large screen displaying the EMERGENT logo and a group of people sitting at desks.

EMERGENT

Corporate Governance

Relevant Priorities:

- ESG Oversight
- Ethics and Compliance
- Product Quality and Patient Safety
- Sustainable Innovation
- Responsible Supply Chain
- Supplier Product Quality, Reliability, and Compliance

Corporate Governance

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:¹⁷

1. Audit and Finance Committee
2. Compensation Committee
3. Nominating and Corporate Governance Committee
4. Quality, Compliance, Manufacturing, and Risk Management Committee
5. Scientific Review Committee
6. Special Transactions Committee

In 2023 each director served on at least one committee, and each committee oversees the risks associated with its respective area of responsibility, acting in accordance with its charter. Committee composition and director biographies are available on the Investor section of our website under Investors > 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.

The primary oversight of ESG issues is delegated to the Nominating and Corporate Governance Committee, with coordination from the Compensation Committee and the Audit and Finance Committee. Our management provides regular updates on ESG initiatives and progress at both the committee and full board meetings.

¹⁷ List as of December 2023 – for the most up-to-date list, visit the Investor section of Emergent's website.

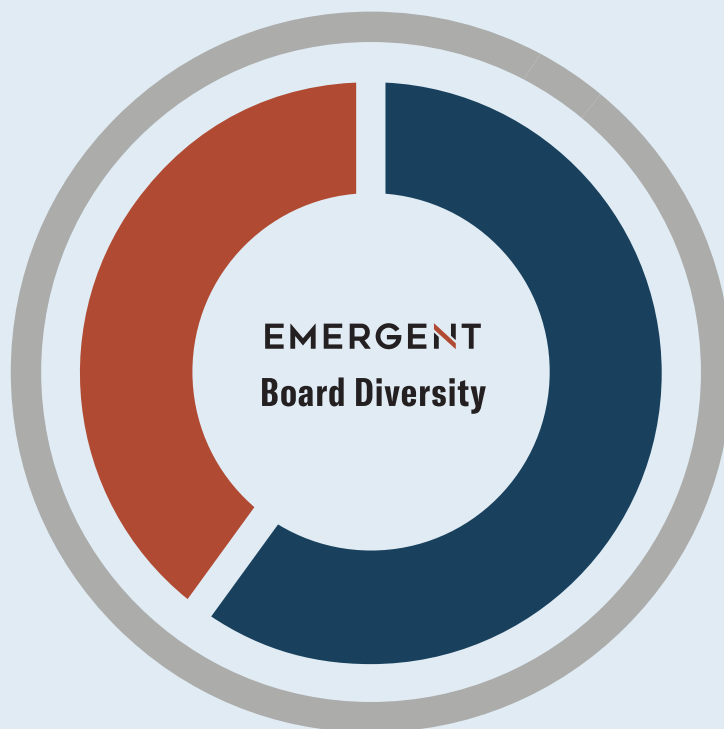
Commitment to Board Diversity

Diversity is critical at all levels of 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.

As of December 31, 2023, our board is comprised of nine directors, all of whom are considered independent according to the applicable New York Stock Exchange listing rules.

With respect to key diversity metrics — including gender, race, and ethnicity — as of December 31, 2023, 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.



As of December 31, 2023, there were 9 directors

4 are female and/or race/ethnically diverse

5 are Caucasian/white male

9 are independent

● Female and/or race/ethnically diverse

● Caucasian/white male

● Independent

In February 2024, we added our new president and CEO as a director.

A Culture of Quality and Compliance

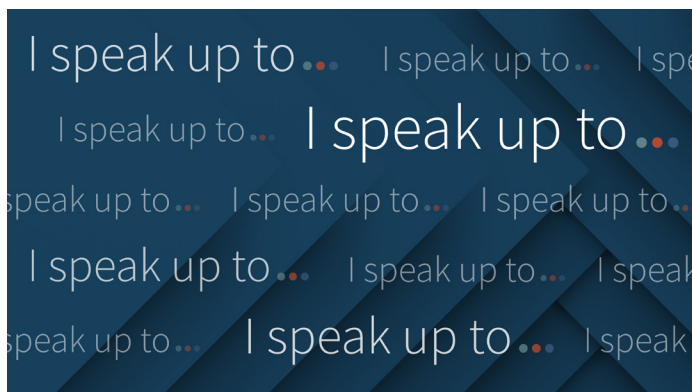
In 2023, a cross-functional team came together with the mission to drive a cultural shift to ensure integrity, quality, and compliance are foremost in every employee's activities. The goal of the initiative is to drive an organizational mindset where colleagues consistently see, hear, and feel employees taking quality-and compliance-focused actions and decisions are motivated to contribute similarly.

Out of this work, we launched the "I Speak Up" campaign through a multimedia, all-employee communications campaign and a people manager capability-building workshop.

The "I Speak Up" campaign creates an environment where employees feel confident, comfortable, and safe when sharing their unique perspectives, asking questions, raising concerns, and sharing ideas. It yielded an impactful improvement to our culture of quality and compliance. The most significant indicator of success is the marked improvement in the Gartner Survey results, where the company achieved an increase of nearly three points in the Culture of Quality Index Score over an 11-month period. Importantly, this increase was achieved during a time of significant change within the company, when it has been shown that scores are typically negatively impacted.

In addition, our Speak Up Hotline data shows an increase in reports from 2022, prior to the Speak Up campaign launch. The anonymous report rate is half of the industry benchmark median, demonstrating an increase in trust and the ability to report without fear of retaliation.

Together, this data reflects a deeper integration of quality, ethics, and compliance and is indicative of a more embedded speak-up culture.



Ethics and Compliance

Lead With Integrity

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

No matter where we work or what role we play, there are three words that unify us: quality, ethics, and compliance. Emergent believes that quality, ethics, and compliance are central to our business strategy and key for how we become trusted by our stakeholders. Our commitment to quality, ethics, and compliance helps us to maintain a strong reputation now and in the long term.

Our Well-Designed Ethics and Compliance Program

In 2023, we made great strides in maturing our ethics and compliance program. We take pride in creating and maintaining it at an enterprise level, aligned to industry best practices. Our program empowers employees to create a culture of ethics and compliance — one that rewards ethical decision-making and raising concerns without fear of retaliation. Our Ethics and Compliance Department partners with the business to continuously assess and mitigate risks, including staying on top of regulations and the changing healthcare landscape.

Key highlights for 2023 include:

- Instituting several governance programs like executive management team and Board-level compliance governance, a policy on policies, and a Policy and Training Center of Excellence.
- Putting clear mechanisms in place for appropriate escalation of concerns.
- Development and piloting of a digital infrastructure to track and monitor workflow and approvals for higher-risk activities, as well as spend tracking.
- A reinforced investigations function with added personnel.
- An all-employee Quality and Compliance annual objective.

Our Code of Conduct and Business Ethics Policy (Our Code)

Our Code reflects who we are and what we do. Revamped in 2023, Our Code outlines the guiding principles that unite our diverse company and supports our mission and values. We are proud to share that Our Code was written with extensive input from employees across the company. It captures our passion and purpose that help contribute to the company's reputation and credibility. Our Code reflects our responsibilities and commitment to conducting business legally, ethically, and responsibly.

In 2023, we launched a scenario-based e-learning Code of Conduct training. 100% of employees completed the training and certified their commitment to Our Code. New hires receive Code training within the first week of joining Emergent.



For the lives we protect & enhance.

Anti-Bribery

We are committed to the highest level of integrity in conducting business, including our interactions with government officials and agencies. Corrupt conduct of any kind, as well as conduct that creates an appearance of impropriety, is strictly prohibited and is inconsistent with our core value of Lead with Integrity. To reinforce this, we dedicated a scenario in Our Code training to anti-bribery. In 2023, we developed an infrastructure to track and monitor approvals and workflow for higher-risk activities, as well as spend tracking.

Privacy

We recognize that privacy is personal. In 2023, we updated our Employee Privacy Notice, bringing it up to date with current requirements for the jurisdictions where we have employees. Additionally, our privacy office conducted over two dozen reviews of contracts and vendors for privacy implications. Finally, all employees receive privacy training annually.

Conflicts of Interest

We recognize and appreciate that our employees have personal interests outside of work that can coexist without compromising their work at Emergent. If an actual or potential conflict may arise, employees can rely on an updated policy with clear guiding principles for how they can manage various types of conflicts. In 2023, we also instituted a centralized digital tracking platform to support the disclosure and review of actual or potential employee Conflicts of Interest as required by the updated policy.

Additional manuals, policies, and procedures that we adhere to include, but are not limited to:

- Political activities policy
- Lobbying compliance policy
- Conflicts of interest policy
- Combatting Trafficking in Persons plan
- Financial conflicts of interest – federal contracts and grants policy
- Gifts, meals, and entertainment policy
- Government contract compliance manual
- Insider trading policy

For all the people touched by our work, we operate with an unwavering commitment to honesty, integrity, and quality.

Product Quality

We understand that in the highly regulated industry in which we operate, the quality of our products and the integrity of our actions are everything. Doing the right thing, the right way, every time ensures that we are consistently delivering products of the highest quality for our patients, customers, regulators, and shareholders.

At Emergent, the Quality Department is an autonomous partner that works with the business to provide guidance and guardrails that ensure the safety and consistency of our products while ensuring that our actions are compliant with regulatory requirements. The quality vision is to “inspire, equip, and empower everyone to live our core value, Lead with Integrity.”

We also understand that quality is everyone’s responsibility and that keeping quality and compliance top of mind is critical to our success. We are committed to taking ownership of our work and ensuring deliverables of the highest caliber. We hold ourselves and each other accountable for quality by:

- Learning, understanding, and following the policies and procedures that are relevant to our roles.
- Proactively identifying potential risks before they become problems.
- Speaking up when we see, hear, or feel that something isn’t right.

Our Quality Management System

We are committed to building and maintaining a clear, reliable, and contemporary quality management system (QMS) to assure compliance and help employees meet the requirements of their roles. In 2023, we launched a revamped Quality Policy that, together with scenario-based training, defines five core tenets of our commitment. As part of their annual Quality Policy training, all employees attest to:

- Delivering safe and effective, high-quality products that meet or exceed customer expectations.
- Complying with all applicable regulatory requirements.
- Continuously improving the effectiveness of our quality management system and maximizing performance through clearly defined objectives.

- Ensuring the integrity of our data.
- Upholding our individual and shared ownership of quality.

Further, as part of the efforts to improve our QMS, we made significant enhancements to our escalation, training, personnel and process contamination control, visual inspection, and cleaning validation procedures, and harmonized our product recall procedure. We drove the implementation of new laboratory information management systems (LIMS) capabilities across our manufacturing network to more effectively manage product samples and the associated data. Additionally, we completed data integrity risk assessments and are working to fortify our electronic quality systems where appropriate.

GxP Compliance

In 2023, we enhanced our approach to inspection preparation by clarifying responsibilities within our teams and routinely assessing and managing the effectiveness of our readiness activities. Through our audit program, we also ensure that our internal operations, suppliers, and vendors comply with established standards, procedures, and regulatory requirements. Together, these undertakings resulted in noteworthy benefits as exemplified by the 17 compliant inspection outcomes across 11 regulatory agencies and five countries.¹⁸ Of particular note, after completing a follow-up, routine current good manufacturing practices (cGMP) inspection of our Camden manufacturing facility in July 2023, the FDA returned the site to Voluntary Action Indicated (VAI) compliance status and issued a warning letter close-out letter stating that “it appears that [Emergent has] adequately addressed the violations contained in the Warning Letter originally issued in August 2022.” We are committed to ensuring continued compliance with cGMP and remain steadfast in our commitment to delivering high-quality products across our global network.

Every day, we work to assure the integrity of our products, services, and actions because we know that patients and partners are depending on us, and we recognize that our impact will be measured by the trust that we earn through quality and compliance excellence.

¹⁸ The outcomes for two additional inspections (FDA at Bayview and Lansing) remain pending and one inspection (Russia at Camden) was considered “rejected” by the agency.

Supply Chain Responsibility

From acquiring materials and services to delivering them to a clinical trial or customer, Emergent's Supply Chain Department sources and procures what we need to do business in a responsible manner so we can continue to meet the needs of our patients.

Supplier Identification, Assessment, and Selection

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

Once a need is identified, we identify potential suppliers from our current supplier base, market research, and Emergent employees. We then evaluate them based on their ability to provide a good or service at a competitive price and in a sustainable manner, the financial stability of the supplier, and check them against government "do not use" lists through third-party tools to systematically verify suppliers are in good standing. Once this evaluation is complete, a supplier(s) is chosen to provide the needed goods or services to Emergent.

For raw materials, supplies, and services that require GxP compliance, Supplier Quality Management completes additional evaluations 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

Emergent manages suppliers throughout their service using various tools like supply agreements, quality agreements, periodic audits, supplier change notifications, and performance monitoring. Depending on the goods or services being provided, we 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 expectations. 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.

Quality agreements can be used to further 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. Our Quality Department performs these audits based on the risk to our product's quality attributes and the quality history with the supplier (including complaints, change notifications with impact, material reject rates, and escalations from the supplier that impact the quality of Emergent product). Suppliers providing goods or services that are critical to the quality, safety, or efficacy of our products, as well as those deemed to pose a higher risk, are audited more frequently.

We also monitor suppliers 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 must 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.

Enterprise Risk Management

Emergent recognizes that enterprise risk management is integral to good corporate governance and necessary to ensuring that strategies are developed and decisions are made with sufficient information about both risks and opportunities.

Our Enterprise Risk Management (ERM) program is a centralized program that encompasses a broad spectrum of top risks to the achievement of Emergent's corporate strategy and objectives. The program's objective is to establish and maintain a consistent and systematic approach to identify, assess, mitigate, monitor, and report on the greatest risks to the organization.

The overall process includes five main steps:

1. Identify risks.
2. Assess the risks in terms of potential impact and the likelihood of their occurrence.
3. Determine whether the risk should be accepted, reduced, or avoided, and prioritize those risks for mitigation, management, and oversight.
4. Monitor the risks and mitigation plans.
5. Report regularly on risk and mitigation plan progress, as well as program operations, to Executive Management and the Board of Directors.

We have further strengthened our overall ERM efforts through the development of a corporate ERM policy, policy training, and an intranet resource page for employees. Emergent is committed to continual program evolution, and we will mature our ERM program by leveraging best practices and benchmarking program operations against industry standards.

Business Continuity and Incident Management

Emergent maintains business continuity plans for each of our 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.

As of 2023, Emergent has identified and cataloged relevant business continuity information for 690 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 U.S. 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.

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 that 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's Quality, Compliance, Manufacturing, and Risk Management Committee oversees 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.

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Appendix

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Appendix

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, 2023, unless otherwise noted. The following table outlines the SDG goals and specific targets to which we most directly contribute, with cross references or links where to find more information.

SASB Metric	Disclosure Location/Response	SASB Code
Safety of Clinical Trial Participants		
Discussion, by world region, of management process for ensuring quality and patient safety during clinical trials	2023 ESG Report Patients, page 17	HC-BP-210a.1
Number of inspections related to clinical trial management and pharmacovigilance that resulted in: (1) entity voluntary remediation or (2) regulatory or administrative actions taken against the entity	Emergent is not reporting on this metric at this time	HC-BP-210a.2
Total amount of monetary losses as a result of legal proceedings associated with clinical trials in developing countries	10-K and 10-Qs All material, legal and regulatory issues are reported in our annual and quarterly filings	HC-BP-210a.3
Access to Medicines		
Description of actions and initiatives to promote access to health care products for priority diseases and in priority countries as defined by the Access to Medicine Index	Emergent has vaccines and treatments in the R&D phase that address priority issues as outlined in the Access to Medicine Index. Full descriptions of our pipeline products can be found on Our Products and Pipeline pages of our website .	HC-BP-240a.1
List of products on WHO List of Prequalified Medical Products as part of its Prequalification of Medicines Programme (PQP)	Emergent has no products on the WHO List of Prequalified Medicinal Products at this time	HC-BP-240a.2
Affordability & Pricing		
Percentage change in: (1) average list price and (2) average net price across U.S. product portfolio compared to previous year	2023 ESG Report Product Affordability and Accessibility, Page 19. Additional details on this metric would potentially reveal competitive information given our small portfolio of approved medicines as compared to larger pharmaceutical companies	HC-BP-240b.2
Percentage change in: (1) list price and (2) net price of product with largest increase compared to previous year	2023 ESG Report Product Affordability and Accessibility, Page 19. Additional details on this metric would potentially reveal competitive information given our small portfolio of approved medicines as compared to larger pharmaceutical companies	HC-BP-240b.3

SASB Metric	Disclosure Location/Response	SASB Code
Drug Safety		
Products listed in public medical product safety or adverse event alert databases	FDA Medwatch Safety Alerts database FDA Adverse Event Reporting database	HC-BP-250a.1
Number of fatalities associated with products	FDA Adverse Event Reporting database	HC-BP-250a.2
Number of recalls issued, total units recalled	FDA Recall database	HC-BP-250a.3
Total amount of product accepted for take-back, reuse, or disposal	Emergent is not reporting on this metric at this time	HC-BP-250a.4
Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	Zero	HC-BP-250a.5
Counterfeit Drugs		
Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting	Emergent is not reporting on this metric at this time	HC-BP-260a.1
Discussion of process for alerting customers and business partners of potential or known risks associated with counterfeit products	Emergent is not reporting on this metric at this time	HC-BP-260a.2
Number of actions that led to raids, seizure, arrests, and/or filing of criminal charges related to counterfeit products	None In addition, all material, legal, and regulatory issues are reported in our annual and quarterly filings (10-K and 10-Qs)	HC-BP-260a.3
Ethical Marketing		
Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	10-K and 10-Qs All material, legal, and regulatory issues are reported in our annual and quarterly filings	HC-BP-270a.1
Description of code of ethics governing promotion of off-label use of products	Code of Conduct & Business Ethics 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
Employee Recruitment, Development & Retention		
Discussion of talent recruitment and retention efforts for scientists and research and development personnel	2023 ESG Report Our People, beginning on page 23	HC-BP-330a.1
(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) midlevel managers, (c) professionals, and (d) all others	Emergent is not reporting on this metric at this time	HC-BP-330a.2

SASB Metric	Disclosure Location/Response	SASB Code
Supply Chain Management		
Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in the Rx-360 International Pharmaceutical Supply Chain Consortium audit program or equivalent third-party audit programs for integrity of supply chain and ingredients	Emergent is not reporting on this metric at this time	HC-BP-430a.1
Business Ethics		
Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery	10-K and 10-Qs All material, legal, and regulatory issues are reported in our annual and quarterly filings	HC-BP-510a.1
Description of code of ethics governing interactions with health care professionals	<u>Code of Conduct & Business Ethics</u> 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 judgment. This includes standards for contractual engagements for advisory, training, or speaker services, which is only allowed for a bona fide business need, with compensation provided that represents the fair market value for services.	HC-BP-510a.2
Activity Metric		
Number of patients treated	Emergent is not reporting on this metric at this time	HC-BP-000.A
Number of drugs (1) in portfolio and (2) in research and development (Phases 1-3)	1) 12 marketed products in our portfolio and 2) approximately 8 products and devices in development, page 10	HC-BP-000.B
Employee Recruitment, Development & Retention		
Discussion of talent recruitment and retention efforts for scientists and research and development personnel	2023 ESG Report Our People, beginning on page 23	HC-BP-330a.1
(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) midlevel managers, (c) professionals, and (d) all others	Emergent is not reporting on this metric at this time	HC-BP-330a.2

United Nations Sustainable Development Goals



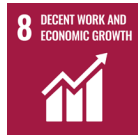
Goal 3.

Good Health and Well-Being

Ensure healthy lives and promote well-being for all at all ages

2023 ESG Report

- Who We Are, page 5
- Product Affordability and Accessibility, page 19.
- Occupational Health & Safety, page 22
- Benefits, Health & Wellness page 29
- Corporate Social Responsibility, page 34



Goal 8.

Decent Work and Economic Growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

2023 ESG Report

- Our People, beginning on page 23

Emergent Website

- [Careers](#)



Goal 9.

Industry, Innovation, and Infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

2023 ESG Report

- Who We Are, page 5
- Emergent at a Glance, page 8
- Culture of Quality & Compliance, starting on page 38, continued on page 40
- Supply Chain Responsibility, page 41

Emergent Website

- [About Us](#)



Goal 10.

Reduced Inequalities

Reduce inequality within and among countries

2023 ESG Report

- Supply Chain Responsibility, page 41
- Our People, pages 31-33
- Commitment to Board Diversity, page 37
- Corporate Social Responsibility, page 34

Emergent Website

- [Careers](#)



Goal 17.

Partnerships for the Goals

Strengthen the means of implementation and revitalize the global partnership for sustainable development

2023 ESG Report

- Emergent at a Glance, page 8

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