

2021  
ENVIRONMENTAL,  
SOCIAL &  
GOVERNANCE REPORT



# 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 help reduce the social and economic burden of disease on society today.



Amgen focuses on areas of high unmet medical need and leverages its expertise to strive for solutions that improve health outcomes and dramatically improve people's lives. A biotechnology pioneer since 1980, 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 innovative medicines.

**We focus our research in three therapeutic areas: inflammation, oncology, and general medicine.**

Our medicines typically address diseases for which there are limited treatment options or provide a viable alternative to those treatments that are otherwise available. Amgen is also a leader in developing and manufacturing biosimilars (medications that are biologically similar to existing biologic treatments), which have the potential to offer more affordable, life-altering treatment options.



# 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, reasoned 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. 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. We believe that 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.

## AMGEN BY THE NUMBERS\*

**1980**  
Year Founded



**Thousand Oaks, California**  
Headquarters

**~24,000**  
Employees

**\$26B**  
Total Revenues

**\$4.8B**  
R&D Investment



**Number of Countries**  
Where Products Are Sold:  
**~100**

Stock Listing  
**NASDAQ**

Ticker Symbol  
**AMGN**

*Amgen is also a member of the Dow Jones Industrial Average.*

\*As of December 31, 2021.





## 2021 AWARDS AND RANKINGS



### DOW JONES SUSTAINABILITY INDEX

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



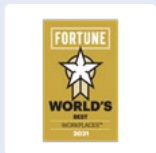
### AMERICAN HEART ASSOCIATION

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.



### BARRON'S

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



### FORTUNE AND GREAT PLACE TO WORK

*Fortune* and Great Place to Work honored Amgen as one of the World's Best Workplaces, ranking #8.



### NEWSWEEK

Amgen named to *Newsweek's* list of America's Most Responsible Companies.



### BEST PLACES TO WORK CORPORATE EQUALITY INDEX

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



### MILITARY FRIENDLY EMPLOYER

Amgen named a Military Friendly Employer, qualifying for Silver Recognition.



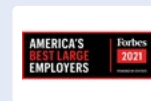
### JUST 100 LIST

Amgen named to the list for the fourth consecutive year.



### TRÈS HAUTE QUALITÉ SOCIALE ET ENVIRONNEMENTALE (THQSE)

Amgen is the first pharma company in France to receive the Silver Medal ranking in the THQSE award, given to companies committed to sustainable development and environmental health.



### FORBES

Ranked among America's Best Employers for Diversity and ranked among America's Best Employers for New Grads.

# LEADERSHIP MESSAGE



I am pleased to introduce Amgen's latest Environmental, Social, and Governance (ESG) Report.

Amgen's commitment to good ESG practices dates back to our founding more than four decades ago. Throughout our history, Amgen has contributed to society in many ways – most importantly by bringing innovative medicines to patients with

serious disease, but also by supporting our employees and their families, contributing to the well-being of our local communities, and operating our business in an ethical, environmentally responsible, and socially inclusive manner.

As you will learn from this report, Amgen has made considerable progress during the past year with our ESG performance.

On the **environment**, we announced our aspiration to achieve net zero carbon emissions in our operations by 2027, along with a 40% reduction in water use and a 75% reduction in waste disposed.<sup>1</sup> We also announced plans for new manufacturing facilities in North Carolina and Ohio that will utilize cutting-edge technologies to be much more efficient and environmentally friendly than traditional plants. Finally, renewable energy sources provided 79% of Amgen's total electricity consumption in 2021, up from 41% in 2020. In February 2022, Amgen issued its first-ever "green bond," raising \$750 million to support our 2027 environmental sustainability aspirations.

Turning to **social performance**, we continued our efforts to improve the diversity of our workforce, and we supplemented our traditional benefits by providing additional mental health resources to support our colleagues worldwide in this challenging time, including programs focused on the pressures facing communities of color. Through our RISE (Representation in Clinical Research) Initiative, we continued working toward increasing the ethnic and racial diversity of participants in clinical trials of our investigational medicines. Amgen is a founding sponsor of the OneTen coalition, a coalition of many of the world's largest, best-known companies seeking to advance our shared goal of recruiting one million Black Americans into family-sustaining jobs over the next ten years, with a focus on people lacking traditional four-year college degrees. In addition, Amgen pledged to double the amount of business we do with diverse suppliers in the United States and to triple our business with Black-owned suppliers by 2023.<sup>2</sup>

To expand access to our treatments, some \$2.2 billion<sup>3</sup> of our medicines were provided at no cost to uninsured or underinsured patients in the United States through the Amgen Safety Net Foundation,<sup>4</sup> and Amgen provided 900,000 daily doses of our medicines at no cost in more than 20 low- and middle-income countries through our partnership with Direct Relief. To inspire the next generation of innovators, in 2021 the Amgen Foundation<sup>4</sup> supported science education programs that reached over 27 million students and educators worldwide, and it provided some \$3 million to support racial and social justice initiatives, economic empowerment, and equal opportunity in education.

<sup>1</sup> Carbon neutrality goal refers to Scope 1 and 2 emissions. Reductions take into account only verified reduction projections, do not take into account changes associated with the contraction or expansion of the Company and are measured against a 2019 baseline.

<sup>2</sup> Measured against a 2019 baseline.

<sup>3</sup> Valued at wholesale acquisition cost.

<sup>4</sup> The Amgen Safety Net Foundation and The Amgen Foundation, Inc., are separate legal entities entirely funded by Amgen.

With respect to **governance**, Amgen has a diverse and independent Board of Directors, elected annually by a majority of our stockholders. Our lead independent director has robust and well-defined responsibilities, and only independent Board members serve on key committees. Amgen has adopted a number of practices that increase stockholders' share of voice in our governance, including proxy access for director nominations and enabling stockholders to act by written consent and call special meetings. In 2021, we included ESG performance in our Company goals under our annual incentive compensation plan, and we are developing a wide range of external disclosures—including this report—to communicate frequently and transparently on our ESG performance.

I invite you to explore this report to learn more about Amgen's ESG performance. We are pleased with our progress and eager to do more.

**Robert A. Bradway,**  
Chairman and Chief Executive Officer

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

# OUR APPROACH TO ESG

Amgen’s approach to corporate responsibility starts with our mission to serve patients and is executed through our ESG framework.

Our ESG efforts are grounded in our mission to serve patients, from our endeavors to strengthen science education and inspire the next generation of scientists, to expanding access to our medicines and supporting efforts to strengthen healthcare systems to better serve patients in need worldwide while also pursuing a more environmentally sustainable business model. While our Company is very focused on the financial and data-driven metrics of our ESG programs, we also value the true human impact of our business, and strive for a strong culture of inclusion and belonging.

Amgen’s ESG Framework is built on four strategic pillars: Healthy People, Healthy Society, Healthy Planet, and A Healthy Amgen. This framework facilitates our ability to address the interconnectivity of issues in a holistic way across our business and integrate these activities more closely with our long-term strategy.

In 2021, to further integrate ESG across the organization, we added an ESG target to our Company-wide performance goals within our annual incentive compensation plan.

## ESG GOVERNANCE

The Amgen Board of Directors and its applicable committees oversee Amgen’s ESG strategy and activities. The Corporate Responsibility and Compliance Committee (CRCC) assists the Board with oversight of Amgen’s activities in areas that

include environmental sustainability; diversity, inclusion and belonging (DI&B); and access to medicines. In 2022, oversight of DI&B shifted to the Board’s Compensation and Management Development Committee, the committee that also provides oversight of our approach to human capital management. The Governance and Nominating Committee oversees the Company’s corporate governance activities and Board membership. The Audit Committee provides oversight of our disclosure processes in support of our ESG reporting. Amgen’s executive management provides regular updates to the Board and its committees regarding the status and progress of the Company’s ESG activities.

Our cross-functional executive-level ESG Council sets and reviews the Company’s ESG strategy and programs. The Council is chaired by the Senior Vice President of Corporate Affairs.

Four initiative steering committees (ISCs), each aligned with one of our four strategic pillars, support the ESG Council. Each ISC coordinates the implementation of the strategy for its respective pillar and integrates our ESG strategy into the Company with the support of subject-matter-expert working teams. ISC members identify emerging ESG issues that could impact Amgen’s business, employees, communities or stakeholders and, when appropriate, raise them with the ESG Council for discussion and analysis.





### IDENTIFYING HIGH-PRIORITY ESG TOPICS

Amgen uses a variety of analytical tools to identify, evolve, and monitor ESG topics, including:

- Periodic stakeholder perspective assessments, which analyze the perspectives of both internal and external stakeholders.
- Direct and indirect interactions with stakeholders, including investors, patients, healthcare professionals, and patient advocacy organizations.
- Review of the alignment and integration of ESG with Amgen's strategy, mission, and values.

We also review relevant ESG reporting standards and frameworks, such as the Biopharma Investor ESG Communication Guidance, SASB and TCFD.

In 2021, Amgen conducted its most recent stakeholder perspective assessment. Using the results of this assessment, as well as the information gathered through stakeholder engagement and the other analytical tools and reviews described above, our current ESG priorities are shown to the right in relationship to the four strategic pillars.

## OUR ESG Framework

**Healthy People**



We focus on removing barriers that limit equitable access to healthcare so that people can live their healthiest lives.

**Healthy Society**



We work toward a more just society for our employees and the people we serve.

**Healthy Planet**



We prioritize sustainability and aim to minimize our environmental impact to preserve natural resources for generations to come.

**A Healthy Amgen**



We hold ourselves to high standards in our operations - working to ensure our culture and products reflect Amgen Values.

Key Program Elements

Health Equity

Diversity, Inclusion & Belonging

Environmental Sustainability

Governance

Access to Medicines

Responsible Sourcing

Business Ethics

Corporate Philanthropy

Ethical Research

# ALIGNMENT WITH SUSTAINABLE DEVELOPMENT GOALS

*As a global biopharmaceutical company focused on 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 (U.N.) 17 Sustainable Development Goals. Through our core business and investments by the Amgen Foundation, we believe we can most meaningfully contribute to the following five U.N. goals.*



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



Expanded access to quality science education is at the heart of the Amgen Foundation's activities. Through programs and partnerships, the Amgen Foundation seeks to advance science education, including among low-income and disadvantaged students. Since it started operating in 1991, the Amgen Foundation has committed over \$200 million to support science education programming globally, and, with our partners, reached millions of students with high-quality science-based learning tools in the classroom and online.



Innovation is core to Amgen's business. In addition to using innovation to develop pioneering medicines, Amgen applies innovation to our drug development operations and manufacturing processes. The demonstrated environmental benefits of our next-generation biomanufacturing processes are one example of the value of our innovative approaches.



We aim to achieve carbon neutrality in our operations, while reducing water usage (by 40%) and waste disposed (by 75%) by 2027.<sup>5</sup> We expect to make significant investments over time to achieve these aspirations, building on our past success. In 2021, we worked to recycle—and divert from landfills—over 2,200 pounds of masks used by our employees and visitors to our sites. We also donate used lab equipment and office furniture to nonprofit organizations and educational institutions.

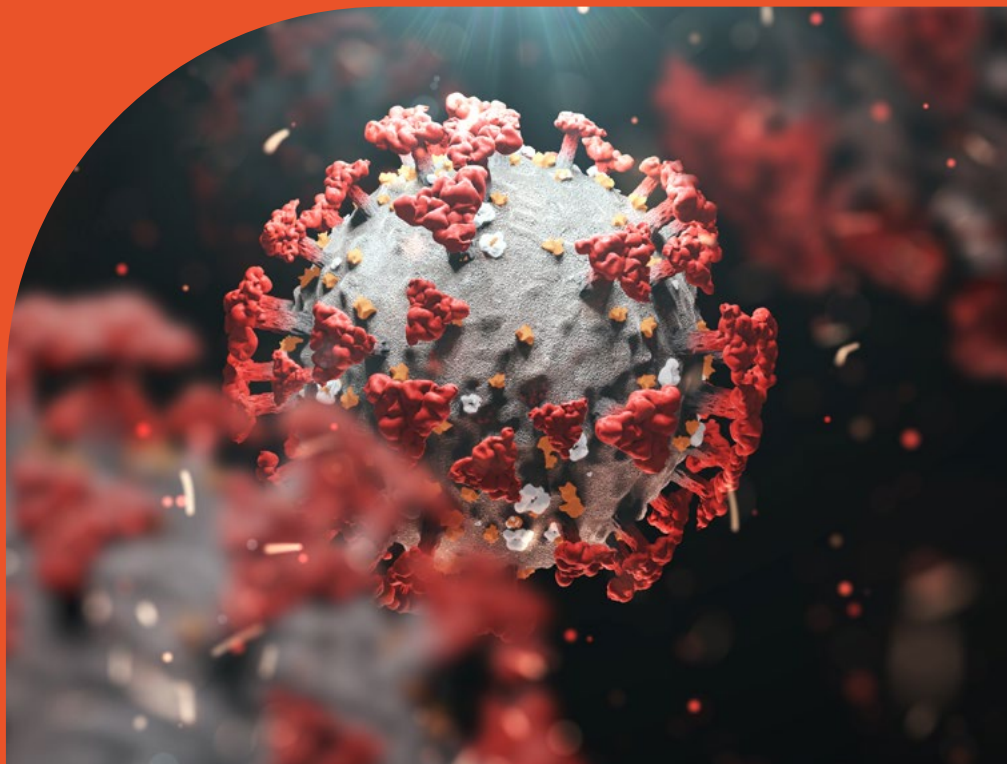


Much of what Amgen accomplishes is through partnerships, sponsorships, and collaborations such as those with the nonprofit patient support organization Lazarex Cancer Foundation, medical assistance nongovernmental organization Direct Relief, OneTen, a nonprofit organization focused on closing the opportunity gap for Black talent in America, and the nonprofit educational organization Khan Academy. We remain focused on joining with diverse stakeholders to tackle significant challenges from climate change and health inequity to gender equality and education.

<sup>5</sup> Carbon neutrality goal refers to Scope 1 and 2. Reductions take into account only verified reduction projections, do not take into account changes associated with the contraction or expansion of the Company and are measured against a 2019 baseline.

# COVID-19 RESPONSE

*As the pandemic continued in 2021, we remained vigilant in our efforts to protect employee health and safety and ensure ongoing supply of our medicines to patients worldwide.*





# COVID-19 RESPONSE

*In the second year of the COVID-19 pandemic, we continued to monitor and counter risks to our staff, business and communities in which we operate. In addition, we are integrating key learnings into our ongoing pandemic preparedness planning.*



Using a science-based and data-driven approach, Amgen prioritized staff health and safety to help ensure business resilience and deliver on Amgen's aspiration to serve every patient every time globally.

## **Ensuring Employee Health and Well-Being**

While many staff worked from home during 2021, we put in place additional measures to help ensure the safety of our employees and contractors working at our manufacturing and research sites who were vital to our ability to supply needed medicines to patients and advance new products and product candidates. We adjusted these measures as additional staff returned to offices when local conditions allowed. We required all U.S. employees, contractors, and visitors to complete a digital daily wellness check before entering an Amgen site and implemented digital close-contact tracking devices at several of our major sites to quickly and efficiently identify exposure cases. We also continued periodic testing at our offices in the United States, indoor masking, enhanced cleaning procedures and physical distancing.

## COVID-19 RESPONSE



*In 2021, Amgen hosted an on-site vaccination clinic at its largest manufacturing facility in Juncos, Puerto Rico, where more than 1,000 staff members received their first dose of the COVID-19 vaccine. Despite the challenges of the pandemic, the site maintained full production capacity throughout 2020 and 2021.*

For employees working from home in the United States and other countries, we continued to provide a monthly stipend for broadband Internet access along with an allowance to purchase necessary home-office equipment.

We continued to make mental health resources available at no cost to all employees and their dependents, as well as education support, discounts on childcare and academic tutoring services, online learning resources, and additional Company-wide paid days off. And we provided managers with resilience training to help them assist their teams through this period of change. Employees have connected with each other through our Employee Resource Groups at an unprecedented rate over the pandemic, bolstering connectivity and embracing a culture of inclusion (read more on [page 29](#)).

During the first half of 2021, as scientific evidence grew showing overwhelmingly that widespread vaccination was the most effective measure to protect communities from serious illness and limit the spread of COVID-19, we developed a dedicated COVID-19 vaccine internal webpage and education materials for staff and leaders to enhance greater awareness of the benefits of vaccines. We implemented a requirement for U.S. and Puerto Rico staff and certain contractors, particularly those working at our sites, to be fully vaccinated by November 1, 2021.<sup>6</sup> We strongly encouraged staff outside of the United States to receive the COVID-19 vaccination when it became available to them.

As countries began to reopen in 2021, Amgen country leaders determined when and how their teams would return to the workplace in alignment with local guidelines. Moving forward, we will follow a new, more flexible workplace approach globally, based on lessons learned during the pandemic and employee feedback. Learn more about our new approach on [page 34](#).

### Supporting Patients and Healthcare Providers

Clinical trials are a critical step in our development of new medicines. Despite the challenges presented by COVID-19, we remain focused on supporting our active clinical sites in their providing of care to patients and in our provision of investigational drug supply.

Throughout the pandemic, Amgen Manufacturing operations have never stopped working to ensure the continued supply of our medicines to patients. In addition, we have contributed our manufacturing expertise to the fight against COVID-19. Through a collaboration with Eli Lilly and Company, we are contributing to the production of their COVID-19 therapies, an effort that began in 2020 and continued in 2021.

We also continued to provide healthcare professionals with the information they needed to prescribe our medicines appropriately. While we leveraged new technologies and digital tools prior to COVID-19, the pandemic accelerated our efforts.

<sup>6</sup>This vaccination requirement did not apply to staff who were unable to receive a COVID-19 vaccine because of qualifying medical or religious reasons.

## COVID-19 RESPONSE

### Supporting Communities During COVID-19

Building on our efforts in 2020 when Amgen and the Amgen Foundation committed up to \$12.5 million to support COVID-19 relief efforts, in 2021 the Amgen Foundation donated an additional \$1.25 million to organizations continuing to assist countries around the world. Our support in 2021 included a \$500,000 grant to Direct Relief, helping them provide portable oxygen concentrators to hard-hit India. The Amgen Foundation also matched staff donations to Direct Relief, Project Hope, International Medical Corps, American India Foundation, CARE, Ekal Vidyalaya Foundation of USA, and Oxygen for India for COVID-19 relief and recovery efforts. In addition, Amgen donated COVID-19 testing equipment, consumables such as thermometers and gloves, and personal protective gear to those on the front line and at greatest risk.

 **\$1.25M**  
**donated to organizations**  
 assisting countries battling COVID-19

 **\$500,000**  
**grant to Direct Relief,**  
 helping them provide portable oxygen  
 concentrators to hard-hit India

### Helping Iceland Control COVID-19 Through Genetic Research

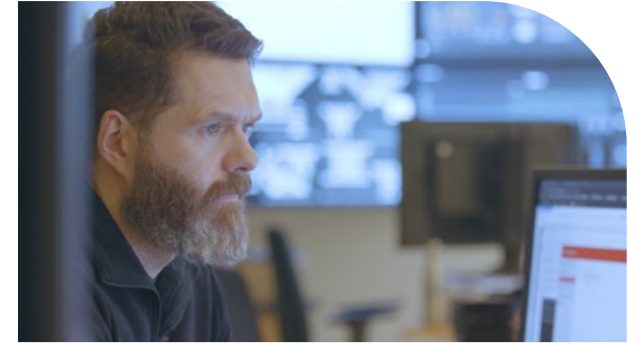
As early as July 2020, world health officials were praising the efforts of Iceland in its control and prevention of COVID-19. Meanwhile, healthcare officials in the country itself were praising the contributions of Amgen's subsidiary in Iceland, deCODE Genetics, for its support in helping them get ahead of the rapidly spreading virus.

In 2020, researchers at deCODE began working with the Icelandic government to screen for COVID-19 among those who were asymptomatic and those diagnosed and symptomatic. They then sequenced the virus from all diagnosed with COVID-19 and continued doing so throughout 2021. To date, Iceland is the only country in the world where COVID-19 has been fully sequenced in all patients diagnosed with the virus.

According to health officials, this large scale and early testing conducted by deCODE gave the country the information it needed to tailor its response to the pandemic.

"It is evident now that deCODE's screening gave us valuable insight into the situation," said Iðunn Garðarsdóttir, Political Advisor to Icelandic Health Minister Svandís Svavarsdóttir.<sup>7</sup>

<sup>7</sup> [Controlling and Preventing Infection Spread in Iceland.](#)



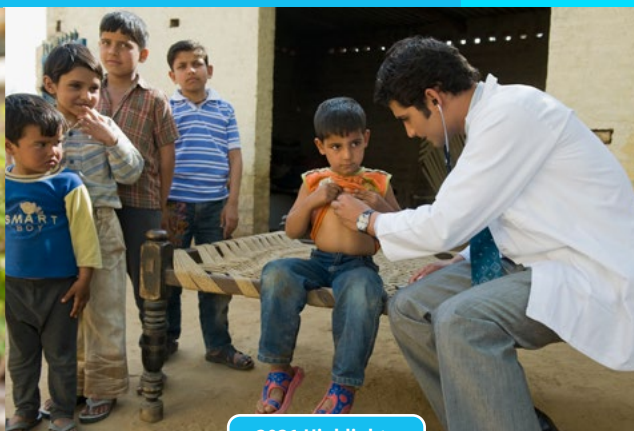
Based on the data collected, deCODE completed studies of both humoral and cellular immunity against COVID-19, publishing results in two papers in the *New England Journal of Medicine*. It also studied the long-term consequences of the virus, developing models for assessing the impact of vaccination against the COVID-19 virus and its spread among the unvaccinated.

**➤ MORE INFORMATION**  
[COVID-19 Response](#)



# HEALTHY PEOPLE

*We focus on removing barriers that limit equitable access to healthcare so that people can live their healthiest lives.*



## 2021 Highlights

Provided approximately

# \$2.2B\*

of Amgen medicines at no cost to uninsured or underinsured patients in the United States through the Amgen Safety Net Foundation

Provided

# \$147M\*

of Amgen medicines at no cost to underserved patients in more than 20 low- and middle-income countries since 2018

Contributed

# \$11.7M

in funding to support health equity activities

\*Valued at wholesale acquisition cost.

# HEALTHY PEOPLE

For more than 40 years, Amgen's commitment to science and innovation has helped patients live longer, healthier lives. We support initiatives to advance health equity so that more people can experience the benefits of science, including through improved access to life-saving medicines and care. We use a portfolio of approaches to address challenges to access, working with governments, patient groups, civil society, and other partners.



## AMBITION

Our commitment to patients, science, and innovation motivates us to work to remove barriers that limit equitable access to high-quality medicine and healthcare. These barriers are present around the world, but they vary significantly by geography and community, and tend to be particularly high in those communities that have been historically underserved.



### Our approach includes:

- Making our products more accessible through responsible pricing, patient support programs and targeted donation programs.
- Addressing underlying social factors that can have a greater impact on health than clinical factors.
- Working with partners to strengthen health systems and support health equity by
  - Enhancing the knowledge, skills, and expertise of health workers to deliver proven, science-based care.
  - Supporting patients throughout their healthcare journey, from diagnosis and screening to treatment adherence.
  - Educating patients and improving health literacy.
  - Increasing the representation of racial and ethnic minority patient populations in clinical trials.
- Strengthening community and care support systems that impact access to healthcare for underserved communities.

### This section includes:

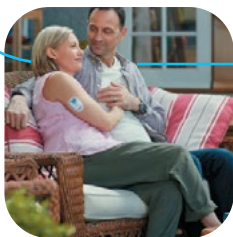
ACCESS TO MEDICINES

HEALTH EQUITY

## ACCESS TO MEDICINES

### VALUE CREATION Providing access to our medicines is an extension of Amgen's mission to serve patients.

Through our access to medicines programs, we work with partners to expand access to our medicines and support efforts to strengthen healthcare systems to better serve patients in need worldwide.



*Amgen's medicines make a difference for those facing serious illnesses, and together with partners and stakeholders, we are working to overcome access challenges and improve care capabilities through a multifaceted approach tailored to the unique aspects of biologic medicines.*

#### Our Approach to Responsible Pricing

Every day, we work to discover, develop and deliver breakthrough medicines that make a difference to patients' lives and address some of society's most serious diseases. Innovative medicines offer our best opportunity to effectively manage disease and contain long-term healthcare costs, which is why Amgen prices its medicines responsibly, partners with payers to align on value, and develops patient support programs to help ensure broad access to our novel therapies for appropriate patients.

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. In each of the years since 2018, the average net price for Amgen medicines has declined.

In addition to responsible pricing, Amgen has implemented value-based contracting to help improve patient access to innovative medicines and offer stakeholders greater budget predictability. Also, our high-quality biosimilars are backed by four decades of biologics expertise and can potentially offer more affordable, life-altering treatment options that contribute to the sustainability of our healthcare system.

[↗ LEARN MORE ABOUT  
Amgen's Approach to Responsible Pricing](#)

#### Patient Support Activities

The Amgen Safety Net Foundation (ASNF)<sup>8</sup> supports qualifying patients in the United States who might go without important medicines because of financial barriers. In 2021, the commercial value of the Amgen medicines provided at no cost to uninsured or underinsured patients by ASNF was approximately \$2.2 billion.<sup>9</sup>

Outside of the United States, we continued to offer financial patient support programs in 20 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 certain treatments, including for multiple myeloma, giant cell tumor of the bone, homozygous familial hypercholesterolemia, metastatic colorectal cancer, cancer-related bone complications, and acute lymphoblastic leukemia.

#### Working With Partners to Reach Patients

In 2021, our longtime partner Direct Relief distributed Amgen products we donated to support underserved patients in more than 20 countries, from Haiti and India to Liberia and Syria. In total, medicines donated provided more than 900,000 daily doses of treatment to patients.

<sup>8</sup>Amgen Safety Net Foundation is a separate legal entity funded solely by Amgen.

<sup>9</sup>Valued at wholesale acquisition cost.

## ACCESS TO MEDICINES

“Direct Relief is honored to partner with Amgen as we support the provision of innovative therapies to patients living in medically underserved areas that lack regular access to their required therapies,” says D. Thomas Roane, Vice President, Corporate Engagement & Strategy at Direct Relief. “The Amgen donation enabled tens of thousands of underserved patients to access the medicines they required.”

In 2022, Amgen is partnering with Direct Relief to support a new global initiative to improve the health and lives of people suffering from breast cancer. The Comprehensive Breast Cancer Initiative seeks to expand access to breast cancer education and treatment, including Amgen medicines, for women living in less-developed countries. It will also support investments in cancer care infrastructure and workforce, including in diagnosis, treatment, palliative care and supportive care.

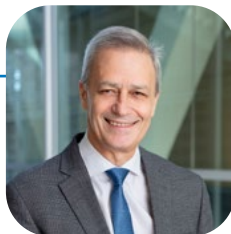
Amgen and Direct Relief will also work with the City Cancer Challenge Foundation in 2022 to advance access to cancer care through evidence-based decision-making.

### Expanding Access to BLINCYTO® to Those in Need

In 2021, Amgen, together with St. Jude Children’s Hospital and Direct Relief, continued to expand the BLINCYTO Humanitarian Access Program (BHAP). Launched in 2020 in India, the program expanded in 2021 to an additional hospital in India treating pediatric cancer patients with B-cell precursor acute lymphoblastic leukemia (ALL) and to Pakistan. We expect to further expand this program in 2022 with the addition of a new hospital in Vietnam. ALL is the most common form of leukemia in children and, if left untreated, can be fatal within weeks. Under BHAP, carefully selected and qualified hospitals receive BLINCYTO at no cost, together with medical training and ongoing support of safe administration and patient care.

“ The impact of a cancer like ALL is devastating for children and their families, and we hope that the access to BLINCYTO brings much needed hope to these patients as they continue their treatment. ”

**DARRYL SLEEP**  
Chief Medical Officer at Amgen



Cold storage for temperature sensitive therapies are staged at Direct Relief’s warehouse before being shipped. (Lara Cooper/Direct Relief)

### WORKING WITH PARTNERS TO STRENGTHEN HEALTH SYSTEMS AND ADVOCATE FOR BETTER CARE

In addition to working with our partners to help expand access to our medicines, Amgen collaborates with advocacy groups to address the underlying barriers of access and improve health outcomes for patients around the world. Below are a few recent examples.

#### Building Resilient Health Systems in Europe

COVID-19 disrupted healthcare systems around the world, making it difficult and, in some cases, even impossible for many people to access diagnostic services. Delayed diagnosis can have life-threatening impacts on people living with cancer who, if not diagnosed promptly, may be unable to benefit from treatment.



## ACCESS TO MEDICINES

To help address this challenge, in 2021, Amgen sponsored two reports on the collateral impact of COVID-19 on cancer diagnosis in Europe. The reports included policy recommendations to help nations reduce wait times for cancer care caused by COVID-related delays, build more resilient healthcare systems, and better weather future crises. In partnership with the European Cancer Organization, the UK's National Screening Committee, the European Cancer Patient Coalition, and other groups, IQVIA Institute for Human Data Science hosted webinars to share findings from the reports with more than 1,000 attendees in over 70 countries.

"There is a positive message from the pandemic—if there is a will, there is a way. All the stakeholders have the possibility to act together and do something for better diagnosis and screening," said Alfonso Alguaron, a patient advocate in Spain, during the Cancer Won't Wait webinar.

### READ THE REPORTS:

[Cancer Won't Wait Report](#)

[Lung Cancer Won't Wait Report](#)

### WATCH THE WEBINARS:

[Cancer Won't Wait Webinar](#)

[Lung Cancer Won't Wait](#)

### Elevating Awareness of the Risk of Osteoporosis in Mexico

Many women may not know they are living with post-menopausal osteoporosis and are at risk of life-threatening bone fractures. In Mexico, many are unaware of the condition, as screening is infrequent and not consistent across the country.

Since 2019, Amgen has worked with medical societies, healthcare providers, and members of government to help elevate the visibility of osteoporosis as a public health issue and build consensus around screening, diagnosis, and treatment protocols, including for post-fracture and secondary prevention. In 2021, these collaborative efforts reached a key milestone when seven leading medical societies reached agreement on osteoporosis detection and treatment practices. With support from Amgen, their recommendations were presented in a special congressional forum of the Mexican Senate and published in a leading clinical journal. Following the agreement, Amgen sponsored workshops and a social media campaign called "Unbreakable Together" to help build awareness of the recommendations and new treatment protocols among authorities and healthcare providers in the country.

### Helping Migraine Sufferers in Japan

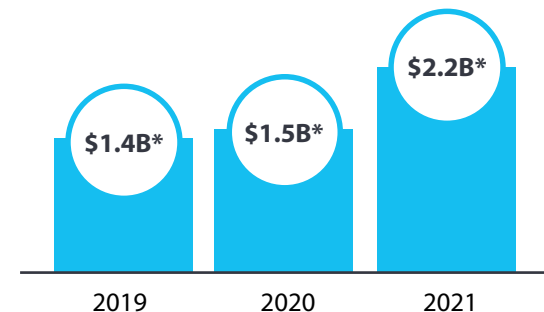
An estimated 8.4 million patients in Japan suffer from migraines, with more than one million patients believed to be in need of treatment. One challenge many patients face is difficulty finding a headache specialist due to specialist shortages. In addition, many patients find it difficult to see a specialist due to work and caregiving responsibilities. This challenge was compounded by COVID-19, which made face-to-face consultation even more difficult.

Partnering with MICIN, Amgen launched a pilot program to assess the usefulness of telemedicine for patients in Japan living with migraines. Findings from the pilot demonstrated that telemedicine can help patients manage their care. Amgen is also working with the Japanese Headache Society to continue to support the needs of migraine patients.

## ACCESS TO MEDICINES DATA

### Amgen Safety Net Foundation

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



### Direct Relief

Value of medicines provided at no cost in low- and middle-income countries through Direct Relief from 2018 through 2021

**\$147M\***

[➤ MORE INFORMATION](#) [Access to Medicines](#)

\*Valued at wholesale acquisition cost.

**AMGEN**

# STRENGTHENING PEDIATRIC CANCER CARE IN TANZANIA



The vial filled with a critical \$500 cancer treatment for a sick child in Tanzania was delivered in what amounted to a picnic cooler stuffed with ice. It might as well have arrived empty. The humid, subtropical climate had already taken its toll.

Dr. Trish Scanlan said the medicine, which must be kept at a temperature between 2 and 8 degrees Celsius, had arrived from Dar Es Salam in the loose, insecure package. Over the hours on its journey, the medicine had warmed. It was useless.

"An absolute disaster," Scanlan said. "It meant the cancer was getting a break in a child who needs that medicine now."

For Scanlan, director of the nonprofit children's cancer charity Tumaini La Maisha, seeing medicine being wasted was too much.

In 2021, she found help through a California-based nonprofit, Direct Relief, and Amgen. Both stepped in, supporting Muhimbili National Hospital and Tumaini La Maisha with a cold room that cost nearly \$20,000 that keeps medicines at the low temperatures needed. Direct Relief is also supplying Tumaini La Maisha with 50 thermal packages that can be reused for up to five years, while Amgen is donating \$12.5 million<sup>10</sup> worth of oncology supportive care medicine.

## High-Tech Packages

The thermal packages began arriving in Tanzania in April. Mike Wooten, Direct Relief cold chain specialist, said the boxes that will carry the cancer treatments are a mix of high-end

data technology and old-school durability that shouldn't pose any problems for shipping medicine overnight in Tanzania.

Each package, about 8 liters, has a battery-operated data logger to keep track of the temperatures as the box is transported, to make sure the medications inside never go above the ideal temperatures. He said the packages are good for about 80 hours in worst-case weather. Meanwhile, the cold storage unit will enable bulk purchases for medications without fears of spoiling.

## The Work

Scanlan said about 4,000 children in Tanzania will develop cancer each year, but less than a quarter of those currently seek care. She said the arrival of the cold chain supplies will allow more children to get life-saving treatment and spend less time in the hospitals.

"We can send boxes of chemo every week and look after the children in the peripheral areas," Scanlan said. "That means the children have to spend far less time of their life in the hospital and can be at home with their family between treatments."

As a cancer survivor herself, Scanlan knows the pain and struggle of the fight. She said she won't be satisfied until the thousands of children suffering with cancer in Tanzania all have access to treatment.

That's the work. And the mission. One child at a time.

<sup>10</sup>Valued at wholesale acquisition cost.

➤ **MORE INFORMATION** [Access to Medicines](#)

# HEALTH EQUITY

**VALUE CREATION**  
**Addressing health disparities helps to expand access to solutions and improve health outcomes for people in underserved communities,**  
 while also allowing us to build new relationships and gain unique perspectives and understanding that will allow us to better meet the needs of such patients in the future.



There are significant opportunities to improve the health of all people through understanding and addressing health disparities present in our communities, particularly in key therapeutic areas such as oncology, cardiovascular, and inflammation. Improving health equity requires addressing both barriers to medical care and social determinants of health.

Amgen is working to advance policies and practices in support of achieving health equity so that all people have an opportunity to maximize health outcomes. This includes efforts to improve representation in clinical trials and provide comprehensive health education to underserved patients, as well as advocating for policies and programs that support accessible and inclusive healthcare and working with partners to give rise to underrepresented voices.

OUR VISION		
Advance policies and practices in support of achieving health equity so that all people have an opportunity to be as healthy as possible		
OUR FOCUS AREAS		
Representative product development	Comprehensive health education	Accessible and inclusive healthcare
OUR OBJECTIVES		
Expand access to and participation in clinical trials and develop medicines to address unmet needs among historically underserved patients	Improve health literacy and education among historically underserved patients	Strengthen community and care support systems and access to medicines for historically underserved patients

## HEALTH EQUITY

### Raising the Spotlight on Health Inequities

In 2021, we partnered with a national health equity advisory group of state legislators from 16 U.S. states and four national caucuses of color—the National Black Caucus of State Legislators, the National Hispanic Caucus of State Legislators, the National Asian Pacific American Caucus of State Legislators, and the National Caucus of Native American State Legislators—to support bipartisan dialogue on health equity. Through a series of town hall discussions and educational resources, we are working to support policy change that will address barriers to care facing historically underrepresented communities.

“Together we can work toward a country where your background, your ZIP code and your income do not determine whether you have access to quality affordable care,” said Congressman Raul Ruiz, MD, U.S. Representative for California’s 36th Congressional District and Chair of the Congressional Hispanic Caucus, at the 2021 Amgen Health Equity Summit.

At our [8th Annual Health Equity Summit](#) we focused on disrupting health disparities through partnership. The virtual event included more than 500 participants from seven countries representing patient advocacy organizations, physician associations, medical institutions, academia, and the private sector. Discussions from the summit yielded five key takeaways.

### HEALTH EQUITY SUMMIT FIVE KEY TAKEAWAYS



**COVID-19** has brought years-old health equity issues to the forefront.



**SOCIAL CARE & DIGNITY** sit at the heart of health equity.



**COMMUNITY-BASED** services form a foundation to address health inequities.



**TECHNOLOGY IS A TOOL** and a challenge in addressing health disparities.



**PATIENT-CENTRIC, CULTURALLY SENSITIVE** approach to care is critical.

### Working to Increase Diversity and Improve Representation in Clinical Trials

The underrepresentation of racial and ethnic minority patients in clinical trials contributes to the collection of incomplete or limited trial data, limited access to innovative treatment for vulnerable populations, and disparities in health outcomes. Barriers to participation include mistrust, lack of awareness, logistical challenges such as transportation, and provider bias.

Racial and ethnic minority groups have been underrepresented in clinical trials vs. the proportion of the general population that they represent.

- Black Americans bear a disproportionate share of the cancer burden, having the highest death rate and the lowest survival rate of any racial or ethnic group in the U.S. for most cancers. Yet according to the U.S. Food and Drug Administration (FDA), in 2019 alone, of the participants in oncology trials, 73% were White, 18% were Asian, 4% were Black American and 5% were Hispanic.
- Black Americans are 30% more likely to die from heart disease than non-Hispanic Whites, but they make up only 2.5% of cardiovascular disease clinical trials.
- Black and Hispanic Americans patients suffer disproportionately from severe asthma. However, they are often underrepresented within clinical trials of asthma therapies.

Amgen is working to improve the proportional representation of trial participants in clinical trials by addressing key systemic issues that deter people from participating in research,



## HEALTH EQUITY

especially those groups who have been historically excluded due to race, ethnicity, sex, age, and other factors. Amgen's Representation in Clinical Research team, also known as RISE, is working to address these barriers. In 2021, RISE led engagement with representatives of historically underserved and excluded communities through a series of product-agnostic community advisory boards. This helped us obtain insights and perspectives on best practices for engagement with these communities more broadly, with the goal of building long-term, sustainable relationships. We will continue to seek guidance from key community advisors to help ensure that our efforts resonate with community needs and highlight community members' voices.

In 2021, we developed, with input from RISE, an enterprise-wide framework to strengthen our focus on enhancing diversity and representation in clinical trial participation across our portfolio. In addition, we have developed diversity plans for multiple clinical studies that align with industry principles and FDA guidance for industry to enhance diversity in clinical trials and encourage inclusivity in medical product development. In early 2022, Amgen announced its support for the [CEO Roundtable on Cancer's](#) new multiyear initiative Going for Gold. This initiative will work with Historically Black Colleges and Universities and Hispanic Serving Institutions to improve health equity, education, navigation, and access.

<sup>11</sup> [Oncology Leaders Take Action to Curb Lack of Diversity in Clinical Trials](#).

<sup>12</sup> [Improving Diversity and Inclusion in Cancer Clinical Trials and Research](#).

The program is expected to positively impact more than 20 million lives, especially among communities disproportionately affected by cancer. Through the initiative, universities can contribute to research efforts through the CEO Roundtable's [Project Data Sphere®](#), which helps expand access to clinical trial research and offers an open-access digital platform for aggregating and analyzing data to advance health equity efforts.

### Increasing Access to Oncology Trials for Underrepresented Communities

Recent data from the FDA show that, of total participants in clinical trials for oncology products that led to approvals,

just 4% were Black participants and 5% were Hispanic participants, despite the fact that, during this same period, 13.4% of the U.S. population was Black and 18.1% was Hispanic.<sup>11</sup> This is even though Black, Indigenous, and People of Color overall in the United States have both the highest death rates and shortest survival rates for most cancers.<sup>12</sup> Amgen is investing in programs to increase scientific data with the goal of changing these numbers.

One way to contribute to this change is by bringing historically underrepresented patients into clinical trials conducted where they live, such as in community clinics where four

RISE is working to exceed industry standards for clinical trial diversity and representation and to help Amgen develop new medicines studied in participants who better reflect the populations impacted by certain diseases or conditions.

### THREE-YEAR PLAN / SIX PILLARS



Evolve the way we design and run clinical trials, focusing on people who have been historically excluded from clinical research



Partner with clinical trial investigators who are representative of the participants they are aiming to recruit



Bring the research directly to the communities where people live and work



Change how researchers communicate with patients, caregivers, and providers



Enhance precision medicine awareness and improve genetic diversity in translational science



Collaborate with national and community organizations

## HEALTH EQUITY

fifths of cancer patients in the United States are treated. To reach these patients—many of whom are from lower-income backgrounds—we established the Amgen Community Oncology Research Collaborators program. This initiative makes it easier for community oncologists at more than 200 sites across the United States to refer their patients to studies of Amgen’s investigational cancer medicines. Since its inception in 2018, we have offered oncologists at sites participating in the program more than 65 new clinical trial opportunities for their patients, representing a 2,100% increase.

We are also supporting a study led by the Leukemia & Lymphoma Society and the University of Florida to develop and assess the effectiveness of a novel online training program designed to increase primary care providers’ understanding of cancer clinical trials and their capacity to encourage patients to inquire about clinical trials when making treatment decisions. The study will include 400 providers who predominantly treat patients underrepresented in clinical trials. Study results are expected by early 2023.

Through support from Amgen, our longtime partner the Lazarex Cancer Foundation recently launched several innovative community-based Cancer Wellness HUBs in partnership with the University of Southern California’s Norris Comprehensive Cancer Center. These HUBs bring existing cancer education and awareness efforts directly to

residents of underrepresented and vulnerable communities. This partnership is designed to provide residents of underserved communities with access to the latest available research, information about current clinical trials, technology, access to available lifestyle improvement programs, and opportunities to optimize health outcomes. They also offer a safe space for residents to talk about health concerns, including disease prevention, survivorship, and end-of-life issues. One of the key goals of the HUBs is to connect patients to clinical trials.

“The Lazarex Cancer Foundation is helping raise awareness of the benefits of clinical trials for many here in Los Angeles,” said Freddie Muse Jr., a prostate cancer survivor and founder of The Men’s Cancer Network in Los Angeles. “This is especially important for people of color, many of whom have concerns and misconceptions about trials based on historical incidents. The Men’s Cancer Network is working with Lazarex, to not only change mindsets, but to help our community navigate access to trials. Lazarex is helping our network get reimbursed for the costs associated with travel to and from clinical trials, lodging, and meals—seemingly small, but potentially significant, barriers to access for many.”

### Addressing Health Equity Through Comprehensive Health Education

Historically underrepresented populations have lower rates of screening and diagnosis for many life-threatening conditions—from cancer and heart disease to osteoporosis and rheumatoid arthritis. Delays in diagnosis in some cases mean patients do not receive access to potentially life-saving treatments until it is too late, leading to higher mortality rates for underrepresented and underserved populations.

One group at risk is Black women who have undergone treatment for breast cancer and may be at an increased risk for osteoporosis and bone fracture. For the second year in a row, Amgen partnered with the Tigerlily Foundation to raise awareness among young women, women of color, and underserved communities regarding bone health and its impact specifically on breast cancer patients. Through education and multimedia efforts, the campaign reached more than six million people.

We are also working with TOUCH, the Black Breast Cancer Alliance, to help the Black breast cancer community advocate for the best healthcare possible. Amgen is supporting Touch’s “The Doctor is In: Bone Health Campaign,” that includes a weekly web series, and a #LoveYourBones social media campaign to connect women to educational blogs, resources, and events featuring testimonials and tips for maintaining healthy bones.

### Working to Raise Health Awareness Through Trusted Community Leaders

Religious leaders are among the most trusted members of local communities, providing vital information on social services, education, and health to their congregations. We work with the Health Education Advocacy Learning (HEAL) collaborative, which partners with faith-based organizations to help make communities of color healthier.

Amgen is supporting a number of HEAL initiatives in Georgia, Ohio, Texas, and Maryland to raise awareness of diseases that disproportionately affect underserved communities and people of color, including osteoporosis,

## HEALTH EQUITY

lung cancer, prostate cancer, and multiple myeloma. The program includes information on risk factors, channels for accessing care, and seeks to raise awareness about participating in clinical trials for potential treatments.

“Our work with Amgen has put a spotlight on diseases that most people, including those from underrepresented communities, have cursory or no knowledge at all about symptoms, let alone available screenings or clinical trials,” said Howard Mosby, who serves as one of the leaders of HEAL. “Amgen has proved through its work with us that it is not interested in checking off boxes, but wants to see the needle move as a result of education and policy change.”

### Addressing Social Determinants of Health

Recent data<sup>13</sup> show that disparities in cardiovascular risk factors between Black and White adults in the United States may be largely attributable to social determinants of health. To improve our understanding of this issue, Amgen partnered with Humana to conduct a study among patients who have been hospitalized for cardiovascular-related conditions.

Social determinants of health can have a greater impact on health outcomes than clinical factors, especially within underserved populations.

Barriers most often reported by respondents included food insecurity, financial strain, housing quality, and transportation barriers. In terms of the groups most likely to face social determinants of health barriers, 68% of White survey respondents reported no social needs, while more than half (54%) of Black survey respondents reported at least one social need. Amgen and Humana will use the findings to identify, implement, and evaluate potential interventions.



**Social and economic factors drive an estimated 40% of health outcomes** – twice as influential as factors related to clinical care.<sup>14</sup>



Not addressing social determinants of health **adds at least 5% to total health plan costs in the United States.**<sup>15</sup>

We also collaborated with our longtime partner the American Heart Association in 2021, launching a three-year grassroots program that will raise awareness of cardiovascular health and prevention strategies while engaging and supporting community members to create a culture of health. The platform, EmPOWERED to Serve, will provide “healthy living” lessons to underresourced communities in California, Florida, Indiana, Nevada, North Carolina, Ohio, Pennsylvania, and Texas. The program accelerates innovative solutions to eliminate disparities in underresourced communities caused by social determinants of health by leveraging local health ambassadors to help spread awareness about heart disease, stroke and the importance of a healthy lifestyle.

Beyond cardiovascular health, we are also exploring interventions to address barriers to care in other therapeutic areas, working with local community providers and other partners. For example, in 2021, we established a partnership with Findhelp.org, a community network referral program that helps people find financial assistance, food pantries, medical care, and other free or reduced-cost services in their local communities.

### 2021 PERFORMANCE DATA

**\$11.7M**

Funding contributed in support of **advancing health equity activities**

**60**

Number of **organizations funded**

**82**

Number of **projects funded**

[↗ MORE INFORMATION](#)  
[2021 Amgen Health Equity Summit](#)

<sup>13</sup> He J, Zhu Z, Bundy JD, Dorans KS, Chen J, Hamm LL. Trends in Cardiovascular Risk Factors in US Adults by Race and Ethnicity and Socioeconomic Status, 1999-2018. *JAMA*. 2021;326(13):1286–1298.

<sup>14</sup> [World Health Organization](#).

<sup>15</sup> [Aetna CVS Health](#).

# HEALTHY SOCIETY

*We work toward a more just society for our employees and the people we serve.*



Announced a new, more  
**FLEXIBLE  
WORKPLACE  
APPROACH**



## 2021 Highlights

The Amgen Foundation  
reached more than  
**27M**  
students and educators worldwide through  
its four core science education programs



In a staff listening survey, "Leaders demonstrate a  
**VISIBLE COMMITMENT  
TO DIVERSITY"**  
was rated as a top strength



# HEALTHY SOCIETY

At Amgen, we are working to attract and retain a wide diversity of people from different backgrounds, cultures, educational experiences, and religions because we believe that a workforce that reflects the diversity of our customers and communities fosters innovation, which supports our ability to serve patients and their communities.



**AMBITION**

We value and are focused on doing our part to build a more just society, starting within our own workplace.

### OUR STRATEGY INCLUDES:

-  Attracting talent from diverse candidate pools and considering the full breadth of what an individual’s background and experience can bring to a role at Amgen, while striving to eliminate potential bias from the decision-making process.
-  Providing staff members with mentorship, sponsorship, and career development opportunities to help them achieve their fullest potential.
-  Continuing to develop practices around pay, promotions, and performance management with a focus on enhancing equity throughout the organization.
-  Emphasizing and working to respond to the personal well-being and mental health of our staff.
-  Endeavoring to create a work environment where each employee is able to bring their whole self to work, to have their voice heard, and to feel a sense of belonging.

Beyond Amgen, we are working with community leaders to explore and address deeply rooted barriers to economic prosperity, equity, and social justice, as well as expand economic opportunities within the communities in which we operate. We are also working with teachers and other partners to reimagine science education, improve science literacy, and empower diverse thinkers. And, we are engaging with diverse suppliers and supporting local communities through job creation with the potential for better wages.

### This section includes:

- DIVERSITY, INCLUSION & BELONGING**
- HUMAN CAPITAL MANAGEMENT**
- COMMUNITY INVESTMENT**
- RESPONSIBLE SOURCING**

## DIVERSITY, INCLUSION & BELONGING

*We are on an ongoing journey to become a more diverse and inclusive organization that recruits, develops, and retains a workforce representative of the global communities we serve. This journey requires deliberate and consistent action to address longstanding challenges and bring us to a better place, together. Beyond Amgen, we are engaging with business and other community leaders, government officials, and external partners who share our desire to promote social justice and equity.*

### 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.**

We believe that our global presence is strengthened by having a workforce that reflects the diversity of the patients we serve and maintaining an environment in which such diversity contributes to our mission.



### OUR PRIORITIES



#### GLOBAL

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



#### UNITED STATES

- Increase the representation of Black people in science, technology, engineering, and mathematics-based roles.
- Increase the representation and development of Black and Hispanic people in executive director and above roles.

## DIVERSITY, INCLUSION & BELONGING

### Hiring, Developing, and Retaining Diverse Talent

Amgen is a founding member of OneTen, a coalition of many of the world's largest companies that aims collectively to hire one million Black Americans into family-sustaining jobs over the next 10 years, with a focus on those without a four-year college degree. Near our global headquarters, we participated in the launch of the Los Angeles OneTen partnership. Amgen CEO Bob Bradway is serving as the CEO leader for the Los Angeles partnership, working to bring other like-minded organizations into the coalition.

We expect that the hiring of 750 people from a diverse talent pool in two new sites approved in 2021, Ohio and North Carolina, will help support our OneTen commitment. We also expanded our work with Historically Black Colleges and Universities (HBCUs) by broadening our partnership with Howard University on a new educational and research fellowship ([See page 32](#)).

In an effort to increase women and minorities in leadership positions, our recruitment providers are expected to provide us with diverse candidate slates for all executive-level positions and we monitor their performance on this commitment.

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 11 Employee Resource Groups (ERGs).



Since its inception in 2003, WE2 has grown to be Amgen's largest ERG with 24 chapters and thousands of members around the globe. In 2021, WE2 launched a mentoring program designed specifically to help connect high-performing women of color with senior leadership and provide opportunities for advocacy and sponsorship. Read more about our ERGs below.

We analyze performance ratings, promotions, base pay, and total compensation of our staff as part of our efforts to drive equity in our workplace.

### Activating a Culture of Inclusion and Belonging

Our focus remains on building a more diverse, inclusive Amgen, where our workforce feels a sense of belonging and can achieve their full potential.

After introducing Managing Unconscious Bias training, which was completed by 100% of our employees in the United States, Puerto Rico, and Canada in 2020, we expanded the required online course to staff around the world in 2021.<sup>16</sup> We also embedded unconscious bias scenarios in our annual Code of Conduct training.

In 2021, as part of our Company-wide goals under our annual incentive compensation program, we introduced an ESG goal focused on environmental sustainability and diversity, inclusion and belonging (DI&B). The DI&B portion of this ESG goal focused on the establishment and completion of DI&B action plans by our executives, with a target goal of 75% participation, which we exceeded.



We also continued to make new learning resources available on our DI&B learning portal, focused on key behaviors needed to create an environment in which diverse teams can flourish and deliver for the patients we serve.

<sup>16</sup> As of December 31, 2021, 98% of staff worldwide completed Managing Unconscious Bias training, which is now mandatory for all new hires. Unconscious Bias training is recommended, but not required, for staff members in Spain, the Netherlands, Italy, France, and Germany per guidance from the EU Works Council.

## DIVERSITY, INCLUSION & BELONGING



### Embracing Connectivity and Diverse Points of View Through Our ERGs

In 2021, membership in our 11 ERGs increased 41% from a year earlier, and employees formed nine new global ERG chapters. In total, there are more than 60 Amgen ERG chapters around the world.

During 2021, ERGs hosted events to address relevant issues, such as parenting during the pandemic, and created resources such as a new podcast, The Brain Trust, developed by the Amgen Black Employee Network (ABEN) to build staff understanding and empower conversations about race in the workplace.

ERGs also provide cultural perspectives that are helping to inform Amgen leadership and our strategic initiatives. In 2021, ABEN leaders met bimonthly with senior leadership to support recruitment efforts, report on Amgen actions and advocacy in local communities, and provide insight and support for the Amgen Foundation’s social justice grant making (see page 30). ERGs are also supporting Amgen’s efforts to address healthcare equity; in 2021, the Amgen Asian Association joined ABEN’s ongoing collaboration with the RISE Team to increase diverse representation in clinical trials. See page 21 for more information.

“ I am proud to see the great work the Amgen Black Employee Network Brazil team has been doing to raise awareness of racial inequalities in our country and taking actions to change it. Dealing with racism and other types of discriminations and prejudices are urgent tasks and critical in creating a diverse and inclusive environment where people feel they belong. DI&B strategies are also essential for us to accomplish our mission to serve patients. ”

ANA ARANTES, ABEN Brazil Leader



### Supporting Mental Health

“The pandemic and ongoing racial and social justice protests led us to reimagine and amplify mental health support for our staff, as many were mentally exhausted by the increase in racial hate incidents, particularly in the United States,” said Derek Miller, Senior Vice President, Human Resources.

In response to ongoing racial and social injustices experienced by staff members in 2021, we created a DI&B online wellness portal where staff could find more than 20 well-being and mental health resources.





## DIVERSITY, INCLUSION & BELONGING

### Helping to Build a More Just and Equitable Society

In 2021, the Amgen Foundation provided grants totaling \$3 million to nearly 40 U.S.-based nonprofits in support of racial and social justice initiatives, economic empowerment, and equal opportunity in education. This included support to



- Stop AAPI (Asian American and Pacific Islander) Hate, a reporting and resource center. This center tracks and responds to incidents of hate, violence, harassment, discrimination, shunning, and child bullying against Asian Americans and Pacific Islanders in the United States.
- Thurgood Marshall College Fund, which is dedicated to transforming the lives of students at HBCUs and Predominantly Black Institutions.
- Education Trust to help highlight racial disparities in participation in advanced placement (AP) science courses in U.S. high schools, and identify opportunities to build foundational skills in middle school that will prepare students for success in AP-level biology, life sciences, and other STEM disciplines.

- National Urban League, which works to elevate the standard of living in historically underserved urban communities.

### Supporting Future Leaders

As part of our support of social justice and equal opportunity, in 2020 the Amgen Foundation provided \$7.5 million in grants to support social justice and equal opportunity to national organizations and local organizations in U.S. communities where Amgen operates. One of the recipients was Thrive Scholars, which provides high-achieving, low-income students of color with six years of academic and mentoring support from high school to early career.

With this 2021 grant from the Amgen Foundation, Thrive Scholars provided additional support to students interested in the life sciences, technology, and engineering, and also piloted a STEM Capstone project. Through the project, 80 incoming high school seniors in a variety of locations participated in real-world consulting projects, helping to nurture their interests and skills in STEM. The organization also kickstarted a program with STEM companies to provide mentorship opportunities to Thrive Scholars as well as potential internships.

In 2021, the Amgen Foundation also came together with leading scholars to support the launch of a new collaborative effort with LabXchange, a free online science education platform supported by the Amgen Foundation and Harvard University. This latest effort is designed to empower science learners and educators to recognize and help rectify the

structures that sustain racial inequity in medicine, education, and STEM fields in the United States. For more information on this and other initiatives we support that seek to remove barriers to access to science education, [see page 37](#).

“ Our Scholars are the type of students best positioned to diversify the leadership of the STEM industry,” said Steve Stein, Thrive Scholars CEO. “But without a program like ours—and partners like the Amgen Foundation—many will not. Through our new model, Scholars receive tailored college admission guidance for STEM college programs, STEM-specific academic preparation prior to college, social-emotional and academic support geared to the rigors of STEM majors, and STEM-focused career training—setting them on a course for success not only in college but in life. ”

**STEVE STEIN**, Thrive Scholars CEO



## DIVERSITY, INCLUSION & BELONGING

### Stamping Out Unconscious Bias

“Unconscious bias in the workplace disproportionately impacts underrepresented or underserved groups and reduces workplace productivity. Such biases create barriers that not only prevent people from working together effectively, but also damage the trust and respect in relationships that help foster creativity and innovation.”

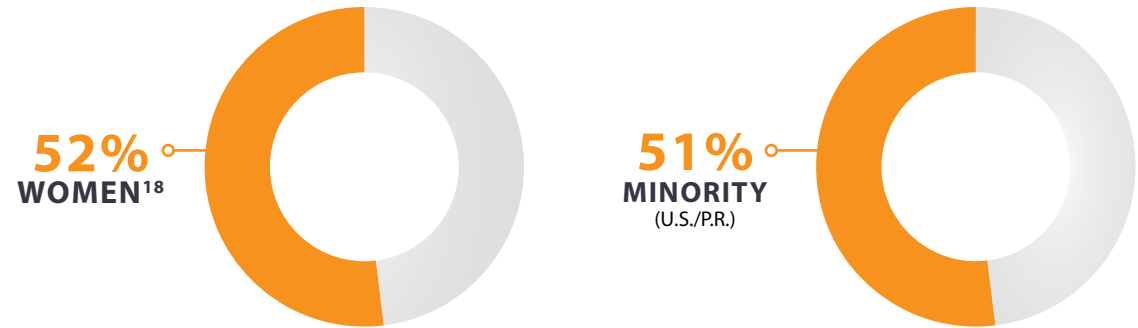
Excerpt from scenario in Amgen Code of Conduct employee training module

### ➤ MORE INFORMATION

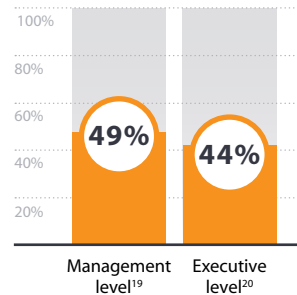
[Amgen's Commitment to Diversity, Inclusion and Belonging](#)

Although we do not use our Federal Employer Information Report [EEO-1](#) to measure progress, we make our most recent filing publicly available.

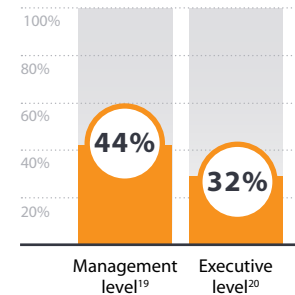
## 2021 DI&B DATA<sup>17</sup>



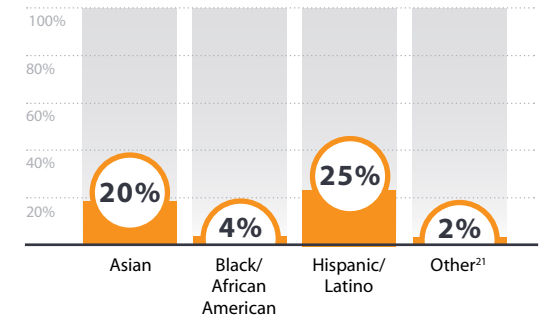
Women in total workforce<sup>18</sup>



Ethnic minority in workforce (U.S./P.R.)



Ethnic minority in workforce (U.S./P.R.)



<sup>17</sup> Data as of December 2021. To align with U.S. government reporting requirements, data in this document use 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.

<sup>18</sup> Data based on total headcount as reported in our Form 10-K for the year ended December 31, 2021, modified to reflect active employee headcount, which, among other things, excludes co-ops and interns. Also excludes Gensenta Pharmaceuticals and deCode Genetics.

<sup>19</sup> Management: Senior managers and directors.

<sup>20</sup> Executive level: Executive directors and above.

<sup>21</sup> Other: American Indian/Alaska Native, Native Hawaiian or Pacific Islander, two or more races, or not specified.

## NEW FELLOWSHIP PROGRAM BETWEEN AMGEN AND HOWARD UNIVERSITY AIMS TO EXPAND TALENT POOL



**PILAR O'NEAL** loved science from an early age, doing dissections or investigating the ingredients in everyday household items to understand the chemistry that made them what they were.

**"It was the excitement of connecting science to the real world," O'Neal says. "It wasn't magic or ambiguous. It was relatable to everything."**

Her passion was fueled by a mother who held a math degree and made sure O'Neal took advanced classes, enrolled her in summer camps centered on science and took trips to Dr. Johnson's house. Dr. Johnson, a family friend, often let her come to a lab to see chemistry experiments in action and it thrilled her.

That path was solidified through high school and college as O'Neal earned scholarships and science awards and obtained her bachelor's degree in chemical engineering from Howard University.

In 2021, she took another step – working towards a master's degree and joining Amgen as a part of the Amgen Educational Fellowship at Howard University in its inaugural year. The program provides its fellows further insights into a career in science, including what a career at Amgen looks like and understanding the Company's interest in adding diversity to its research ranks.

"This program exemplifies our commitment to improving diversity and inclusion throughout Amgen and our Research & Development organization," said Alan Russell, Vice President, Research at Amgen. "We hope it will serve as a flagship to expand to other departments at Howard University and other HBCUs."

During the first year of the program, students will be at Howard working with mentors from the Howard University Department of Chemical Engineering. During the second year, they will be onsite at an Amgen location for six months working on research projects.

Bram Estes, a senior scientist in biologics at Amgen, is O'Neal's mentor, working with her on a project connected to DNA protein co-delivery into cells and intracellular routing and uptake of biologics. He has high hopes for both the project and O'Neal.

"I would like her to publish her research in the Amgen-Howard collaboration, both to advance science and to establish her reputation in the scientific community," Estes said. "This project is the beginning of what I hope will be a great career."

O'Neal agrees. When she completes the program in two years, she will have her graduate degree and, she hopes, a chance to fulfill a lifelong dream – to contribute to the world of science.

"My goal is to help my community and to help humanity," O'Neal says. "So maybe one day, even if I help just a few people, I'll have made a positive impact on the world."

## HUMAN CAPITAL MANAGEMENT

**VALUE CREATION**  
Our global presence is strengthened by our ability to attract, retain, and promote a diverse workforce of talented and engaged employees who believe in our mission and values.



*At Amgen, it is our staff that bring innovation to life and make us who we are—a leader in serving patients.*

We seek to recruit, develop, and retain the best and the brightest from an array of fields and diverse backgrounds. We work to provide our employees the skills and career development they need to build meaningful careers and tools to support their total wellness. We also invest in the safety of our staff and work to help ensure compliance with all applicable international human rights standards within both our own operations and those of our suppliers.

### TALENT MANAGEMENT AND DEVELOPMENT

We help our employees at every level build and strengthen skills required to meet the evolving needs of our business, as well as advance into new roles. Our online learning hub is accessible to all staff globally and includes resources for skills development, playlists based on topic areas such as manager effectiveness and time management, podcasts, and articles. Within the United States, Canada, and Puerto Rico, we offer a tuition reimbursement program, which reimburses participating full- and part-time staff members for college tuition, books, and specified exam and registration fees (up to plan limits). We also offer a manager training curriculum to prepare new managers to lead and inspire their teams. At leadership levels, we have an annual process to help identify and develop talent and prepare future leaders. Our consistent process has resulted in a strong internal pipeline of leadership talent that we draw on when hiring or replacing key leadership roles.

### BUILDING OUR DIGITAL MUSCLE

Accelerating digital innovation is an Amgen priority. Critical to the program's success is having highly skilled Amgen staff equipped with capabilities in data science, software and data engineering, automation, information security, and other areas requiring complex problem-solving skills.

We are investing to help our current employees strengthen their digital skills through fully reimbursed certification programs, as well as online courses. And we are accelerating our recruitment of candidates with this highly sought-after digital expertise. To help in our outreach to new candidates, we asked our current staff working in digital to talk about their experience and what life is like at Amgen. You can hear their stories [here](#).



## HUMAN CAPITAL MANAGEMENT

### EMPLOYEE HEALTH AND WELL-BEING

From our competitive compensation programs to our progressive benefits and wellness programs, we work hard to support the health and well-being of our employees and their families.

Our approach to employee compensation and benefits is designed to deliver cash, equity, and benefit programs that are competitive with those offered by leading companies in the biotechnology and pharmaceutical industries to attract, motivate, and retain talent.

All regular U.S. staff members are eligible to participate in the same core health and welfare and retirement savings plans. U.S. employee benefits include medical, dental and vision care plans, retirement savings plans, employee assistance programs, adoption assistance, paid parental leave programs, access to childcare, an employee stock purchase plan, healthcare and dependent care flexible spending accounts, business travel accident insurance, short- and long-term disability benefits, wellness programs, and work-life resources and referrals. Globally, comparable benefit programs are offered with the same health and well-being goals, while also designed to comply with local statutory requirements.

To learn more, visit our [website](#).



#### Support for Employees' Emotional Well-being

All U.S.-based Amgen employees have access to an enhanced behavioral health program that provides employees and their dependents with mental health care. Staff outside the United States are eligible for behavioral health support consistent with national health programs in their respective local country and/or via a supplemental program sponsored by Amgen. Employees can use the program for a wide range of outpatient behavioral health conditions, including stress, anxiety, postpartum and other types of depression, relationship concerns, and sleep disorders.

Globally, we also offer mental health training and education to Amgen managers to help them notice and respond to staff possibly in need. In addition, we make available to our general workforce meditation and mindfulness programming, resilience training, mental and behavioral health workshops, and parenting support resources.



#### Employee-Centered Health Programs

We offer a variety of programs to help our employees better manage a range of health conditions from breast cancer to migraines.

Many offer convenient ways for employees to manage their care. For example, employees with high blood pressure can track, manage, and improve their heart health from their phone with an app-based program and blood pressure monitor available at no cost to eligible health plan members.

### WORK-LIFE BALANCE

The COVID-19 pandemic has brought employees' need and desire for flexibility and support for work-life balance to the forefront like never before. Companies like Amgen that realize this will be on the leading edge in talent recruitment and retention.

As pandemic restrictions eased around the world in 2021, we announced a new, more flexible workplace approach, based on lessons learned during the pandemic and employee feedback. Our new, global approach encourages eligible employees to choose the workplace best suited to their work, while coming to an Amgen site for activities that benefit from face-to-face collaboration, networking, and recognition events. Many of our employees can also choose, with manager approval, to work fully remote from anywhere within their existing assigned country.

"This was a pivotal moment, an opportunity to reimagine the future of working at Amgen," said Bob Bradway, Amgen CEO. "Our goal is to empower our global workforce to work when and where they are most productive, while also providing the flexibility to achieve work-life balance."

For many years, Amgen has supported the need for staff flexibility, including the times surrounding life events such as the birth or adoption of a child. We heightened our support for working parents during the pandemic by offering additional access to resources for tutoring and childcare services. We also offer staff members access to college

## HUMAN CAPITAL MANAGEMENT

advisory services, as well as resources to assist staff with elder care responsibilities. Amgen continues to offer subsidized, onsite childcare at our larger Company locations.

“ Being able to be with my newborn daughter for several weeks after she was born in 2021 not only provided invaluable bonding time, it also helped me support my wife and my other children, all of whom were home due to the pandemic. It allowed me to unplug and be in the moment. As my children continue to grow, it is reassuring to know that I have the ongoing support of my management and colleagues during this busy life stage. For me, family-friendly policies like parental leave are important factors for why I work at Amgen.”

**DENNIS YAI**, Senior Counsel at Amgen



### HUMAN RIGHTS

Amgen believes in the inherent dignity of every human being, regardless of where they live or were born, their economic status, their religious beliefs, their race, their sexual orientation or expression, their disability status, or their gender identity. Amgen grounds this belief in its mission to serve patients and in its support of the key tenets of the [United Nations Universal Declaration of Human Rights](#).

We expect our suppliers to uphold the same human rights of their workers. Through our supplier assessment program ([see page 42](#)), we monitor our suppliers' compliance with our [Supplier Code of Conduct](#) and internationally recognized human rights standards, including those that seek to prevent forced and child labor, support fair pay based on applicable wage laws, and allow for freedom of association.

For more information, see our [Human Rights Commitment statement](#).

### EMPLOYEE SAFETY

Our aspiration is for an accident-free workplace. Through comprehensive safety programs and ongoing education and training, we strive to maintain a robust safety culture for all employees and minimize work-related injuries, illnesses, and incidents. Our safety policies are based on the U.S. Occupational Safety and Health Administration standards.

All employees undergo safety training during new-hire orientation and annually through our required Code of Conduct training. We also conduct regular safety engagement discussions between supervisors and frontline workers in our manufacturing and research facilities where expectations and feedback are exchanged. We encourage employees to offer safety observations and improvement suggestions during these discussions or through a Safety Event Evaluation (SEE) card.

We track injuries and near-miss incidents in an online incident tracking system. In addition, we conduct a formal executive management review of functional safety performance for our Operations, Global Commercial Operations, and Research and Development facilities on a quarterly basis with a focus on identifying early signals and taking action to drive continuous improvement.

While many Amgen staff continued to work from home in 2021, safety did not take a back seat. We conducted home ergonomic assessments for many staff, identifying equipment such as ergonomic chairs, standup desks, and external monitors to help staff work safely and comfortably. Amgen purchased identified equipment at no cost to our employees.

We also implemented telematics tracking for our U.S. sales fleet as part of our driver safety program. Telematics helps us detect certain driving behaviors such as speeding and harsh braking. In 2021, our collision rate declined (an improvement of 8% year over year). In addition, better driving habits typically translate into reduced fuel use, which is better for

## HUMAN CAPITAL MANAGEMENT

the environment. With the help of telematics and other fleet safety investments in previous years, we have reduced our collision rate by 37% over the past five years.

Within our manufacturing operations, we implemented human error prevention training to help facilitate our actively caring culture. These tools are used by staff and management to openly discuss concerns and eliminate barriers to safe performance through a “raise your hand” mindset. These discussions allow teams to systematically identify and resolve small issues before they become larger problems.

### ➤ MORE INFORMATION

[Wellness at Amgen](#)

[Safety at Amgen](#)

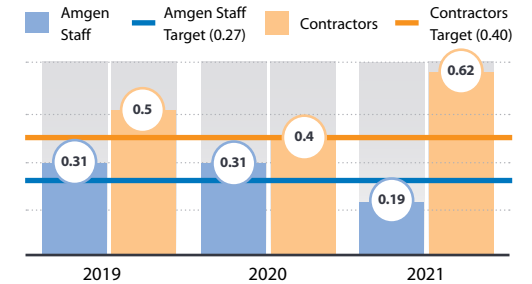
[Environment, Health, and Safety Policy](#)

Amgen hosts an annual safety summit for employees, and 2021 was no different. What was different was the increased focus on nurturing a psychologically safe environment. Through discussions, Amgen leaders explored ways to incorporate psychological safety within their teams.



## 2021 PERFORMANCE DATA

### Recordable Incident Rate



	2019	2020	2021
<b>Lost Day Case Rate</b>			
Amgen Staff	0.12	0.08	0.09
Contractors	0.27	0.17	0.25

### Fatalities

Amgen Staff	0	1	0
Contractors	0	0	0

### Motor Vehicle Safety (collisions per million miles)

Fleet	4.40	3.38	3.09
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## COMMUNITY INVESTMENT

### VALUE CREATION

**Investment in science education helps build the future pipeline of innovators and scientists the world will need to tackle global challenges, from climate change to pandemics.**

It also helps to build scientific literacy, which is critical to our industry, society, and public health.

*Through the Amgen Foundation, we are reimagining science education to improve science literacy and empower diverse thinkers to develop solutions to humanity's biggest challenges.*



The Amgen Foundation is guided by the belief that everyone needs science, and science needs everyone. By broadening access to engaging and inspiring science programs, we are working to equip future generations with the essential skills needed to thrive in our increasingly complex world. Working with trusted local and global partners, our aim is to



Inspire the next generation of scientists and foster future problem solvers—wherever they are.



Engage students with diverse perspectives and backgrounds by helping to remove barriers to access to quality science education.



Support the development of best-in-class science education resources at no cost to teachers and students, particularly low-income and disadvantaged learners.

We are doing this through our four signature science education programs, described below.

Since 1991, the Amgen Foundation has committed more than \$200 million to advancing science education programming globally, reaching tens of millions of students and teachers. In 2021 alone, the Amgen Foundation reached over 27 million students and educators worldwide through its four core science education programs.



## COMMUNITY INVESTMENT



### LABXCHANGE

Launched by the Amgen Foundation and Harvard University in 2020, LabXchange is a free online science education platform that provides users with access to personalized instruction, virtual lab experiences, and networking opportunities across the global scientific community.

Through \$13 million in grants to date from the Amgen Foundation, LabXchange reached over 12 million users in 2021, of which more than 80% were in low- or lower-middle-income countries. LabXchange offers more than 13,000 learning experiences from over 140 different [collaborating organizations](#).

LabXchange has helped teachers remain connected, especially during the pandemic. Uma Mahajan, a secondary educator, notes how "COVID-19 has really pushed teachers to rethink their teaching strategies."

"A top priority for me was to make my classroom resources equitable for all students," she says. "LabXchange allows students to progress at their own pace. And because I can tailor my lessons to fit my classes, it is an outstanding differentiation tool."

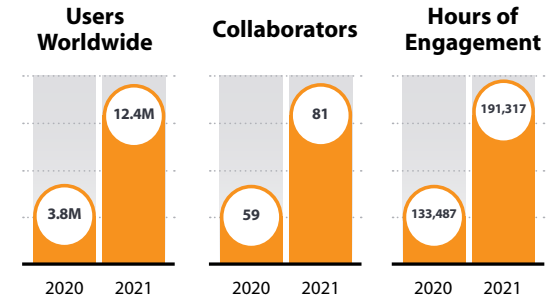
### LabXchange Provides Resources to Examine Racism in Public Health, Science, and Education

With the support of a \$1.2 million grant from the Amgen Foundation in 2021, LabXchange launched a groundbreaking project designed to explore and address the structures that have perpetuated racial inequity in healthcare, education, and STEM fields in the United States.

Under the guidance of an expert faculty steering committee, graduate student fellows from HBCUs and other institutions are authoring new digital learning resources for high school and college educators. Resources, which will be made freely available in English and Spanish, will focus on

- Racism as a Public Health Crisis: Increasing public awareness of racial health disparities and teaching critical thinking skills needed to dismantle structures that perpetuate inequities.
- Inclusive and Antiracist Teaching Strategies: Providing evidence-based practices to support Black students' sense of belonging, identity, and success in science; and culturally responsive teaching, as well as strategies to increase participation and leadership in science from historically underrepresented and underserved groups.

## LABXCHANGE IMPACT



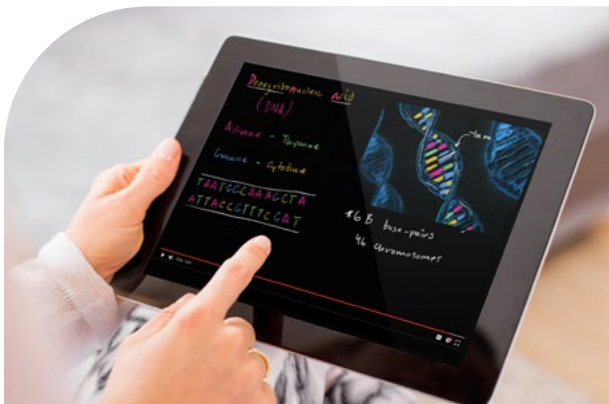
"Twenty years ago in my essay 'Why We Should Teach Our Students About Race,' I opined about the completely ineffective K-12 approach concerning human biological diversity. Thanks to LabXchange and the Amgen Foundation, we now have a plan to rectify this."

**DR. JOSEPH L. GRAVES JR.**, renowned evolutionary geneticist, and faculty steering committee member for the Racial Diversity LabXchange project



For more information, visit the Racial Diversity, Equity and Inclusion in Science Education project on [LabXchange](#).

## COMMUNITY INVESTMENT



### KHAN ACADEMY

The Amgen Foundation is the exclusive sponsor of Khan Academy's biology resources, which range from ninth-grade biology content to Advanced Placement® (AP) biology. These biology resources reached 15 million students and educators worldwide in 2021. Khan Academy offers a free, high-quality virtual classroom for students and teachers around the world.

Since 2015, the Amgen Foundation has committed nearly \$7 million to Khan Academy, including to support school district partnerships during the COVID-19 pandemic. As of the end of 2021, Khan Academy has more than 130 million registered users around the world.

One of the schools supported by Khan Academy is Hueneme Elementary, in Port Hueneme, Calif., where 84% of students qualify for free and reduced lunch, and 44% are English language learners. The district worked with Khan Academy to set goals and train teachers to help strengthen learning outcomes through encouraging increased student use of Khan Academy resources.

"I started to use Khan Academy on a daily basis a few weeks into lockdown," says one Khan Academy student. "I had used it before but I started to use it a lot more in quarantine. While I liked science before, now I really enjoy learning about 'things that are alive.' I have gained a greater appreciation of the importance of science and can easily grasp what I'm learning in school."

# 90%

**of teachers and students**

who have used Khan Academy report it is an effective learning resource.

### AMGEN BIOTECH EXPERIENCE

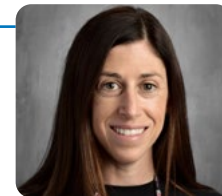
With leadership from university and other partners, the Amgen Biotech Experience (ABE) is a lab initiative that provides professional development for science teachers, teaching materials, and research-grade lab equipment to high schools around the world.

Not having the ability to conduct hands-on laboratories has been a significant challenge for ABE teachers during the pandemic. Through LabXchange, launched in January 2020 shortly before the pandemic began, ABE teachers were able to utilize the Foundational Concepts and Techniques in Biotechnology, a collection of resources including laboratory simulations built around the core lab techniques of the ABE program curriculum. The biotechnology resources, available in 13 languages as of December 2021, are available [here](#).

As the COVID-19 pandemic stretched into 2021, ABE teachers persisted, adapted, and innovated—finding new ways to engage their students and developing new best practices. The Amgen Foundation celebrated their resilience and shared their unique stories in a blog series, which you can read [here](#).

" Amidst a year of chaos and uncertainty, we are finding ways to engage, teach, and learn. My students have banded together to create a safe haven of hope for their future. "

**KATHERINE SUTTON**, ABE Rhode Island Teacher



## COMMUNITY INVESTMENT

### ABE Launches Master Teacher Fellowship

In early 2021, based on the feedback of ABE teachers looking for an opportunity to further their own science learning, the Amgen Foundation and the ABE program launched the ABE Master Teacher Fellowship. An inaugural cohort of 12 fellows was selected from 10 countries. Over the yearlong fellowship, with financial support from the Amgen Foundation and access to Amgen scientists and experts at other STEM-focused organizations, each fellow developed their own biotech curriculum “passion project.” Once final, this resulting curriculum will be available on the ABE website for use in classrooms everywhere. Select members of the inaugural cohort will continue their Master Teacher engagement by supporting the second cohort of fellows in 2022. Learn more [here](#).

### ABE Volunteers

The ABE Volunteer Program matches Amgen staff with high-need ABE high schools to share their career journeys and describe what they do professionally. Despite the impact of COVID-19, more than 70 Amgen staff volunteers reached nearly 1,000 students across 32 schools in six Amgen U.S. communities through virtual classroom visits in 2021. For students, the program provides diverse role models for a range of biotech careers, as well as real-world context for science content in the classroom. For Amgen volunteers, it provides a rewarding and motivating experience.

“Diversity in STEM needs to be increased by planting the seeds of what is possible as early as possible,” says Krista Dong, Amgen Scientist and ABE Volunteer. “I’ve also been generous with their time, thoughts, opinions and feedback. They have been instrumental in my development as a scientist and I know that I would not be where I am today without their support. That is why I choose to volunteer with ABE.”

### AMGEN SCHOLARS

Amgen Scholars is an annual summer program that pairs over 350 undergraduate students from around the globe with research opportunities at more than 20 world-class institutions in the United States, Europe, Asia, Australia, and Canada. Since 2006, Amgen Scholars has supported nearly 4,500 undergraduates from more than 825 colleges and universities globally, with many alumni now pursuing advanced scientific degrees and careers.

Prior to COVID-19, Amgen Scholars supported undergraduates from over 200 colleges and universities annually to conduct research in-person at 24 academic institutions around the globe. While the program has had to pivot during the pandemic, in 2021, we supported 170 Amgen Scholars, the majority through a virtual experience. This included a four-day virtual global symposium with alumni, biotech professionals, and academics who discussed various aspects of the biosciences with Amgen Scholars, including life as a PhD candidate, science communication, career opportunities in academia and industry, and more.



## COMMUNITY INVESTMENT

### COMMUNITY-FOCUSED GIVING

In addition to science education, 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.

### AMGEN FOUNDATION HELPS ADDRESS HUNGER

In 2021, the Amgen Foundation provided critical operating support to the San Francisco–Marin County Food Bank, which continued to experience heightened demand for its services due to the impact of COVID-19. The California nonprofit addresses hunger head-on by focusing on the immediate distribution of food while simultaneously working on long-term strategies to end hunger and empower neighbors in need. Every week, over 50,000 local households count on this food bank for food assistance.

### Disaster Relief

The Amgen Foundation provides assistance to significant humanitarian disasters in communities where Amgen staff live and work. In 2021, this included support in response to historic flooding in Europe and devastating tornados in the United States.

In the aftermath of the devastation caused by Hurricane Maria in Puerto Rico in 2017, the Amgen Foundation pledged \$3 million to support Hurricane Maria relief efforts and \$2 million for longer-term rebuilding efforts. In 2021, the rebuilding efforts were completed. Included in these efforts, the Amgen Foundation along with local communities, government, and nonprofit partners helped rebuild eight schools and two universities on the island that is home to more than 2,000 Amgen employees.

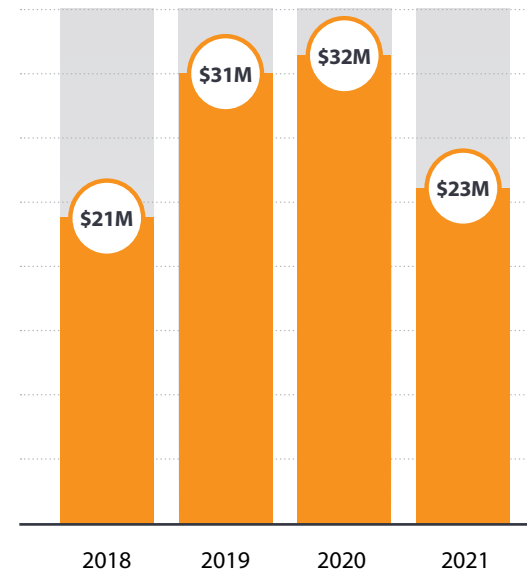
### Giving Tuesday

In 2021, the Amgen Foundation observed Giving Tuesday by offering a 2:1 match for every \$1 donated by Amgen U.S. and Puerto Rico staff members to eligible nonprofit organizations. The response from across the organization was very enthusiastic as ERG members and local teams helped amplify the event and highlighted worthy charities within their own teams. At the end of the day, nearly 750 Amgen employees donated almost \$900K to over 900 unique nonprofit organizations. With the Amgen Foundation match, a total of \$2.6 million was donated to nonprofit organizations.

**➤ MORE INFORMATION**  
[Amgen Foundation](#)  
[Amgen Biotech Experience](#)

[LabXchange](#)  
[Amgen Scholars](#)  
[Khan Academy](#)

## AMGEN FOUNDATION GIVING<sup>22</sup>



<sup>22</sup> Since its inception, the Amgen Foundation has contributed in aggregate more than \$375 million.



## RESPONSIBLE SOURCING

*Amgen procures goods and services from thousands of suppliers each year. We recognize that our suppliers are an important part of our value chain that impacts our business and the communities in which we live and operate.*

### VALUE CREATION

**Our ability to deliver lifesaving medicines depends on a resilient supply chain.**

By strengthening the sustainability performance of our suppliers, we can reduce our collective environmental footprint and help ensure business continuity through improved supply chain conditions. Engaging small and 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.



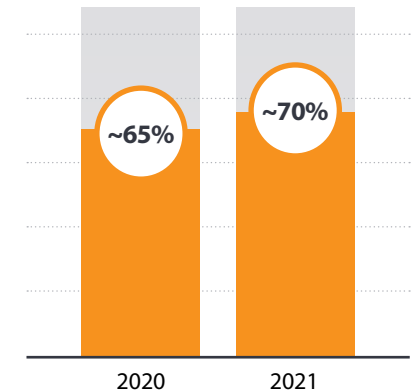
### SUPPLIER SUSTAINABILITY

Our Supplier Sustainability Program aims to help ensure that 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.

In 2021, 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, a leading provider of business sustainability ratings, to strengthen the sector's approach to supply chain management with a specific focus on environmental and social sustainability.

### 2021 PERFORMANCE DATA

We continued to increase the number of suppliers we assessed for ethics, human and labor rights, and environmental impact.\*



\*Suppliers assessed increased from ~65% of our total supplier spend in 2020 to ~70% in 2021.

## RESPONSIBLE SOURCING

### SUPPLIER DIVERSITY

Through our U.S. Supplier Diversity Program, 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.<sup>23</sup>

In 2021, we participated in numerous external events with diverse suppliers to share opportunities about working with Amgen. We also began requiring select key suppliers to report their supplier diversity spend to us quarterly.

We expanded our supplier mentorship program from women-owned suppliers to minority-owned suppliers with a focus on Black-owned businesses. Through this program, conducted in partnership with local diversity councils, suppliers engage with senior leaders to learn more about Amgen.

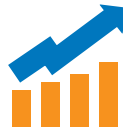
“Participating in the Amgen Supplier Mentorship Program shed light on what my agency needs to know to do business with large corporations,” said Marci Klein, the owner of Klein Creative Media.

Shortly after we announced plans to build new manufacturing facilities in [Ohio](#) and [North Carolina](#) in 2021 we hosted virtual supplier forums for diverse suppliers in both locations, sharing sourcing opportunities and information on Amgen’s Supplier Diversity Program.

### 2021 PERFORMANCE DATA

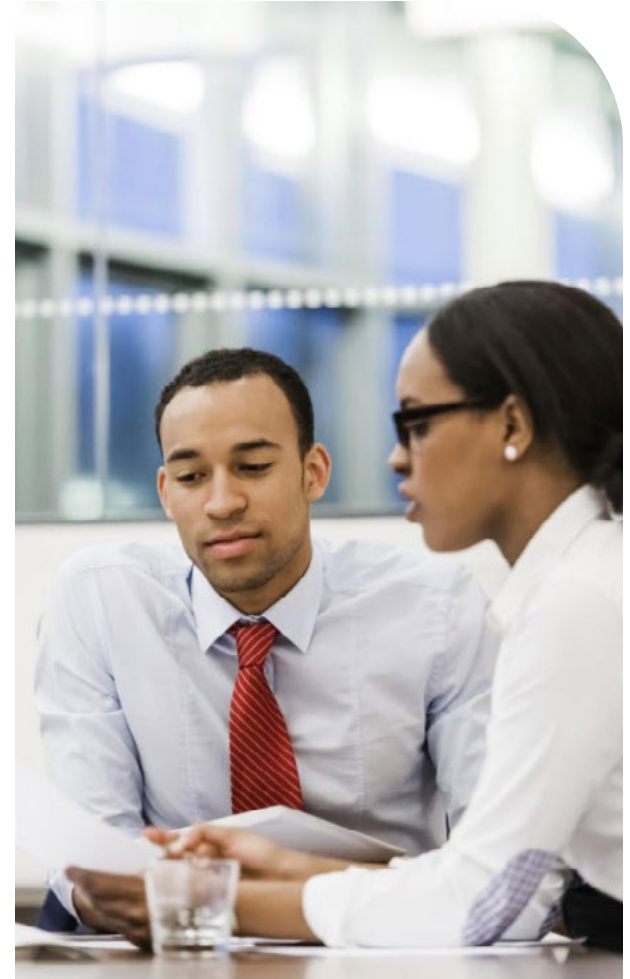


**35% increase**  
in overall diversity spending



**more than doubled**  
our spend with  
Black-owned businesses

➤ **MORE INFORMATION**  
[Supplier Code of Conduct](#)  
[Supplier Sustainability](#)  
[Supplier Diversity](#)



<sup>23</sup> Compared to a 2019 baseline.

# HEALTHY PLANET

*We exceeded our goals for carbon, water, and waste reductions in 2021 and are on track to achieve our 2027 ambition.*



We initiated environmental sustainability **IMPACT ASSESSMENTS** for all capital funding requests as part of **Amgen's capital funding program.**



## 2021 Highlights

For the first time, we **LINKED OUR EXECUTIVE PAY TO ENVIRONMENTAL SUSTAINABILITY** with the addition of an ESG goal in Amgen's annual incentive compensation plan.



We updated Amgen's **sustainability design standard target for the LEED CERTIFICATION** (Leadership in Energy and Environmental Design), the most widely used green building rating system globally, **from Silver to Gold.**

# HEALTHY PLANET

Amgen has a longstanding objective to conduct environmentally responsible operations and regularly sets targets to challenge ourselves to deliver further improvements. Since 2007, we have successfully advanced our environmental sustainability program while increasing our global production capacity and expanding our presence to approximately 100 countries. Investing in sustainable operations also has the potential to improve efficiency and create value.



## AMBITION

As a Company committed to advancing human health, we have a sense of responsibility to patients, employees and shareholders to have a positive impact on the health of our planet.

Reducing our impact on the planet is not only part of our role as a corporate citizen, it can also bring added value as energy prices rise and the impact of climate change further strains access to natural resources. We recognize the close connection between environmental stresses and health and the role we can play through our core business.



In 2021, we introduced our latest environmental sustainability program, which we call “The Road to Net Zero”, and announced a new set of environmental targets. Our 2027 plan includes the following aspirations:<sup>24</sup>

- Achieve carbon neutrality for Amgen-owned and operated facilities and operations.
- Reduce water consumption by 40% from a 2019 baseline.
- Reduce waste disposed by 75% from a 2019 baseline.

To achieve our 2027 goals, Amgen is focusing on the use of innovative approaches and processes, efficiency improvements, and increased sourcing of renewable energy. In addition, while our 2027 aspirations do not incorporate Scope 3 emissions, we are evaluating the carbon impact from our value chain—including suppliers, contract manufacturers, and distributors—to help identify reduction opportunities as we continue to pursue a responsible sourcing strategy.

We exceeded our goals for carbon, water, and waste reductions in 2021—and we are on track to achieve our 2027 ambition.

<sup>24</sup> Carbon neutrality goal refers to Scope 1 and 2 emissions. Reductions take into account only verified reduction projections, do not take into account changes associated with the contraction or expansion of the Company and are measured against a 2019 baseline.



## ENVIRONMENTAL SUSTAINABILITY

## VALUE CREATION

**Our investment in environmental sustainability has not only reduced our impact on the planet but also allowed us to be more efficient, productive, and resilient, resulting in reduced operating costs.**

In addition, as the effects of climate change could be disruptive to business, we are doing our part to decrease carbon emissions, water use, and waste disposed and working to reduce the risks of climate-related events to our operations and to make Amgen a better partner for the communities in which we live and work.



*Our sustainability strategy embraces innovation, efficiency, and renewable energy to achieve our 2027 plan.*

## EXPLORING CLIMATE CHANGE AND LUNG HEALTH

Drought, wildfires, heat, flooding, and pollution are already creating serious threats to lung health. According to recent research by public health experts in the United Kingdom, short-term exposure to elevated levels of air pollution from the burning of fossil fuels can exacerbate asthma, affect lung function, and increase respiratory and cardiovascular hospital admissions and deaths. Research also shows that, far too often, people of color and people living in low-income communities live and work in places in areas with increased risks from climate change and are more likely to have chronic lung disease.<sup>25</sup>

As a Company focused on improving health and saving lives, Amgen is determined to be part of the solution. In September 2021, we sponsored a virtual Expert Voices roundtable (hosted by a leading national news outlet Axios) to hear how stakeholders from across disciplines are addressing challenges, and to better understand how Amgen can collaborate to

make an impact. Leaders, subject matter experts, and policy makers from various geographies and disciplines gathered virtually to discuss the widening socioeconomic disparities and preventative measures. They also shared ideas on how to better prepare for future and long-term effects of climate change on lung health. To read more about the conversation, visit [Axios' event recap here](#).

Amgen is also seeking to support lung health through a new collaboration with the [Asthma and Allergy Foundation of America](#) (AAFA). The collaboration aims to help reduce disparities in asthma prevalence, healthcare utilization and mortality among underserved, high-risk populations through the [Health Equity Advancement and Leadership program](#) (HEAL). AAFA will work in 2022 with community-based partners to increase patient knowledge, strengthen patient and physician communications, and help address asthma symptoms.

<sup>25</sup> American Lung Association.

## ENVIRONMENTAL SUSTAINABILITY



### CARBON NEUTRALITY

#### Manufacturing

Through innovative manufacturing technologies implemented at our manufacturing facility in Singapore, we reduced carbon emissions by 69% and water use by 54%, as compared to conventional biotechnology manufacturing.<sup>26</sup> In January 2022, we received FDA approval for a new manufacturing facility in Rhode Island utilizing the same technologies as our facility in Singapore. In addition, in 2021, we announced plans for the construction of new facilities in Ohio and North Carolina. At both, we are embedding environmental sustainability into upfront project design, development, and execution. For example, at our new multiproduct drug substance manufacturing facility in North Carolina, we expect our carbon footprint and water usage to be substantially lower than at a traditional drug substance manufacturing plant due to deployment of innovative technologies and resource conservation. The site will use traditional drug substance technologies and Amgen's latest innovations to create a facility called FlexBatch.

"This new FlexBatch plant exemplifies Amgen's approach to innovative and sustainable biomanufacturing, which—I'm pleased to announce—we are now calling Amgen Ecovation™," said Bob Bradway, Amgen CEO. "This new name underscores what is today and has always been distinctive about biomanufacturing at Amgen: It is highly innovative, efficient, safe, and environmentally sustainable—all in the service of benefiting patients with medicines manufactured according to the highest quality standards."

In Ohio, we are building our new final product advanced assembly and packaging plant to LEED<sup>27</sup> standards to maximize energy efficiency and waste reduction.

#### Electric Vehicles

By 2027, we plan to convert 30% of our sales fleet vehicles to electric vehicles (EV).<sup>28</sup> In 2021, we launched an EV pilot program in the United States, the Netherlands and South Korea, enabling sales representatives and medical liaisons to upgrade their traditional fuel-operated vehicle to a new electric vehicle. Our program also includes EV charging infrastructure improvements in the EV marketplace.

#### Renewable Energy

The generation and procurement of clean, renewable energy is an important component of achieving our 2027 carbon neutrality target.<sup>29</sup> Across our network, each Amgen facility has a portfolio of renewable energy projects. Projects range from installing innovative renewable energy technologies, such as onsite solar arrays, to purchasing electricity from renewable sources. In 2021, we increased the number of facilities sourcing renewable energy, including our major North American sites in Rhode Island and our headquarters in California; our aim is for all Amgen facilities, wherever feasible, to procure 100% renewable electricity by 2027. Our carbon neutrality target applies to Amgen-owned and -operated facilities and operations.

At the end of 2021, renewable electricity accounted for 79% of our total electricity consumption, compared to 41% in 2020. We achieved this increase in renewable electricity through the purchase of renewable energy certificates for electricity consumption at our North American facilities.



### WATER

We plan to achieve our water reduction target<sup>30</sup> of 40% by emphasizing water treatment and recycling as well as reduced primary usage. While our strategy is global, we work with different Amgen sites particularly in water-stressed regions.

Amgen completed externally validated water studies at each of our major manufacturing sites in 2021 to identify additional reduction opportunities. We also established a cross-functional water sustainability team to share projects and best practices globally.

By the end of 2021, Amgen had identified more than 90 potential water reduction projects. These are being reviewed for viability and prioritization, including some key projects involving large utility systems such as reverse osmosis skids and cooling towers. In 2021, Amgen developed water reduction pipeline proposals with the potential for high impact at facilities in water-stressed regions.

<sup>26</sup> As of September 30, 2021.

<sup>27</sup> Developed by the U.S. Green Building Council, LEED is a set of rating systems for the design, construction, operation, and maintenance of green buildings, homes and neighborhoods.

<sup>28</sup> Based on a 2019 baseline.

<sup>29</sup> Carbon neutrality goal refers to Scope 1 and 2 emissions.

<sup>30</sup> Reductions take into account only verified reduction projections, do not take into account changes associated with the contraction or expansion of the Company and are measured against a 2019 baseline.

## ENVIRONMENTAL SUSTAINABILITY



### WASTE

We plan to reduce 75% of waste disposed<sup>31</sup> through recycling and reuse of waste materials sent to landfills or disposed via combustion or incineration without energy recovery. In 2021, three Amgen sites did not send any waste to landfills.

While our strategy prioritizes innovation and efficiency to reduce waste before it's generated, for 2021 Amgen Rhode Island transferred the majority of the landfill waste it did generate to a neighboring state for energy recovery. The change was made, in part, because the Rhode Island Central Landfill, which provides disposal for 97% of Rhode Island residents, is projected to reach its capacity in the next decade.

“ Waste-to-energy incineration is a better alternative to landfills for waste disposal and actually reduces the amount of greenhouse gas emissions in the atmosphere.”

**JIM RAWLEY**, Environmental Healthy & Safety Manager at Amgen Rhode Island



### Mask Recycling – A Silver Lining of the COVID Cloud

The emergence of COVID-19 in 2020 brought with it the need for our employees to wear personal protective equipment (PPE), including masks, and in some cases gloves at Amgen facilities. However, while helping protect the safety of employees and contractors at our sites, we also wanted to mitigate unnecessary waste.

Beginning in July 2020, we partnered with a global leader in recycling hard-to-recycle materials to help. Through our partnership, our employees can dispose of used PPE in onsite collection boxes. Our third-party vendor then breaks down the used PPE into its component fibers and plastics, which can be used to create new products such as plastic lumber for park benches. Through 2021 we recycled—and diverted from landfills—approximately one metric ton of masks at our corporate headquarters in Thousand Oaks, California.



### SUSTAINABILITY BY DESIGN

We are growing with the future in mind by integrating sustainability into our expansion efforts. In 2021, we upgraded our LEED design and construction standards from Silver to Gold certification for all new buildings and major renovations. This includes the design, construction, and operation of our planned new facilities in Ohio and North Carolina. LEED is the most widely used green building rating system in the world.

We also initiated an internal carbon fee as part of our investment lifecycle management (ILM) process, which includes capital projects and building leases. Beginning in 2021, this process now requires project-specific sustainability plans and assigns an internal price to carbon emissions, water intake, and waste generation. For example, projects that increase carbon emissions above an established threshold are charged an internal carbon fee to help ensure that the impact to the environment is accounted for in our decision-making as we consider alternative options with lower environmental footprints.

<sup>31</sup> Reductions take into account only verified reduction projections, do not take into account changes associated with the contraction or expansion of the Company and are measured against a 2019 baseline.

## ENVIRONMENTAL SUSTAINABILITY



### SUSTAINABLE PACKAGING

Amgen is on a journey to reduce the environmental impacts of its packaging through its Global Packaging Sustainability program.

In 2021, we enhanced our Green Packaging Assessment process, showing its impact on our carbon footprint. Moving forward, we plan to conduct life-cycle assessments on existing packaging to inform new, more sustainable designs for Amgen products that reduce adverse impacts on the variety of life in the world, or biodiversity.

We also started to phase out use of PVC in secondary packaging, an accomplishment our manufacturing sites in Ireland and the Netherlands were the first to achieve in 2021. Moreover, in addition to efforts to promote biodiversity, we remain committed to using fully recyclable paperboard from certified sustainable forests in the packaging of all Amgen products and, where regulation allows, to shift to electronic leaflets.

In 2021, the Australian Packaging Covenant Organisation honored Amgen with its Healthcare and Scientific Award. The award showcases Australian industry's commitment to meeting the nation's 2025 packaging targets and building a regenerative, or circular, economy approach to packaging. Among its efforts, Amgen is participating in the reusable Cool Green Shipper collaboration with the logistics company DHL and also examining recyclable and renewable alternatives to PVC in packaging trays for several products packaged in Australia.

### FINDING NEW HOMES FOR SURPLUS ASSETS

To conserve financial resources and reduce environmental impact, Amgen maintains a robust Surplus Asset Management (SAM) program, where staff can repurpose or donate equipment for reuse. This includes items such as laboratory, manufacturing, and facilities equipment; office furniture and supplies; and carts, glassware, and spare parts. SAM also auctions equipment and donates to nonprofit organizations, educational institutions, and programs like the [Amgen Biotech Experience](#) (see page 39), an innovative science education program that empowers teachers to bring biotechnology into their classrooms.



In 2021, we diverted approximately 82 metric tons of materials from landfills through SAM.



For assets not able to be repurposed, SAM responsibly recycled approximately 17 metric tons of material.



Since the program began in 2012, we diverted approximately 1,950 metric tons of materials from the landfill through SAM.



Of this amount, 123 metric tons has been donated to educational programs and nonprofit organizations.

While the program is currently only in the United States, we are exploring expansion to other Amgen sites in Europe.

University of Massachusetts Lowell was one SAM recipient in 2021, receiving donated pipettes and other lab equipment for use in its Cell and Tissue Engineering teaching labs.



## ELECTRIC VEHICLE PILOT PROGRAM ADVANCES CARBON NEUTRALITY GOAL<sup>32</sup>



Brent Meeks spends most of his workdays at Amgen behind the wheel of a car. As a Senior Specialty Sales Representative in Northern California, he visits physicians as much as two hours away from his home across a large rural territory that stretches from Yreka to Davis, California. When he received an email asking for volunteers to join a new electric vehicle pilot program for Amgen's U.S. field fleet, the self-described "car and technology nerd" jumped at the chance to take part.

**"I was excited to join the pilot program because I know electric vehicles are the future," said Meeks. "Along with the sustainability benefits, they're fun to drive!"**

Globally, Amgen's field fleet represents around 15% of the Company's overall carbon footprint, making it the third largest contributor of carbon emissions, behind Amgen's manufacturing facilities in Juncos, Puerto Rico, and Thousand Oaks, Calif.

The goal of the pilot program is to capture lessons learned in preparation for launching a minimum of 1,800 electric vehicles on the road globally by 2027.

"It will take global participation to help Amgen reach carbon neutrality<sup>32</sup> by 2027," said Yanina Barrera, Ph.D., Principal Engineer, Engineering Technical Authority, who leads Amgen's sustainability efforts to increase electrification<sup>33</sup> of the field fleet to at least 30%, and electrifying our fleet in countries that are ready is critical to making that happen."

The pilot has not been without challenges, ranging from the lower mileage range of electric vehicles paired with limited charging infrastructure availability in some territories, and the lack of available vehicles due to supply chain issues. Nevertheless, as of January 1, 2022, Barrera's team has placed orders for 195 electric vehicles, which have been assigned to field staff. Planning is also underway for deployment of all-electric vehicles in other geographies, and we have launched the program in the Netherlands and South Korea.

To support the transition, Amgen is providing home charger installation and hosting driver workshops to educate on issues such as public charging stations and reimbursement processes for electricity usage.

For Meeks, it's an experience he has been glad to be part of. "I look forward to driving the car -- It's fun, it's high tech, and it puts a smile on my face every time."

<sup>32</sup> Carbon neutrality goal refers to Scope 1 and 2 emissions.

<sup>33</sup> Based on a 2019 baseline.

## ENVIRONMENTAL SUSTAINABILITY

### 2021 PERFORMANCE DATA

We measure and report on our overall carbon emissions, energy, water use, and waste disposed. We include data gathered from 16 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 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 2021 environmental data have undergone a reasonable assurance audit. Highlights of our environmental performance are presented below; more detailed data can be found [here](#).



### OTHER REPORTS

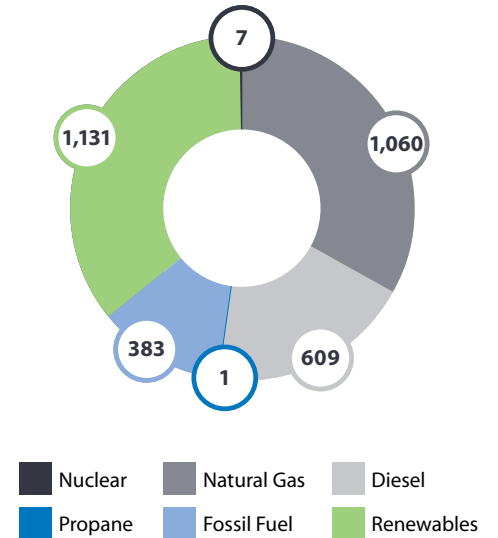
The CDP is an international nonprofit organization and reporting platform that helps companies and cities disclose their environmental impacts. Since 2010, Amgen has reported to the CDP and you can find our most recent CDP reports for Climate Change and Water [here](#). Our reports provide additional details about Amgen's governance, strategy, risk management, metrics, and targets related to climate change and water.

Over time, CDP's disclosure platform for climate change has evolved to contain over 25 questions (within its governance, risks and opportunities, strategy, targets and emissions modules) that are aligned with the recommendations of the Task Force on Climate-related Financial Disclosures, or TCFD; this platform is now nearly in full alignment with the TCFD. We continue to report to the CDP as completely as possible and, in 2022, we are undertaking a TCFD-aligned scenario analysis assessment to improve our understanding of the physical and transitional effects of climate change as well as to inform our future reporting. Additionally, while the Company's 2027 environmental sustainability targets do not incorporate Scope 3 emissions, we continue exploring approaches to better understand this area, including identifying potential emissions reduction opportunities in our value chain.

### ENERGY

In 2021, we increased the amount of renewable energy in our purchased electricity to 79% compared to 41% in 2020. We purchased in-country renewable energy certificates to make our facilities in Thousand Oaks, CA; West Greenwich, RI; Louisville, KY; Cambridge, MA; Breda, Netherlands; and Singapore use 100% renewable electricity. This is in addition to our GreenPower Purchase Plans with local utilities at our facility in Ireland and our two locations in Great Britain.

**2021 Energy Use by Source**  
(1,000 GJ)



# ENVIRONMENTAL SUSTAINABILITY

## CARBON

Carbon emissions from onsite combustion of fuel and purchased energy in 2021 decreased by 88,000 metric tons (MT) from 2020. This represents a 36% reduction from the previous year and was primarily achieved through the increased procurement of renewable electricity, as discussed above, for our North American facilities.

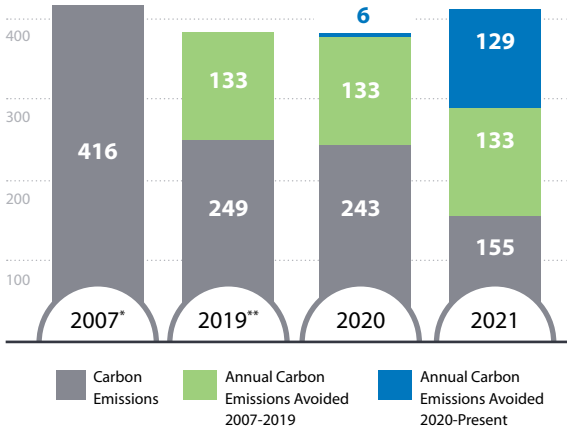
## WATER

Our total water usage in 2021 decreased by 117,000 cubic meters (CM) from 2020. Water usage decreases are a result of water reclamation projects, irrigation control enhancements and completion of equipment commissioning (which temporarily increased water usage in 2020). Since 2007, we have avoided the usage of 1 million CM annually through the implementation of water innovation and efficiency projects.

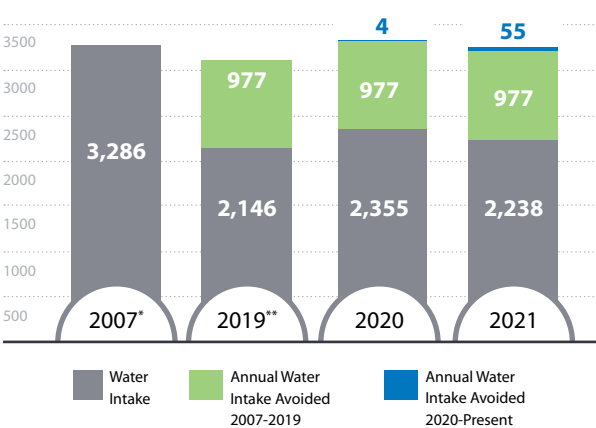
## WASTE

Waste disposed decreased in 2021 primarily due to an increase in the Amgen Rhode Island waste-to-energy conversion at a nearby facility. The Amgen Rhode Island manufacturing facilities now divert 80% of landfill waste to the waste-to-energy facility.

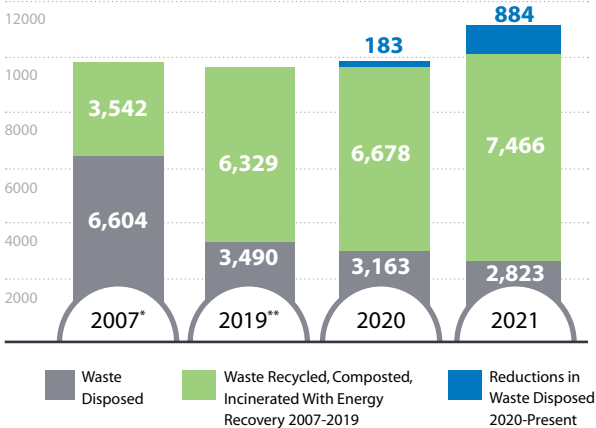
### Carbon Emissions From Onsite Combustion of Fuel and Purchased Energy (1,000 MT)



### Water Intake (1,000 CM)



### Waste Generation (MT)



\* Amgen Sustainability program base year. \*\* 2027 Plan base year.

# A HEALTHY AMGEN

*We hold ourselves to high standards in our operations—working to ensure that our actions and culture reflect Amgen’s values.*



**ZERO**  
class 1 or 2 product recalls\*



2021 Highlights

**800+**  
Amgen employees served as  
cybersecurity ambassadors,  
representing 34 countries and  
every function within the Company



**100%**  
of employees trained  
on the Code of Conduct

\*A Class 1 recall is defined by the U.S. Food and Drug Administration (FDA) as a situation in which there is a reasonable probability that the use of or exposure to a violative product will cause serious adverse health consequences or death. A Class 2 recall is defined by the FDA as a situation in which use of or exposure to a violative product may cause temporary or medically reversible adverse health consequences or where the probability of serious adverse health consequences is



# A HEALTHY AMGEN

*Our business is built on an unwavering commitment to integrity and compliance, which is demonstrated by our staff members every day through their words, decisions and actions.*



**AMBITION**

We seek to strengthen and maintain the trust of the stakeholders we serve. This is not only the right thing to do, but also essential for the long-term health of Amgen and all we serve.



Our commitment to integrity and compliance requires preserving our heritage of high ethical values and standards, ensuring accountability for our actions, and putting the patient first. Quite simply, it requires doing things right and doing the right things.

This approach is woven through all facets of our organization by robust governance practices, global policies, performance management systems, training, and ongoing monitoring and remediation. It is also built on a culture of transparency and engagement with stakeholders.

- CORPORATE GOVERNANCE
- BUSINESS ETHICS
- ETHICAL RESEARCH
- PATIENT SAFETY & PRODUCT QUALITY
- CYBERSECURITY & DATA PRIVACY
- GOVERNMENT AFFAIRS & PUBLIC POLICY

## CORPORATE GOVERNANCE

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

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 the Governance and Nominating Committees.

Our Board of Directors is guided 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 Board operates in alignment with two codes of business conduct—the Amgen Board of Directors’ Code of Conduct that applies to our Board and a global Code of Conduct that applies to our Board, all our staff, and others conducting business on our behalf. Annual training on the global Code of Conduct is required and our Board participates in such training. Our Corporate Governance Principles and codes of conduct may be found [on our website](#).

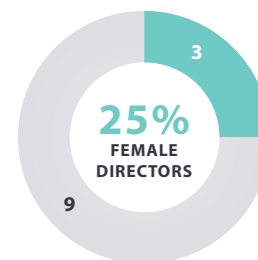
Board of Director composition is an area of focus for the Board. Reflecting our Board’s commitment to refreshment, the Board has appointed seven new directors since 2015, including women as well as those from underrepresented communities, adding critical skills and experience to our Board in furtherance of our strategic priorities.

Our Governance and Nominating Committee regularly screens and recommends candidates for nomination by the full Board and, among other things, considers feedback received during the annual Board and committee evaluation process, investor feedback, our qualification guidelines and skills matrix, director commitment levels (with consideration given to public company leadership roles and outside commitments) and diversity.

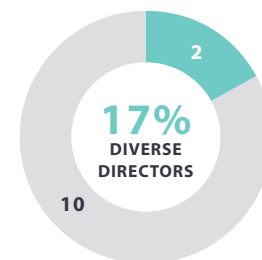
The Governance and Nominating Committee and the Board of Directors view diversity as a priority, consider diversity in its determinations, and seek representation across a range of attributes. Diversity includes race, ethnicity, age, and gender and is also broadly construed to take into consideration many other factors, including industry knowledge, operational experience, scientific and academic expertise, geography, and personal background. In an effort to best support maintaining and expanding the diversity of our Board, our Governance and Nominating Committee actively seeks diverse candidates, including women and minority candidates, as part of its search for new directors.

As part of its oversight of the Company, our Board of Directors 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 deliver stockholder value. Our Board believes that a fundamental part of risk management is understanding the risks that we face, adopting appropriate controls and mitigation activities for such risks, monitoring these risks, and responding to emerging developments for such risks.

For more information on our Board and our corporate governance practices, please visit our website and our [2022 Proxy Statement](#).



**GENDER DIVERSITY**



**RACIAL/ETHNIC DIVERSITY**

## BUSINESS ETHICS



*Amgen staff are privileged to be part of a Company that develops and delivers medicines to treat seriously ill patients. That privilege comes with important ethical and legal considerations. To deliver on our mission, we must conduct business ethically and with integrity, and also effectively comply with the laws and regulations that govern our business and industry.*

### VALUE CREATION

**We operate within a highly regulated and increasingly complex environment.**

Our Worldwide Compliance and Business Ethics organization is charged with navigating these requirements and anticipating emerging issues.

We do this through our annual Global Risk Assessment and by developing proactive plans to mitigate the risk of unethical business practices.

We disclose policies that govern how we operate and our efforts to help ensure enterprise-wide compliance with them to further increase the trust and support of our stakeholders.

Together, the Amgen Values and Code of Conduct serve as principles that guide the way we conduct business. The Amgen Values define the day-to-day behavioral expectations of every Amgen staff member around the world. The Code of Conduct is our guide to doing the right thing. Including demonstrating high ethical standards, good judgment, and accountability for our actions.

Our Code of Conduct applies to every person who does business on behalf of our Company worldwide—including our Board, all employees and all levels of management, as well as consultants, contract workers, and temporary workers (as applicable by law). We require all employees to take Code of Conduct training annually; our Code is available in 24 languages to support global understanding.

Our staff and anyone external to the Company can report suspected misconduct or ask a question by phone or via the Internet using Amgen's Business Conduct Hotline. We provide regular updates on the number and types of reports received through the Business Conduct Hotline to the Corporate Responsibility and Compliance Committee of our Board of Directors. Amgen's nonretaliation policy prohibits any form of retaliation or intimidation against Amgen employees for reporting a concern in good faith.

## BUSINESS ETHICS

### Tone at the Top

Our leaders play a critical role in creating an ethical culture. At Amgen, all managers are responsible for 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 participate in our annual Global Ethics and Compliance Declaration Program, which provides them with a framework and resources to demonstrate their commitment to ethics and compliance. Leaders are required to execute an ethics and compliance engagement plan and sign a declaration form confirming that they have executed against their plan and have reported any potential noncompliance incidents to Human Resources or the Business Conduct Hotline (including any violations of our Conflict of Interest policy).

### Strengthening Our Safe-to-Speak-Up Culture

In 2020, we found through employee survey responses that our employees wanted to better understand Amgen's Business Conduct Hotline. This led to efforts in 2021 to strengthen Amgen's speak-up culture and raise awareness of Amgen's report handling and investigative process, as well as our nonretaliation policy. Our goal is for 100% of Amgen employees to be aware of how to report concerns or ask questions and feel comfortable doing so. During the first half of 2021, we created and disseminated awareness materials through multiple channels, including our leaders, to help set the correct ethical "tone at the top."

### Robust Anti-Bribery/Anti-Corruption Compliance Program

We are committed to competing lawfully and ethically in the marketplaces across the geographies in which we operate. We have a robust anti-bribery/anti-corruption program, which includes a global policy that states our expectation that all employees "conduct all aspects of Amgen business lawfully and with integrity." All employees are trained on this policy as part of our annual Code of Conduct training. Tailored, function-centric training is also assigned to select groups such as Global Commercial Operations, Research and Development, and Operations. In addition, we perform periodic risk assessments to support programmatic improvement opportunities, as well as ongoing audit and monitoring activities. Our anti-bribery/anti-corruption program also extends to third parties and intermediaries doing business on behalf of Amgen and includes periodic auditing, training, and due diligence.

### ➤ MORE INFORMATION

[Business Ethics and Compliance](#)  
[Staff Code of Conduct](#)  
[Board of Directors Code of Conduct](#)  
[Code of Ethics for CEO and Senior Financial Officers](#)  
[Corporate Compliance Policies](#)  
[Reporting a Concern at Amgen](#)

## 2021 PERFORMANCE DATA



# 83%

**of Global Pulse Survey respondents** stated they are aware of the various ways to seek guidance on ethical matters



# 100%

**of employees trained** on the Code of Conduct

### Making Compliance Easier Than Ever

In 2021, we made it easier for employees to be compliant by streamlining and consolidating policies around the globe and making information easier to find. In the United States, this included the introduction of the Amgen BlueBook, which combines our U.S. Healthcare Compliance requirements into one comprehensive document to better enable employees to find the compliance information they need to do their jobs in an intuitive, flexible, and responsive way.

We also introduced several "just-in-time" microlearning courses to employees based on their roles and daily activities to increase engagement and knowledge retention.



## ETHICAL RESEARCH

### VALUE CREATION

**Conducting our R&D activities in accordance with our internal policies and 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.



*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.*

### CLINICAL RESEARCH AND DEVELOPMENT

At any given time, Amgen may conduct or is conducting hundreds of clinical trials involving many thousands of patients. The rights, dignity, safety, and well-being of trial participants are critical to the effective conduct of Amgen clinical trials. To that end, our Global Code of Ethics governs the design and conduct of Amgen-sponsored clinical trials. Our high standards meet or exceed applicable local laws as well as widely accepted international regulatory standards.

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 leading industry organizations, including the European Federation of Pharmaceutical Industries and Associations (EFPIA) and the International Federation of Pharmaceutical Manufacturers & Associations (IFPMA).

Amgen is committed to providing scientifically accurate, truthful, nonmisleading, and well-balanced results to the scientific community – regardless of trial outcome or regulatory approval. We aim to submit the results of the primary analysis of all completed Amgen-sponsored phase 2 and phase 3 studies (and some phase 1 studies) to medical congresses or

peer-reviewed journals within 18 months of trial completion. In addition, we post technical summary results on the registries in which the study was registered. We also register certain Amgen-sponsored noninterventional studies on the EU PAS Register before the start of data collection, including

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

In 2021, in compliance with the EU Clinical Trial Regulation, we began providing plain-language summaries of trial results for all new interventional clinical trials that include sites in the EU. Summaries are publicly available in every language used during the clinical trial on the Amgen Trials webpage, Trial Results Summaries portal, and, as applicable, on the EU Clinical Trials Information System.

We continue to advance our work to improve diversity and representation of racial and ethnic minority populations in clinical trial research at Amgen by advancing solutions and advancing dialogue across the industry. We have developed a framework to embed inclusive research principles across our clinical trial lifecycle process. We are also working to

## ETHICAL RESEARCH

develop relationships with community organizations, HBCUs and Hispanic-serving institutions, government officials, and healthcare providers and patients from underserved and underrepresented communities to raise awareness of clinical trials and build trust. Moving forward, we will continue to evolve how we capture, analyze, and report demographic data for our clinical trials. To learn more, visit [page 21](#).

### 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 longtime proponent of the principles of Reduction, Refinement, and Replacement (“the 3 Rs”) in the required use of animals in research. Amgen is fully committed to the development and use of scientifically validated alternative testing methods that are acceptable to regulatory authorities and do not compromise patient safety. We are engaged internally and in cross-industry efforts aimed at developing and refining new in-vitro testing and predictive systems that hold promise for future reduction of animal usage. As part of these activities, Amgen works directly with global regulatory authorities to increase the recognition and acceptance of alternative models where such methods can be used appropriately.

Amgen works to comply with all applicable global laws and regulations, including the gold standards of accrediting bodies. 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. We have a robust, proactive process to monitor their compliance with our standards. In 2021, we updated our Commitment to the Ethical Use of Animals in Research policy statement to make our oversight process more transparent.

### USE OF STEM CELLS

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. In 2021, we published a policy position statement on our use of fetal stem cells, which is available [here](#).

### 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. 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.



### ➤ MORE INFORMATION

[Global Code of Ethics for Clinical Trials](#)  
[Clinical Trial Transparency, Data Sharing](#)  
[and Disclosure Practices](#)  
[Guidelines for Publications](#)  
[Commitment to the Ethical Use of Animals](#)  
[in Research](#)  
[Position Statement on Stem Cell Research](#)  
[Position Statement on Biobanking of](#)  
[Human Samples](#)

## PATIENT SAFETY & PRODUCT QUALITY

### VALUE CREATION

**To remain a leader in our sector, we must continue to provide healthcare professionals and patients with confidence in our products and the information they need to prescribe and use them appropriately.**

We must also maintain the trust of worldwide regulatory authorities through our commitment to product safety and quality.



*With more than four decades of experience in biotechnology and a record of reliably supplying high-quality medicines to patients, Amgen is a worldwide leader in research, development, and manufacturing of complex biologic therapies focused on the safety of patients and the safe and effective use of our products.*

### PATIENT SAFETY

Patient safety is overseen by Amgen's Global Patient Safety organization, whose work begins at the earliest stage of the drug development journey, when a new product development team is formed. All potential new Amgen medicines undergo years of preclinical and clinical testing to establish their safety and efficacy profiles. This includes appropriate dosing levels and acceptable benefit-risk profiles. Once a product receives marketing approval from health authorities, safety data collection continues through multiple channels. This includes additional clinical and post-marketing studies, reports by patients and healthcare professionals, registries, and scientific literature.

Our Global Patient Safety organization includes Amgen colleagues in 46 countries. Amgen's Global Patient Safety team executes pharmacovigilance activities in collaboration with our worldwide team members, including Local Safety Officers (LSOs) who provide expertise and oversight regarding regional and country-specific regulatory requirements.

Through our pharmacovigilance system, we capture, document, and evaluate adverse events and other safety reports regarding the use of our therapies. Data collected are processed and analyzed centrally by our pharmacovigilance

team, in compliance with global and local regulatory requirements. Our Global Patient Safety team maintains oversight of all pharmacovigilance-related activities and collaborates with colleagues across Amgen to communicate product information in a timely, transparent, and accurate manner to patients, prescribers and regulatory agencies around the globe.

**“ In Global Patient Safety, we see ourselves as the voice of the patient, for every patient using Amgen products throughout that product's lifecycle. ”**

**FATIMA BHAYAT,**  
Vice President and Head of Global Patient Safety



## PATIENT SAFETY & PRODUCT QUALITY

All Amgen staff complete annual training on adverse events and product complaint reporting. Amgen staff who learn of potential adverse events, product complaints, and other safety findings are required to report the information to our Global Patient Safety team in accordance with our corporate policies and Code of Conduct.

### Investing in Technology to Increase Safety, Efficiency, and Compliance

In recent years, there have been major changes in the pharmacovigilance regulatory landscape. At the same time, our product portfolio and development pipeline have continued to expand, as has the number of countries in which we market our products. We continuously implement improvements as appropriate to increase the efficiency of our pharmacovigilance system, enhance the quality of our data, strengthen compliance with regulations, and help promote patient safety. As part of our efforts, we continue to enhance our use of technology to further automate capabilities for adverse event and other safety reports coming from Amgen's U.S. Medical Information Call Center and other companies that market our medicines in different countries.

We are also using artificial intelligence to expedite and enhance our processes to produce higher-quality data insights. With these insights, we use analytical tools to

conduct root cause analyses to better understand and proactively address product safety and quality concerns – with the objective to enhance patient experiences with Amgen products.

### PRODUCT QUALITY

We employ an enterprise-wide Quality Management System (QMS) composed of processes that work together to translate customer, quality, and regulatory requirements into Amgen products to help ensure a favorable safety and effectiveness profile through each stage of a product's lifecycle. This supports our ability to reliably supply high-quality medicines to patients on time every time. The system includes numerous quality checks and is based on a set of global [Quality by Design](#) principles. It is built in accordance with more than 150 country, regional, and international standards and regulations covering pharmaceuticals, medical devices, and combination products including ISO 13485, current Good Manufacturing Practices (cGMP), and ICH guidelines. We hold the required clinical, commercial, manufacturing, wholesale and distribution licenses, as well as necessary GxP certificates issued by governing health and regulatory authorities.

We conduct investigations when deviations to our specifications or quality standards occur. We determine the root cause and implement corrective actions to ensure that we maintain high levels of compliance and quality.

Amgen has a robust QMS training program for all of our employees and many third parties. All third parties providing services or products manufactured to GxP standards are

required by regulation to have their own quality assurance department and a formal training process. Our training program is rigorously examined during internal and external audits. New employees receive training on cGMP, other regulatory requirements and emerging trends. Existing employees receive this training on an annual basis.

We assess compliance with our QMS and global regulations through audits conducted by our internal audit teams. Our audit plans are risk-based and assess operations or activities with a higher potential to affect product quality and/or patient safety.





## PATIENT SAFETY & PRODUCT QUALITY

### SUPPLIER COMPLIANCE

External service providers, component suppliers, and contract manufacturers play an increasingly important part in Amgen's manufacturing strategy. Their operational performance and compliance with applicable regulations have direct impact on the quality of Amgen final drug and combination products. Because of this, we audit the operations of our suppliers to help ensure the products they manufacture or services they provide meet Amgen's and regulators' expectations for quality. We have formal programs to continuously monitor the performance and provide oversight and support for our suppliers.

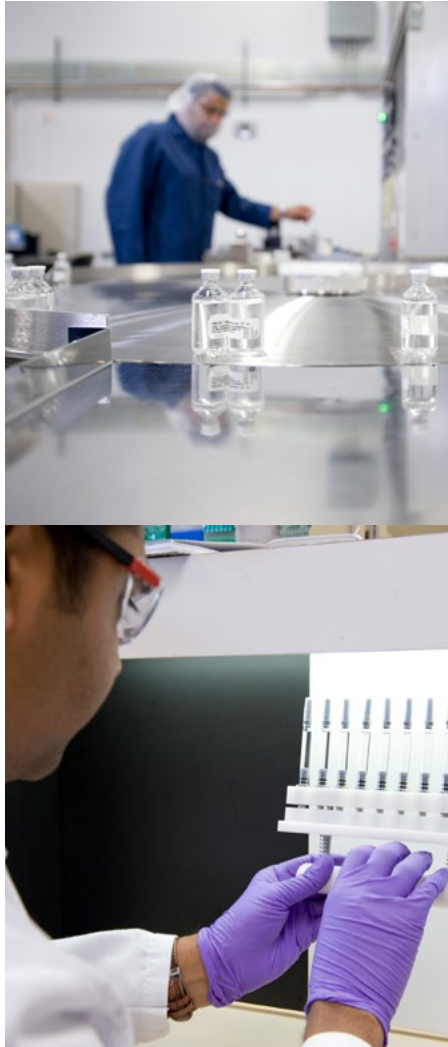
#### ➤ MORE INFORMATION

[Global Patient Safety](#)

[About Amgen Clinical Trials](#)

[Adverse Event and Product Complaint Reporting](#)

[Quality Assurance of Our Medicines](#)



### GUARDING AGAINST COUNTERFEIT MEDICINES

Amgen takes the issue of counterfeit drugs very seriously and applies significant efforts to deter, detect, and disrupt criminal counterfeiting of our medicines, including



Employing sophisticated technology to hamper the ability of counterfeiters to create packaging that resembles Amgen's packaging.



In the United States, requiring wholesalers to buy only directly from Amgen, and auditing compliance with these purchasing practices.



Partnering with federal and state law enforcement agencies to investigate and prosecute those involved in product tampering and counterfeiting, facilitating the arrest and conviction of counterfeiters.

In addition, Amgen uses industry-leading serialization and traceability technologies where required to advance the security of the supply chain and protect our products and patients. Amgen products have distinctive security features that allow us to confirm whether a product has been legitimately produced following Amgen quality standards.

For more information, see our [counterfeit drug statement](#).

## CYBERSECURITY &amp; DATA PRIVACY

## VALUE CREATION

**Amgen relies on information systems to operate its business, including the collection and retention of personal data entrusted to us by patients, customers, employees, and others.**

Continued access to data allows Amgen to develop and deliver products and solutions that provide value to patients worldwide and improve health outcomes. In addition, strong defenses against cyber threats support the Company's business continuity and resilience.

<sup>34</sup>The international standard for information security management developed by the International Organization for Standardization and the International Electrotechnical Commission.

*We have robust systems and processes in place to support the ethical use, management, and protection of all information and data.*

Our Chief Information Security Officer oversees our enterprise-wide cybersecurity program, which follows internationally recognized industry standards including ISO/IEC<sup>34</sup> 27002. Amgen has multiple mechanisms in place designed to guard against cyber threats, including a global team that gathers threat intelligence and conducts ongoing monitoring. Our Global Privacy Compliance team maintains policies and processes that guide how we collect, maintain, and protect personal information based on the legal and regulatory requirements of the many regions where we do business. Examples of the practices we follow to support the integrity of our data protection processes include



Collecting and using the minimum amount of personal information necessary to achieve our business purposes.



Sharing personal information only with individuals who have a legitimate need for it and will protect it.



Maintaining appropriate administrative, technical, and organizational security measures to protect personal information.



Conducting vendor assessments to review third-party applications and technologies that contain personal and sensitive information.



Monitoring technical and organizational measures to safeguard the data through appropriate user access management, secure file transfers, and consent management.

All Amgen employees receive annual security awareness and compliance training that includes information on applicable data security and privacy laws and regulations – including the EU General Data Protection Regulation – and the appropriate handling of personal information in the Company's various markets. The global training programs are available in 24 languages.

We also host regular employee awareness events and campaigns on topics such as ransomware, identity theft, and mobile security, and conduct internal phishing exercises. New in 2021, to keep employees educated and engaged on cybersecurity, we launched a series of virtual cyber escape rooms where teams compete to solve security challenges.

Amgen is also a member of the Health Information Sharing and Analysis Center, a community of critical infrastructure owners and operators within the healthcare and public health sector focused on sharing timely, actionable, and relevant information.

[↗ MORE INFORMATION](#)  
[Protection of Personal Information Policy](#)

# INFORMATION SECURITY IS EVERYONE'S BUSINESS

## At Amgen, protecting information is not something that “someone else does” – it is a responsibility everyone shares.

“Increasingly sophisticated threats to our information and data, including the personal information entrusted to us and the records we maintain, is a matter of concern to us all,” said Greg Barnes, Global Chief Information Security Officer at Amgen. “Information protection is a responsibility we all share to achieve our collective mission of serving patients.”

To encourage employee engagement, the Company created a community of security advocates through its Sentinels Program. Now in its seventh year, the program has become one of the largest of its kind in the private sector, with over 800 Amgen employees serving as Chief Sentinels, representing 34 countries and every function within the Company.

Globally, 85% of all security incidents at large enterprises are based on human error,<sup>35</sup> such as inadvertently clicking on a phishing email or downloading malicious software. Amgen's Sentinels Program addresses these human-related risks head-on with robust education and engagement programs on our approach to prevent, defend, detect and respond to cyberthreats.

The program operates like a “Neighborhood Watch” for information – a community of security advocates who, working in partnership with Amgen's Global Information Protection (GIP) team, are the Company's information protection eyes and ears on the ground. They are alert and vigilant at a local level and, with GIP's guidance, help their local business area and team protect itself by keeping staff informed about threats and empowered with tools and knowledge to stay secure.

Alix Stahl, who is an Organizational Effectiveness Manager at Amgen and has been a Chief Sentinel since 2014, says there is an important “human factor to protecting Amgen's information.” Stahl helps train new hires on cybersecurity and distributes awareness materials at Amgen headquarters, where she is based.

With training, any Amgen employee can become a Chief Sentinel. All Sentinels receive ongoing training, which involves innovative approaches such as cyber escape rooms and gamification where employees earn badges.

*“ A Sentinels’ role is simple and should be what we do every day as good corporate citizens – be alert, respond to issues, and advocate the use of information protection best practices in everything we do. The Sentinels Program is about putting our information center stage and ensuring that we all understand the important role we all play in protecting it. ”*

**ALIX STAHL,**  
Organizational Effectiveness Manager at Amgen



<sup>35</sup> Verizon 2021 Data Breach & Incident Report (DBIR): <https://www.verizon.com/business/resources/reports/dbir/>.

## GOVERNMENT AFFAIRS & PUBLIC POLICY



*Amgen operates in a highly regulated environment and decisions made by elected officials can have a significant impact on our ability to serve patients.*

Amgen's Global Government Affairs and Policy (GGA&P) team participates responsibly and constructively in the legislative process. We work to communicate information to elected officials and other policymakers in Washington, D.C., and in U.S. state capitols around the country in support of public policies that are consistent with our mission to serve patients —promoting access to new and existing medicines, fostering scientific innovation, and protecting intellectual property.

Amgen supports candidates and organizations who work to advance healthcare innovation and improve patient access. We disclose all our political contributions on our [website](#). The Corporate Responsibility and Compliance Committee of the Board of Directors oversees our approach to government affairs.

Amgen administers an employee-funded political action committee (PAC) through which direct contributions are made to federal and state candidates for elected office and related committees. The Amgen PAC supports candidates from both parties. Decisions regarding who the PAC supports are made without regard for the personal political preferences of members of Amgen's Board of Directors or PAC Board, executives, or GGA&P staff. The Board of the Amgen PAC, currently composed of 10 employees, has oversight of all PAC activities. All PAC financial and compliance activities are audited by a third-party firm.

Under certain circumstances, Amgen contributes to other state-level political committees. At this time, Amgen has not made federal independent expenditures on behalf of candidates running for federal office under the 2010 Supreme Court decision in *Citizens United*.

In addition to the Company's own political and legislative activity, Amgen maintains memberships in trade associations that report lobbying activity to the U.S. government. Amgen supports trade associations that champion scientific innovation and patient access to new and existing therapies.

Outside the United States, rules governing interactions with policymakers vary by country. Amgen has implemented internal policies regarding compliance with all applicable laws and regulations in countries where relevant interactions with policy makers occur, including the U.S. Foreign Corrupt Practices Act.

### ➤ MORE INFORMATION

[Lobbying Disclosure Act reports](#)

[Lobbying disclosure by state](#)

[Political contributions and trade memberships](#)



## APPENDIX

### UNITED NATIONS GLOBAL COMMUNICATIONS 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

- The Amgen Foundation committed \$3 million in grants to racial and social justice initiatives, economic empowerment, and equal opportunity in education.
- Amgen engaged with underserved and underrepresented communities through a series of community health equity advisory boards to help better meet their needs and build long-term, sustainable relationships.
- The Amgen Foundation promoted science education for underserved students throughout the world through innovative virtual initiatives with Khan Academy and Harvard University through LabXchange; these efforts reached over 27 million students and educators globally in 2021.
- Continued to monitor our suppliers' compliance with our Supplier Code of Conduct and internationally recognized human rights standards.

#### LABOR RIGHTS

- In support of our OneTen pledge,<sup>36</sup> we announced investments in two new sites—located in North Carolina and Ohio—that are expected to create more than 750 jobs drawing from a diverse field of talent.
- Ninety-eight percent of staff worldwide completed Managing Unconscious Bias training.
- Increased membership in our 11 Employee Resource Groups by 41 percent—membership now exceeds 11,000 employees in 60 global chapters.
- Launched a mentoring program designed specifically to help connect high-performing women of color with senior leadership and provide opportunities for advocacy and sponsorship.
- Continued to monitor our suppliers' compliance with our Supplier Code of Conduct and internationally recognized human rights standards including those that seek to prevent forced and child labor, support fair pay based on applicable wage laws, and allow for freedom of association.

#### ENVIRONMENT

- Increased our total sourcing of renewable electricity to 79% compared to 41% in 2020.
- For the first time, we linked our executive pay to environmental sustainability with the addition of an ESG goal in Amgen's annual incentive compensation plan.
- Initiated environmental sustainability impact assessments for all capital funding requests as part of Amgen's capital funding program.

- Updated Amgen's sustainability design standard target for the LEED certification.

#### ANTI-CORRUPTION

- Redesigned our U.S. Healthcare Compliance training and standardized our global processes and compliance requirements for international staff when interacting with members of the healthcare community.
- Launched an initiative to strengthen Amgen's speak-up culture and raise awareness of Amgen's report handling and investigative process, as well as our nonretaliation policy.
- Introduced the Amgen BlueBook, which combines our U.S. Healthcare Compliance requirements into one comprehensive document and enables staff to find the compliance information they need to do their jobs in an intuitive, flexible, and responsive way.

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 data aligned with the major categories of UNGC principles.

<sup>36</sup> We are a founding member of OneTen, a coalition of many 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 well-paying, family-sustaining jobs over the next 10 years.

## APPENDIX

## COMPANY PERFORMANCE DATA

Type	Unit	2017	2018	2019	2020	2021
Total Revenue	\$ Millions	\$22,849	\$23,747	\$23,362	\$25,424	\$25,979
Product Sales	\$ Millions	\$21,795	\$22,533	\$22,204	\$24,240	\$24,297
Non-GAAP Net Income (i)	\$ Millions	\$9,246	\$9,573	\$9,028	\$9,795	\$9,797
Non-GAAP R&D Expenses (i)	\$ Millions	\$3,482	\$3,657	\$4,027	\$4,085	\$4,296
Total Energy (ii)	1,000 GJ	3,709	3,284	3,094	3,286	3,193
Total Carbon From Energy (ii)	1,000 MT CO <sup>2</sup> Eq	278	263	249	243	155
Total Water Withdrawal (ii)	2,000 CM	2,320	2,093	2,146	2,355	2,238
Total Routine Waste (ii)	MT	9,856	9,642	9,818	9,841	10,289
Environmental Notices of Violation (NOVs) (iii)	1 NOV	1	3	2	1	3
Recordable Incident Rate	Injuries per 100 workers	0.36	0.42	0.31	0.31	0.19
Staff Lost Day Case Rate	Injuries per 100 workers	0.12	0.14	0.12	0.08	0.09
Staff Fatalities	People	1	0	0	1	0
Motor Vehicle Safety	Collisions per million miles	NA	NA	4.40	3.38	3.09
Amgen Employees*	People	20,800	21,500	23,400	24,300	24,200
% of Women in Total Workforce**	People	51	52	52	52	52
% of Women Management Level (iv)**	People	44	45	46	47	49
% of Women Executive Level (v)**	People	37	36	39	42	44
% of Ethnic Minority in Workforce (U.S.)	People	45	45	47	48	51
% of Ethnic Minority Management Levels (U.S.) (iv)	People	39	39	41	42	44
% of Ethnic Minority Executive Level (U.S.) (v)	People	24	25	27	30	32
Value of Medicines provided at no cost in low- and middle-income countries through Direct Relief (vi)	\$ Millions	\$0	\$69+	\$0	\$73+	\$5
Value of medicines provided at no cost to low-income patients in the United States through the Amgen Safety Net Foundation (vi)	\$ Billions	\$0.9+	\$1.2+	\$1.4+	\$1.5+	\$2.2+

## 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](http://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; Sao 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.

\*As reported in Amgen's Form 10-K for the fiscal years ended December 31, 2017 through 2021.

\*\* Data based on total headcount as reported in our Form 10-K for the year ended December 31, 2021, modified to reflect active employee headcount which, among other things, excludes co-ops and interns. Also excludes Gensenta Pharmaceuticals and deCode Genetics.

## APPENDIX

## SASB INDEX

This ESG Report is part of Amgen's overall commitment to providing robust reporting on our ESG performance. We have also reported information in our [Annual Report and 10-K](#), as well as our [Proxy Statement](#), which may be useful to our investor's understanding of our activities that support our ESG efforts. As noted previously, this ESG Report was prepared in alignment with the [Biopharma Sustainability Roundtable Investor ESG Communications Guidance](#), which considers key elements and principles of the Sustainability Accounting Standards Board (SASB) standard for the Biotechnology industry.

In the table below 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 (SEC). 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 Product Quality and Patient Safety section of this Report; the <a href="#">Global Code of Ethics for Clinical Trials, Quality</a> and Global <a href="#">Patient Safety</a> sections of our website; and the Business and Risk Factors section in Part I of the <a href="#">10-K</a> .
	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 <a href="#">10-K</a> and quarterly <a href="#">10-Qs</a> .
	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 <a href="#">10-K</a> and quarterly <a href="#">10-Qs</a> .

## APPENDIX

SASB TOPIC	ACCOUNTING METRIC	UNIT OF MEASURE	CODE	REPORTING
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 Medicines section of this Report, as well as <a href="#">Access to Medicines Initiatives Outside the US</a> section of our website and the Improving Patient Access to Medicines section of our <a href="#">2022 Proxy Statement</a> (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 2021.
Affordability and 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 <a href="#">10-K</a> and quarterly <a href="#">10-Qs</a> .
	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 <a href="#">Our Approach to Pricing, Access and Affordability</a> and <a href="#">Amgen's Approach to Responsible Pricing</a> sections of our website; the Management, Discussion and Analysis and Risk Factors sections of the <a href="#">10-K</a> and quarterly <a href="#">10-Qs</a> ; and the Approach to Pricing Our Products section of the 2022 Proxy Statement (within the Compensation Discussion and Analysis subsection).



## APPENDIX

SASB TOPIC	ACCOUNTING METRIC	UNIT OF MEASURE	CODE	REPORTING
	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 <a href="#">Our Approach to Pricing, Access and Affordability</a> and <a href="#">Amgen's Approach to Responsible Pricing</a> sections of our website; the Management, Discussion and Analysis and Risk Factors sections of the <a href="#">10-K</a> and <a href="#">10-Qs</a> ; and the Approach to Pricing Our Products section of the 2022 Proxy Statement (within the Compensation Discussion and Analysis subsection).
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 <a href="#">FDA MedWatch database</a> .
	Number of fatalities associated with products as reported in the FDA Adverse Event Reporting System	Number	HC-BP-250a.2	See <a href="#">FDA Adverse Event Reporting System</a> .
	Number of recalls issued, total units recalled	Number	HC-BP-250a.3	See the 2021 Highlights in the "A Healthy Amgen" section of this Report; further, Amgen discloses material legal and regulatory issues in its annual <a href="#">10-K</a> and quarterly <a href="#">10-Qs</a> .
	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 <a href="#">Product Sustainability</a> section of our website (see the Product Packaging and Lifecycle section); in addition we provide information about the <a href="#">California Safe Needle Collection and Disposal Plan</a> .

## APPENDIX

SASB TOPIC	ACCOUNTING METRIC	UNIT OF MEASURE	CODE	REPORTING
	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 <a href="#">10-K</a> and quarterly <a href="#">10-Qs</a> .
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 <a href="#">Counterfeit Drug Statement</a> 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 <a href="#">Counterfeit Drug Statement</a> 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 <a href="#">10-K</a> and quarterly <a href="#">10-Qs</a> .
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 <a href="#">10-K</a> and quarterly <a href="#">10-Qs</a> .
	Description of code of ethics governing promotion of off-label use of products	n/a	HC-BP-270a.2	Our policy on <a href="#">Communications with Members of the Healthcare Community</a> and the Amgen Code of Conduct prohibit off-label promotion and staff members are trained on these requirements annually as described on the Staff Code Conduct section of our website.

## APPENDIX

SASB TOPIC	ACCOUNTING METRIC	UNIT OF MEASURE	CODE	REPORTING
Employee Recruitment, Development and 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 <a href="#">Careers</a> site, which describes our approach to talent recruitment and retention; also see the Human Capital Resources section (pages 22-24) of our <a href="#">10-K</a> ; and the Human Capital Management section of our <a href="#">2022 Proxy Statement</a> (pages 34-35).
	(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	Qualitative information about our staff turnover can be found in the Human Capital Resources section of 10-K for the year ended December 31, 2021 and in the Chairman and CEO Letter to Shareholders.
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 <a href="#">Quality</a> section of our website.
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 <a href="#">10-K</a> and quarterly <a href="#">10-Qs</a> .
	Description of code of ethics governing interactions with healthcare professionals	n/a	HC-BP-510a.2	See the Interactions with Healthcare Providers section of our website; our policy on <a href="#">Communications with Members of the Healthcare Community</a> ; and the <a href="#">Amgen Code of Conduct</a> . Staff members are trained on these requirements annually as described on the Staff Code Conduct section of our website.

## APPENDIX

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 published through <i>Business Wire</i> and 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 <a href="#">Products</a> and <a href="#">Pipeline</a> sections on our website (generally updated quarterly) and the Business section of Part I of our <a href="#">10-K</a> .

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](http://www.sec.gov) and on Amgen's investor website at <https://investors.amgen.com> and <https://investors.amgen.com/financials/sec-filings>.



## APPENDIX

### FORWARD-LOOKING STATEMENTS

This 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., Kyowa-Kirin Co., 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), the Five Prime Therapeutics, Inc. acquisition, or the Teneobio, 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, 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 the date of this report 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. Our business and operations may be negatively affected by the failure, or perceived failure, of achieving our environmental, social and governance objectives. The effects of global climate change and related natural disasters could negatively affect our business and operations. 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.

Reference to our website is not intended to function as a hyperlink, and the information contained on our website is not intended to be part of this report.