



ENVIRONMENTAL, SOCIAL, &
GOVERNANCE **REPORT 2020**

AMGEN[®]

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About This Report

This report describes our progress from January 1, 2020, to December 31, 2020. The content is based on those environmental, social, and governance (ESG) issues deemed most important to Amgen through our comprehensive Stakeholder Perspective Assessment, as well as a review of relevant reporting standards and frameworks. All of our business operations worldwide are in scope unless otherwise stated. Throughout this report, we also guide readers to additional sources of information.

We have prepared this report in alignment with [The Biopharma Investor Environmental, Social and Governance \(ESG\) Communications Guidance](#). Launched in 2020, the Guidance identifies high-priority ESG topics for our sector and recommends how to structure information and disclosures in a useful format for investors. The Guidance integrates components and principles of the Sustainability Accounting Standards Board (SASB) Biotechnology & Pharmaceuticals Sustainability Accounting Standard, as well as the Task Force on Climate-related Financial Disclosures (TCFD) reporting standard. Our reporting also reflects our alignment with the United Nations (UN) Global Compact and Sustainable Development Goals.

We value and welcome feedback from all stakeholders. Please send comments or questions about this report to ESG@amgen.com.

About Amgen

Amgen is committed to unlocking the potential of biology for patients suffering from serious illnesses by discovering, developing, manufacturing, and delivering innovative human therapeutics. This approach begins by using tools such as advanced human genetics to unravel the complexities of disease and understand the fundamentals of human biology.

Our belief – and the core of our strategy – is that innovative, highly differentiated medicines that provide large clinical benefits in addressing serious diseases are medicines that will not only help patients, but also will help reduce the social and economic burden of disease on society today.

Amgen focuses on areas of high unmet medical need, leveraging its expertise to strive for solutions that improve health outcomes and dramatically improve people’s lives. A biotechnology pioneer, Amgen has grown to be one of the world’s leading independent biotechnology companies, has reached millions of patients around the world with its medicines, and is developing a pipeline of medicines with breakaway potential.

We focus our research in three therapeutic areas: cardiometabolic disease, inflammation, and oncology.



Our medicines typically address diseases for which there are limited treatment options, or provide a viable option to those which are otherwise available.

As such, Amgen is a leader in developing and manufacturing biosimilars (medications that are biologically similar to existing biologic treatments). Backed by more than four decades of biologics expertise, our high-quality biosimilars have the potential to offer more affordable, life-altering treatment options that contribute to the sustainability of healthcare systems while allowing for greater investment in new medicines for patients.

Our Values

- **Be science-based.** Our success depends on superior scientific innovation, integrity, and continuous improvement in all aspects of our business through the application of the scientific method. The scientific method is a multistep process that includes designing the right experiment, collecting and analyzing data, and rational decision-making. It is not subjective or emotional, but rather a logical, open, rational process. Applying the scientific method in all parts of the organization is expected and highly valued.
- **Compete intensely and win.** We compete against time, past performance, and industry rivals to rapidly achieve high-quality results. Winning requires taking risks. We cannot be lulled into complacency by previous achievements. Though we compete intensely, we maintain high ethical standards and demand integrity in our dealings with competitors, customers, partners, and each other.

- **Create value for patients, employees, and stockholders.** We provide value by focusing on the needs of patients. Amgen creates a work environment that provides opportunities for employees to reach their full potential. We strive to provide stockholders with superior long-term returns while balancing the needs of patients, employees, and stockholders.
- **Be ethical.** We are relentless in applying the highest ethical standards to our products, services, and communications.
- **Trust and respect each other.** Every job at Amgen is important, and every Amgen employee is important. We attract diverse, capable, and committed people and provide an environment that fosters inclusion, respect, individual responsibility, and values diversity. Trust is strengthened through personal initiative and by obtaining quality results rapidly.
- **Ensure quality.** Quality is a cornerstone of all of our activities. We seek the highest-quality information, decisions, and people. We produce high-quality products and services. Quality is woven into the fabric of everything we do. Our website contains additional information about our approach to [Quality](#) and [Patient Safety](#).
- **Work in teams.** Our teams work quickly to move scientific breakthroughs from the lab through the clinic to the marketplace and to support other aspects of our business. Diverse teams working together generate the best decisions for patients, employees, and stockholders. Our team structure provides opportunities for Amgen employees to affect the direction of the organization, to gain broader perspective about other functions within Amgen, and to reach their full potential.

- Collaborate, communicate, and be accountable.**
 Leaders at Amgen seek input and involve key stakeholders in important decisions. In gathering input, strong leaders will welcome diverse opinions, conflicting views, and open dialogue for serious consideration. They will clearly communicate decisions and rationale openly and in a timely manner. Once a decision is made, the leader and members of the team will all be accountable for the results and for implementing the decision rapidly.

By the Numbers*

Year Founded	1980
Headquarters	Thousand Oaks, California
Employees	~ 24,000
Total Revenues	\$25.4 billion
Number of Countries Where Products Are Sold	~ 100
R&D Investment	\$4.2 billion
Stock Listing	NASDAQ; ticker symbol AMGN

*As of December 31, 2020.

Recognition in 2020



Amgen's **Sustainalytics ESG Risk Rating** places it in the top 1 percent for the biotech subindustry (2 out of 360)¹ and in the top 3 percent for the broader pharmaceutical industry (16 out of 841).



Amgen ranked among the top biotech companies in corporate responsibility with its inclusion on the **Dow Jones Sustainability Indices (DJSI) World Index** for the seventh year in a row. Amgen was also included on the **DJSI North America Index** for the eighth consecutive year.



Barron's named Amgen to its 100 Most Sustainable Companies Right Now list.



Amgen ranked as one of the leading companies in the United States for workplace health and wellness in the **American Heart Association's Workplace Health Achievement Index**, qualifying for Gold Recognition.

¹ Sustainalytics.



Ranked among America's Best Employers for Diversity in 2020 by **Forbes Magazine**.



Amgen earned a perfect score of 100% on the **Corporate Equality Index** for the fourth year in a row.



The Great Place to Work Institute honored Amgen as one of the best workplaces in Europe.



Amgen ranked number 12 out of 144 companies surveyed by **Military Times** in its Best Place for Vets: Employers ranking.



InHerSight honored Amgen as one of the top biotechnology companies for women, ranking us number 6 on its Best Biotechnology Companies to Work For list.

2020 ESG HIGHLIGHTS

Committed to being
carbon neutral
by 2027

\$1.5 billion
Value² of medicines provided at no cost to low-income patients in the United States through the Amgen Safety Net Foundation³

Founding member of OneTen, a coalition to hire
1 million Black Americans
over 10 years

Increasing
diversity in clinical trials
through the RISE and Lazarex programs⁴

24 million students
reached in 2020 through Amgen Foundation⁵ science education programs

² Valued at wholesale acquisition cost.
³ Amgen Safety Net Foundation, a separate legal entity funded solely by Amgen.
⁴ RISE and Lazarex programs.
⁵ Amgen Foundation, a separate legal entity funded solely by Amgen.

LEADERSHIP MESSAGE



I am delighted to welcome you to Amgen’s latest Environmental, Social, and Governance Report.

Over the more than four decades since Amgen was founded, we have contributed to society in many ways – most importantly by bringing innovative medicines to patients suffering from serious

disease, but also by taking care of our employees and their families, being a good neighbor in our local communities, and operating our business in an ethical, environmentally responsible, socially inclusive manner.

As we look to the future, we will continue to do our part to address the many challenges facing society. To help combat climate change, for example, we announced in January 2021 a commitment to achieve net-zero carbon emissions by 2027, along with a 40% reduction in water use and a 75% reduction in waste disposed.⁶ These new targets build on the progress we’ve made in these three areas since 2007, even as we have significantly expanded our geographic footprint.

Turning to social performance, we are taking steps to make our Company a place where everyone feels they belong and can

achieve their full potential. We come at this important work from a position of strength, with a 2020 survey showing that the vast majority of Amgen employees globally believe they “work in an environment that is free from harassment and discrimination” and are “treated with respect and dignity.” To build on this strong foundation, we instituted mandatory unconscious-bias training for all employees in 2020. This training is complete in the United States, Puerto Rico, and Canada, and will now be rolled out to the rest of the organization. Amgen has ten employee resource groups, each organized around a primary diversity dimension and sponsored by a member of my senior leadership team. Collectively, these groups increased their membership by 75% in 2020.

We are also identifying ways to build a more just and equitable society outside of Amgen. Last year the Amgen Foundation committed \$7.5 million to support organizations advancing social justice and fighting systemic racism across the United States. The Foundation is also supporting a wide range of programs that provide world-class science education at no cost to high school and university-level students around the world, including young people from low-income and disadvantaged communities.

With respect to governance, Amgen’s Board of Directors is highly independent and diverse. Directors are elected annually by a majority of our stockholders, and six new directors have been appointed since 2015. The lead independent director has robust, clearly defined responsibilities, and only independent Board members

serve on key standing committees. Management (along with the lead independent director when appropriate) regularly engages with stockholders to seek their feedback. Over the years, we have adopted a number of stockholder-friendly practices, including proxy access for director nominations and provisions enabling stockholders to act by written consent and call special meetings. Our Board oversees a long-standing, enterprise-wide approach to risk management that includes an Enterprise Risk Management program. In an indication that our governance-related efforts continue to bear fruit, the *Wall Street Journal* ranked Amgen number 26 on its 2020 List of Best-Managed Companies, which examines the governance records of 250 large, publicly traded companies.

Throughout this report you will see indicators of Amgen’s alignment with key components of the United Nations Global Compact and Sustainable Development Goals. As a signatory of the Global Compact, Amgen remains committed to its principles and to reporting on our progress in implementing them.

I invite you to explore this report to learn more about Amgen’s Environmental, Social, and Governance performance and the metrics we will use to determine our progress.

Robert A. Bradway,
Chairman and Chief Executive Officer

⁶ Reductions take into account only verified reduction projections, and do not take into account changes associated with the contraction or expansion of the Company.

OUR APPROACH TO ESG

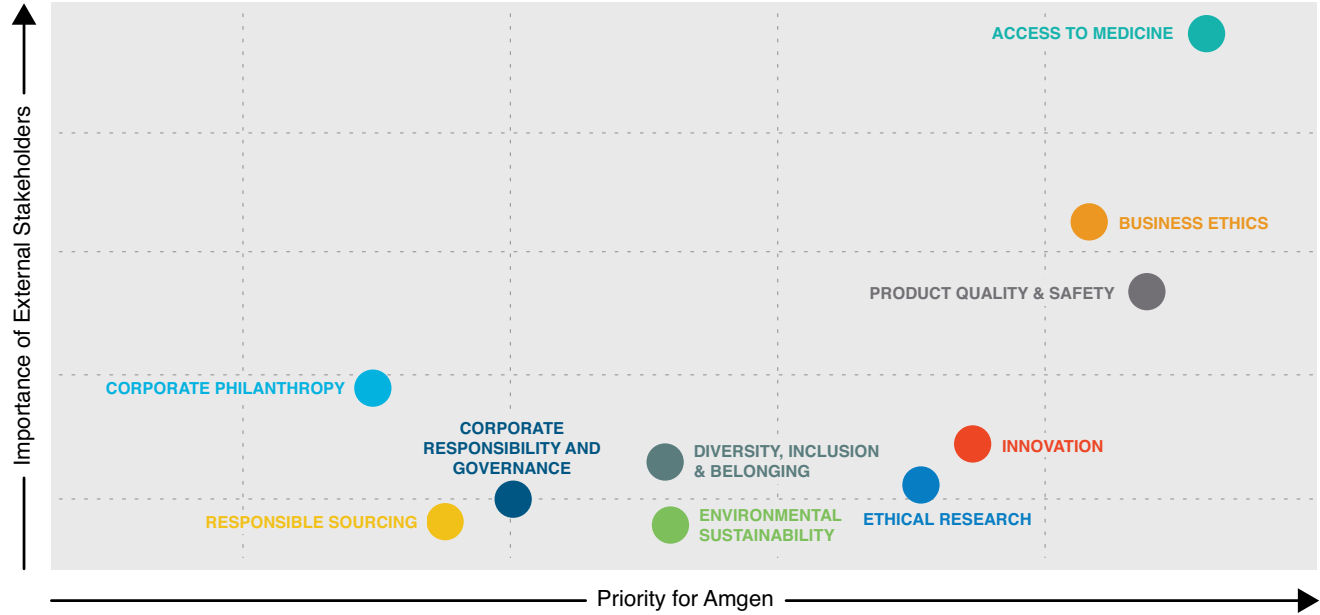
STRATEGY & OBJECTIVES

Amgen’s mission is to serve patients – and it goes beyond making vital medicines. We are working to help build a better world by focusing on the environmental, social, and governance (ESG) topics that matter most to our business and to our stakeholders.

Stakeholder Engagement

Periodically, Amgen conducts an analysis of internal and external stakeholder perspectives on ESG and corporate responsibility. In early 2020, Amgen completed its most recent [Stakeholder Perspective Assessment](#), the results of which are summarized in the graph on this page.

To understand internal stakeholder perspectives, we interviewed senior management directly involved in ESG oversight and issued an online survey of randomly selected global employees. Each of these two employee groupings were asked to rank key ESG topics in terms of their importance to Amgen. The results are shown on the horizontal axis of the graph.



To understand external stakeholder perspectives, we utilized a sophisticated social-listening artificial-intelligence tool that allows us to monitor and analyze hundreds of thousands of communications from key stakeholder groups, including investors, regulators, healthcare professionals, and patient advocacy groups, to understand their perspectives on key ESG topics. The results of that analysis are shown on the vertical axis above.

These analyses, which were conducted from October 2019 through February 2020, allow us to understand the relative importance of ESG topics to the various stakeholders. It should be noted that we consider every ESG topic on this graph important, and that the completion of our analysis

predated the impact of COVID-19 and the social justice issues that arose later in the year. We will be updating our Stakeholder Perspective Assessment in 2021 to capture the effects of these societal changes while we continue to strive to better understand stakeholders’ perspectives.

For each of these topics, Amgen engages with various stakeholders including government representatives, regulators, society, patient advocacy groups, employees, academia, suppliers, stockholders, and industry groups through one-on-one discussions, conferences and meetings, working groups, consortiums, and digital communications.

Amgen's ESG Program Elements

Amgen's current ESG strategy focuses on seven program elements, as informed by our most recent Stakeholder Perspective Assessment.

BUSINESS ETHICS	Conducting our business ethically and in compliance with the laws and regulations that govern our business and industry in all markets in which we operate.
ETHICAL RESEARCH	Working to ensure that our research practices are transparent, responsible, and compliant with applicable laws, regulations, and guidelines.
ACCESS TO MEDICINE	Striving to achieve sustainable, equitable access for our products to reach more patients.
DIVERSITY, INCLUSION, AND BELONGING	Promoting and working to maintain an inclusive, high-performing culture, where all team members embrace and leverage each other's talents and backgrounds.
ENVIRONMENTAL SUSTAINABILITY	Having a positive impact on the health of our planet by combating climate change and preserving natural resources.
RESPONSIBLE SOURCING	Delivering value through a diverse and responsible supplier base.
COMMUNITY INVESTMENT	Advancing science education, particularly among low-income and disadvantaged populations, and strengthening communities where Amgen employees live and work through corporate philanthropy.

ENGAGING WITH INVESTORS IN MEANINGFUL CONVERSATIONS ON ESG

Amgen is a member of the Biopharma Sustainability Roundtable (BSRT) and a founding sponsor of The Biopharma Investor ESG Communications Guidance initiative. The guidance was developed to address the common interests of biopharma companies and investors in achieving more effective, efficient, decision-useful communications about the sector's highest-priority ESG issues. Over the course of two years, Amgen participated in frank, open, structured dialogue facilitated by the Roundtable with other biopharma companies and investors. In April 2020, the Guidance was formally launched. We have prepared this report in alignment with this Guidance.

Alignment With Sustainable Development Goals

As a global biopharmaceutical company investing in improving human health and advancing science, we recognize the powerful role we can play in not only supporting but contributing to the achievement of the United Nations 17 Sustainable Development Goals. Through our core business and investments by the Amgen Foundation, we believe we can contribute in the most meaningful way to the following five goals.



The pursuit of good health and well-being is embedded in Amgen’s mission: to serve patients by discovering, developing, manufacturing, and delivering innovative therapeutics that address serious diseases. We believe that this will not only help patients, but also will help reduce the social and economic burden of disease in society today. We also support the health, wellness, and safety of our employees globally, and we work to ensure that our suppliers do the same.



Quality education for all is at the heart of the Amgen Foundation’s key activities. Through programs and partnerships, the Amgen Foundation seeks to advance science education, particularly among low-income and disadvantaged students. Since the Foundation’s inception in 1991, we have invested nearly \$200 million in science education programming globally, and, with our partners, reached millions of students with high-quality science-based learning tools both in the classroom and online.



Innovation is core to Amgen’s business. In addition to our pioneering medicines, Amgen applies innovation to our manufacturing, partnerships, and pricing. The demonstrated environmental benefits of our newest biomanufacturing approach, which reduces the scale and costs of making biologics while vastly reducing water and energy use compared with conventional manufacturing, is also an example of the value of our innovative approaches.



Through our new seven-year environmental sustainability plan, we aim to achieve carbon neutrality, while reducing water usage by 40% and waste by 75% by 2027.⁷ We will invest more than \$200 million over time to fulfill these commitments, building on the success of our previous seven-year plan.



Much of what Amgen accomplishes is through partnerships. In particular, our work to expand access to medicine involves a wide range of partners such as the CDC Foundation, Direct Relief, and the Union for International Cancer Control. We remain committed to joining with diverse stakeholders to tackle significant challenges from climate change and health to gender equality and education.

⁷ Reductions take into account only verified reduction projections, and do not take into account changes associated with the contraction or expansion of the Company.



GOVERNANCE

CORPORATE GOVERNANCE

Effective corporate governance is critical for both our long-term performance and maintaining stakeholder trust.

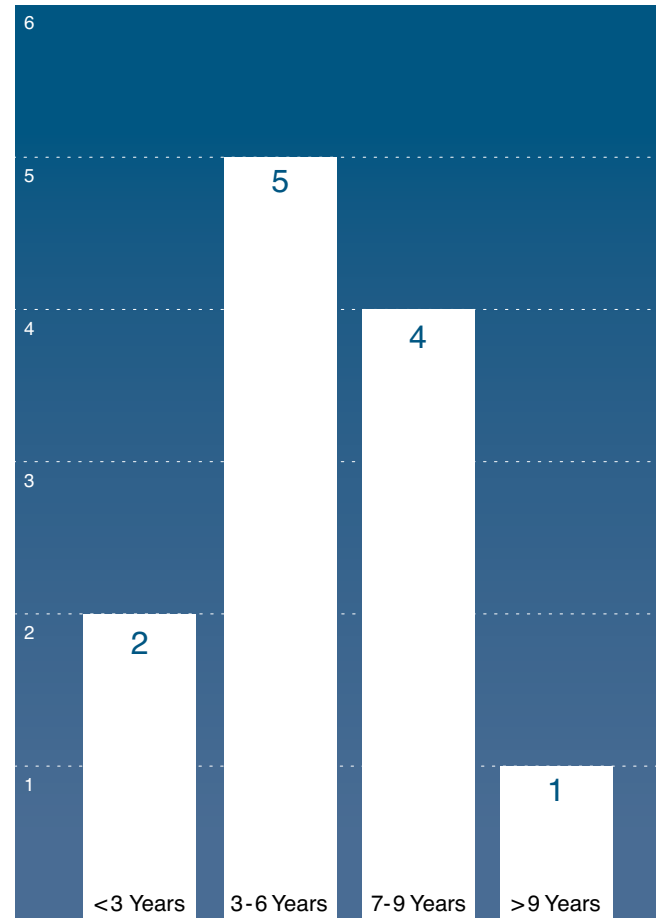
Our Board of Directors is governed by our Amgen Board of Directors Corporate Governance Principles that are amended from time to time to incorporate certain current best practices in corporate governance. Our Corporate Governance Principles may be found on our website at www.amgen.com.

Amgen has a highly independent Board of Directors elected annually by a majority of our stockholders, with a lead independent director with robust responsibilities. Only independent Board members serve on key standing committees. Key standing committees of our Board include the Audit, Compensation and Management Development, Corporate Responsibility and Compliance, and Governance and Nominating Committees. Our Board is diverse (including three women directors) and has strong refreshment practices, with six new directors appointed since 2015.

As part of its oversight of the Company, our Board oversees an enterprise-wide approach to risk management, which is designed to support the achievement of the Company's objectives, including its strategic priorities to improve long-term operational and financial performance and enhance stockholder interests.

For more information on our Board and our corporate governance practices, please visit our [website](#) and our [2021 Proxy Statement](#).

Board Tenure



Number of directors and tenure lengths shown above.
6 new directors since 2015. ~ 6 years average board tenure.





Q&A With the Head of ESG at Amgen

Judy Brown, Senior Vice President of Corporate Affairs at Amgen, is responsible for ESG initiatives and chairs the company's ESG Council. Here, she discusses how ESG has evolved at Amgen and how it is integrated into our core mission.

How is Amgen working to integrate ESG into its business?

Because we are an innovative biopharmaceutical company, ESG is central to who we are and what we do. Our company mission – to serve patients – is our purpose. Our ESG strategy is how we do this. Starting in 2021, we are putting even more intention into how we hold ourselves accountable by including ESG in our Company goals and formally integrating ESG metrics into our annual bonus program for all eligible employees.

How would you describe the role and engagement of the Amgen Board in ESG matters?

The Corporate Responsibility and Compliance Committee (CRCC) of our Board has a long history of oversight and involvement, overseeing our programs and policies to help ensure we are doing the right thing for our employees, for our communities, and for the environment. Compliance with the law is just the starting point. The CRCC challenges us to go above and beyond with both our corporate and our philanthropic initiatives. When we expanded our aperture from corporate responsibility to the broader ESG framework, the Board was extremely supportive. They fully appreciate and are focused on the important role ESG plays in furthering Amgen's mission. The CRCC is regularly engaged in the oversight of ESG, and we regularly discuss our comprehensive ESG strategy with the full Board.

How does Amgen's ESG Council help carry out the Company's ESG goals?

The ESG Council brings together senior executives from various functions to discuss opportunities and initiatives in those areas most significant to Amgen. Council members also bring in stakeholder voices from external engagement activities occurring in their respective areas of expertise. Together, the Council discusses and approves proposals and recommendations, prioritizes areas for investment, and evaluates any emerging trends. The Council's role is relatively new at Amgen, but in a short time it has already helped to add rigor into how we analyze and guide Amgen's ESG strategy.

How have the events of 2020 shaped ESG at Amgen?

It is difficult to overestimate the social impact the events of the past 12 months have had on not only Amgen but all organizations – increasing unemployment, concerns around health and wellness, social inequality, and lack of social justice in many communities. These issues of course have always been there, but they boiled to the surface very visibly around the world in 2020.

At Amgen, we have been focused on diversity and inclusion and healthcare disparities for many years, but the events of 2020 caused us to accelerate our actions and take them to the next level. We asked ourselves — and our Board challenged us to question whether we were doing everything we could. This led us to establish a number of new diversity, inclusion, and belonging efforts and programs to better ensure that we were supporting our employees as they navigated the challenges of COVID-19. For example, we expanded our existing programs to support employee health and wellness, including mental health ([see page 15](#)) and expanded our approach to flexible work. Working closely with our Employee Resource Groups, we also developed programs and events to address ongoing social injustice issues to help educate our employees, create a stronger sense of belonging for everyone at Amgen, and demonstrate the value of being true advocates for one another. Through the Amgen Foundation, we also increased our investments to organizations working toward racial equality in the

communities where we live and work ([see page 42](#)), and we have accelerated our efforts to increase diversity in our clinical trials ([see page 28](#)).

More than ever before, 2020 demonstrated that companies cannot be silent on important social issues such as racial injustice. They need to take action and use their voices.

Where do you feel the company has made the most progress?

We have a strong ESG track record and an ambitious agenda moving forward. In some ways, I think we've hidden our light under a bushel for the past few years, while focusing on developing strong systems that could yield repeatable results. For example, we met and exceeded most of our 2020 environmental targets well ahead of schedule ([see page 49](#)). And, we helped low-income patients in the United States with no or inadequate insurance by providing \$1.5 billion⁸ worth of therapies in 2020. The Amgen Safety Net Foundation has never refused a qualified patient. As we move into 2021, we will continue these efforts and celebrate our progress, knowing that there is more to do.

⁸ Valued at wholesale acquisition cost

ESG GOVERNANCE

The Amgen Board of Directors provides oversight of Amgen's ESG activities, while the CRCC receives updates on specific ESG and corporate responsibility programs and activities, as well as related compliance activities. Amgen's executive management provides the Board and the CRCC with updates regarding the status and progress of the Company's ESG strategy and priority areas of focus.

Within Amgen, there are two levels of management governance for ESG:

- The cross-functional executive-level ESG Council that sets and reviews the Company's ESG strategy and programs. The council is chaired by the Senior Vice President of Corporate Affairs and includes six other executive-level representatives from across the organization. It meets approximately six times per year.
- The ESG Working Committee, consisting of ESG Program Element Leaders and other key employees related to ESG, coordinates the implementation of strategy for each of Amgen's seven ESG areas of focus, ensuring integration of our ESG strategy into each functional area. The Committee members are also responsible for identifying emerging ESG issues for their areas and raising them with the ESG Council for discussion and analysis.



MORE INFORMATION

[Corporate Responsibility and Compliance Committee](#)



COVID-19 RESPONSE

RESPONDING TO THE UNPRECEDENTED GLOBAL CHALLENGE OF COVID-19

The COVID-19 pandemic has been the most significant public health challenge in modern history, affecting virtually every continent, sector, and community. The response of the biopharmaceutical industry is particularly important to society, and we want to share how Amgen responded to this crisis.

Ensuring Employee Health and Well-Being

With the emergence of the pandemic in early 2020, we took swift and immediate action to protect the health and well-being of our employees and their families.

In March, we required that the majority of our employees work from home to encourage the social distancing needed to bend the curve of the pandemic. We also committed to pay continuity for our employees. In the United States and Puerto Rico, we provided our employees working from home a monthly stipend for home broadband Internet access along with an allowance to purchase necessary home-office equipment. We set up an internal website dedicated to COVID-19 for employees to review updates, video messages from leadership, and podcasts, access training, and obtain answers to frequently asked questions. We also launched additional dedicated technical support globally.

To work to ensure the safety of our employees and contractors who continued to work from our manufacturing and research sites, we provided personal protective equipment, enhanced cleaning procedures, screened

visitors, performed contact tracing, and took measures to ensure physical distancing. In the United States, we implemented temperature screenings and periodic COVID-19 testing as additional prevention measures.

To support employees during the pandemic, Amgen expanded and introduced new benefits including mental health benefits, education support, discounts on childcare and academic tutoring services, online learning resources, and additional Company-wide paid days off. We provided free access to virtual fitness classes to all full-time Amgen employees and their families. We also provided manager resources, including resilience training, to help leaders assist their teams through this period of dynamic change.

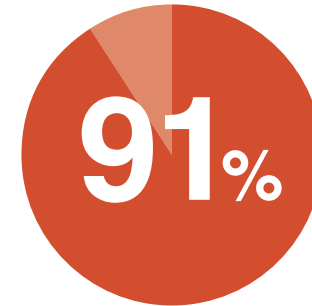
For more information on how we supported our employees, please visit our [website](#).



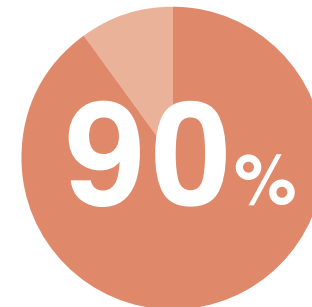
How Did We Do?

We conducted two global COVID-specific surveys, asking employees whether they felt that Amgen had taken adequate measures to protect them during the pandemic. More than 6,000 employees responded.

Here is what they said:



Were satisfied with Amgen's response to COVID-19, including our decision early in the pandemic to require that most employees work from home.



Agreed that Amgen takes a genuine interest in employees' well-being, was providing the resources people need to do their work, and was doing a good job with employee communications.

Supporting the Search for Potential COVID-19 Treatments

We are also contributing our scientific and manufacturing expertise directly to the fight against COVID-19. For example, our deCODE Genetics subsidiary has conducted extensive genetic research into how the coronavirus spreads and mutates, and its findings were published in *The New England Journal of Medicine*. Our company is collaborating with Eli Lilly and Company to manufacture antibody therapies that have received emergency use authorization from the U.S. Food and Drug Administration (FDA) for treating patients with mild-to-moderate COVID-19 who are at high risk for progressing to severe COVID-19 and/or hospitalization.

“We are proud to partner with Lilly and leverage our deep technical expertise in antibody development and, in particular, our strong capabilities in the scale up and manufacturing of complex biologics. This is yet another example of the ways our industry is closely collaborating to combat this devastating disease and help patients around the world access new therapies.”

– Esteban Santos,
Executive Vice President of Operations at Amgen

Working to Ensure Ongoing Access and Patient Support

The fear of COVID-19 prevented many people living with chronic health conditions from leaving their homes, delaying regularly scheduled doctor’s visits, and even avoiding emergency treatments. However, delaying or avoiding medical care may dramatically worsen a person’s disease and further increase mortality rates, particularly for patients living with heart disease and cancer. Because many of Amgen’s medicines need to be administered at a medical office or clinic, this posed additional challenges for ensuring ongoing patient treatment.

In March, Amgen began to collect and share solutions from Amgen teams around the world that helped support patients taking Amgen medicines and assist with ongoing access to care. Through the Continuity of Care Initiative, Amgen gathered more than 50 best practices from 25 countries, and broadly disseminated them to Amgen teams to rapidly share solutions and learnings across the organization.

Examples of challenges and solutions developed include:



Argentina: Early in the pandemic, patients in Argentina feared traveling to hospitals and clinics for their ongoing therapeutic treatment. Amgen responded by providing patient transfers to and from hospitals and clinics, which allowed patients to avoid crowded public transportation. The team also worked with healthcare providers to enable at-home routine care, such as blood draws.



United States: Amgen worked with the FDA to gain approval for a temporary self-injection option for PROLIA® (denosumab) patients. After the FDA’s temporary approval, Amgen distributed information to healthcare providers and patients to support self-injection.



Greece: As in other countries, many patients were hesitant to venture to pharmacies for prescriptions. Amgen introduced home delivery service as part of its “REPATHA On Path” Patient Support Program. Through the program, Amgen works with a third party to pick up patients’ REPATHA® (evolocumab) prescriptions from 15 different pharmacies across Greece and deliver them directly to patients’ homes. Similar solutions were rolled out in Italy, United Arab Emirates, and a number of other Amgen markets.

Amgen also donated \$1 million to support the American Heart Association’s COVID-19 rapid response efforts including the formation of its COVID-19 patient registry. The registry aims to improve the scientific community’s understanding of how the virus affects cardiovascular health and better manage patients for improved health outcomes.

Working to Ensure Continuity of Clinical Trials and Patient Safety

Clinical trials are a critical part of our development of life-saving medicines. Despite the challenges presented by COVID-19, we remained relentlessly focused on the safe continuation of our trials wherever possible so that, if successful, new treatments would not be delayed from reaching patients who could benefit from them.

We also sought to ensure the safety of those patients receiving investigational medicines through Amgen-sponsored clinical trials.

In response to the COVID-19 pandemic, we managed our clinical development on a case-by-case basis. Through efforts including direct-to-patient shipments, patients who were already enrolled in studies continued to receive study drug. For studies that had the potential for significant benefit in a serious or life-threatening condition and when site resources enabled new patients to be enrolled safely and monitored closely, we continued enrollment. For clinical trials experiencing uncertainty about the trial sites' ability to ensure subject safety or data integrity at that time, we temporarily paused enrollment.

We remain focused on supporting our active clinical sites in providing care for these patients and investigational drug supply. To date, most clinical trials that were paused at the onset of the pandemic to ensure subject safety or data integrity have resumed.

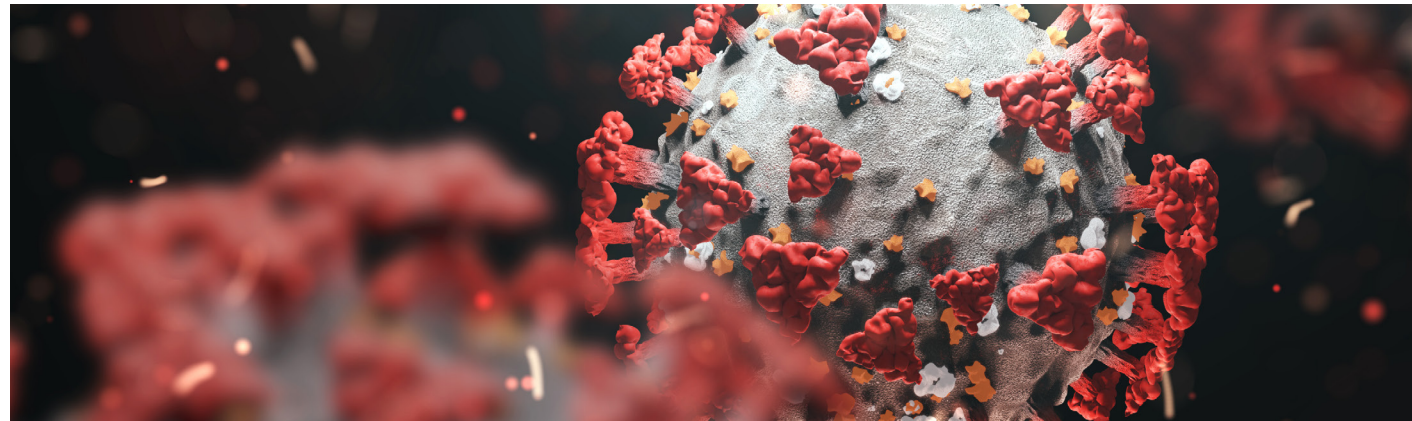
Supporting Communities During COVID-19

COVID-19 hit local communities across the globe with devastating impact, exacerbating existing challenges such as hunger and access to education and healthcare.

In March 2020, Amgen and the Amgen Foundation pledged \$12.5 million to support COVID-19 relief efforts around the world. Some of these funds have gone to nonprofit organizations like Direct Relief that have broad, international reach. The vast majority of our donations, however, were made at the local level — to food banks, ambulance squads, and senior care facilities. Additionally, the Amgen Foundation worked to extend the impact of two virtual science education platforms it supports, Khan Academy and LabXchange. These platforms — free to everyone — became increasingly important as millions of students stayed home from school all around the world. (For more information, [see page 61](#).)

“This crisis will undoubtedly have far-reaching consequences for millions of people around the world, especially for our most vulnerable populations. Given our mission, it is our duty to step up even more in this time of crisis.”

— Sal Khan, Founder of the Khan Academy





BUSINESS ETHICS

AMBITION

We are committed to conducting our business ethically and helping ensure that Amgen complies with the laws and regulations that govern our business and industry in all markets in which we operate.

GOVERNANCE

The Amgen Board of Directors has a standing Corporate Responsibility and Compliance Committee (CRCC) that assists the Board in overseeing Amgen's Worldwide Compliance & Business Ethics Program. It also oversees several programs designed to further encourage ethical conduct. The CRCC oversees management's implementation of, and ongoing improvement to, the program elements, including its systems and processes, mechanisms for employees to seek guidance and report concerns, and efforts to promote an ethical culture.

Amgen's Chief Compliance Officer (CCO), who reports to both the CEO and the CRCC, leads and manages the ongoing operations of the Company's Worldwide Compliance & Business Ethics Program and the centralized Healthcare Compliance organization. The CCO is responsible for assuring that the [elements of an effective compliance program](#) are in place, which include policies and procedures that support a strong ethical culture, training and education, auditing and monitoring of compliance risks, and compliance investigations. The CCO provides an assessment of Amgen's state of compliance to the CRCC.

The Compliance Committee is chaired by Amgen's CEO and includes Amgen's Operating Team, made up of the Company's most senior executives. The CCO facilitates the work of the committee, which has the responsibility to drive the ongoing operations and cross-functional integration of compliance activities within the Company. Its responsibilities include reviewing key compliance risks and associated mitigation plans, seeing that compliance- and business-ethics-related strategic initiatives are appropriately prioritized, resourced and tracked, overseeing the operation of the Compliance Council, and ensuring that compliance performance is part of executive management reviews. Operating Team members work with the Amgen compliance professionals embedded in their organizations who have day-to-day responsibility for overseeing that the specific compliance risks and requirements of their areas are addressed.

STRATEGY & OBJECTIVES

Our goal is to work to ensure that in all areas of our business we operate according to the highest standards of ethical conduct and compliance with the laws and regulations that govern our business and industry.

We embrace ethics and transparency across many dimensions, from the way we treat our employees and patients, to our focus on human rights and equity, to our partnerships with suppliers. Our Board has adopted a code of business that applies to our Board, all our employees, and others conducting business on our behalf. Annual training on this global code of conduct is required and our Board participates in such training. We also have a code of ethics for senior financial officers. To view our codes of business conduct and ethics, please visit our [website](#).

Our [Code of Conduct and Corporate Compliance Policies](#) applies to all Amgen locations, affiliates, and subsidiaries. Failure to comply with the Code of Conduct, Amgen policies, or applicable laws can result in disciplinary action up to and including termination. Disciplinary action may also be taken when managers ignore misconduct or fail to correct it.

In addition, managers provide feedback on employees' conduct in line with Amgen's Values – including "Be Ethical" – in annual employee performance reviews, which is a significant factor in annual compensation decisions.

PROGRAMMATIC HIGHLIGHTS

Summary of Amgen's Corporate Compliance Policies and Code of Conduct

- **Anti-bribery and Anti-corruption:** Amgen will not tolerate acts or attempts to improperly influence government personnel or private individuals to secure improper advantage for Amgen's commercial interests.
- **Antitrust and Unfair Competition:** Amgen does not tolerate any business transaction or activity that violates the antitrust and competition laws of any country in which the Company conducts business.
- **Conflicts of Interest:** Amgen employees are responsible for avoiding situations in which personal interests, outside activities, financial interests, or relationships conflict or even appear to conflict with the Company's interests.
- **Interactions with Healthcare Providers:** Amgen requires that all interactions with healthcare providers and other customers comply with all applicable laws and adhere to the highest standards of professional ethics and responsibility.
- **Protection of Personal Information:** Amgen is committed to the lawful stewardship of personal information that is collected, stored, and used by the Company. We respect personal privacy. Everyone in the Company has a role to play in protecting and securing personal information. Any concerns related to a potential and/or actual breach

of personal information are considered to be serious in nature and are thoroughly investigated.

- **Nondiscrimination and Harassment-Free Workplace:** Amgen does not tolerate unlawful harassment by or toward employees, or with those whom Amgen has a business, service, or professional relationship.

Our CCO sends regular communications about these and other relevant ethics and compliance issues to Amgen employees. For example, with the increase in the use of telemedicine during COVID-19, employees received information about compliance measures and ethical considerations for telemedicine's use. The CCO also joins Amgen's functional leaders during departmental meetings to discuss ethics and compliance topics. In addition, our CCO is a thought leader who speaks regularly at industry summits and congresses about key trends that affect compliance, such as digital transformation and business continuity during COVID-19.

Business Conduct

All managers are responsible for creating and maintaining a work environment that encourages asking questions and reporting concerns regarding business conduct. All Amgen leaders (vice president and above, plus other select roles) must also participate in the Global Ethics & Compliance Declaration Program, which requires them to execute an ethics and compliance engagement plan and sign a declaration form annually. Among other things, the declaration form includes a conflict of interest disclosure.

Employees and anyone external to the Company can report suspected misconduct or ask a question by phone or webform to Amgen's Business Conduct Hotline. Reporters may remain anonymous unless they are from countries where anonymity is discouraged or not permitted by law. The hotline is hosted by a third-party vendor and available globally 24 hours a day, every day. Translators are also available when placing a call, and the webform for submission of concerns is available in multiple languages.

Amgen policy prohibits any form of retaliation or intimidation against Amgen employees for reporting a compliance concern in good faith. Employees who engage in retaliation or intimidation will be subject to disciplinary action, up to and including termination.

VALUE CREATION

Our Worldwide Compliance & Business Ethics Program enables the Company to mitigate and take corrective action against any recurring ethical or compliance violations. It also enhances our ability to anticipate emerging issues and develop proactive programs to address them. This is a key aspect of how the Company works to reduce the risk of unethical business practices. Our disclosure of policies that govern how Amgen operates and our efforts to ensure enterprise-wide compliance with them helps increase the trust and support of stakeholders, both internal and external, who are necessary for Amgen to achieve its mission.

PERFORMANCE

Each year, we conduct periodic pulse surveys to evaluate employee perception of the culture of compliance and ethics within the organization, and we use results to inform our business ethics program. In 2020, we surveyed all Amgen employees globally about our ethics climate. The survey measured program awareness, program effectiveness, and organizational culture.

We had strong participation across the globe, and our scores exceeded industry benchmarks. Results highlighted that Amgen employees:

- believe Amgen has a strong ethical culture.
- are aware of all of Amgen’s foundational ethics and compliance program elements.
- do not feel pressure to compromise ethical standards.

2020 Performance Data



MORE INFORMATION

[Code of Conduct](#)

[Corporate Compliance Policies](#)



ETHICAL RESEARCH

AMBITION

We are dedicated to ensuring that our research practices are transparent, responsible, and compliant with applicable laws, regulations, and guidelines.

GOVERNANCE

Our Executive Vice President of Research and Development (R&D) provides regular updates to the Amgen Board of Directors on our research pipeline and development activities. Our senior R&D leadership team plays a key management role in the governance of ethical issues related to R&D. Updates on R&D compliance are also provided to the Corporate Responsibility and Compliance Committee of the Board of Directors at least once per year.

Amgen has also established three [Scientific Advisory Boards](#) composed of external experts who provide scientific review of our R&D activities and may assist Amgen in making significant scientific judgments.

STRATEGY & OBJECTIVES

Amgen aims to discover, develop, and deliver transformative medicines to address some of the leading causes of death and disability worldwide, working to meet the needs of as many patients as possible. During all stages of drug development, a cross-functional team with representatives from our research, commercial, medical affairs, and manufacturing divisions works to define a potential new medicine's target profile – the qualities we want to build into the medicine – to help us develop well-differentiated, accessible therapies. We also gather insights from external stakeholders to inform evidence needs for the global healthcare ecosystem.

A significant majority of our research is focused on treatments for diseases that are widely prevalent, including cardiovascular disease, oncology, and inflammation. The number of deaths attributed to these conditions are increasing and now account for the vast majority of global deaths each year.⁹

In conducting research within Amgen and with our partners, we have policies in place to help to ensure high ethical standards are met worldwide.

PROGRAMMATIC HIGHLIGHTS

Clinical Research and Development

Clinical trials allow Amgen to evaluate investigational new treatments in volunteers to generate the safety and efficacy information needed to obtain approval of those treatments and make them available to the broader patient population. Generally, at any given time, Amgen may conduct more than 100 clinical trials involving a significant number of patients in countries around the globe.

The rights, dignity, safety, and well-being of research participants are paramount in conducting Amgen clinical trials. To that end, all Amgen-sponsored trials are designed and conducted in accordance with the high standards required by our [Global Code of Ethics for Clinical Trials](#). Our standards meet or exceed applicable local laws as well as widely accepted international regulatory standards.



Ensuring Ethical Standards in Clinical Trials Globally

Our approach to clinical research is based on fundamental ethical standards such as those listed below. More details are available in our [Global Code of Ethics for Clinical Trials](#).

- Amgen research is designed to answer a legitimate scientific question or need.
- Amgen selects clinical investigators based on qualifications, training, research, clinical expertise in relevant fields, the potential to recruit research participants, and the ability to conduct clinical trials consistent with Amgen's policies.
- Amgen-sponsored trials undergo an ethical review, as required, by a qualified independent committee (Institutional Review Board/ Independent Ethics Committee) prior to trial initiation.
- Amgen requires voluntary informed consent from research participants, where needed, prior to carrying out any protocol-specified procedures. The process for obtaining informed consent takes into account local law, language, and custom as well as the ability of research participants to understand the information presented.

- The standard of care provided to control groups is, at a minimum, equivalent to well-established and commonly employed local treatment.
- In some cases, and where allowed by law, Amgen may provide continued access to its investigational products to research participants once a clinical trial is complete.

Clinical Trial Transparency

We believe that transparency is critical for promoting public confidence in the development process of a new medicine and helps to foster important advances in medicine and science by the broader scientific and global health community.

Amgen is committed to the timely registration of clinical trials, communication of research results, and routine publication of Amgen-sponsored trials and observational studies. We support the data-sharing initiatives and principles adopted by the Pharmaceutical Research and Manufacturers of America (PhRMA), the European Federation of Pharmaceutical Industries and Associations (EFPIA), and the International Federation of Pharmaceutical Manufacturers & Associations (IFPMA).

Amgentrials.com offers patients, investigators, and the public easily accessible information about Amgen-sponsored clinical trials, including enrollment information for actively recruiting studies. For some studies, technical and/or plain-language summaries of study results are also available.

Registering Clinical Trials

We register Amgen-sponsored interventional clinical trials on public registries before they start or within 21 days after they start:

- On [clinicaltrials.gov](#) (U.S.): All phase 2 to phase 4 studies, and most phase 1 studies that enroll patients, conducted anywhere in the world.
- On the [EU Clinical Trial Register](#) [EudraCT]: All phase 1 to phase 4 studies conducted in Europe.

We register certain Amgen-sponsored non-interventional studies on the [EU PAS Register](#) before the start of data collection, including:

- post-authorization safety studies.
- other non-interventional studies when requested by our protocol governance committees, such as non-interventional studies planned for submission to health authorities in a marketing application.

Once clinical trials results are available, Amgen is committed to providing scientifically accurate, truthful, non-misleading, and well-balanced results to the scientific community – regardless of trial outcome or regulatory approval. We submit the results of the primary analysis of all completed Amgen-sponsored phase 2 and phase 3 studies to congresses or peer-reviewed journals within 18 months of trial completion. In addition, we post technical summary results on the registry(ies) where the study was registered.

In preparation for new requirements under the EU Clinical Trial Regulation, Amgen is developing plain-language summaries of trial results for appropriate studies. These will be made available in every language used during the clinical trial on the [Amgen Trials](#) webpage and the [Trial Results Summaries](#) portals.

Diversity in Clinical Trials

We are working to improve the diversity and representation of racial and ethnic minority populations in clinical trial research at Amgen and advance solutions and dialogue in this area across the industry.

Amgen strives to conduct trials that are as representative as possible of the intended patient population for the investigational medicine. Our goal is to include representative patients in clinical trials, including patients of diverse race, ethnicity, sex, and age. In designing our clinical trials, we seek to engage directly with patients, their caregivers, and their advocates to work to reduce burdens and barriers to trial participation.

In addition, we are working to enhance clinical trial diversity by recruiting and selecting a range of trial locations where diverse patients may be treated, particularly those who have been historically underrepresented in research. Amgen is also seeking to collaborate with clinical trial staff with a range of backgrounds who can serve as trusted and knowledgeable partners to a diverse patient population.

In November 2020, PhRMA published a new chapter of its Principles on Conduct of Clinical Trials, titled "[Commitment to Enhancing Diversity in Clinical Trial Participation](#)." Amgen is in the process of implementing these principles in our clinical research and will report on our progress.



*Spotlight***AMGEN EMPLOYEE RESOURCE GROUP PLAYS KEY
ROLE IN CLINICAL TRIAL DIVERSITY EFFORTS**

Ponda Motsepe-Ditshego,
Executive Medical Director and ABEN Chair

In 2020, the Amgen Black Employee Network (ABEN), with sponsorship from the senior medical leadership, launched **Representation in Clinical Research**, also known as RISE. The initiative will work with Amgen's Global Development Operations and other key groups to diversify investigators and clinical trial sites and work with community nonprofits to help remove barriers to participation in clinical trials.

RISE came about after discussion amongst ABEN members. In pushing for more diversity in studies, Motsepe-Ditshego says it's important to note there are recognized differences in the incidence of diseases among racial and ethnic groups along with differences

in exposure or responses to medicines. She also notes that barriers to enrollment differ, including economic barriers that prevent residents in poorer communities from traveling to distant sites or who can't afford to miss work to participate in trials. Motsepe-Ditshego says that the killings of Breonna Taylor, George Floyd, and others, along with the subsequent Black Lives Matter marches, made RISE a "heightened priority."

One of the first RISE initiatives was Amgen's sponsorship of the 2020 Healthy Churches National Conference. Motsepe-Ditshego says it's a start and there will always be more work to be done.

"It's a journey," she says, one she and Amgen are committed to taking.

Use of Animals in Research

We are committed to the ethical and responsible treatment of animals required to be used in the discovery and development of our medicines. Amgen is a long-time proponent of the principles of Reduction, Refinement, and Replacement (“the 3 Rs”) in the required use of animals in research. Examples include the increased use of in-vitro systems to optimize early candidate selection contributing to a 77% reduction in rat usage in our North American vivaria from 2016 through 2019.¹⁰ In partnership with regulatory authorities, Amgen has made steady progress in eliminating animal use, wherever appropriate, prior to clinical evaluation.

We do not conduct research, directly or through our partners, in chimpanzees and will not do so in the future. We are a long-standing sponsor of Chimp Haven, a sanctuary for chimpanzees retired from laboratory research.

Amgen’s Institutional Animal Care and Use Committee, composed of laboratory animal veterinarians, scientists with animal research experience, nonscientists, and independent external representative(s), oversees Amgen’s animal care and use program. The committee reviews all proposed animal studies, inspects all internal animal facilities, and investigates, if necessary, any animal welfare concern brought forward by employees or the public.

We have stringent policies, standards and guidelines governing appropriate animal research practices Company-wide. All internal Amgen animal programs are accredited by AAALAC International (the Association for Assessment and Accreditation of Laboratory Animal Care International) or by the Canadian Council on Animal Care (CCAC). We hold our external business partners, including contract research organizations, academic institutions, and animal vendors, accountable to the same regulations, standards, and guidelines that govern our internal animal care and use programs. All animal research protocols conducted by external partners must be reviewed and approved by our External Studies Ethical Review Committee.

Use of Stem Cells

Amgen recognizes the scientific potential of using animal or adult stem cells in research to advance the discovery and development of potential new medicines. Amgen uses a wide variety of research tools and technologies to help discover and develop new therapeutics, including animal or adult cells in preclinical research to help unlock new scientific insights, model complex diseases, screen new compounds, and identify novel medicines. Amgen also uses a small set of commercially available industry-standard immortalized cell lines acquired over several decades for specific research-only purposes. Amgen has not, and does not, perform or fund research in the area of human embryonic or fetal stem cells.

Biobanking of Human Samples

Human samples play a vital role in Amgen’s research, including helping to predict the safety and effectiveness of potential new therapies and identify people most or least likely to benefit from these therapies. Amgen’s Use of Human Samples and Data Committee is made up of leaders from our law, privacy, and compliance departments. It oversees the management of human samples and issues related to their ethical use. Samples are collected, used, stored, and disposed in accordance with the informed consent of the patient and all applicable laws and regulations, including those related to privacy and the use of human specimens in research.

VALUE CREATION

Conducting our R&D activities in accordance with our internal policies as well as with external standards helps to ensure the integrity of and confidence in our trial results and, ultimately, in medicines approved for use. It also helps inspire confidence among potential clinical trial participants, increasing the likelihood of their enrollment in studies. Increasing the diversity of patients in our clinical trials helps us understand more about the safety and efficacy of treatments in all people, which helps us develop medicines that can benefit a broader population than ever before, while also building trust among new patient groups. In this way, our efforts in this area support growth and align with our mission to serve patients.

¹⁰ Mihalcik, L.; Chow, V.; Ramchandani, M.; Hinkle, B.; McBride, H.; Lebrech, H.; Use of nonclinical toxicity studies to support biosimilar antibody development. *Regul Toxicol Pharmacol*, 2021;122:104912.

INCREASING DIVERSITY IN CLINICAL TRIALS FOR CANCER TREATMENTS

According to the FDA, for clinical trials in oncology, only 5% of participants were Black – despite Black or African Americans accounting for 13% of the overall population in the United States.

“Cancer doesn’t discriminate,” notes Dana Dornsife, founder of the [Lazarex Cancer Foundation](#), a nonprofit organization working to improve patient access to cancer clinical trials. “If the population of participants in clinical trials doesn’t mirror our actual population, then we’re not developing drugs for everyone. We have patients who are dying because they don’t have access to clinical trials, and we have clinical trials that are dying because they don’t have access to patients.”

We couldn’t agree more. We are advancing an extensive pipeline of potential new therapies for difficult-to-treat cancers, and we want as diverse a range of patients as possible to have the opportunity to join us in the fight.

That is why we’re a founding sponsor of Lazarex’s [IMPACT](#) (Improving Patient Access to Cancer Clinical Trials) program, which aims to increase enrollment and retention

of cancer patients – especially minority populations – in clinical trials by expanding awareness of trial opportunities, alleviating financial barriers, and helping patients navigate the sometimes-cumbersome clinical trial process. With Amgen’s support, of the participants in IMPACT over the past three years, 59% self-identified as minorities and 48% reported household earnings of \$25,000 per year or less. Our most recent grant to Lazarex at the end of 2020 supports the extension of IMPACT to new sites and the establishment of a cancer wellness HUB in Los Angeles.

We also know that four fifths of cancer patients in the United States are treated in community clinics. To give these patients – many of whom are from lower-income backgrounds – more opportunity to participate in our clinical trials, we recently established the Amgen Community Oncology Research Collaborators program. This initiative will make it easier for community oncologists at more than 200 sites across the country to refer their patients for participation in studies of Amgen’s investigational cancer medicines.

PERFORMANCE

In 2020, Amgen continued to support a culture of high ethical values and transparency within its research practices. Key performance highlights are noted below.

Voluntary Licensing

In 2020, Amgen entered into a voluntary licensing agreement with Medicines Development for Global Health (MDGH), a nonprofit biopharmaceutical company, for AMG 634 for the treatment of tuberculosis and an inflammatory cutaneous and systemic complication of leprosy. Amgen out-licensed this compound after determining that Amgen would not move forward with its development but that the compound had potential benefits to global health that MDGH was well-positioned to advance. This compound is in Phase 2 development with studies led by the Aurum Institute NPC and The Leprosy Mission Nepal. Under the agreement, MDGH will assume full responsibility for further development and commercialization.

MORE INFORMATION

[Global Code of Ethics for Clinical Trials](#)

[Amgen Clinical Trials](#)



ACCESS TO MEDICINE

AMBITION

Amgen's medicines make a difference for those facing serious illnesses and we believe patients should have access to them. Together with partners and stakeholders, we are working to overcome access challenges and barriers through a multifaceted Access to Medicine approach tailored to the unique aspects of biologic medicines.

GOVERNANCE

Amgen's Access to Medicine approach is governed by the ESG Council, our cross-functional executive-level steering committee. In addition, a cross-functional program review committee regularly reviews our access programs to ensure their compliance with Amgen policies and local and national regulations.

The Corporate Responsibility and Compliance Committee of our Board of Directors receives regular updates from senior leaders about our approach to drug pricing, access, and affordability, as well as on the activities of our Amgen Safety Net Foundation and our other philanthropic activities that expand access to our medicines worldwide.

STRATEGY & OBJECTIVES

Our approach to access begins years before a product is approved. During all stages of drug development, a cross-functional team representing research, clinical development, commercial, medical affairs, and manufacturing works to define the potential new medicine's target profile – the attributes we want to build into the medicine – to help ensure we develop well-differentiated, accessible therapies that address unmet patient needs for the countries in which we plan launch it. We also gather insights from external stakeholders to inform evidence needs for the global healthcare ecosystem.

Once a medicine is approved, we use a variety of approaches to expand and evolve our efforts to increase access to our medicines globally and assist more patients. Our approach includes responsible pricing, patient-support programs and donations, and health systems strengthening.

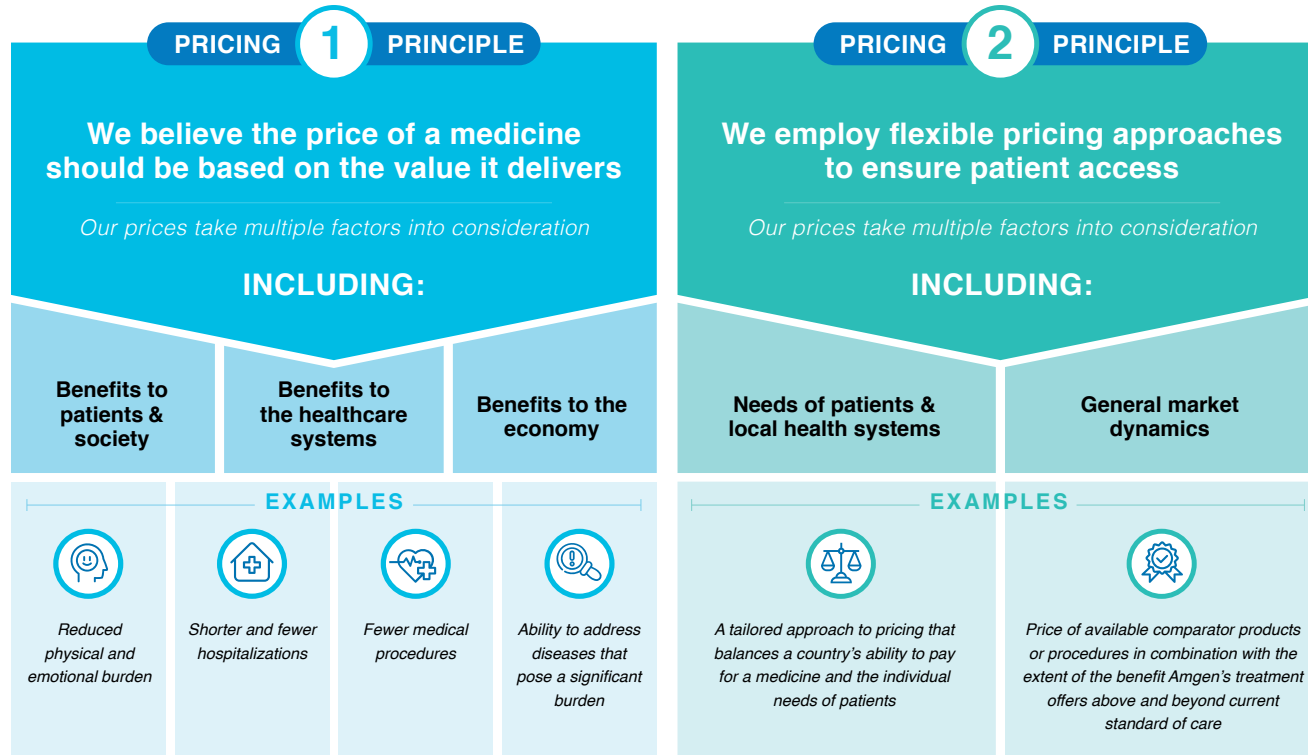
We implement our access to medicine strategy through the work of multiple functional teams including Global Value & Access; Corporate Affairs; Regulatory and Global Government Affairs & Policy; Advocacy, Value-Based Partnership team; Biosimilars product teams; Clinical Development, and our regional and local affiliate offices that collaborate with local stakeholders to implement programs.



PROGRAMMATIC HIGHLIGHTS

Our Approach to Responsible Pricing

Amgen understands that the cost of prescription medicines is a concern for many people. We are committed to the responsible pricing of our medicines by considering their economic and social value and the clinical and economic burden of diseases.



Our approach to pricing across the globe is underpinned by two core principles:

1 We believe the price of medicine should be based on the value it delivers. This includes the value to

- **Patients and society** by enabling patients to live longer, better lives with their disease or condition than is currently possible (e.g., fewer symptoms and/or improved ability to perform daily activities).
- **Healthcare systems** by decreasing the incidence of medical procedures (e.g., the need for bypass surgery or stent placement following a heart attack or stroke) and reducing long-term care needs (e.g., potentially preventing hip fractures associated with osteoporosis).
- **Economies** by enabling patients to be more active and productive – at home and at work (e.g., by reducing the number of migraines).

2 We employ flexible pricing approaches to improve patient access that takes into account

- **The needs of patients and local health systems.** We take a tailored approach to pricing that balances a country's ability to pay and the individual needs of patients.
- **General market dynamics.** This includes the price of available comparator products or procedures in comparison to the extent of the benefit Amgen's treatment offers above and beyond the current standard of care.

At Amgen, we have taken several steps to proactively offer solutions to address affordability issues for our patients. Since 2018, the average net price for Amgen medicines has declined. The average list-price increase across Amgen's aggregate U.S. portfolio of products is in line with inflation and key pricing indices.

Patient Support Activities

Through patient assistance programs, expanded access to investigational therapies, donations, and other initiatives, Amgen offers support to eligible patients around the world as they seek to obtain the medicines they need.

The Amgen Safety Net Foundation supports qualifying patients in the United States who might go without important medicines because of financial barriers. In 2020, the commercial value of the Amgen medicines provided at no cost to uninsured or underinsured patients by ASNF was approximately \$1.5 billion.¹¹

Outside the United States, we have established financial patient support programs in 12 middle-income countries

designed to help clinically and financially eligible patients obtain the medicines they need while they await reimbursement. These programs limit patient out-of-pocket costs for treatment of multiple myeloma, giant cell tumor of the bone, homozygous familial hypercholesterolemia, metastatic colorectal cancer, cancer-related bone complications, and acute lymphoblastic leukemia. In addition, we provide transportation assistance to medical appointments for mobility-impaired patients in several countries, including Brazil, Bulgaria, Colombia, Egypt, India, Mexico, Peru, Romania, South Africa, and Thailand.

As part of our strategy, we have also collaborated with the international nonprofit organization Direct Relief to reach patients through product donations in low- and middle-income countries. In addition, we support compassionate use and expanded access to our investigational medicines for qualified patients around the globe.

Health Systems Strengthening

Beyond product affordability, patients around the world often face multiple barriers to accessing the care they need. Barriers range from lack of trained healthcare providers and equipment to carry out diagnostic testing, to lack of patient awareness of symptoms, to supply chain challenges to safely distribute, handle, and administer biologic medicines.

Our approach to support the strengthening of health systems is to work with partners to build healthcare capabilities and strengthen healthcare infrastructure to enhance the

delivery of care with the goal of improving patient outcomes. Programs include collaborations with providers, diagnostic companies, medical societies, digital technology companies, non-governmental organizations (NGOs), academia, and payers. By engaging with these partners, we are also working to co-create novel solutions to work to transform healthcare systems from reactive care to more proactive, predictive, and preventive care. In doing so, we are identifying mutually beneficial opportunities to reduce costs, improve care, and enhance patient experiences worldwide.

VALUE CREATION

Providing access to our medicines is fundamental to Amgen's mission. But it also is key to creating long-term value for the Company. Working with partners, our Access to Medicine programs help share new ways to deliver medicines sustainably and help provide real-world evidence of the cost-effectiveness of our therapies. In addition, programs in new countries, including low- and middle-income countries, help us learn about new business models and build trust with local government and regulatory officials.

PERFORMANCE

Throughout 2020, Amgen made continued progress to bring its medicines to more patients worldwide in innovative ways. On the following pages are examples of key programs we launched or supported.

¹¹ Valued at wholesale acquisition cost

Spotlight

PROVIDING ACCESS TO CARE FOR PEDIATRIC CANCER PATIENTS IN INDIA



B-cell acute lymphoblastic leukemia (B-ALL), a cancer that affects white blood cells, is the most common type of childhood cancer. Without treatment, this cancer is often fatal. One product designed to treat B-ALL is Amgen's BLINCYTO® (blinatumomab).

“Acute leukemia is a rapidly deadly cancer and BLINCYTO can be a game-changer for patients,” says Dr. Faraz Zaman, Global Medical Director at Amgen. “We knew we had a responsibility to find a sustainable way to provide BLINCYTO to children in low- and middle-income countries who do not have access to this cutting-edge immunotherapy.”

One of the biggest challenges was to help ensure that local physicians and hospital employees had the expertise to safely use this advanced biologic treatment, which requires complex intravenous administration.

To strengthen local expertise, Amgen turned to U.S.-based St. Jude Children's Hospital, a global leader in pediatric cancer care, and Direct Relief, a nonprofit organization with a strong record of supporting donations of other Amgen products. Together, the three

organizations launched the BLINCYTO Humanitarian Access Program (BHAP) pilot in December 2020 with the first doses planned for India, followed in early 2021 in Pakistan. The program is planned to expand to Vietnam later in 2021. Under the program, carefully selected and qualified hospitals will receive BLINCYTO at no cost, together with training and ongoing support of safe administration and patient care.

According to Dr. Zaman, the medical training — conducted jointly by Amgen and St. Jude — will not only build the skills of the doctors and nurses to safely use BLINCYTO, but also strengthen the capabilities of hospitals in immunotherapy more generally. **“The benefit will be much wider as hospitals and providers continue to gain experience and training in this critical field of immunotherapy in pediatric care.”**

Championing Global Health and Resilience

In 2020, Amgen chaired [The Global Initiative on Health and the Economy](#), a program based at the U.S. Chamber of Commerce that works to champion good health and good healthcare policies as a tool to advance economic growth and prosperity. In September, this program released a report with Victoria University, Melbourne, analyzing the economic and social returns of investing in specific disease areas to improve health outcomes in 27 countries. The findings demonstrated a powerful economic and social argument for investing more in noncommunicable disease prevention and treatment programs so that people can work more productively, thereby reducing social and economic exclusion, and improving the health resilience of populations.

Shining a Light on Health Disparities in the United States

Racial disparities in healthcare have existed throughout American history and a person's skin color can still have a significant impact on the quality of care they receive.

As part of Amgen's commitment to understanding and working toward solutions to healthcare inequity, we hosted in October the fifth Amgen Health Equity Summit. Held virtually and led by Amgen's CEO Bob Bradway, the event

garnered its highest attendance to date with more than 350 champions of health equity from diverse corners of the health ecosystem including leaders in health insurance, academia, medical research, and social justice. Together they shared insights and best practices for overcoming structural barriers to quality medical care among communities of color. Key themes of discussion from the summit included:

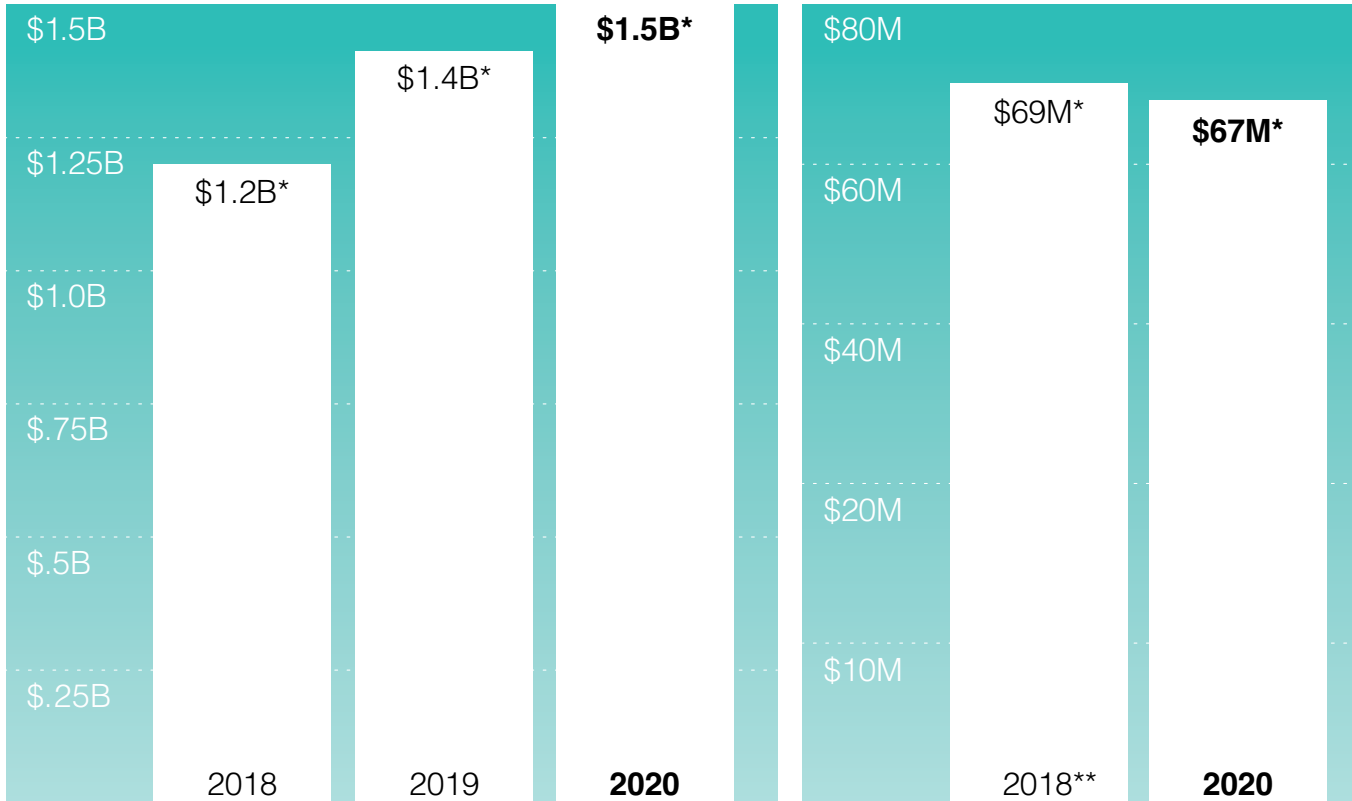
- Industry Collaboration:** It is critical to identify new partners with the ability to address social determinants of health, such as access to food, housing, transportation, and broadband internet. Organizations whose core competencies are disease-state education need to rely on diverse partners with the capabilities to address these broader issues.
- Community Partnerships:** Now more than ever, it is important to engage trusted and credible community members to deliver public health messages in a manner that speaks to – and is respectful toward – diverse ethnic groups. It is essential to work to ensure that collaboration and mutuality are woven into the fabric of how engagements are structured and executed.
- Commitment:** Achieving true health equity will be a journey of a thousand steps, and the commitment must be sustained over time. Incremental measurement of efforts will be critical to work to the accomplishment of goals.

- Mistrust:** Mistrust in the healthcare system has deep roots, deriving from centuries of abuse, neglect, and biases. Trust cannot be built if these abuses remain unacknowledged.
- Action:** It is time to take action for change. Advocates must work together toward quality, affordable, accessible, and culturally competent healthcare.

Amgen also seeks to address disparities at the therapeutic level. One example is multiple myeloma, a rare type of blood cancer that scientists and doctors are still trying to fully understand. One thing they do observe is that it disproportionately affects Black Americans, who have more than double the risk of developing the disease. Black Americans with multiple myeloma are often diagnosed later, when the cancer is harder to treat. They are also more likely to lack access to a full range of treatment options and to have worse outcomes.

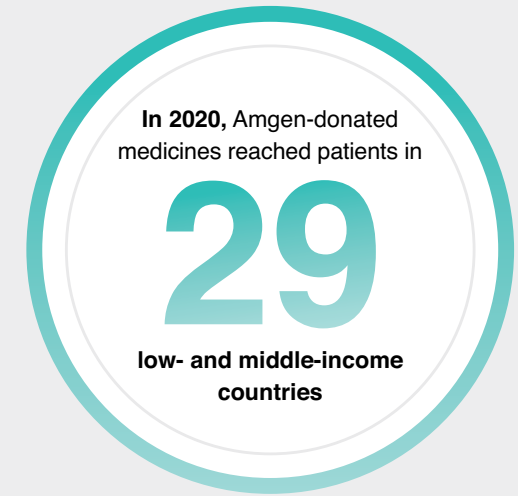
To work to address this, Amgen created an informational website exclusively dedicated to Black patients with multiple myeloma: [Multiple Myeloma It's On](#). To better ensure that the website included relevant information and the images and messages would resonate with Black Americans, the creative team collaborated and co-created the website's content with the Amgen Black Employees Network. In 2020, the team's efforts and vision led to a [bronze award](#) in the Multicultural category of the [2019 Pharma Choice Awards](#).

2020 Performance Data



Value of medicines provided at no cost to low-income patients in the United States through the Amgen Safety Net Foundation

Value of medicines provided at no cost in low- and middle-income countries through Direct Relief



* Valued at wholesale acquisition cost.

** Amgen provided its first donation to Direct Relief in late 2018, followed by a second donation in 2020. During 2019, Direct Relief worked with local teams and government authorities to distribute the medicines at no cost to healthcare professionals in designated low- and middle-income countries for patients in need.



DIVERSITY, INCLUSION, AND BELONGING

AMBITION

We are focused on fostering a culture of belonging, where diversity is celebrated, and inclusion is the norm.

GOVERNANCE

The Company's executive Diversity, Inclusion & Belonging (DI&B) Council, chaired by our CEO and consisting of his direct reports, meets quarterly to review action plans and progress. The council shares results with our Board of Directors. Amgen's Executive Vice President of Human Resources is responsible for the execution of the DI&B program and is a member of the ESG Council. Amgen's Executive Director of DI&B has day-to-day oversight of issues related to diversity and inclusion.



STRATEGY & OBJECTIVES

Within Amgen, we are working to create an environment where all employees feel welcome and are given the opportunity to achieve their full potential. We are also committed to finding ways that we can help build a more just and equitable society outside of Amgen.

With endorsement from executive management and engagement with senior leaders across the organization, Amgen introduced a new global DI&B strategy in 2020 designed to leverage our diversity and create a more inclusive workplace.

Strategic areas of focus include:

- **People:** Recruit, develop, and retain a diverse workforce representative of the global communities we serve
- **Culture:** Create a welcoming, inclusive, and productive environment where all employees feel welcomed and respected
- **Community:** Expand external efforts to promote justice and equity for our patients and society
- **Sustain:** Embed DI&B in business practices, policies, and processes to establish ongoing leadership and accountability

BUILDING A DIVERSE WORKFORCE: OUR PRIORITIES



GLOBAL

- Increase the representation and development of women in executive director and above roles



UNITED STATES

- Increase the representation of Blacks in science, technology, engineering and mathematics based roles
- Increase the representation and development of Blacks and Hispanics in executive director and above roles

PROGRAMMATIC HIGHLIGHTS

Recruiting Diverse Talent

We strive to increase our attraction and talent-sourcing capabilities to better engage and develop diverse talent at the executive, professional, and early career levels. Our strategy includes working with organizations such as the National Black MBA Association, National Sales Network, Healthcare Businesswomen's Association, Society of Women

Engineers, National Organization of Gay & Lesbian Scientists and Technical Professionals, as well as historically Black colleges and universities (HBCUs) to reach qualified diverse candidates. Amgen serves on the Board of Advisors for Howard University's Center for Excellence in Supply Chain Management, where we provide program guidance, conduct student interviews, and provide summer intern and job placements for supply chain management students.

We are also working to expand STEM education to more students of color through the Amgen Foundation. The Foundation works with high schools, HBCUs, and other universities through programs such as [LabXchange](#), the [Amgen Scholars Program](#), and the [Amgen Biotech Experience](#), and by collaborating with [Khan Academy](#) (see pages 61-62).

Developing Diverse Talent

Within our workforce, we support the development of diverse talent through several initiatives, including a formal 1:1 executive mentoring program, function-specific leadership development programs, and peer mentoring networks through our ten Employee Resource Groups (ERGs). For example, more than 700 women have been mentored through our Women Empowered to Be Exceptional (WE2) ERG peer mentoring program since it was established four years ago. WE2 started in 2003 with the mission to empower the Amgen

community of women to deliver exceptional results. Since its inception, WE2 has grown to be Amgen's largest ERG with 16 chapters and over 4,000 members globally. This ERG aims to be a keystone for supporting Amgen as the best place for talent and drive business performance by bending the curve on gender diversity.

Our ERGs are each sponsored by an executive champion and organized around diversity attributes that promote employee development, professional growth, and inspiration. Globally, there are more than 40 chapters of Amgen ERGs. They also provide cultural perspectives that support our business. For example, the Amgen Black Employee Network collaborated and co-created with our Oncology team a multicultural award-winning campaign for multiple myeloma (see page 34) and is helping address the lack of diversity in clinical trials (see page 26).

VALUE CREATION

We believe that an environment of diversity, inclusion, and belonging fosters innovation, strengthens our global workforce, and drives our ability to serve patients. Our global presence is strengthened by having a workforce that reflects the diversity of the patients we serve and by maintaining an environment in which such diversity contributes to our mission.

Feeling Shocked, Saddened, and Outraged

Following the killing of George Floyd in Minneapolis, Amgen CEO Bob Bradway shared his concerns and thoughts with our employees. **“If this were an isolated event, it still would be unacceptable,” he said. “But it is not an isolated event. It is part of a pattern that has become tragically clear in the U.S. and around the world. Equal justice and equal opportunity may be our ideals, but they are not yet our reality.” He went on to say, “This is not a time for silence. This is a time for us to work together for progress. Let’s start taking some steps.”**

One of the first steps we took was to ask Black Amgen employees to share their personal experiences with racism to illuminate, educate, and open our collective eyes to the existence of two worlds, where two sets of freedoms exist, and two different sets of rules apply based on the color of your skin. Sadly, there was no shortage of stories. We started out with a plan to conduct just a few interviews, but the stories kept coming — so we kept listening. In all, we shared 20 of the stories we heard from Black Amgen employees with all of our employees.



Spotlight

AMGEN EMPLOYEES SHARE THEIR EXPERIENCES WITH RACISM

Errol Kilgore

“I always think about my presence in places. There’s a self-awareness you develop. During the lockdown, with all the gyms closed, I would go for a 30-minute walk, and as I walk through certain neighborhoods, I can’t stop to admire some of the homes because if I slow down, I’m aware that a call might be made that there’s a Black guy casing the houses.”

Mia Gassi-Helm

“In corporate America, there is a certain image that was predominant [when I started working]. You didn’t see African Americans in the industry for years after I started, and you definitely didn’t see Black women wearing their hair in its natural state. I could never wear African attire at work – that would be considered unprofessional. But it’s also who I am and a part of my history.”

Responding to Violence Against Asian Americans

In light of a wave of hate crimes against Asian Americans our Amgen Asian American ERG met with Amgen leaders in March 2021 to share personal stories of hate-related incidents and long-standing concerns in their communities.

PERFORMANCE

In 2020, we made progress toward our DI&B areas of focus, but also experienced tragic reminders of the significant work that remains.

People

In 2020, Amgen became a founding member of OneTen, a coalition of more than 40 of the world's largest companies. This coalition aims to hire 1 million Black Americans into family-sustaining jobs over the next 10 years. This initiative is an opportunity to take a skill-based approach to certain jobs to address some of the systemic barriers that Black Americans face. Participating companies in the coalition have committed to developing a workforce system that improves hiring, retention, and advancement practices that support diverse talent. We also began working with a new recruitment partner to help us reach a more diverse pool of talent.

Within Amgen, we designated executive champions to lead DI&B within our R&D, Operations, Corporate, and Global Commercial Operations functions. Each is charged with helping to integrate DI&B into their operations ecosystems to improve performance, innovation, and problem-solving.

Culture

We introduced Managing Unconscious Bias, a required online training course for employees in the United States, Puerto Rico, and Canada. The course was completed by 100% of employees, with 90% of participants providing a favorable response when asked whether it increased their understanding of how to mitigate unconscious bias. We also introduced an in-depth self-paced training course focused on defining and promoting behaviors that create an inclusive culture. For our human resource business partners, we provided additional training to help them work with teams throughout Amgen to better guard against bias in the performance review process.

In 2020, we conducted a DI&B survey of all employees globally. Eighty-six percent of the more than 10,000 employees who responded agreed that they “work in an environment that is free from harassment and discrimination,” while 85% said they are “treated with respect and dignity.” Seventy-nine percent said they “feel a sense of belonging at Amgen.” All three scores are well above global benchmarks.

To create an ongoing channel for DI&B-focused communications with employees, we launched a web portal that includes upcoming DI&B events, our priorities, and resources. It also links employees to Amgen's DI&B internal Yammer Group, where they can share stories, engage in conversations, and identify best practices.

In early 2020, the leadership of Amgen ERGs from around the world came together for a virtual global summit to identify opportunities to maximize their collective effectiveness in advancing Amgen's DI&B cultural aspirations. Our global ERG leadership team continues to meet bimonthly to share best practices, discuss opportunities to support DI&B strategies, and help drive deeper employee engagement.

Suppliers

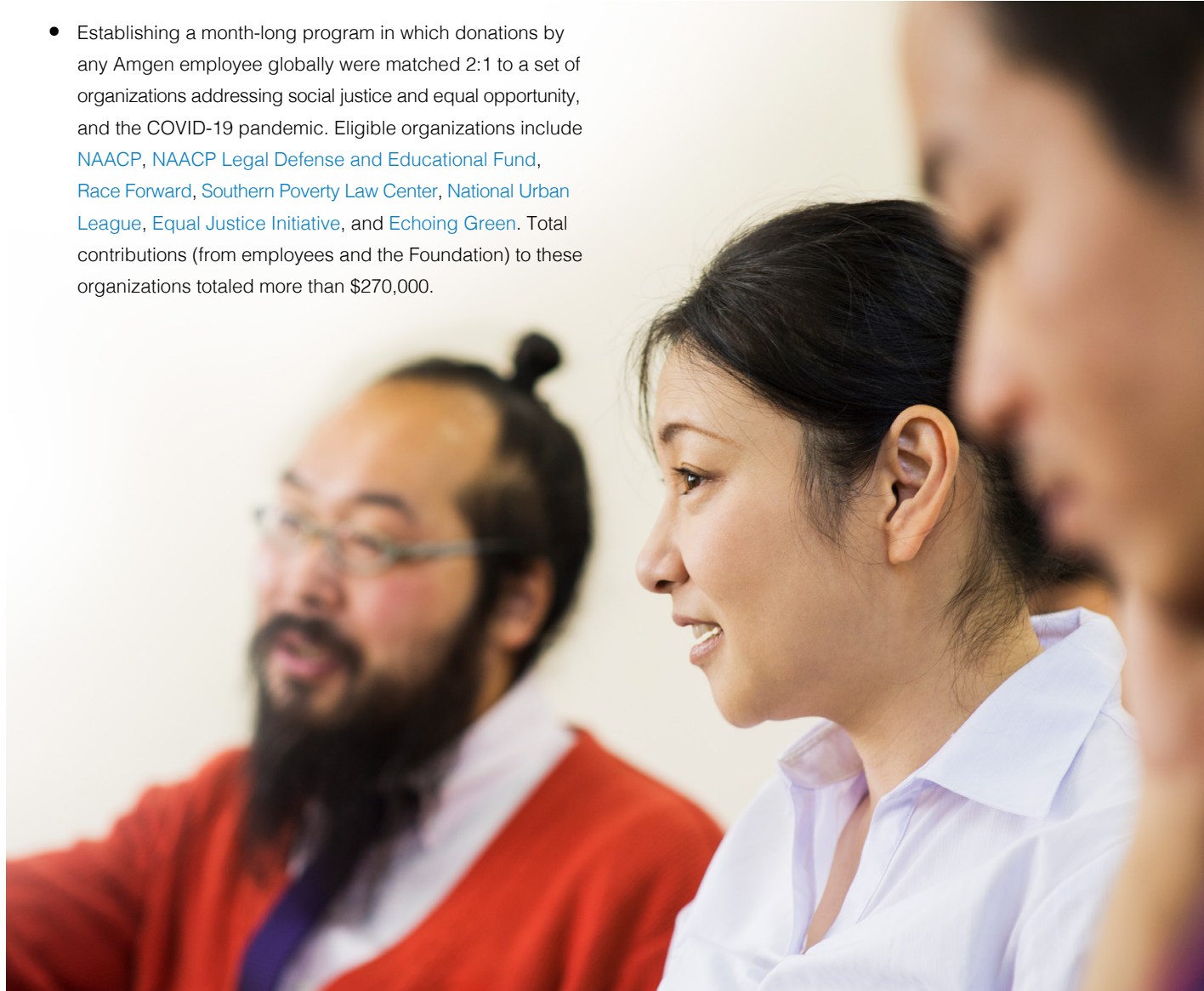
There have been renewed efforts to explore how the Company might better integrate with diverse communities when it comes to serious illness – and how it can also bolster Amgen's supplier diversity efforts. In 2020, representatives from [Newground Social Investment](#), as an investor in Amgen, approached Amgen to discuss its activity in the area of racial equity, and those conversations turned to the Company's aspirations for its supplier diversity program, including how it relates to Black-owned businesses. As part of these discussions, the Company was inspired to establish new aspirations for supplier diversity and for its support of Black-owned businesses – and to establish goals around these areas for 2021. For more information on these goals, [see page 57](#).

Community

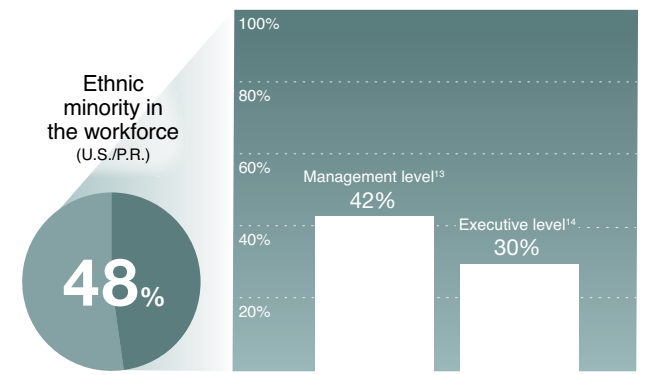
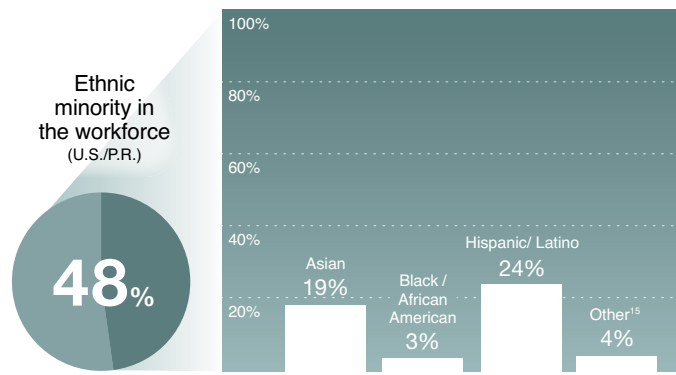
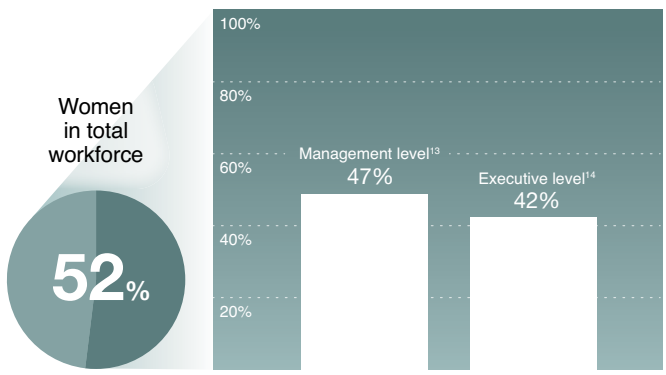
In the wake of civil protests, the Amgen Foundation pledged to provide \$7.5 million in grants to support social justice and equal opportunity to national organizations, local organizations in U.S. communities where Amgen operates, and science education partnerships that reach communities of color. From the funding, the Foundation provided an immediate \$2.25 million to four national organizations: the [NAACP Legal Defense and Educational Fund](#), the [Equal Justice Initiative](#), [Race Forward](#), and [Echoing Green](#).

The remaining funds were deployed as follows:

- Partnering with local leaders in U.S. communities where Amgen has a significant presence to distribute grants that empower local and diverse team members to build a more just and equal society. In December 2020, Amgen held a virtual forum with community leaders in California to discuss the impact the grant funding could have on their stakeholders in underserved and financially stressed communities.
- Expanding efforts in science education to reach even more students of color. For example, the Amgen Foundation is seeking partnerships with HBCUs to increase the reach of programs such as [LabXchange](#) and [Khan Academy](#), free online science education platforms, and the [Amgen Biotech Experience](#), which empowers teachers to bring biotechnology into their classrooms.
- Establishing a month-long program in which donations by any Amgen employee globally were matched 2:1 to a set of organizations addressing social justice and equal opportunity, and the COVID-19 pandemic. Eligible organizations include [NAACP](#), [NAACP Legal Defense and Educational Fund](#), [Race Forward](#), [Southern Poverty Law Center](#), [National Urban League](#), [Equal Justice Initiative](#), and [Echoing Green](#). Total contributions (from employees and the Foundation) to these organizations totaled more than \$270,000.



2020 DI&B Data¹²



¹²Data as of December 2020. To align with U.S. government reporting requirements, data in this document uses the traditional gender categories of male and female. We deeply respect that gender is not binary; reporting in this manner should not represent our position on the issue. Totals may not add up to 100% due to rounding or employees who have not reported their gender and/or race/ethnicity.

¹³Management: Senior managers and directors.

¹⁴Executive level: Executive directors and above.

¹⁵Other: American Indian/Alaska Native, Native Hawaiian or Pacific Islander, two or more races, or not specified.

Although we do not use our Federal Employer Information Report EEO-1 to measure progress, we make our most recent filing publicly available. For more information around the composition of our workforce, please go to our [2020 Workforce Diversity Report](#).

MORE INFORMATION
[Amgen's Commitment to Diversity, Inclusion and Belonging](#)



ENVIRONMENTAL SUSTAINABILITY

AMBITION

We are dedicated to practices that strengthen our business while reducing our environmental impact.

GOVERNANCE

Our Environment, Health, Safety, and Sustainability (EHSS) function seeks to deliver world-class EHSS solutions that safeguard our people, our patients, and our communities. Using an enterprise-wide EHSS management system, we evaluate and mitigate EHSS risk; carry out documentation and training; collect, respond to, and analyze incident reports; measure performance; and review trends to determine areas for improvement.

Amgen's Vice President of Engineering has overall responsibility for our environmental sustainability strategy. EHSS employees collaborate with our Manufacturing, Global Commercial Operations, and Research and Development functions to develop programs and monitor progress toward environmental sustainability targets. Updates on the



progress toward targets by functions are provided directly to the EHSS Executive Director. The Corporate Responsibility and Compliance Committee of the Board of Directors is updated at least annually on our progress in this area. Our CEO and senior leadership team have overall responsibility for Amgen activities related to climate change.

STRATEGY & OBJECTIVES

As a science-based company working to advance human health, Amgen recognizes the impact that climate change is having on human health around the world. We have a long-standing ambition and commitment to environmentally responsible operations and seek to improve sustainability throughout the life cycle of our products, including in their research, development, manufacturing, packaging, and disposal.



Building on the successful execution of our seven-year targets concluded in 2020, we announced in January 2021 the launch of a new seven-year environmental sustainability plan (our third since 2007), which we call "The Road to Net Zero." Our 2027 plan includes the following new commitments:[^]

Achieve carbon neutrality for Amgen-owned and -operated facilities and operations[^]

Reduce water use by

40%[^]

Reduce

waste disposed by

75%[^]

In developing our 2027 commitments, we used a science-based¹⁶ approach that we will continue to follow to measure and verify our progress. Our 2027 plan also further integrates potential effects of climate change into our processes for strategic planning, analysis, and risk management. We continue to evaluate how we can improve reporting of climate-related risks consistent with the Task Force on Climate-related Financial Disclosures (TCFD) framework.

[^] Reductions take into account only verified reduction projections, and do not take into account changes associated with the contraction or expansion of the company.

¹⁶ A carbon emissions target is defined as science-based if it is in line with the scale of reductions required to keep global temperature increase well below 2°C above pre-industrial temperatures.

To further embed our new commitments from our 2027 plan into our operations, we are requiring all projects requesting corporate capital funds to consider environmental sustainability in project design, development, and execution. We will also begin to include environmental footprint analysis in capital projects to help ensure that energy efficiency, water efficiency, and waste reduction are integral parts of project delivery.

At all Amgen sites that have manufacturing, research, or development activities that could affect the environment, we require that employees who manage hazardous materials and waste and monitor environmental discharges and emissions receive training to properly perform these responsibilities.

We conduct EHSS audits within our business to work to ensure that noncompliant conditions and inappropriate risks are promptly addressed. Amgen also uses a third party to conduct sustainability assessments of our suppliers' performance in compliance with our Supplier Code of Conduct. Through these assessments, we gain an understanding of the maturity of our suppliers' ethical, environmental, and social governance programs. These assessments have led to dialogues and the identification of opportunities for suppliers to develop plans to enhance their programs.



*Spotlight***RECOGNIZING AN ENVIRONMENTAL CHAMPION**

Ken Chong,
Senior Engineer, Singapore

Amgen encourages employees to identify opportunities and provide guidance to improve sustainability. Ideas are actively solicited, projects are monitored, and employees are recognized and rewarded for their efforts through initiatives such as Amgen's annual Global Environmental Champions awards.

In 2021, Ken Chong, Senior Engineer at our manufacturing facility in Singapore, was named a Global Environmental Champion. As the site's certified energy manager, Ken tracks energy usage and carbon dioxide emissions. He developed a multiyear strategy to reduce the amount of energy that the site consumes, rolling

out such projects as solar photovoltaic street lights, installation of LED lighting in buildings, chilled water pump optimization, glycol chiller operation optimization, and HVAC optimization within offices. Thanks to his leadership, the site saved an estimated 930,000 kWh from 2018 to 2020. He has also championed projects to make the site more water efficient, reducing its estimated water usage in 2020 by 4300 m³.

"Amgen is part of the community in Singapore," Ken says. "We have a responsibility to further reduce our environmental impact and use of resources. All it takes is innovative thinking, persistence and teamwork. It's great to see what can be accomplished, with more improvements on the way."

Saved an Estimated
930,000 kWh
From 2018 to 2020

Reduced
Water Usage by
4,300 m³
In 2020

PROGRAMMATIC HIGHLIGHTS

Amgen's Approach to Carbon Neutrality

Our carbon neutrality target applies to Amgen-owned and -operated facilities and operations. It is based on a three-pronged approach focused on innovation, efficiency, and renewable energy.

- Innovation:** Reducing the amount of energy (carbon) required to develop and produce our medicines is the best way to eliminate carbon and prevent climate change. Through innovative manufacturing technologies, we have reduced ongoing carbon by 69%[^] and water use by 54%,[^] as compared to conventional biotechnology manufacturing.
- Efficiency:** We will embed sustainability-by-design into our facilities to maximize their operational efficiency. We plan to convert 30% of our fleet vehicles to all-electric vehicles by 2027. Vehicle selection will be prioritized to maximize emission reductions based on sales representatives' territory and the availability of low-carbon-emitting electrical grid power. We are also installing EV charging stations at our sites.
- Renewable Energy:** We are striving for 100% renewable electricity use at all of our operations where feasible by 2027, resulting in a ~50%[^] reduction in our carbon emissions from operations.¹⁷ Across our network, each

facility has a portfolio of renewable energy projects that are a part of our long-range planning. Projects range from installing innovative renewable energy technologies, such as on-site solar arrays, to purchasing electricity from renewable sources. Where renewable sources are not available, we will evaluate options for the purchase of carbon offsets and prioritize offsetting based on the quality of the credit/offset. Separately, we will evaluate the carbon impact from our value chain – including suppliers, contract manufacturers, and distributors, and identify reduction opportunities. For more information, see [page 56](#).

Water

We plan to achieve our water reduction target of 40%[^] by focusing our efforts on areas of water stress and emphasizing water treatment and recycling.

Most of the water we use – 99% – comes from municipal sources. Only 1% comes directly from groundwater. In addition, we work to maximize the amount of water recovered for recycling or reuse. For example, our facility in Puerto Rico features a water treatment and recycling plant that processes wastewater to a standard above potable levels.

Amgen is committed to compliance with applicable environmental regulations, including local wastewater agreements that regulate the amounts and types of materials that can be discharged in wastewater. To support this commitment, we routinely perform internal audits at our manufacturing, R&D, and distribution facilities.

Waste

We plan to achieve our 75%[^] waste reduction target, in part, by reducing single-use plastics and achieving zero waste where feasible. To date, three Amgen sites have achieved zero-waste-to-landfill status.

Pharmaceuticals in the Environment

Amgen is committed to studying the impacts of pharmaceuticals in the environment (PIE) as a routine part of assessing the life cycle and environmental footprint of our products. We collaborate with colleagues in the American Chemical Society, the Society for Environmental Toxicology & Chemistry, the Society for Risk Analysis, the Society of Toxicology, as well as with industry peers to study the issues and examine methods to better identify and quantify environmental risks of pharmaceutical products. We also offer product take-back programs to help patients responsibly dispose of their used, unused, or expired combination products or medicines.

In 2020, we published a formal statement on our approach to PIE on our [website](#).

¹⁷ Operations are defined as emissions from combustion in owned/operated equipment and emissions from purchased energy.

[^] Reductions take into account only verified reduction projections, and do not take into account changes associated with the contraction or expansion of the company.

Sustainable Packaging

Amgen’s packaging sustainability strategy is fully integrated into our business processes. A key element is our green packaging metrics tool, which we use to establish a sustainability score when redesigning or creating new packaging for our products and to identify opportunities to develop more environmentally friendly packaging. We use fully recyclable paperboard from certified sustainable forests in the packaging for all Amgen products.

VALUE CREATION

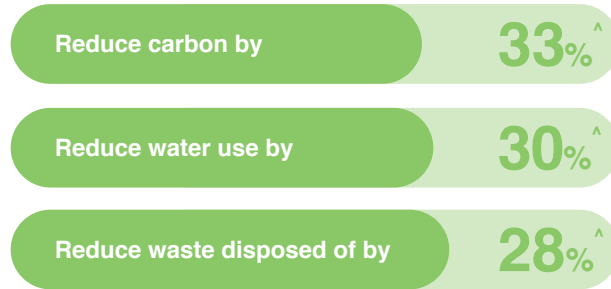
Our investment in environmental sustainability not only reduces our impact on the planet but is also helping us to become more efficient and productive, resulting in reduced operating costs. Our ~\$50 million investment from 2008 to 2020 resulted in savings of ~\$250 million in operating costs over the same period. In addition, recognizing that the effects of climate change can be disruptive to business, doing our part to decrease carbon emissions helps to reduce the risks of climate-related events in the long term.

PERFORMANCE

We measure and report on our overall carbon, energy, water, waste, and sales fleet fuel efficiency performance. We include data gathered from 17 manufacturing, R&D, and distribution facilities located in North America, South America, Asia, and Europe, representing (based on square footage) approximately 88% of our operations. For the remaining 12% of square footage, primarily administrative

offices, we estimate the energy usage to calculate carbon emissions. We measure progress toward our targets by quantifying results independent of growth or contraction of our business. We do not include facility or building closures or recently acquired facilities in our target progress. Our 2020 environmental data have undergone limited assurance by Apex Companies, LLC. Highlights of our environmental performance are presented below; more detailed data can be found [here](#).

Since 2007, we combined innovation with greater efficiency to:



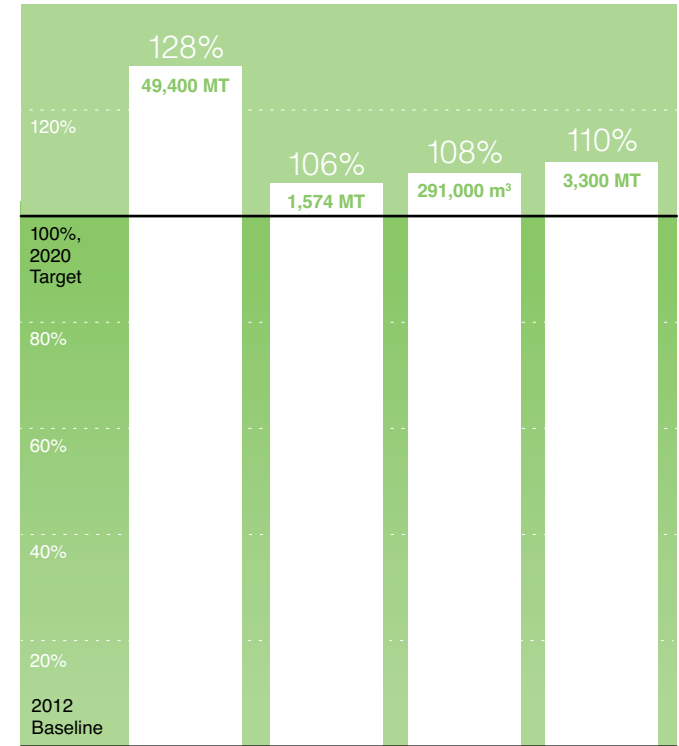
Other Reports

You can find our most recent CDP reports for Climate Change and Water [here](#). Both reports provide additional details about Amgen’s governance, strategy, risk management, metrics, and targets related to climate change and water.

In 2018, two years ahead of schedule, we met most of our 2020 targets, and all were surpassed by 2020.

[^] Reductions take into account only verified reduction projections, and do not take into account changes associated with the contraction or expansion of the company.

Performance Against 2020 Targets[^]

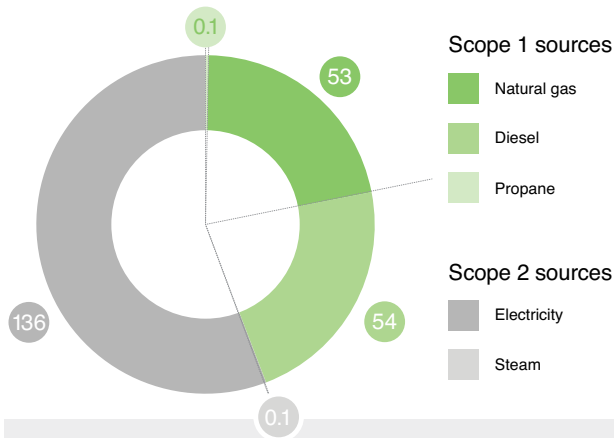


Facility Carbon	Waste	Water	Fleet Carbon
Reduce 38,500 metric tons (MT) of facility carbon	Reduce 1,490 metric tons (MT) of waste to landfill or incineration	Reduce 269,000 cubic meters (m ³)	Reduce 3,000 metric tons (MT) of fleet carbon
10% of 2012 baseline	35% of 2012 baseline	10% of 2012 baseline	20% of 2012 baseline

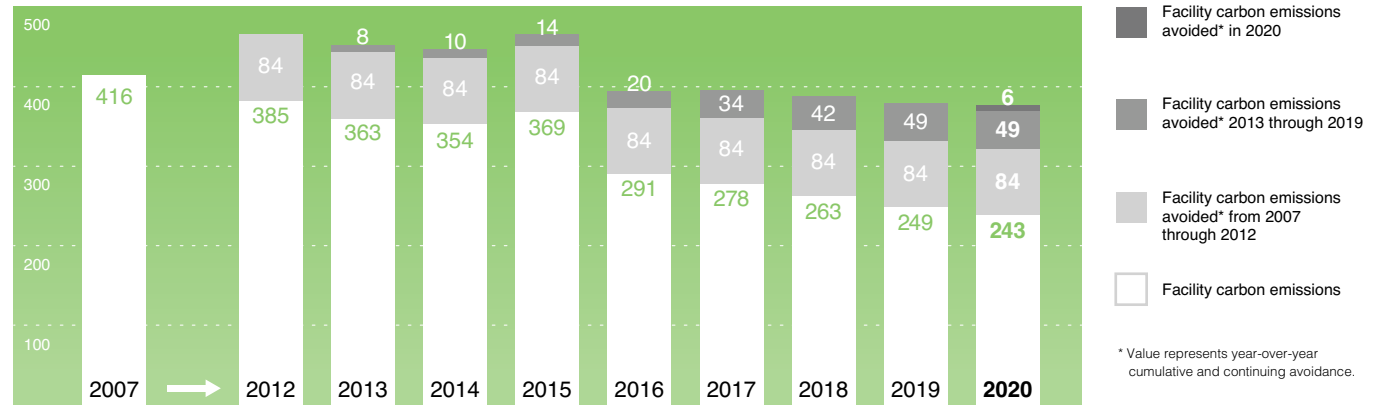
Carbon

Our carbon emissions from onsite combustion of fuel and purchased energy in 2020 decreased from 2019 by 21,000 metric tons (MT). Our carbon reduction projects in 2020 resulted in 5,900 MT of annual carbon emission reductions to achieve a total of 139,000 MT, or 33%, since 2007, and saved more than \$35 million in operating costs annually. We are currently evaluating our Scope 3 impacts to identify opportunities to further engage and reduce.^

^ Reductions take into account only verified reduction projections, and do not take into account changes associated with the contraction or expansion of the company.



2020 Facility Carbon Emissions by Source (1,000 MT)

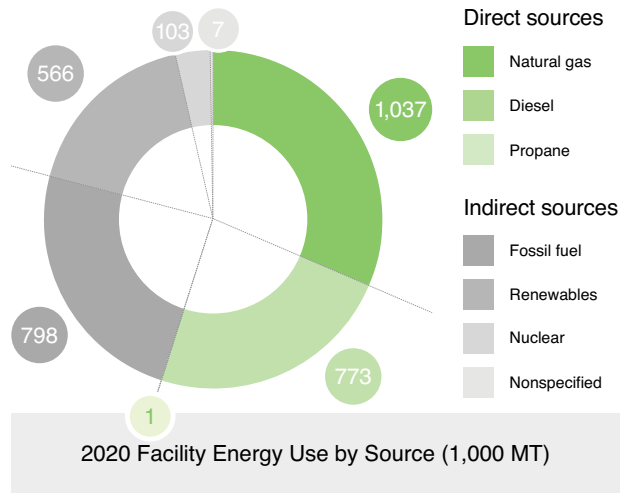
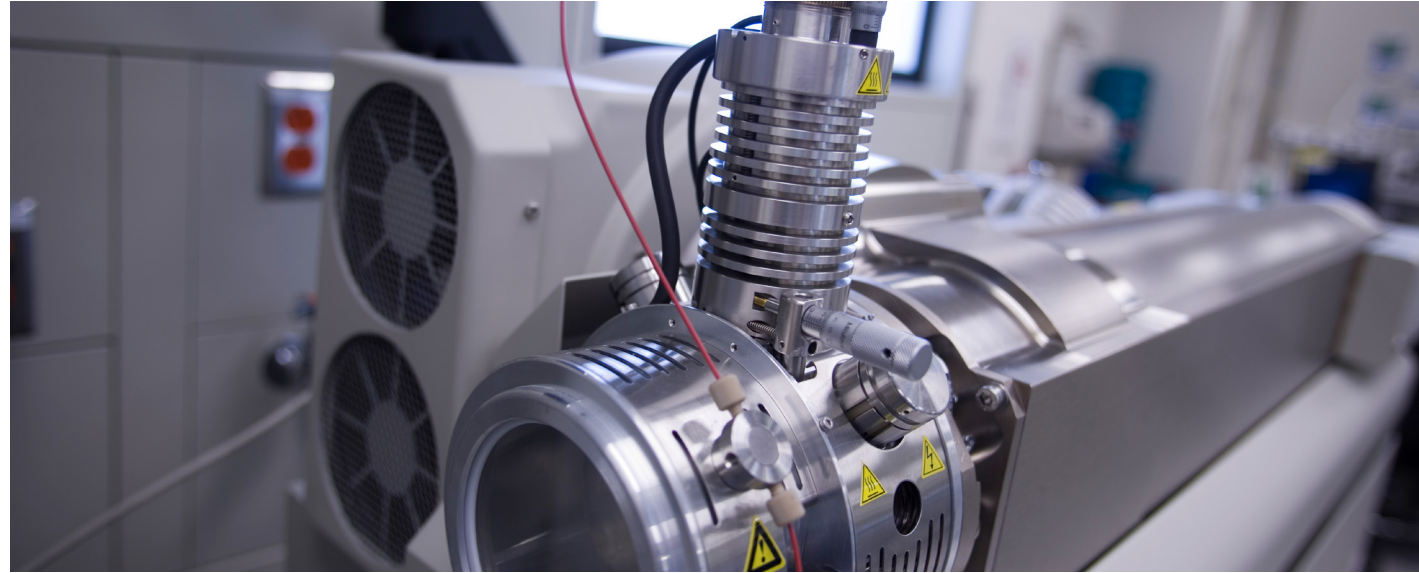


Facility Carbon Emissions and Facility Carbon Emissions Reduced Through Conservation Efforts (1,000 MT)

* Value represents year-over-year cumulative and continuing avoidance.

Energy

In 2020, our total renewable energy use was 41% of our electricity consumption. Our sites in Ireland, the Netherlands, and Singapore procure 100% renewable energy, and our San Francisco facility procures 89% renewable energy.



INCREASING ENERGY EFFICIENCY AT OUR FACILITIES

In 2020, we expanded our Smart and Integrated Facility Utility Monitoring Program, which assessed existing automation and monitoring systems and delivered a prioritized list of opportunities for improvements at targeted manufacturing and research facilities at six Amgen sites. Opportunities identified in 2020 resulted in conservation of 12,300 gigajoules (GJ) of energy and reduction of 1,300 MT of carbon. Since implementation in 2016, this program has resulted in savings of 243,000 GJ, 15,700 MT carbon and approximately \$4.2 million[^] in operating costs.

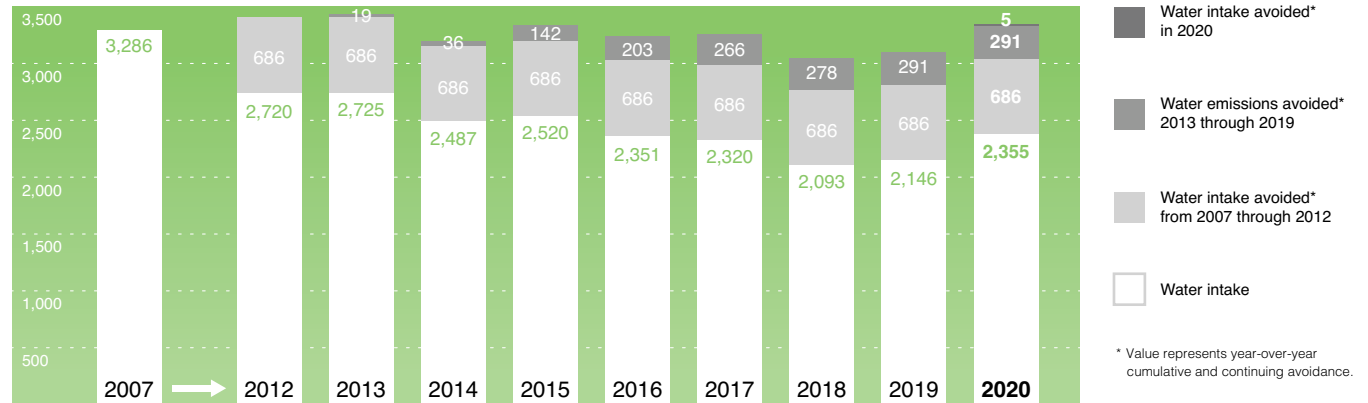
[^] Reductions take into account only verified reduction projections, and do not take into account changes associated with the contraction or expansion of the company.



Water

Our total water usage in 2020 increased from 2019 by 209,000 cubic meters (CM). Water usage increases are the result of manufacturing increases and equipment commissioning. Despite increased water usage in 2020, we have reduced annual water usage through projects eliminating 981,000 CM, or 30%, since 2007.[^]

In 2020, Amgen recycled or reused 567,000 CM of water, representing 24% of our total water withdrawal.[^]



Water Intake and Intake Avoided Through Conservation Efforts (1,000 CM)

[^] Reductions take into account only verified reduction projections, and do not take into account changes associated with the contraction or expansion of the company.

Waste

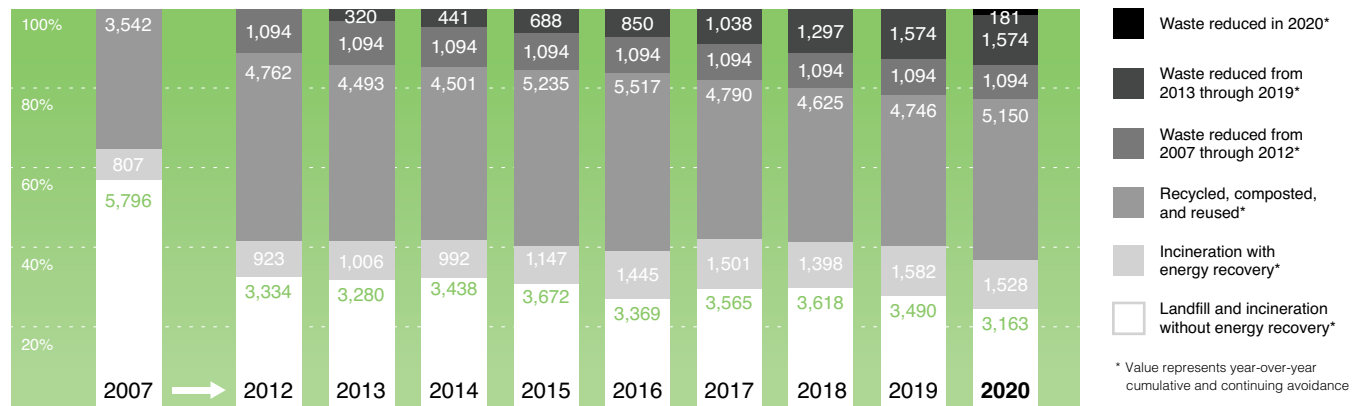
In 2020, our total waste generation increased by 23 MT compared with 2019. Mitigating a larger increase, waste reduction projects implemented in 2020 resulted in an additional 181 MT of annual waste reduction. Since 2007, we have reduced annual waste generation through projects eliminating 2,849 MT, or 28%.[^]

In 2020, we continued to recycle plastics used in labs and manufacturing facilities. Through these efforts, we diverted over 1,000 MT of plastics from landfill and repurposed them for industrial uses, including benches at our sites.

We also continued to implement reusable shippers for 90% of our clinical shipments, reducing solid waste by 98%* compared to using disposable shippers. We have expanded the program to include commercial shipments of our medicines.



Routine Waste Generated and Waste Reduced Through Conservation (MT)



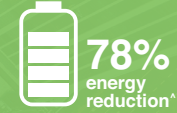
Routine Waste by Waste Hierarchy (MT)

[^] Reductions take into account only verified reduction projections, and do not take into account changes associated with the contraction or expansion of the company.

Spotlight

AMGEN'S NEXT-GENERATION BIOMANUFACTURING COMPARED TO CONVENTIONAL MANUFACTURING

Achieved in Singapore¹⁸



Our biomanufacturing facility in Singapore, which began commercial production in 2017, is an example of our innovative capability at work. This redesign of our approach to biomanufacturing dramatically reduces the scale and costs of making biologics

and vastly reduces water and energy use, while maintaining a reliable, high-quality, compliant supply of medicines. The success of our facility in Singapore led to our building a second such plant in Rhode Island.

¹⁸ As of September 30, 2020

^{*} Reductions take into account only verified reduction projections, and do not take into account changes associated with the contraction or expansion of the company.



MORE INFORMATION

[Product Sustainability](#)

[Green Buildings](#)



RESPONSIBLE SOURCING

AMBITION

We are dedicated to delivering value by providing opportunities to diverse suppliers and requiring all suppliers to conduct their business in an ethical and sustainable manner aligned with Amgen values.

GOVERNANCE

Amgen's Responsible Sourcing program has two components: Supplier Sustainability and Supplier Diversity. Both components are managed by our Global Business Solutions team. The leader for Responsible Sourcing is a member of the ESG Working Committee and accountable to the ESG Council. We share progress on our Responsible Sourcing strategy with the Amgen Board of Directors.

STRATEGY & OBJECTIVES

Amgen works with an extensive global network of suppliers to help ensure that we can continue to provide high-quality medicines reliably and efficiently around the world. Our commitment to ESG is not limited to our own operations; we also recognize our responsibility to have our suppliers align with our ethical, social, and environmental values and commitments.

PROGRAMMATIC HIGHLIGHTS

Supplier Sustainability

Our Supplier Sustainability Program aims to ensure suppliers address not only quality, cost, and reliability requirements, but also ethical, environmental, and social considerations including business ethics, labor, human rights, and environmental impact. Our Supplier Code of Conduct sets our fundamental expectations of our suppliers and is aligned with our core values.

Our Supplier Sustainability Program includes sustainability assessments of our suppliers' performance in relation to our Supplier Code of Conduct. Through these assessments, we gain an understanding of the maturity of our suppliers' ethical, environmental, and social governance programs. These assessments have sometimes led to a dialogue and identification of opportunities for the suppliers to develop plans to enhance their programs. In such cases, we measure their progress against these plans.



Supplier Diversity

Through our U.S. Supplier Diversity Program, we continue to identify, develop, and contract with small and diverse businesses to supply goods and services to Amgen.

By 2023, we aim to double our spend with diverse businesses, including minority, women, disadvantaged, veteran, and LGBTQ-owned suppliers, and triple our spend with Black-owned businesses, as compared to our 2019 baseline.

We work with a third party to help identify new diverse suppliers as part of our sourcing strategy. We also continue to raise awareness across the Company through refresher trainings on our supplier diversity program, by sharing best practices gained through benchmarking, and engaging employees in supplier diversity outreach opportunities.

Amgen also participates in conferences and events and engages with national and local nonprofit diversity organizations such as the National Minority Supplier Development Council, Women's Business Enterprise National Council (WBENC), and Diversity Alliance for Science (DA4S) to connect with small and diverse businesses. Additionally, we collaborate with WBENC-West and DA4S to mentor small and diverse suppliers each year. In 2020, we hosted suppliers participating in our mentorship

program at our Thousand Oaks, Calif., campus for a day of educational seminars, focusing on topics affecting small and diverse businesses. We intend to expand our mentorship program to minority suppliers with a focus on Black-owned businesses in 2021.

Beginning in 2021, we will also ask select strategic suppliers to report their diversity spend (Tier 2) to us on a quarterly basis in an effort to expand, grow, and sustain diverse suppliers beyond our direct supplier (Tier 1) relationships. In addition, we intend to begin measuring the economic impact of our supplier diversity program in local communities.

VALUE CREATION

Our ability to deliver life-saving medicines depends on a resilient supply chain. By strengthening the ESG performance of our suppliers, we can reduce our collective footprint and help ensure business continuity through improved supply chain conditions. By working with diverse suppliers, we are increasing the number of diverse suppliers positioned to compete for business with us. Engaging diverse suppliers not only benefits these suppliers and Amgen, but also uplifts the communities in which they operate through job creation and potential for better wages and tax revenues.

PERFORMANCE

Initially, we implemented our Supplier Sustainability program by conducting sustainability performance assessments of our top-tier strategic suppliers. Over time, we have consistently increased the number of suppliers we assess for sustainability performance. Currently, we measure sustainability performance for ~65% of our total supplier spend.

In 2020, we continued our participation in the Pharmaceutical Supply Chain Initiative, which seeks to promote responsible supply chain management and better business conditions across the industry. We also continued our involvement in a life-science-specific forum established by EcoVadis to strengthen the sector's approach to supply chain management with a specific focus on environmental and social sustainability.

MORE INFORMATION

[Supplier Code of Conduct](#)

[Supplier Diversity](#)

[Partnering With Suppliers to Promote Environmental Sustainability](#)

[California Supply Chain Transparency Act](#)

[Conflict Minerals](#)



COMMUNITY INVESTMENT

AMBITION

Through the Amgen Foundation, we are committed to seeking to advance excellence in science education, particularly among low-income and disadvantaged populations, and to invest in strengthening communities where Amgen employees live and work.

GOVERNANCE

The Amgen Foundation Board of Directors meets quarterly and is responsible for overseeing the Foundation's vision and operating policy, its annual strategy, compliance, and approving grants. It is chaired by Amgen's Senior Vice President of Corporate Affairs.

The Amgen Foundation Audit Committee selects, retains, and oversees the Foundation's independent auditor and oversees the financial affairs of the Foundation.



STRATEGY & OBJECTIVES

As part of its mission, the Amgen Foundation seeks to advance excellence in science education to inspire the next generation of innovators and invest in strengthening communities where Amgen employees live and work. It does so by supporting and collaborating with local, regional, and international nonprofit organizations.

Supporting Excellence in Science Education

Through its partnerships and signature programs focused on science education, the Amgen Foundation focuses on two main objectives:

- Growing the pool of high school students who are Science, Technology, Engineering, and Math (STEM)-literate and interested in pursuing a degree that leads to a science career, particularly in underserved communities and populations.
- Enhancing the quality and number of university graduates pursuing careers in STEM, healthcare, and biotechnology, particularly from groups underrepresented in STEM fields.

Strengthening Local Communities

The Amgen Foundation supports local organizations where Amgen employees live and work, as well as employee-driven philanthropy with matching gifts and volunteer service programs. The Foundation also works with partners to support disaster-relief efforts affecting local communities around the world.

Each year, Amgen also provides all employees with eight hours of volunteer paid time off. In 2020, we expanded opportunities for employees to volunteer virtually.

PROGRAMMATIC HIGHLIGHTS

The Amgen Foundation supports the following four signature science education programs:

- **Amgen Scholars:** An annual program that pairs 360 undergraduate students with research opportunities at more than 20 top-tier institutions around the world.
- **Amgen Biotech Experience:** A science education program created to enable secondary school science teachers to implement real-world biotechnology labs in their classrooms. In the United States, more than half of the public schools with participating science teachers are Title I.
- **LabXchange:** Launched by the Amgen Foundation and the Faculty of Arts and Sciences at Harvard University in January 2020, this free online science education platform provides users with access to personalized instruction, virtual lab experiences, and networking opportunities across the global scientific community.
- **Khan Academy:** Offers a high-quality virtual classroom for students and teachers globally. The Amgen Foundation is the Khan Academy's Biology Partner and supports partnerships with U.S. school districts.

VALUE CREATION

Investment in science education helps build the future pipeline of innovators and scientists that the world will need to tackle global challenges, from climate change to global pandemics. It also helps to build the scientific literacy of citizens, which is critical to our industry, society, and public health. Investment in local communities contributes to the stability and economic growth in areas where Amgen employees live and work. All help raise awareness among the public, government, and society leaders of the Amgen Foundation's role in supporting important social challenges.

PERFORMANCE

Science Education

Since its founding, the Amgen Foundation has:

- contributed nearly \$200 million to advancing science education programming globally.
- supported tens of thousands of teachers with effective professional development, strengthening their ability to deliver high-quality science education.
- reached millions of students with hands-on and virtual experiences in science.



LABXCHANGE

One year post launch (January 2020), the new online platform has more than 6 million users across the globe and 59 collaborating partners. The Amgen Foundation has committed nearly \$13 million to date to LabXchange to ensure that everyone, everywhere has equal opportunity for success in science.

2020 PROGRAM REACH:

Total Visitors
3.8
Million

133,487
Hours of
Learning
Delivered

231
Countries and
Territories

KHAN ACADEMY

In 2020, the Amgen Foundation renewed funding to Khan Academy to support virtual biology lessons, partnerships with U.S. school districts facing budget shortfalls, and a collaboration with LabXchange. Since 2015, the Foundation has committed nearly \$7 million to Khan Academy. In April 2020 at the peak of the COVID-19 pandemic, Khan Academy's biology content experienced a 50% increase in traffic over the previous year as learning shifted online for many students.

2020 PROGRAM REACH:

20
Million Biology
Content Users

AMGEN SCHOLARS

For 2020, due to COVID-19, we adapted the traditional Amgen Scholars program into a virtual Summer Science Series. Developed in partnership with Harvard University, current Amgen Scholars and more than 4,200 program alumni had access to online lectures hosted by prominent scientific thinkers on topics such as cancer vaccine development, immunology, biotech entrepreneurship, and life as a Ph.D. candidate. Faculty at host institutions, as well as a number of Amgen employees and scientists, served as speakers for the series.

SINCE **2007**, AMGEN SCHOLARS HAVE COME FROM:

52

U.S. States and
Territories

73

Countries

Represented
More Than

750

Colleges and
Universities

AMGEN BIOTECH EXPERIENCE

The Amgen Foundation committed \$16.4 million in additional funding to the Amgen Biotech Experience (ABE). The additional funding is expected to increase the overall reach of the program to more than 1 million students. This new funding brings the Foundation's total commitment to more than \$40 million since the program was founded 30 years ago. In addition, in 2020, ABE launched a new online curriculum that explored the COVID-19 pandemic and, through a partnership with LabXchange, virtual ABE laboratory activities were made available to student learners in 12 languages at no cost. ABE has grown from a collaboration between a small number of Amgen scientists and biology teachers in Thousand Oaks, CA., to a global program in more than 20 communities.

PROGRAM IMPACT¹⁹

82% of students agree that the ABE gave them a deeper understanding of what happens in science laboratories.

80% of teachers reported greater interest, knowledge, and skills from the training.

SINCE **1990**, ABE HAS REACHED:

838,000+
Students

3,600+
Teachers

1,634+
Schools

¹⁹ ABE Student Assessment Study.



Spotlight

IN MEMORIAM

Dr. Robert Lue, Professor of the Practice of Molecular and Cellular Biology, the UNESCO Chair on Life Sciences and Social Innovation at Harvard University, and the driving force behind LabXchange, passed away in November 2020 from cancer at the age of 56. Since 2011, he also led the Amgen Biotech Experience in Massachusetts.

“Rob was a renowned scientist and a visionary educator. In making LabXchange a reality, Rob, his team, and our foundation have made a significant and lasting impact in leveling the playing field so that everyone has access to a world-class science education. We are committed to building on Rob’s legacy.”

Eduardo Cetlin,
President, Amgen Foundation

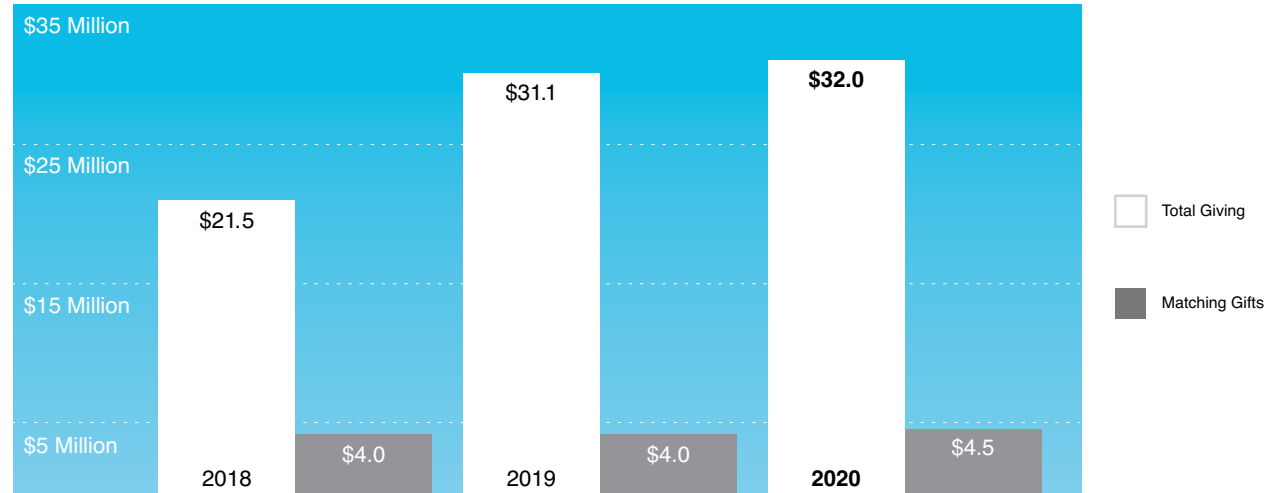
Strengthening Local Communities

To address critical needs in communities affected by the COVID-19 pandemic, Amgen and the Amgen Foundation committed \$12.5 million to U.S. and global emergency response efforts and to patient-focused organizations, including Direct Relief and International Medical Corps. For more information, [see page 17](#).

Disaster Relief

The Amgen Foundation committed \$100,000 to International Medical Corps to provide immediate support following the massive explosions in Beirut in August 2020. In a city that already faced a crippling financial crisis and effects of the COVID-19 pandemic, the grant was directed toward helping survivors of the Beirut explosion access life-saving care and mental health services.

Amgen Foundation Giving



Since inception, the Amgen Foundation has contributed more than \$350 million to local, regional, and international nonprofit organizations that reflect our core values and complement our dedication to positively affecting lives.



MORE INFORMATION

[Amgen Inspires](#)

[LabXchange](#)

[Amgen Scholars](#)

[Amgen Biotech Experience](#)

[Khan Academy](#)



APPENDIX

UNITED NATIONS GLOBAL COMPACT COMMUNICATION ON PROGRESS

This report serves as Amgen's Communication on Progress for the United Nations Global Compact (UNGC). The statement from our CEO and Chairman at the beginning of the report reaffirms our commitment to the principles of the UNGC, and much of the content throughout this report highlights progress in the four key areas of the UNGC: Environment, Labor, Human Rights, and Anti-Corruption.

Over the past 12 months, we have achieved progress in all four areas – a few highlights follow.

Human Rights

- In the wake of the civil protests in the United States, the Amgen Foundation committed \$7.5 million in grants to support racial justice and equal opportunity to established national and local organizations advancing social justice, equal opportunity, and science education programs explicitly reaching communities of color.
- The Amgen Black Employee Network, with sponsorship from senior medical leadership, launched "Representation in Clinical Research," also known as RISE. The initiative will work with Amgen's Global Development Operations and other key groups to diversify investigators and clinical trial sites and work with community nonprofits to help remove barriers to participation in clinical trials.

Labor

- We introduced a new global Diversity, Inclusion, and Belonging strategy to leverage our diversity and create a more inclusive workplace.
- We are a founding member of OneTen, a coalition of more than 40 of the world's largest, best-known companies that aims collectively to hire 1 million Black Americans (with a specific focus on Black Americans without four-year college degrees) into good-paying, family-sustaining jobs over the next 10 years.
- We introduced Managing Unconscious Bias, a required online training course for employees in the United States, Puerto Rico, and Canada.

Environment

- We met all of our 2013-2020 environmental targets on or before schedule.
- We launched a new seven-year "Road to Net Zero" environmental sustainability plan that includes goals to achieve carbon neutrality for Amgen-owned facilities and operations, reduce waste disposed by 75%, and reduce water use by 40%.[^]
- We published a formal statement on our approach to Pharmaceuticals in the Environment on our [website](#).

Anti-Corruption

- We surveyed all Amgen employees globally about our ethics climate. The survey measured program awareness, program effectiveness and organizational culture.

In addition to this report, Amgen provides extensive reporting on policies and progress aligned with the UNGC on our website. Below is a summary table providing links to existing reporting aligned with the major categories of UNGC principles.



[^] Reductions take into account only verified reduction projections, and do not take into account changes associated with the contraction or expansion of the company.

Amgen Policies, Programs, and Reporting	UNGC Principles Categories					Human Rights	Labor	Environment	Anti-Corruption
	Human Rights	Labor	Environment	Anti-Corruption					
2020 ESG annual report	•	•	•	•	Supplier diversity		•		
Commitment to corporate social responsibility	•	•	•		Conflicts of interest policy				•
Employee code of conduct	•	•		•	Anti-corruption and U.S. foreign corrupt practices				•
Diversity and inclusion		•			Interactions with healthcare providers				•
Access to medicine	•				Counterfeit drugs	•			•
Employee health and safety	•	•			Global patient safety	•			
Employee wellness	•				Grants and giving	•			
Environment, health and safety policy	•		•		Antitrust and unfair competition policy				•
Nondiscrimination		•			Dealing with the government policy				•
Environmental sustainability commitment			•		Compliance reporting and nonretaliation		•		•
Environmental sustainability performance			•		Insider trading policy				•
Amgen Foundation	•				Protection of personal information policy	•			
Supplier sustainability	•	•	•	•	Awards and accolades	•	•	•	•
California Supply Chain Transparency Act	•	•			Global code of ethics for clinical trials	•			
Conflict minerals policy	•	•			Clinical trial diversity policy	•			
Conflict minerals report	•	•			Human rights commitment	•			

Selected Company Performance Data

Type	Unit	2016	2017	2018	2019	2020
Net sales	\$ Millions	\$21,892	\$21,795	\$22,533	\$23,362	\$25,424
Non-GAAP net income (i)	\$ Millions	\$8,785	\$9,246	\$9,573	\$9,028	\$9,795
Non-GAAP R&D expenses (i)	\$ Millions	\$3,755	\$3,482	\$3,657	\$4,027	\$4,085
Total energy (ii)	1,000 GJ	3,535	3,709	3,284	3,094	3,286
Total carbon from energy (ii)	1,000 MT CO ² Eq	291	278	263	249	243
Total water withdrawal (ii)	2,000 CM	2,351	2,320	2,093	2,146	2,355
Total routine waste (ii)	MT	10,330	9,856	9,642	9,818	9,841
Environmental notices of violation (NOVs) (iii)	1 NOV	1	1	3	2	1
Employee injury and illness rate	Incidents per 100 workers	0.44	0.36	0.41	0.31	.3
Employee lost-day case rate	Incidents per 100 workers	0.14	0.13	0.14	0.12	.07
Amgen employee (FTE)	People	19,200	20,800	21,500		24,300
% of women in total workforce	People	50	51	52	52	52
% of women management level (iv)	People	44	44	45	46	47
% of women executive level (v)	People	33	37	36	39	42
% of ethnic minority in workforce (U.S.)	People	45	45	45	47	48
% of ethnic minority management levels (U.S.) (iv)	People	38	39	39	41	42
% of ethnic minority executive level (U.S.) (v)	People	25	24	25	27	30
Value of medicines provided at no cost in low- and middle-income countries through Direct Relief (vi)	\$ Millions	NA	NA	\$69+	NA	\$67+
Value of medicines provided at no cost to low-income patients in the United States through the Amgen Safety Net Foundation (vi)	\$ Billions	\$0.7+	\$0.9+	\$1.2+	\$1.4+	\$1.5+

Data Notes

- i) Amgen Inc. Generally Accepted Accounting Principles (GAAP) to non-GAAP Reconciliations (In millions) (Unaudited)
- ii) Please see Responsibility/Environment on www.amgen.com for an Independent Verification Statement for this data. Amgen has included data from 17 facilities covering energy and carbon, water and waste. The facilities represent approximately 88 percent of Amgen's worldwide facility space based on total square feet. Included facilities are in Thousand Oaks, California, U.S.; West Greenwich, Rhode Island, U.S.; Juncos, Puerto Rico, U.S.; Louisville, Kentucky, U.S.; South San Francisco, California, U.S.; Cambridge and Woburn, Massachusetts, U.S.; Burnaby, Canada; Breda, Netherlands; Dun Laoghaire, Ireland; Uxbridge and Cambridge, United Kingdom; São Paulo, Brazil; Yenibosna and Sekerpinar, Turkey; Tuas, Singapore; and Shanghai, China. This includes leased buildings where we have operational control over building infrastructure, including utilities.
- iii) Environmental notices of violation (NOVs) reported that resulted from agency inspections.
- iv) Management: Senior managers and directors
- v) Executive level: Executive directors and above
- vi) Value calculated at wholesale acquisition cost

Reconciliation of GAAP to Non-GAAP Measures (In millions) (Unaudited)

Years Ended December 31,

	2020	2019	2018	2017	2016	2015	2014	2013
GAAP research and development expenses	\$ 4,207	\$ 4,116	\$ 3,737	\$ 3,562	\$ 3,840	\$ 4,070	\$ 4,297	\$ 4,083
Adjustments to research and development expenses:								
Acquisition-related expenses (i)	(120)	(87)	(78)	(77)	(78)	(89)	(124)	(142)
Certain charges pursuant to our restructuring and other cost savings initiatives (ii)	(2)	(2)	(2)	(3)	(7)	(64)	(49)	-
Stock option expense	-	-	-	-	-	-	(3)	(12)
Total adjustments to research and development expenses	(122)	(89)	(80)	(80)	(85)	(153)	(176)	(154)
Non-GAAP research and development expenses	\$ 4,085	\$ 4,027	\$ 3,657	\$ 3,482	\$ 3,755	\$ 3,917	\$ 4,121	\$ 3,929
GAAP operating income	\$ 9,139	\$ 9,674	\$ 10,263	\$ 9,973	\$ 9,794	\$ 8,470	\$ 6,191	\$ 5,867
Adjustments to operating income:								
Acquisition-related expenses (i)	3,013	1,438	1,557	1,594	1,510	1,377	1,546	986
Certain charges pursuant to our restructuring and other cost savings initiatives (ii)	(3)	45	12	88	37	114	596	71
Expense (benefit) related to various legal proceedings	185	-	-	-	105	91	(3)	14
Stock option expense	-	-	-	-	-	-	16	34
Expense resulting from clarified guidance on branded prescription drug fee (iii)	-	-	-	-	129	-	-	-
Other	-	-	25	3	-	-	-	-
Total adjustments to operating income	3,195	1,483	1,594	1,685	1,652	1,582	2,284	1,105
Non-GAAP operating income	\$ 12,334	\$ 11,157	\$ 11,857	\$ 11,658	\$ 11,446	\$ 10,052	\$ 8,475	\$ 6,972
GAAP net income	\$ 7,264	\$ 7,842	\$ 8,394	\$ 1,979	\$ 7,722	\$ 6,939	\$ 5,158	\$ 5,081
Adjustments to net income:								
Adjustments to operating income	3,195	1,483	1,594	1,685	1,652	1,582	2,284	1,105
Adjustments to other income (iv)	37	-	(68)	-	-	-	-	34
Income tax effect of the above adjustments (v)	(634)	(329)	(362)	(538)	(525)	(496)	(717)	(376)
Other income tax adjustments (vi)	(67)	32	15	6,120	(64)	(71)	(25)	(30)
Total adjustments to net income	2,531	1,186	1,179	7,267	1,063	1,015	1,542	733
Non-GAAP net income	\$ 9,795	\$ 9,028	\$ 9,573	\$ 9,246	\$ 8,785	\$ 7,954	\$ 6,700	\$ 5,814

Data Notes

- i) The adjustments related primarily to noncash amortization of intangible assets from business acquisitions. For the years ended December 31, 2020, 2019, 2018 and 2017, the adjustments to operating income also included impairments of intangible assets acquired in business combinations.
- ii) The adjustments related to headcount charges, such as severance, and to asset charges, such as asset impairments, accelerated depreciation and other charges related to the closure of our facilities.
- iii) The adjustment related to the recognition of an additional year of the non-tax deductible branded prescription drug fee, as required by final regulations issued by the Internal Revenue Service.
- iv) For the year ended December 31, 2020, the adjustments related to the amortization of the basis difference from our BeiGene equity method investment, partially offset by a gain from legal judgment proceeds. For the year ended December 31, 2018, the adjustment related to the net gain associated with the Kirin-Amgen, Inc. acquisition. For the year ended December 31, 2013, the adjustment included bridge financing costs associated with the Onyx business combination.
- v) The tax effect of the adjustments between our GAAP and non-GAAP results takes into account the tax treatment and related tax rate(s) that apply to each adjustment in the applicable tax jurisdiction(s). Generally, this results in a tax impact at the U.S. marginal tax rate for certain adjustments, including the majority of amortization of intangible assets, whereas the tax impact of other adjustments, including restructuring expense, depends on whether the amounts are deductible in the respective tax jurisdictions and the applicable tax rate(s) in those jurisdictions.
- vi) The adjustments related to certain acquisition items and prior-period items excluded from GAAP earnings. For the year ended December 31, 2017, the adjustment related primarily to the impact of U.S. Corporate tax reform, including the repatriation tax on accumulated foreign earnings and the remeasurement of certain net deferred and other tax liabilities.

SASB TABLE

This ESG Report is part of Amgen’s overall commitment to providing robust reporting on our ESG performance. We have also integrated ESG information in our [Annual Report and 10-K](#), as well as our [Proxy Statement](#). As noted previously, this ESG report was prepared in alignment with the [Biopharma Sustainability Roundtable Investor ESG Communications Guidance](#), which integrates key elements and principles of the Sustainability Accounting Standards Board (SASB) standard for the biotechnology industry.

In the following table, we have indicated where Amgen reports on metrics that are included in the SASB standard, including sections of this report, our website, our proxy statement and our periodic filings with the Securities and Exchange Commission. Our ESG reporting continues to evolve and expand. As a result, where we have indicated that we do not report on a metric at this time, we will continue to evaluate our ability to report on that metric in the future.

SASB TOPIC	ACCOUNTING METRIC	UNIT OF MEASURE	CODE	REPORTING
Safety of Clinical Trial Participants	Discussion, by world region, management process for ensuring quality and patient safety during clinical trials	n/a	HC-BP-210.a.1	Pertinent reporting can be found in the Global Code of Ethics for Clinical Trials , Quality , and Global Patient Safety sections of our website; and the Business and Risk Factors section in Part I of the 10-K
	Number of FDA Sponsor Inspections related to clinical trial management and pharmacovigilance that resulted in: (1) Voluntary Action Indicated (VAI) and (2) Official Action Indicated (OAI)	Number	HC-BP-210.a.2	Amgen discloses material, legal, and regulatory issues in its annual 10-K and quarterly 10-Qs
	Total amount of monetary losses as a result of legal proceedings associated with clinical trials in developing countries	Reporting currency	HC-BP-210.a.3	Amgen discloses material, legal, and regulatory issues in its annual 10-K and quarterly 10-Qs
Access to Medicines	Description of actions and initiatives to promote access to healthcare products for priority diseases and in priority countries as defined by the Access to Medicine Index	n/a	HC-BP-240a.1	See the Access to Medicine section of this Report, as well as Access to Medicine Initiatives Outside the U.S. section of our website and the Improving Patient Access to Medicines section of our 2021 Proxy Statement (within the Social Responsibility subsection of the heading “Our Approach to Environmental Sustainability, Social Responsibility and Human Capital Management”)
	List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Programme (PQP)	n/a	HC-BP-240a.2	None to disclose as of December 2020

SASB TOPIC	ACCOUNTING METRIC	UNIT OF MEASURE	CODE	REPORTING
Affordability & Pricing	Number of settlements of Abbreviated New Drug Application (ANDA) litigation that involved payments and/ or provisions to delay bringing an authorized generic product to market for a defined time period	Number	HC-BP-240b.1	Amgen discloses material, legal, and regulatory issues in its annual 10-K and quarterly 10-Qs
	Percentage change in: (1) average list price and (2) average net price across U.S. product portfolio compared to previous year	Percentage (%)	HC-BP-240b.2	Pertinent reporting can be found in the Our Approach to Pricing, Access and Affordability , and Amgen's Approach to Responsible Pricing sections of our website; and the Risk Factors and the Management, Discussion and Analysis sections of the 10-K and quarterly 10-Qs
	Percentage change in: (1) list price and (2) net price of product with largest increase compared to previous year	Percentage (%)	HC-BP-240b.3	Pertinent reporting can be found in the Our Approach to Pricing, Access and Affordability , and Amgen's Approach to Responsible Pricing sections of our website; and the Risk Factors and the Management, Discussion and Analysis sections of the 10-K and 10-Qs
Drug Safety	List of products listed in the Food and Drug Administration's (FDA) MedWatch Safety Alerts for Human Medical Products database	n/a	HC-BP-250a.1	See FDA MedWatch database
	Number of fatalities associated with products as reported in the FDA Adverse Event Reporting System	Number	HC-BP-250a.2	See FDA Adverse Event Reporting System

SASB TOPIC	ACCOUNTING METRIC	UNIT OF MEASURE	CODE	REPORTING
Drug Safety	Number of recalls issued, total units recalled	Number	HC-BP-250a.3	Amgen discloses material, legal, and regulatory issues in its annual 10-K and quarterly 10-Qs
	Total amount of product accepted for take-back, reuse, or disposal	Metric tons (t)	HC-BP-250a.4	Data on product accepted through take-back can be found in the Product Sustainability section of our website (see the Product Packaging and Life Cycle section); in addition we provide information about the California Safe Needle Collection and Disposal Plan
	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	Number	HC-BP-250a.5	Amgen discloses material, legal, and regulatory issues in its annual 10-K and quarterly 10-Qs
Counterfeit Drugs	Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting	n/a	HC-BP-260a.1	Pertinent reporting can be found in the Counterfeit Drug Statement on our website
	Discussion of process for alerting customers and business partners of potential or known risks associated with counterfeit products	n/a	HC-BP-260a.2	Pertinent reporting can be found in the Counterfeit Drug Statement on our website
	Number of actions that led to raids, seizure, arrests, and/or filing of criminal charges related to counterfeit products	Number	HC-BP-260a.3	Amgen discloses material, legal, and regulatory issues in its annual 10-K and quarterly 10-Qs

SASB TOPIC	ACCOUNTING METRIC	UNIT OF MEASURE	CODE	REPORTING
Ethical Marketing	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	Reporting currency	HC-BP-270a.1	Amgen discloses material, legal, and regulatory issues in its annual 10-K and quarterly 10-Qs
	Description of code of ethics governing promotion of off-label use of products	n/a	HC-BP-270a.2	Our policy on Communications with Members of the Healthcare Community prohibits off-label promotion (see page 3 of policy)
Employee Recruitment, Development & Retention	Discussion of talent recruitment and retention efforts for scientists and research and development personnel	n/a	HC-BP-330a.1	Pertinent reporting can be found on our Careers site, which describes our approach to talent recruitment and retention; also see the Human Capital Resources section (pages 24 – 26) of our 10-K ; and the Human Capital Management section of our 2021 Proxy Statement (pages 30 – 31)
	(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) mid-level managers, (c) professionals, and (d) all others	Rate	HC-BP-330a.2	Amgen does not report on this metric at this time.
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	Percentage (%)	HC-BP-430a.1	Amgen applies the requirements of its Quality Management System as described in the Quality section of our website

The inclusion of information contained in this disclosure should not be construed as a characterization regarding the materiality or financial impact of that information. Please also see our filed [Form 10-K](#), and other publicly filed documents available at <https://investors.amgen.com/financials/sec-filings>.

This report contains information about Amgen and may contain forward-looking statements within the meaning of the Private Securities Litigation Reform Act. All statements, other than statements of historical facts, may be forward-looking statements. Amgen cautions that forward-looking statements are subject to numerous assumptions, risks and uncertainties, which change over time. Forward-looking statements speak only as of the date they are made, and Amgen assumes no duty to and does not undertake to update forward-looking statements. Actual results could differ materially from those anticipated in forward-looking statements, and future results could differ materially from historical performance. Factors that can cause results to differ, as well as additional factors that can affect forward-looking statements, are discussed in Amgen's Annual Report on Form 10-K and Quarterly Reports on Form 10-Q, accessible on the SEC's website at www.sec.gov and on Amgen's investor website at <https://investors.amgen.com/> and <https://investors.amgen.com/financials/sec-filings>.

SASB TOPIC	ACCOUNTING METRIC	UNIT OF MEASURE	CODE	REPORTING
Business Ethics	Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery	Reporting currency	HC-BP-510a.1	Amgen discloses material, legal, and regulatory issues in its annual 10-K and quarterly 10-Qs
	Description of code of ethics governing promotion of off-label use of products	n/a	HC-BP-510a.2	See our policy on Communications with Members of the Healthcare Community

ACTIVITY METRICS

ACTIVITY METRIC	UNIT OF MEASURE	CODE	REPORTING
Number of patients treated	Number	HC-BP-000.A	Amgen regularly reports market segment share as part of its earnings calls and in its earnings releases that are furnished on Form 8-K
Number of drugs (1) in portfolio and (2) in research and development (Phases 1-3)	Number	HC-BP-000.B	Pertinent reporting can be found in the Products and Pipeline sections on our website and the Business section of Part I of our 10-K

FORWARD-LOOKING STATEMENTS

This Environmental, Social and Governance Report contains forward-looking statements that are based on the current expectations and beliefs of Amgen. All statements, other than statements of historical fact, are statements that could be deemed forward-looking statements, including any statements on the outcome, benefits and synergies of collaborations, or potential collaborations, with any other company (including BeiGene, Ltd. or any collaboration to manufacture therapeutic antibodies against COVID-19), the performance of Otezla® (apremilast) (including anticipated Otezla sales growth and the timing of non-GAAP EPS accretion), or the Five Prime Therapeutics, Inc. acquisition as well as estimates of revenues, operating margins, capital expenditures, cash, other financial metrics, expected legal, arbitration, political, regulatory or clinical results or practices, customer and prescriber patterns or practices, reimbursement activities and outcomes, effects of pandemics or other widespread health problems such as the ongoing COVID-19 pandemic on our business, outcomes, progress, or effects relating to studies of Otezla as a potential treatment for COVID-19, and other such estimates and results. Forward-looking statements involve significant risks and uncertainties, including those discussed below and more fully described in the Securities and Exchange Commission reports filed by Amgen, including our most recent annual report on Form 10-K and any subsequent

periodic reports on Form 10-Q and current reports on Form 8-K. Unless otherwise noted, Amgen is providing this information as of May 18, 2021 and does not undertake any obligation to update any forward-looking statements contained in this document as a result of new information, future events or otherwise.

No forward-looking statement can be guaranteed and actual results may differ materially from those we project. Our results may be affected by our ability to successfully market both new and existing products domestically and internationally, clinical and regulatory developments involving current and future products, sales growth of recently launched products, competition from other products including biosimilars, difficulties or delays in manufacturing our products and global economic conditions. In addition, sales of our products are affected by pricing pressure, political and public scrutiny and reimbursement policies imposed by third-party payers, including governments, private insurance plans and managed care providers and may be affected by regulatory, clinical and guideline developments and domestic and international trends toward managed care and healthcare cost containment. Furthermore, our research, testing, pricing, marketing and other operations are subject to extensive regulation by domestic and foreign government regulatory authorities. We or others could identify safety, side effects or manufacturing problems with our products, including our devices, after they are on the market. Our business may be impacted by government investigations, litigation and product liability claims. In addition, our business may be

impacted by the adoption of new tax legislation or exposure to additional tax liabilities. If we fail to meet the compliance obligations in the corporate integrity agreement between us and the U.S. government, we could become subject to significant sanctions. Further, while we routinely obtain patents for our products and technology, the protection offered by our patents and patent applications may be challenged, invalidated or circumvented by our competitors, or we may fail to prevail in present and future intellectual property litigation. We perform a substantial amount of our commercial manufacturing activities at a few key facilities, including in Puerto Rico, and also depend on third parties for a portion of our manufacturing activities, and limits on supply may constrain sales of certain of our current products and product candidate development. An outbreak of disease or similar public health threat, such as COVID-19, and the public and governmental effort to mitigate against the spread of such disease, could have a significant adverse effect on the supply of materials for our manufacturing activities, the distribution of our products, the commercialization of our product candidates, and our clinical trial operations, and any such events may have a material adverse effect on our product development, product sales, business and results of operations. We rely on collaborations with third parties for the development of some of our product candidates and for the commercialization and sales of some of our commercial products. In addition, we compete with other companies with respect to many of our marketed products as well as for the

discovery and development of new products. Discovery or identification of new product candidates or development of new indications for existing products cannot be guaranteed and movement from concept to product is uncertain; consequently, there can be no guarantee that any particular product candidate or development of a new indication for an existing product will be successful and become a commercial product. Further, some raw materials, medical devices and component parts for our products are supplied by sole third-party suppliers. Certain of our distributors, customers and payers have substantial purchasing leverage in their dealings with us. The discovery of significant problems with a product similar to one of our products that implicate an entire class of products could have a material adverse effect on sales of the affected products and on our business and results of operations. Our efforts to collaborate with or acquire other companies, products or technology, and to integrate the operations of companies or to support the products or technology we have acquired, may not be successful. A breakdown, cyberattack or information security breach could compromise the confidentiality, integrity and availability of our systems and our data. Our stock price is volatile and may be affected by a number of events. Global economic conditions may magnify certain risks that affect our business. Our business performance could affect or limit the ability of our Board of Directors to declare a dividend or our ability to pay a dividend or repurchase our common stock. We may not be able to access the capital and credit markets on terms that are favorable to us, or at all.



ADDITIONAL INFORMATION AND DISCLOSURES

[Donations and grants made by the company and the Amgen Foundation](#)

[Political contributions in the United States](#)

[Disclosures in alignment with the European Federation of Pharmaceutical Industries and Associations codes of practice](#)

[Securities and Exchange Commission financial disclosures](#)

[Responses to CDP Climate Change and Water surveys](#)

[Environmental data \(2012 through 2020\)](#)



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