

| BRISTOL-MYERS SQUIBB 2016 GLOBAL CITIZENSHIP REPORT |

# LOCAL ACTION, GLOBAL IMPACT



## OUR MISSION

To discover, develop and deliver innovative medicines that help patients prevail over serious diseases.

## OUR COMMITMENT

To our patients and customers, employees, global communities, shareholders, environment and other stakeholders, we promise to act on our belief that the priceless ingredient of every product is the integrity of its maker. We operate with effective governance and high standards of ethical behavior. We seek transparency and dialogue with our stakeholders to improve our understanding of their needs. We take our commitment to economic, social and environmental sustainability seriously, and extend this expectation to our partners and suppliers.



### TO OUR PATIENTS AND CUSTOMERS

We commit to scientific excellence and investment in biopharmaceutical research and development to provide innovative, high-quality medicines that address the unmet medical needs of patients with serious diseases. We apply scientific rigor to produce clinical and economic benefit through medicines that improve patients' lives. We strive to make information about our commercialized medicines widely and readily available.

### TO OUR EMPLOYEES

We embrace a diverse workforce and inclusive culture. The health, safety, professional development, work-life balance and equitable, respectful treatment of our employees are among our highest priorities.

### TO OUR GLOBAL COMMUNITIES

We promote conscientious citizenship that improves health and promotes sustainability in our communities.

### TO OUR SHAREHOLDERS

We strive to produce sustained strong performance and shareholder value.

### TO OUR ENVIRONMENT

We encourage the preservation of natural resources and strive to minimize the environmental impact of our operations and products.

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| MESSAGE FROM THE CHIEF EXECUTIVE OFFICER |

At Bristol-Myers Squibb, we take pride in being a good global citizen. It is at the heart of who we are, what we do and how we do it.

In fact, good citizenship is central to our company's mission and is expressed through an unwavering commitment to all of our people – those who rely on our medicines, those who live in our communities and those who work for our company – and is guided by our steadfast commitment to uncompromising ethics and integrity. This is true throughout our organization. This is true throughout the world.

In this report, you will learn about all we do to bring this mission and commitment to life – all we do to be a good global citizen.

Specifically, you will learn about the programs and initiatives we undertake to help ensure that all patients have access to our medicines. This begins with the discovery and development of those transformational medicines, and it extends beyond their delivery through physicians, hospitals and other conventional means. It includes the Patient Assistance Foundation through which we work to provide medicines to those with financial challenges. It includes the Bristol-Myers Squibb Foundation through which we promote health equity and better

health outcomes for people around the world. And it includes a range of other programs to improve the lives of our patients and their families.

Through this report, you will also learn about the steps we take to maintain a safe, healthy and energizing workplace – one that places a premium on diversity and inclusion. This includes the 2014 launch of a company-wide program to highlight and celebrate our employees' personal connection to the work we do as well as our ongoing efforts to support their participation in civic and volunteer opportunities.

And finally, this report will speak to the many meaningful, sustainable ways we support the communities in which we live and work. Our focus on the environment. Our philanthropy. Our determination to be good neighbors at all times, in all places.

Taken together, this report highlights a fundamental reality for Bristol-Myers Squibb: People are at the center of everything we do. They inspire us. They drive us. They are us.

Giovanni Caforio, M.D.

“ We have a great purpose, which is to help patients who are facing serious diseases and that is why we do what we do every day.”

Giovanni Caforio, M.D., Chief Executive Officer

# PATIENTS

## PATIENTS ARE AT THE CENTER OF ALL WE DO.

We focus every day on how our work impacts the people we serve. The needs of patients are woven into everything we do from discovering, developing and delivering transformational medicines to addressing barriers to accessing health care.

### BRISTOL-MYERS SQUIBB FOUNDATION

For more than 60 years, the Bristol-Myers Squibb Foundation has strived to make a significant impact in underserved populations, partnering with nonprofit organizations, academia and government to promote health equity and improve the health outcomes of communities disproportionately affected by serious diseases worldwide. The Foundation works closely with its partners to strengthen community-based health care worker capacity, integrate medical care with supportive services and mobilize communities in the fight against disease.

## | SECURE THE FUTURE |

### A Simple Text Message Has Empowered Women

In the small village of Pasiyasi, in a remote region of Tanzania, mobile technology is helping to save lives. Awareness of cervical cancer is increasing thanks to the Bristol-Myers Squibb Foundation's *SECURE THE FUTURE* program funding for an innovative Cervical Cancer Helpline incorporating text messaging and other mobile phone-based outreach programs. The approach was developed by Tanzania Youth Alliance (TAYOA), a nonprofit organization, in cooperation with Pink Ribbon Red Ribbon (PRRR), a global public-private partnership working to raise awareness and increase access to cervical and breast cancer education, screening and treatment for women in Southern and East Africa.

The Bristol-Myers Squibb Foundation is partnering with PRRR, ministries of health, academic institutions and

non-profit organizations in Southern Africa to raise awareness and screening of cervical and breast cancers. This new initiative is an expansion of the successful *SECURE THE FUTURE* program, working for over 17 years to fight HIV/AIDS in sub-Saharan Africa. Since HIV-positive women are five times more likely to develop cervical cancer than non-infected peers, the focus on cancer was a logical next step for the program.

Although cervical cancer is the most common cancer among women in sub-Saharan Africa with 80,000 new cases and more than 50,000 deaths each year, there is a lack of information about both the disease and access to screening and treatment.

Before TAYOA's program began, Happiness Modesti says cervical cancer was never discussed in Pasiyasi, her





AT BRISTOL-MYERS SQUIBB WE PUT PATIENTS AT THE CENTER OF EVERYTHING WE DO, THEY INSPIRE OUR DAILY WORK, THEY ARE AT THE HEART OF EVERY DECISION WE MAKE.

Photo credit: Pink Ribbon Red Ribbon

Nurse Alexandra Seiphetiheng (above right) talks to women about the cervical cancer screening process at the Bontleng Health Clinic in Gaborone, Botswana.

village. “I am not even sure if the services were there because we never talked about it,” Happiness says. “But now, we feel we are lucky because TAYOA has come to us. Everyone has heard about it, we all talk about it and many women here have gone for cervical cancer screenings.”

Building upon a helpline call center with trained counselors providing information, screening and treatment referrals, the program added text messaging designed and tested to ensure user comprehension and an interactive voice response system which allows callers to receive basic cervical cancer information 24 hours a day. Roughly 80 percent of the population in Tanzania owns a mobile phone so TAYOA can successfully contact at-risk populations, especially those in difficult to reach rural communities.

In just over a year since its launch, the program has generated more than 60,000 calls to the helpline. Most importantly nearly 2,000 women have had a cancer screening as a result of receiving one of the program’s text messages.

Happiness is one of them.

“I have peace of mind now because I have been screened for pre-cervical cancer lesions and I know my status for HIV,” Happiness says, and that frees her from worry and allows her to focus on caring for her HIV-positive daughter and her other five children. ❖

## SECURE THE FUTURE Program Impact Tanzania and Ethiopia

[Mid-2015 to Mid-2016]



Women REACHED through EDUCATION  
and MOBILIZATION

207,357

Women SCREENED for CERVICAL CANCER

12,491

Breast EXAMS conducted

2,820

Professional MEDICAL WORKERS trained

42

LAY WORKERS trained

375

## Changing the Way We Approach Lung Cancer

Melissa Zook, M.D., loves to listen to her patients' stories. At the small clinic in rural Kentucky where she works as a family practice doctor, she spends much of her day asking people about their lives. Not just their symptoms, their lives. "Tell me your story," Melissa says.

It's not just idle curiosity. Melissa uses what she calls the "healing power of storytelling" to guide her patient care. Telling stories helps her patients open up to her, she says. Their stories help her understand not only what diagnostic tests are needed, but if a patient will be able to follow through on health care suggestions, and challenges in their home environment like whether or not a relative might steal pain medications. It also helps Melissa understand how hard it can be for a patient to

follow through on recommended cancer screenings.

Melissa is part of an innovative program called Kentucky LEADS (Lung Cancer Education, Awareness, Detection and Survivorship) funded by the Bristol-Myers Squibb Foundation through its *Bridging Cancer Care* program. *Bridging Cancer Care* focuses on reducing the burden of lung cancer among minority and underserved populations through innovative models of prevention, detection and education, and by helping people living with lung cancer access and navigate cancer care and community-based supportive services.

Kentucky LEADS is a statewide comprehensive cancer control coalition including the University of Louisville, the University of Kentucky, the Lung Cancer Alliance and more than 55 other organizations committed to reducing the state's lung cancer burden.

A major component of the program is educating primary care providers around the state on low-dose chest CT scans (LDCT) to detect early stage lung cancer, how to make decisions with patients about screening, and the many resources available to help patients quit smoking.

Educating high-risk patients on the benefits of getting an LDCT is a high priority for Melissa. One out of four cancer deaths in Kentucky is from lung cancer, making it the leading cause of cancer death among both men and women. In the United States more than 150,000 people die each year from lung cancer, with states in the southeast – like Kentucky – having among the highest rates and poorest outcomes. Research has shown that LDCT screening significantly reduces lung cancer mortality.

"We're working to change how doctors approach lung cancer screening. There is a misperception among some physicians that a chest x-ray is good enough," says Melissa. "I have certainly changed the way I think about screening after the training I received through Kentucky LEADS. I'm much more aggressive about encouraging people to consider getting screened."

"The biggest frustration is catching it too late. I try to get the message to my patients that outcomes are significantly better if lung cancer is caught early." ❖

“WE'RE WORKING TO CHANGE HOW DOCTORS APPROACH LUNG CANCER SCREENING. . .”



EACH YEAR, MORE THAN 8 MILLION PEOPLE DIE FROM CANCER WORLDWIDE, INCLUDING ONE IN FIVE FROM LUNG CANCER.



## BRIDGING CANCER CARE FOR MINORITY AND UNDERSERVED POPULATIONS IN THE U.S.

Although lung cancer prevalence in the U.S. has declined over the past decade, lung cancer still claims more lives than breast, colon and prostate cancers combined. Since 2014, the Bristol-Myers Squibb Foundation's *Bridging Cancer Care* initiative has been working with partner organizations to expand the current limited scope of community-based resources and survivorship support programs to the underserved populations in the U.S.

The Foundation partners with academic institutions and community organizations seeking to advance high-quality care and support for those diagnosed or at highest risk for lung cancer. The primary regions of focus are the southeastern states which have the highest lung cancer incidence and mortality in the country – Kentucky, Tennessee, Alabama, West Virginia, North and South Carolina and Mississippi.

The Foundation is working with partners on a multi-pronged approach to lung cancer awareness, screening, treatment and support services. It is partnering to increase provider capacity and training on the latest screening techniques to help promote early detection of lung cancer and improve treatment outcomes. Additionally, the Foundation is also working with clinics and hospitals on patient navigation to help patients access treatment if they should receive a diagnosis of lung cancer.

The Foundation also partners with a variety of academic, community and faith-based organizations to address the non-clinical barriers to care including awareness, education, prevention, transportation and tobacco-free policy changes. The initiative also supports the creation of lung cancer support group tools and resources for patients and their families in survivorship.



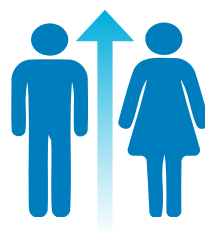
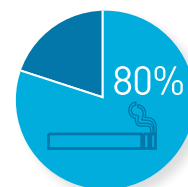
## FONDATION BRISTOL-MYERS SQUIBB POUR LA RECHERCHE EN IMMUNO-ONCOLOGIE, FRANCE

Launched by BRISTOL-MYERS SQUIBB FRANCE in 2015 with an initial endowment of \$10 million, the Foundation for Immuno-Oncology Research funds projects at French research institutes in four areas of focus, including basic research, clinical/translational research, public health/patient pathways and a special focus on pediatric cancer. The first eight projects were awarded funding in June 2016, and the second call for projects was closed in October 2016.



[www.fondation-bms.fr](http://www.fondation-bms.fr)

AN ESTIMATED **80%** OF LUNG CANCER DEATHS ARE BELIEVED TO BE FROM **SMOKING**, BUT THOUSANDS OF **NON-SMOKERS** DIE OF THE **DISEASE** EACH YEAR.



LUNG CANCER IS THE LEADING CANCER KILLER IN BOTH **MEN** AND **WOMEN** IN THE U.S.

IN 1987, IT **SURPASSED** BREAST **CANCER** TO BECOME THE **LEADING** CAUSE OF **CANCER** DEATHS IN **WOMEN**.

## Training Community Members to Raise Awareness of Melanoma

Maricella Lopez is a familiar face among Latino farmworkers in the small agricultural community of Fallbrook, California. For the past seven years, she has worked as a *lider comunitario*, or community health worker, leading focus groups and providing health education about HIV/AIDS, diabetes and oral health.

Through a program being developed by Farmworker Justice in partnership with two community organizations in California and Florida, as well as primary care and oncology care providers, and funded by the Bristol-Myers Squibb Foundation, Maricella meets with farmworkers and their families to talk about the risks of skin cancer and the benefits of screening and treatment for the disease. The program, called *Unidos Eliminando Barreras para la Prevención de Cáncer de la Piel* (United Eliminating Barriers to Skin Cancer Prevention), establishes community prevention and care networks that use workplace outreach, migrant health clinics, and National Cancer Institute Comprehensive Cancer Centers to serve migrant farmworkers and their families at high risk for melanoma and other skin cancers in Florida and California.


Every year, upwards of 5.4 million cases of non-melanoma skin cancer are diagnosed in the U.S., more than the number of breast, prostate, lung and colon cancer cases combined.

Since more than 90 percent of skin cancer diagnoses are associated with exposure to ultraviolet rays from the sun, people who work outdoors – such as farmworkers – are at particularly high risk. Studies confirm that farmworkers are at additional risk because of their exposure to pesticides, which increase their likelihood of developing melanoma.

“The average workers spend long hours in the open sun and don’t have basic education about skin cancer and how to prevent it or access screening,” Maricella says. “I let them know that I understand their situation from firsthand experience and want to share my knowledge about skin cancer and prevention with them.”

Maricella and nine other *lideres comunitarios* engaged with the project are key to connecting with these communities. They understand the challenges farmworkers face – taking time off from work and finding childcare – and will base outreach activities on the farmworkers’ schedules, planning events and screenings in the evenings and on weekends.

“*Lideres comunitarios* are trusted members of the community, often sharing the same language and cultural traditions as the families they interact with in their outreach communities,” says Carlos Ugarte, director, Health Programs, Farmworker Justice. “They have credibility within the community and people feel comfortable with them.” ❖



**90 PERCENT OF SKIN CANCER** DIAGNOSES ARE ASSOCIATED WITH **EXPOSURE** TO ULTRAVIOLET RAYS FROM THE **SUN**, PEOPLE WHO WORK **OUTDOORS** – SUCH AS **FARMWORKERS** – ARE AT PARTICULARLY **HIGH RISK**. STUDIES CONFIRM THAT **FARMWORKERS** ARE AT **ADDITIONAL RISK** BECAUSE OF THEIR **EXPOSURE** TO **PESTICIDES**, WHICH **INCREASE** THEIR **LIKELIHOOD** OF DEVELOPING **MELANOMA**.





## SPECIALTY CARE FOR VULNERABLE POPULATIONS

In 2015, the Bristol-Myers Squibb Foundation launched a new grant making initiative to address inequities in access to and utilization of specialty care services by vulnerable populations in the U.S. Specialty care services in health care are the treatment of serious illnesses that fall outside of primary care, e.g. cancer and HIV. The goal of this national initiative is to catalyze sustainable improvement and expansion of specialty care service delivery by safety net providers to achieve better and more equitable outcomes for the people they serve who are living with cancer, HIV/AIDS or cardiovascular disease.



The Foundation is addressing access to specialty care by strengthening health systems as well as patient and community support services. To strengthen health systems, the Foundation is working with partners to expand specialty care delivery capacity through care and mentoring partnerships between primary care providers and local and remote specialists and integrated specialty teams, including telemedicine and telementoring projects.

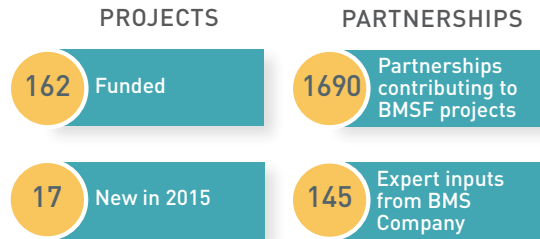
To enhance patient engagement and community supportive services, the Foundation is partnering to build community outreach and patient navigation services as well as to provide disease and self-care education. In recognition of the many factors that can contribute to successful treatment of serious diseases outside of the clinic or hospital, the Foundation also funds community-based organizations to provide social support for patients such as transportation, psychosocial supports, self and social stigmatization reduction, nutrition and more.

The Foundation includes unique program support features in this initiative. First, issue briefs were written and disseminated to inform the specialty community about inequities in access and barriers to quality care and to call them to action. Second, technical assistance is provided in the areas of policy and advocacy and payer and health system engagement to optimize sustainability of the models of care that are proven effective through grantee projects.

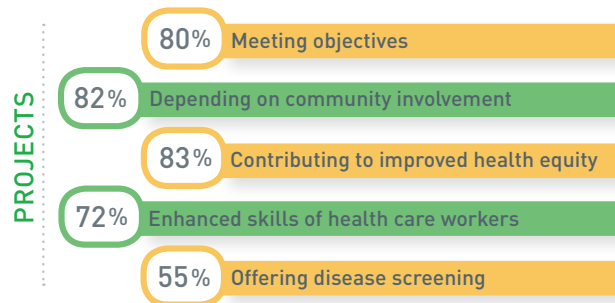
Issue briefs can be found at <http://fsg.org/publications/breaking-barriers-specialty-care>

## 2015 ACTIVE GRANTS

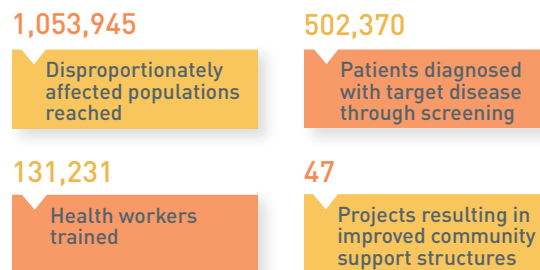
### INPUTS



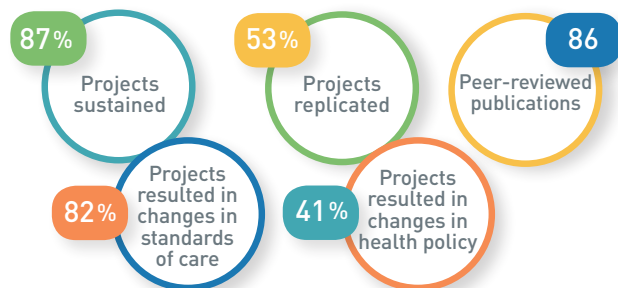
### OUTPUTS



### OUTCOMES



### IMPACTS



# PATIENT ASSISTANCE FOUNDATION



The Bristol-Myers Squibb Patient Assistance Foundation assists patients in the U.S. who need temporary help paying for medication.

## U.S. SUPPORT

2014	2015
Nearly <b>120,000</b> patients RECEIVED SUPPORT in the amount of <b>\$666 million</b>	Nearly <b>86,000</b> patients RECEIVED SUPPORT in the amount of <b>\$694 million</b>

*My health is good, my quality of life is excellent. My family and I are very grateful. Thank you, thank you so much.*

### PATIENTS EXPRESSING THEIR GRATITUDE

*It is my sincere desire that this letter of thanks bring some amount of joy to those who keep this program going. I know my notice of appreciation into this helpful program very appreciated and was for great joy and happiness upon its receipt.*

*To think that she will receiving the medication needs, uninterrupted, to save here life, is the miracle we have been praying for!!!*

*DEAR,*

*Patient Assistance Foundation  
PO Box 220769  
Charlotte, NC 28222*

*Today, I received a letter in the mail confirming that my application for assistance has been approved. I cannot put into words what a blessing this is and how much I appreciate it.*





## COLLEAGUES AROUND THE WORLD SUPPORTING OUR COMMUNITIES

### ANGOLA

Bristol-Myers Squibb teamed up with the **Angola Sickle Cell Initiative** to donate medicine to provide treatment for up to 4,100 children with sickle cell disease in Angola over five years. The program seeks to demonstrate the effectiveness of treating children in resource-limited settings and provide data for governments and funders to consider providing resources necessary to support large-scale treatment programs.

### ECUADOR

Bristol-Myers Squibb donated medicines to the **disaster relief efforts** for the survivors of devastating earthquakes that struck the central coast of Ecuador. The Bristol-Myers Squibb Foundation also made a cash donation to its partner MAP International for the emergency relief efforts.

LOCAL ACTION, GLOBAL IMPACT

### NEPAL

Bristol-Myers Squibb donated essential medicines to four global relief partners – **Project Hope, Americares, Direct Relief International and International Health Partners** – to support their relief efforts in Nepal. In addition, the Foundation made a cash donation to Americares and Project Hope to provide desperately needed medical care and supplies for survivors.

### JAPAN

The Bristol-Myers Squibb Foundation provided cash donations to the **Japanese Red Cross** for relief efforts after the Kumamoto earthquakes that left nearly 200,000 people homeless.

The **BRISTOL-MYERS SQUIBB FOUNDATION** engages partners on multi-faceted projects aimed at innovative programs to improve access to specialty care among vulnerable populations across the globe. Programs focus on reducing the burden of disease by providing patients with information and access to care and expanding health care capacity while providing training for health care workers.



### BRIDGING CANCER CARE EUROPE

focuses on improving nurses' skills, knowledge and capabilities to address cancer disparities in Central and Eastern Europe. The Foundation works with partners to improve psychosocial support for cancer patients and their families, provide disease education and screening, expand training for health workers and engage nurses as key members of the medical team.



**DELIVERING HOPE** helps communities and health care workers in China and India effectively raise awareness about hepatitis B and hepatitis C, inform health policy and national programs, build the capacity of health care providers and communities to address these diseases, and promote disease prevention in the hardest-hit and greatest at-risk populations.

### VETERANS MENTAL HEALTH & WELL-BEING

focuses on community-based solutions to aid in the much-needed response to the mental health and community reintegration needs of veterans, military service members, their families and the families of the fallen.



“ We are focused on transforming how serious diseases are treated. That work begins with our most important asset – our people.”

Giovanni Caforio, M.D., Chief Executive Officer

# PEOPLE

## MAKING A DIFFERENCE

Behind everything we do is a human network of thousands of people around the world working tirelessly to help bring transformational medicines to patients facing serious diseases.

To achieve our mission, we engage a diverse and inclusive workforce and provide numerous opportunities for them to develop and grow professionally. We recognize that our people drive our success and we celebrate the unique experiences and perspectives that each one brings to work each day.

Together, we create a culture that is driven by passion, innovation, speed and accountability to make a difference in the lives of patients and to positively impact our planet.

## | EUROPE CAPABILITY CENTRE |

### Passion For Patients

In Chester, England, the Bristol-Myers Squibb Europe Capability Centre (ECC) provides support to our company in financial matters, human resources, information technology and more. The ECC is made up of colleagues from across Europe and has quickly developed a strong passion for helping patients.

“In the past we’ve had bake sales and sponsored walks to raise money for local organizations, but we wanted to create much more of a personal connection with patients,” says Jennifer Dorsett, a member of the ECC Culture and Communications Committee.

Researching opportunities to help patients and create that connection, Jennifer visited the Christie Cancer Center in nearby Manchester, the largest cancer center in Europe,



and discovered the Center’s art therapy program.

“When I walked through the Christie it was like many hospital environments; sterile and clinical,” explains Jennifer, “But then I turned the corner and saw the art therapy room and it was the polar opposite, awash in vibrant colors, celebrating life.”





OUR PEOPLE DRIVE OUR SUCCESS WITH A PASSION TO BRING TRANSFORMATIONAL MEDICINES TO PATIENTS.

The therapy program helps cancer patients express themselves and their feelings. Jennifer learned from the program's artist in residence, Pat Mounford, that there is a significant need for funding of materials such as paints, brushes and canvases. Through this meeting, an idea was born to hold a silent auction of the patients' work at the ECC to raise money for the much-needed supplies.

The auction featured 33 paintings donated by patients involved in the program, and Pat Mounford came to the ECC to tell some of the stories behind the works.

"Every painting represented an emotional story about a patient," Jennifer says, "Those stories had an incredible impact, creating an emotional connection between colleagues at the ECC and the patients."

After spirited bidding, the auction raised nearly £4,522 (about \$6,000) for the Christie art therapy program.

Most of the paintings were purchased by teams rather than individuals so that the art would remain in the ECC for everyone's benefit. These paintings serve as a daily reminder that we all work for patients every day. The Christie also received a comment book filled with the auction participants' reflections, plus a note from Bristol-Myers Squibb CEO Giovanni Caforio who visited the Chester facility around the time of the auction.

The ECC continues to work with the Christie Center – recently hosting Pat Mounford to conduct an art therapy session with 30 ECC staff members – and additional fund-raising activities are ongoing. On a personal level, Jennifer recently donated her own hair to make wigs for children undergoing cancer treatment.

"Our medicines help the body, but it's up to us to help the spirit and soul," Jennifer says. ❖



“EVERY PAINTING REPRESENTED AN EMOTIONAL STORY ABOUT A PATIENT. THOSE STORIES HAD AN INCREDIBLE IMPACT, CREATING AN EMOTIONAL CONNECTION BETWEEN COLLEAGUES AT THE ECC AND THE PATIENTS.”



| FINANCE GIVES |

## Skills-Based Volunteering Changes Lives and Touches Hearts

*Finance GIVES* (Global Initiative for Volunteerism and Engagement), is a skills-based volunteer program bringing advanced financial and procurement expertise to Bristol-Myers Squibb Foundation grantee partners in Africa. Capacity building is a core component of the Foundation programs and *Finance GIVES* has helped more than 30 nonprofit partners improve financial and management systems, supporting their delivery of critically needed services in their communities.

At the same time, the program has changed the lives of the Bristol-Myers Squibb colleagues who volunteer as ambassadors to serve three-week assignments working in Africa with the leaders and staff of grantee organizations.

"Serving as an ambassador was a rewarding, humbling and very emotional experience," Mara Davella, head of finance for Bristol-Myers Squibb Brazil, says. "I have tremendous gratitude for being able to work with people who, despite severe challenges, fight for a better future for themselves and their communities."

One of the nonprofits Mara worked with was Sex Workers Education & Advocacy Taskforce (SWEAT), South Africa's leading sex workers' human rights organization.

"HIV infection and cervical cancer rates are incredibly high among sex workers in South Africa," Mara says, "It was moving to work with people who dedicate their lives to fight for the human rights of this group, to make lives a bit less painful in a society where they are particularly marginalized."

Mara also worked with Children's Radio Foundation, which uses radio training and broadcast to create opportunities for youth dialogue, community building and leadership, and for YPGOL - Young Positive Generation of Lesotho, a nonprofit



that conducts positive speaking sessions about HIV in schools and communities and encourages young people to get tested.

Working with the nonprofits, Mara was inspired by the energy and innovative thinking she saw. "The staff found ways to help people despite limited resources, terrific challenges and hardships. That inspired me and my colleague to use our expertise to help them even more."

As rewarding as her experience was, it was also bittersweet. "Working with such extraordinary people makes it extraordinarily difficult to say goodbye," Mara says.

Another ambassador, Nakhli Khoury, a finance professional based in Israel, was so moved by his experience, he decided not to say goodbye. He is now partnering with other volunteers to form an Ambassador Alumni program to continue helping the organizations they worked with through *Finance GIVES*.

"Every ambassador has come away from the experience with a commitment to continue to help others. We're working to find a way to make that happen," Nakhli says. ❖

## | U.S. HELPING HANDS |

TEAMS OF COLLEAGUES WORKING TOGETHER TO HELP NONPROFITS IN OUR COMMUNITIES

2015

**VOLUNTEERS**  
1401

**VOLUNTEER EVENTS**  
76

**HOURS**  
5638

**ORGANIZATIONS HELPED**  
46



**VOLUNTEERS**  
1247

**VOLUNTEER EVENTS**  
60

**HOURS**  
5294

**ORGANIZATIONS HELPED**  
35

2014

## EMPLOYEE GIVING PROGRAM



IN 2015 **\$557K**  
WAS DONATED BY  
**EMPLOYEES**  
VIA PAYROLL



IN 2015  
**BMS EMPLOYEES**  
VOLUNTEERED  
**7,751 HOURS**



**\$4.2 MILLION**  
BMS MATCHING GIFTS  
OVER THE  
**PAST 2 YEARS**



IN 2015  
**3,707 UNIQUE**  
**ORGANIZATIONS**  
WERE SUPPORTED



| STEM EDUCATION |

## Investing In The Next Generation

As a company and as individuals, we are committed to helping develop the next generation of scientists, engineers and other professionals. We are focused on providing innovative learning opportunities in STEM education (science, technology, engineering and math) to young learners in our communities who will be the ones to discover the medicines of tomorrow. Through our philanthropy and the individual efforts of our colleagues, we support a vast array of programs to make science and technology more accessible to more students.

We are improving STEM education in the communities where we work and live:

### CENTERS FOR SCIENCE TEACHING AND LEARNING

For more than 10 years, our support for centers located at Rider and Montclair State Universities in New Jersey, and at Quinnipiac University in Connecticut, has had an impact on how elementary and high school teachers learn to teach science and mathematics. Professional development sessions have focused on inquiry-based learning techniques to enhance classroom experiences. The centers at Rider and Montclair State are working with the New Jersey Department of Education to help teachers implement the Next Generation Science Standards in our schools, to help teachers build the skills they need to teach tomorrow's innovators.

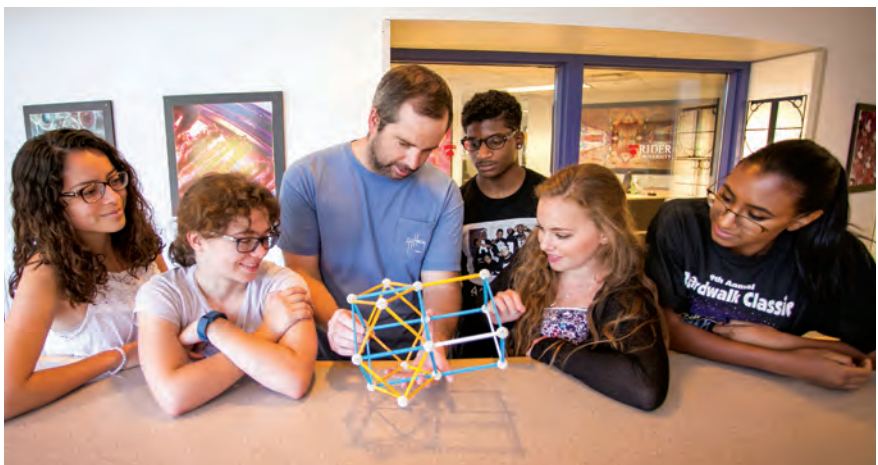
### SUMMER SCIENTIFIC RESEARCH PROGRAMS

Bristol-Myers Squibb supports programs in New Jersey and Pennsylvania to enable undergraduate students to gain real-life experience performing scientific research

in biology, chemistry, biochemistry and biotechnology in close collaboration with a faculty mentor. Participating institutions include The College of New Jersey, Monmouth University, Delaware Valley University and Middlesex County College.

### COMMUNITY STEM PROGRAMS

Bristol-Myers Squibb funds a variety of programs through community-based groups to support STEM education and encourage students' interest in the sciences. Programs include STEM education and enrichment programs in our local public schools and through the Boys & Girls Clubs of Mercer County, Girl Scouts of Central & Southern New Jersey, Junior Achievement of New Jersey, Liberty Science Center and Mercer County Community College. Demonstrating the commitment and passion that drives our company, our employees teach hands-on science programs for underserved populations through Tomorrow's Innovators, a science program in New Jersey and Connecticut, and Students 2 Science, a virtual lab program. ❖



# Who Are You Working For?

At BRISTOL-MYERS SQUIBB, we put people at the center of all we do, from the patients we serve to the colleagues who make it all possible. We work every day to discover, develop and deliver transformative medicines to patients. No matter our roles, no matter our functions, we make a difference in people's lives.

In 2014 we launched an internal engagement program to connect our colleagues to the patients they are helping and to those that are awaiting new treatment options. We asked every person working for Bristol-Myers Squibb globally, "Who Are You Working For?"

WHO ARE YOU WORKING FOR?

MORE THAN 1,200  
BRISTOL-MYERS SQUIBB  
EMPLOYEES SHARED THEIR  
PERSONAL STORIES  
OF INSPIRATION



LAUNCHED IN OCTOBER 2015, *Working Together for Patients* celebrates our unified mission as well as the unique culture we are all a part of. People and patients are at the center of everything we do. When we ask employees who they work for, the answer is always: **WE WORK FOR PATIENTS.**

Check out our website: [www.workingtogetherforpatients.com](http://www.workingtogetherforpatients.com)



BMS EMPLOYEES FROM AROUND THE WORLD SHARE WHO THEY WORK FOR. . .

## Bristol-Myers Squibb Switzerland Hosts Patient Art Exhibit

A mural created by young cancer survivors depicting their experiences with cancer was on display at BMS Cham, and other global locations during Global Patient Week 2015.



## Blue Means Support Day

Colleagues in Uxbridge, U.K., came together during Global Patient Week 2015 to show their commitment to patients by raising money for local charities by wearing blue and eating blue food.



## READY. RAISE. RISE.

Launched in May 2015 with actor Eric Stonestreet and 23 cancer advocacy groups to increase awareness of Immuno-Oncology research, this multifaceted program invites people to show support through raising a virtual flag in honor of someone they love who has faced or is facing cancer. To date, supporters have raised more than 50K virtual flags to honor loved ones and support patient advocacy groups.





## COLLEAGUES AROUND THE WORLD SUPPORTING OUR COMMUNITIES

### FINLAND

**Twilight Run & Walk** – an event for the Finnish Cancer Foundation that raises funds for cancer research (Syöpäsäätiö) while bringing people together to light up Helsinki.

### POLAND

**Children’s Hospice Support** – collecting and delivering material donations such as clothing and food for a children’s hospice in the poorest region of Poland.

## LOCAL ACTION, GLOBAL IMPACT

### GERMANY

**Refugee Relief** – collecting warm clothing, personal care products and other much-needed staples for Diakonia, a development organization providing emergency response and humanitarian aid to refugees.

### AUSTRALIA

**Mates4Mates** – providing support for current and ex-serving Australian Defence Force (ADF) members who have suffered physical or psychological wounds, injuries or illnesses as a result of their service.

Bristol-Myers Squibb is committed to supporting the communities where we live and work around the world, and we encourage colleagues to take personal action as well.

### UNITED STATES

The U.S. Oncology team created a healing garden at the **Bristol-Myers Squibb Children’s Hospital** in New Brunswick, New Jersey to provide a relaxing outdoor space for children and their families coping with serious illness.



### CANADA

During **Community Action Day**, more than 240 employees volunteered with 24 community organizations from Newfoundland to British Columbia, helping in soup kitchens and homeless shelters.

### KOREA

Employees in Korea hold an annual autumn event to make *kimchi*, a national food of Korea. The *kimchi* is delivered to the underprivileged elderly in the surrounding area.



“ As a global company, we value our role as a conscientious citizen, one that improves health and promotes economic, social and environmental sustainability.”

Giovanni Caforio, M.D., Chief Executive Officer

# PLANET

AS A HEALTH CARE COMPANY we are not just focused on bringing transformative medicines to patients facing serious diseases, we are also concerned with the health of our employees, our communities and our planet. We are actively working to reduce our environmental footprint through a wide variety of programs that encompass the thoughtful construction of manufacturing plants and office buildings, the packaging of products and the ecology of the sites where we work. We are guided by our Sustainability Goals, measuring our progress and renewing these every five years. The goals help us strengthen our fundamental business and support our position as a sustainability leader. Our colleagues are encouraged to help improve the company and their personal environmental impact through events such as Earth Day celebrations or by taking part in gardening, tree planting and beach or park clean-up in their communities.

## | GREEN LABS |

### Driving Sustainability with Green Labs Certification

Bristol-Myers Squibb's Green Labs Certification program has taken root and is growing dramatically, with 462 labs at 11 company facilities now certified – up from 60 labs at four locations in 2014. We invest heavily in our research and development and as a result, our labs are large consumers of resources and thus present significant opportunities for improving environmental impact.

Green Labs uses a team approach to minimize the use of energy, water, material goods and hazardous chemicals in laboratories, without compromising research integrity or safety. The program recognizes and

“ THE PROGRAM IS INTENDED TO RECOGNIZE AND EDUCATE OUR SCIENTISTS ON SUSTAINABLE LAB PRACTICES.”

-John Murray, Lawrenceville Facilities Site Director







OUR FOCUS ON HEALTH AND WELLNESS EXTENDS TO OUR PATIENTS, OUR COLLEAGUES, OUR COMMUNITIES AND OUR PLANET.

encourages employees who reduce the environmental impact of their laboratory work and keep such efforts high among their priorities.

The main component of the program is an electronic scorecard that evaluates “green” practices within lab spaces and calculates a score. Labs exceeding the threshold score are then awarded one of four certification levels: *aspiring*, *certified*, *gold* and *platinum*. The scorecard tracks progress in multiple categories – energy, water, waste, administration, process, communication and collaboration, measuring both the physical and behavioral components of lab practices and evaluating the way scientists use their space.

The program also collects feedback regarding best practices and innovation that can be applied by all labs to make further environmental improvements and increase their certification levels over time. ❖

ELECTRONIC SCORECARD THAT EVALUATES “GREEN” PRACTICES





| ENVIRONMENTAL SUSTAINABILITY |

## Building for Sustainability

Bristol-Myers Squibb is committed to environmental sustainability and is following stringent energy and environmental guidelines in the construction and renovation of its facilities worldwide. As we evolve our company and our locations, we are ensuring ongoing growth takes place with energy and water savings, waste reduction and colleagues' well-being in mind.

New and renovated facilities in Devens, Massachusetts, and Seattle, Washington, have received Leadership in Energy and Environmental Design (LEED®) Silver certification for energy and environmental design. Applying the stringent building standards to manufacturing and laboratory facilities requires a higher level of commitment to conservation given the complexity of laboratory and manufacturing processes. Two facilities currently under construction – a new manufacturing facility in Devens and a new office building in Lawrenceville, New Jersey – are being constructed to LEED standards. In addition, renovations to the company's headquarters at another Lawrenceville location are also following LEED standards. All three facilities will be submitted for LEED certification when completed.

LEED standards were developed by the U.S. Green Building Council (USGBC) and include rating systems for the design, construction, operation, and maintenance of green buildings to help building owners and operators be environmentally responsible and use resources efficiently.

Sustainable features in the new and renovated buildings include high efficiency heating and cooling systems, rain water management systems and sourcing of local and sustainable building materials. ❖

THESE SCORECARDS ALLOW OUR SCIENTISTS TO MAKE THE BEST DECISIONS IN DEVELOPING ENVIRONMENTALLY BENIGN AND SUSTAINABLE PROCESSES.

### PROCESS GREENNESS SCORECARDS

#### WASTE REDUCTION

HCV PRODUCT:  
IMPROVED manufacturing saves **2,000** metric tons waste/year<sup>1</sup>

HIV/AIDS PRODUCT in development: used RENEWABLE starting material, reducing waste by **60%**

HIV/AIDS PRODUCT:  
new manufacturing route SAVES **22,000** metric tons waste/year<sup>1</sup>

<sup>1</sup> projected savings



>90%

of small molecules currently in development in the active pharmaceutical ingredient manufacturing process have been through the Process Greenness Scorecard





## ENSURING SUSTAINABLE WORK ENVIRONMENTS

Our commitment to sustainability goes beyond reducing our environmental footprint, we are also continually working to maintain and improve the habitat for the indigenous wildlife with which we share that environment. And for more than 10 years those efforts have earned us the Wildlife at Work certification from the Wildlife Habitat Council for our Lawrenceville, Hopewell and Plainsboro, New Jersey, and Wallingford, Connecticut, campuses.

The Wildlife at Work program encourages preservation of corporate campuses as wildlife habitats by providing food, water, shelter, cover and space "suitable to animal" needs.

As part of the program, we have planted scores of hickory trees to provide habitat and a food source for local wildlife, as well as milkweed and other pollinator plants for migrating Monarch butterflies. In addition, 70 houses for bluebirds have been installed across the 280-acre Lawrenceville site to help increase the local populations of bluebirds. Colleagues volunteer to monitor the bluebird houses during mating season, carefully noting the presence of nests, the number of eggs and the number of young that hatch and fly off.

We partner each year with the National Audubon Society as it conducts its Mercer County, New Jersey bird census at our site. The most recent census identified more than 50 species of birds, including endangered Pied-Billed Grebes and Cooper's Hawks. In addition to birds, our campuses are home to white-tailed deer and red foxes, among other small animals.

## OUR ENVIRONMENTAL ACCOMPLISHMENTS



### GO GREEN ACTIVITIES

included ACTIONS on styrofoam  
REDUCTION in cafeterias,  
COMPOSTING pilots, REUSABLE  
cups and mugs, REDUCING  
ENERGY, WATER AND  
WASTE in the WORKPLACE



INSTALLED A **750 KW**  
SOLAR PHOTOVOLTAIC  
project at the HOPEWELL,  
N.J. site – enough to  
power **80** HOMES



Logistics INITIATIVES  
CHANGING the mode of  
PRODUCT SHIPMENT from  
AIR TO OCEAN:

Reduced **CO<sup>2</sup>** emissions **95%**  
Lowered annual transportation  
costs by **\$7,000,000**

## Small Things Turned Into Treasure

Individuals may believe that they only make a small contribution to conserving resources, but we've seen those small contributions add up quickly.

At our Humacao, Puerto Rico, facility, a leaky valve was a small thing. So were the lights left on in unoccupied labs and offices. The same was true of other items identified during an Energy Treasure Hunt, a three-day event that draws on the unique insights of employees to identify day-to-day operational energy efficiency improvements.

The treasure hunts, developed by the U.S. Environmental Protection Agency (EPA), are designed to identify overlooked energy savings opportunities by bringing together colleagues to demonstrate the impact we can all have on energy conservation and encourage the use of day-to-day observations to find savings that might otherwise elude the experts.

In the case of the Humacao treasure hunt, those small things accumulated into a big impact – a potential 21% reduction in energy use and 2% reduction in water consumption.

"We know energy and we know where to look for the major impacts, but our colleagues on the treasure hunts are in the facilities every day and see the small things that can add up to a big reduction in resource consumption," says Bill Perhacs of Global Energy Services.

Since the program began at the company in 2014, more than 200 people have taken part in energy treasure hunts at five facilities – Humacao and Manati, Puerto Rico; New Brunswick, New Jersey; Shanghai, China; and Syracuse, New York, with at least two more scheduled in 2016.

"People show a real passion for improving sustainability when you engage them personally and identify innovative ways to reduce consumption," Bill says. "The proof is in how successful they are. We've identified energy savings as high as 21% and water use reductions of as much as 17%." The treasure hunts contributed to recognition of Bristol-Myers Squibb as a U.S. EPA Energy Star Partner of the Year for the second year in a row. ❖



### ORGANIC SOWING, DELICIOUS EATING



To support the health and well-being of our colleagues, we transformed part of the lawn outside our Hopewell, New Jersey cafeteria into an organic vegetable garden. The greens, herbs, tomatoes, peppers and much more grown in the organic garden are used in the cafeteria to enhance healthy menus. The company garden is making good use of the corporate campus as well as helping teach us about the benefits of eating local, organic produce. Colleagues are also able to attend lunchtime sessions on planting their own garden to help bring good eating practices home.

"The garden turned a lawn area into something that provides healthy organic produce for everyone to enjoy," Dennis Flynn, site director says.

The garden is not the first agricultural enterprise at the Hopewell facility. For years, a portion of the site has been leased to a local farmer for crops and grazing cows, but now very local produce – from a few feet away – is prepared and served in the cafeteria.

"Our goal as a company is to help patients get healthy so it makes sense to support our own well-being by offering healthy foods to eat," says Dennis.





## COLLEAGUES AROUND THE WORLD SUPPORTING OUR COMMUNITIES

### UNITED STATES

Bristol-Myers Squibb partnered with the U.S. Green Building Council's Center for Green Schools and the New Jersey School Boards Association (NJSBA) to support a Green Fellowship that has created sustainability standards and training to nearly 200 school districts in New Jersey.

### GERMANY

Bristol-Myers Squibb has planted more than 50,000 trees in Germany, offsetting the emissions from the company's 500-vehicle sales fleet.

## LOCAL ACTION, GLOBAL IMPACT



### TANZANIA

The Bristol-Myers Squibb Foundation funded the installation of biosand water filters in schools, health clinics and households in rural Tanzania in collaboration with Global Sustainable Partnerships, providing clean, safe drinking water to thousands of people.

### AUSTRALIA

For three years in a row Bristol-Myers Squibb Australia has been acknowledged as an Australian Packaging Covenant (APC) High Performer. The APC is a voluntary initiative to minimize the environmental impacts of packaging.

Bristol-Myers Squibb is committed to environmental sustainability at each of the company's facilities around the world, while also encouraging employees to take personal action.



### UNITED STATES

#### Electric Vehicle Charging

As part of our efforts to help our colleagues adopt environmentally sustainable practices, we have installed charging stations for electric vehicles at our New Jersey facilities.

### JAPAN

Bristol-Myers Squibb Japan colleagues regularly participate in environmental and sustainability events ranging from planting trees and saving sea turtles to conducting regular Community Clean-Up Days.



### AUSTRIA

Teams of colleagues in Austria went the extra mile, bicycling to and from the office every business day for a month as part of the Bike-to-Work – or "Radelt zur Arbeit" – program, which encourages bicycling as a way to improve health and reduce traffic and carbon emissions.

“ Our principles of integrity are central to our mission and are expressed through an unwavering commitment to do our very best for our patients, our communities and our people.”

Giovanni Caforio, M.D., Chief Executive Officer

# PRINCIPLES

## HOW WE DO BUSINESS

is as important to us as the patients we serve, the people who make it all possible and the communities where we live and work. Our mission and commitment, combined with our Principles of Integrity, serve as the foundation of our culture and how we do business. The Principles reflect who we are and provide a common framework for how we interact with our colleagues, our patients, our partners and our global community. They are a part of every business decision we make.

## | STANDARDS OF BUSINESS CONDUCT AND ETHICS |

### Principles of Integrity

#### *Keep patients at the center of all that we do*

We work together cooperatively with a unifying objective to keep patients at the center of everything we do. This mindset results in a standard approach to the way we develop, promote, and manufacture our products.

#### *Conduct ourselves appropriately in the marketplace*

We value our good reputation. We act with honesty and integrity in all of our business interactions, inside and outside of our workplace, knowing that these are essential to maintaining our reputation.

#### *Apply effective controls to our business activities*

We ensure accuracy, quality and appropriate handling and use of Bristol-Myers Squibb information and other assets in everything we do. We act with integrity at all times.

#### *Maintain a diverse, empowered and highly engaged workforce*

We value and respect one another and share in our Mission to discover, develop and deliver innovative medicines that help patients prevail over serious diseases.







AT BRISTOL-MYERS SQUIBB WE HAVE A COMMITMENT TO UNCOMPROMISING ETHICS AND INTEGRITY, AND THIS COMMITMENT GUIDES EVERY DECISION WE MAKE.

## INTEGRITY TRAINING



Our *Principles of Integrity* are at the center of how we carry out our work. We are not governed by rules but live by these fundamental principles and encourage managerial accountability and good decision making. To ensure that all of our workforce understand the principles – employees as well as contractors working on behalf of the company – we have a comprehensive training program that has been completed by nearly 100 percent of our workforce. The company also maintains a Compliance and Ethics Helpline allowing employees to ask questions about specific situations or anonymously report potential issues.

## Access to Medicines

Bristol-Myers Squibb is committed to increasing access to medicines for communities in need wherever we operate. The company works closely with government health authorities and other payers in seeking marketing authorization and reimbursement for our therapies, while also relying on company policies, programs and initiatives to guide our efforts.

Our efforts range across nine separate areas:

- Establishing consistent global policies on issues such as pricing and emergency access to investigational medicines
- Creating access management programs
- Launching targeted R&D initiatives to address particular diseases and geographies
- Adapting pricing and assistance programs to meet local requirements
- Working with partners to enhance health and R&D capacity
- Utilizing patent, licensing and technology transfer opportunities to expand access
- Conducting clinical trials in countries where we expect to introduce innovative medicines
- Ensuring product quality and safety in everything we do
- Operating in a spirit of social responsibility and transparency through various drug donation and philanthropic initiatives. ❖



## SCIENTIFIC AND RESEARCH INTEGRITY

We are committed to scientific excellence in biopharmaceutical research and development to advance innovative, high-quality medicines that address the unmet medical needs of patients with serious diseases. We conduct research and development with uncompromised ethical integrity and consistent with applicable laws, regulations and practice guidelines, including Good Clinical Practices and Good Animal Welfare Practices.

### | CULTURE OF SAFETY |

## Investing in the Safety of Our Workplace

A strong safety culture is a fundamental part of how we work across our company. To build an effective safety culture, we believe it's important that supervisors proactively talk about safety with their teams and emphasize that personal safety is an important value to our organization. Some of these discussions can be challenging since they may address needed changes in behavior.

In 2014, the company implemented a program called STOP™ for Supervision, from Dupont, that focuses on workplace observations and conducting meaningful conversations about safety. "Discussions either reinforce and reward existing safe behavior, or identify changes that would be a mutually agreed upon improvement. We have an aspiration of zero injuries and we're working toward that goal in many ways every day," says Will Fleming, head of Safety.

The STOP™ program provides a system to track safety discussions, and over 3,300 conversations were recorded in 2015.

"Investing in our supervisors to help all colleagues work safer is a benefit to everyone," says Joe Sasso, Environment, Health & Safety lead business partner to Global Manufacturing and Supply. "We're building important skills in our teams that will help us in our commitment to zero injuries." ❖



“... WE HAVE AN ASPIRATION OF ZERO INJURIES AND WE'RE WORKING TOWARD THAT GOAL IN MANY WAYS EVERY DAY.”



## Building Diversity In Clinical Trials

Clinical trials provide a critical base of evidence for evaluating the safety and efficacy of a medicine before it is approved for use in the broad patient population. Bristol-Myers Squibb is committed to including trial participants who are representative of the patients who will ultimately be treated with the medicine.

“We need to understand not only a medicine’s efficacy with specific populations, we also need to be aware of any behavioral characteristics and cultural and language barriers that could possibly impact that efficacy,” says Lori Abrams, head of Diversity & Patient Engagement for Bristol-Myers Squibb. “We know that certain minority populations are more likely to suffer from specific diseases and respond to medications differently.”

As part of the Clinical Development organization, the Diversity & Patient Engagement team was formed in 2012, to ensure that Bristol-Myers Squibb is creating clinical trials that reflect the needs of a broad patient population and include a diverse set of participants. To create this holistic approach to patient engagement, the team works with disease-specific and community organizations to bring awareness, accessibility and the voice of the patient to clinical trials.

Lori says the team is an example of the company’s focus on the patient and our commitment to diversity. “Historically, the pharmaceutical industry has been challenged by underrepresentation of diverse patients in clinical trials,” Lori says. “Bristol-Myers Squibb is unique in reaching out to and collaborating with advocacy organizations, physicians and community organizations to build broader and more diverse participation in trials.”

Patient diversity in clinical trials may be defined by a range of characteristics including age, race, ethnicity, gender, even geography.

The key to the team’s success is the collaborative approach it takes with external organizations. They establish long-term relationships to build an understanding of clinical trials. “It is important for our partners to have a high level of comfort before we reach out to their communities,” Lori says. “We take the time needed to build a true partnership based on trust and mutual respect.”

An example of the diversity effort’s success is an outreach program to raise awareness of clinical trial opportunities for young adults diagnosed with cancer. More than 72,000 cases of cancer are diagnosed in the U.S. each year in people aged 15 to 44 years, but only one percent of eligible young adult patients will participate in a clinical trial.

In partnership with an advocacy group, Bristol-Myers Squibb produced a series of videos in which young adults told their stories about having cancer and participating in clinical trials. These stories were shared through a social media outreach program.

“We’ve seen a real increase in online discussions among young people about cancer and being supportive of patients and caregivers,” Lori says. ❖



### GLOBAL SUPPORT

Bristol-Myers Squibb partners with patient advocacy groups around the world to help provide education, information and support to people battling serious diseases.

2014

PROVIDED over **\$30 million**  
in SUPPORT to over  
**440** organizations  
GLOBALLY

2015

PROVIDED over **\$46 million**  
in SUPPORT to over  
**530** organizations  
GLOBALLY

## FOSTERING A POWERFULLY DIVERSE AND BROADLY INCLUSIVE CULTURE

To achieve our mission of helping patients in their fight against serious diseases, we work with thousands of people who discover, develop and deliver transformational new medicines around the world. We believe that having a diverse workforce and an inclusive culture is vital for innovation and successfully implementing our Mission in a global market. So we are working to create a gender-balanced, powerfully diverse and broadly inclusive workforce for the 21st century

to achieve our goals and help patients achieve theirs.

Broad inclusion means every colleague has the opportunity to fully contribute and develop personally and professionally; that they feel valued, welcomed and respected and that their ideas are actively encouraged by leaders as a source of new innovation and change. We empower our people to pursue innovative ideas and grow to their fullest potential.

### GLOBAL

Aging of the World Population

**2 BILLION**  
of the WORLD'S  
POPULATION will be  
over **60** by **2050**



Women are the Family's Chief Medical Officer

**WOMEN** make  
**80 - 85%**  
of all HEALTH CARE  
DECISIONS for their family

### UNITED STATES

Majority "Minority" by 2060

All Other **6%**  
Asian **9%**  
Black **13%**  
Hispanic **29%**  
White **44%**  
**2060**



Multi-Racial & Multi-Ethnic New America

**1 IN 7**  
AMERICANS are  
of MIXED RACE/  
ETHNICITY

### | PEOPLE AND BUSINESS RESOURCE GROUPS |

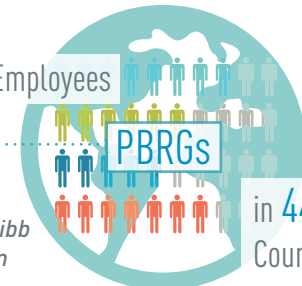
## Cultivating an Inclusive Culture

At Bristol-Myers Squibb, we promote a company-wide approach to create and grow a culture of collaboration and inclusion, leveraging education on unconscious bias, micro inequities training and inclusive communication principles. Our People and Business Resource Groups (PBRGs) empower our colleagues worldwide to share their unique perspectives and insights to drive business performance. The PBRGs represent eight company-supported groups of colleagues who voluntarily come together around a single dimension of diversity to help drive the company's Mission. To date, over 7,000 employees in 44 countries are part of the PBRGs.

"PBRGs represent one of the ways we work together to ensure an appreciation of differences that make us stronger so that we can drive more inclusive dialogue, constructive debate and challenge the status quo by embracing new ideas," says David Gonzales, head of Global Diversity and Inclusion. "They offer a source of diverse perspectives and innovation that is critical to our mission of helping patients overcome serious diseases."

The PBRGs also carry out our mission by working with community groups to host student seminars on career opportunities in drug development, conduct science lessons with underserved students, promote environmentally sustainable practices for individuals, volunteer with the Special Olympics, participate in awareness and fundraising events and provide essential items to children and families in need. ❖

Over **7,000** Employees



in **44**  
Countries

#### **B-NOW**

*Bristol-Myers Squibb  
Network of Women*

#### **BOLD**

*Black Organization for  
Leadership and Development*

#### **CLIMB**

*Cultivating Leadership and  
Innovation for Millennials and Beyond*

#### **DAWN**

*Differently-Abled Workplace Network*

#### **LGBTA**

*Lesbian, Gay, Bisexual, Transgender  
and Allies*

#### **OLA**

*Organization for Latino Achievement*

#### **PAN**

*Pan Asian Network*

#### **VCN**

*Veterans Community Network*





| PATIENT ENGAGEMENT NETWORK |

## Giving Voice to Patients

Patients are at the center of everything we do, including having a voice in how our clinical trials are designed and carried out thanks to the company's unique *Patient Engagement Network (PEN)* initiative.

The goal of a clinical trial is to determine if a treatment is safe and effective. In the past, trials were designed to answer the scientific and medical questions, and may have had patients in mind, but did not include their input or advice.

That's changed at Bristol-Myers Squibb.

"The PEN allows patients to share real life stories and experiences about what benefits participants expect to gain from a trial as well as the challenges they have in participating in trials," says Lori Abrams, head of Diversity & Patient Engagement in the Clinical Development organization. "That, in turn, helps us design a much more patient-friendly trial."

Lori cites the work in developing a clinical trial for people with Sjögren's Syndrome as an example of the importance of getting patient insights. Sjögren's is an autoimmune disease that affects the entire body, resulting in complications that include chronic pain and profound fatigue.

To ensure the patient perspective was included in the trial design, the Diversity & Patient Engagement team put together a Sjögren's *Patient Engagement Network (PEN)* that included not just Sjögren's patients, but also study coordinators, caregivers and members of the Sjögren's Syndrome Foundation, an advocacy organization. The members of the PEN shared the challenges they would face with a traditional trial design.

"One of the first things that became obvious was how the crushing fatigue and chronic pain suffered by many afflicted with Sjögren's would be a real barrier for participation in a traditional trial that involved regular travel to a clinical site. We would be asking people to do something they may not be physically able to do," Lori says. "It was clear that having people travel to a clinical site would be a burden to them."

Another barrier to participation was the number of invasive procedures called for in the initial trial protocol, which included lip biopsies and blood samples.

"We talked to our clinical staff and it turns out some of the procedures were 'nice to have' rather than absolutely necessary," Lori says. "So the number and frequency of invasive procedures could be significantly reduced without affecting the integrity of the trial."

In the final trial plan, the requirement for regular travel to a clinical site was reduced by having nurses conduct home visits whenever possible and providing a car service for participants when necessary – concierge service as Lori calls it.

"The Sjögren's PEN gave us insights that we couldn't have gotten any other way," Lori says. "Those insights helped us design a clinical trial that will gather the information we need while just as importantly, meeting the needs of the participants." ♦

“ THE PATIENT ENGAGEMENT NETWORK ALLOWS PATIENTS TO SHARE REAL LIFE STORIES AND EXPERIENCES ABOUT WHAT BENEFITS PARTICIPANTS EXPECT TO GAIN FROM A TRIAL . . . ”

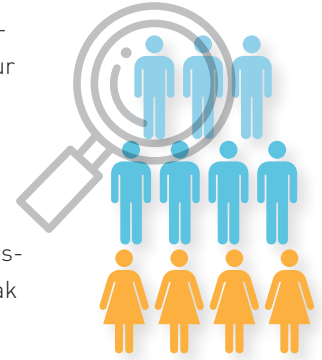
## Collaborating with the Right Partners

Our company has a long history of collaborating with the right scientific and commercial partners to advance our mission to discover, develop and deliver medicines to patients facing serious disease. Small and diverse business suppliers who align with our company strategy are key to helping us achieve our mission.

We have seen first-hand how diverse firms grow through working with global companies. In turn, we experience tangible positive results by diversifying our supplier base. Supplier Diversity is good for our organization because it drives business results, builds the economic strength of local communities

through employment opportunities, and strengthens our competitive advantage.

“Supplier Diversity is not just an abstract concept at Bristol-Myers Squibb,” says Farryn Melton, chief purchasing officer. “We actively break down barriers and change mindsets so we can unleash the powerful potential of our diverse suppliers to achieve higher levels of innovation, so we can better serve our patients.” ❖



“ SUPPLIER DIVERSITY IS NOT JUST AN ABSTRACT CONCEPT AT BRISTOL-MYERS SQUIBB. . . ”

## TRANSPARENCY

Bristol-Myers Squibb maintains an open environment to help build a foundation of trust and respect among our people, our patients, health care professionals, stockholders and the public. The company recognizes the vital importance of making information about our medicines available as we continue to seek a better understanding of the needs of our patients and customers. We are committed to maintaining the maximum transparency possible in key areas including clinical trials, grants and giving, interactions with health care professionals, investigational compounds, policy and advocacy engagement, political contributions and sustainability.







## COLLEAGUES AROUND THE WORLD SUPPORTING OUR COMMUNITIES

### NORTH AMERICA

**Transportation Assistance**  
Our financial support of patient advocacy organizations enables them to assist patients nationwide who are in need of transportation assistance for their cancer treatment. The partnership brings hope and relief to those in need.

LOCAL ACTION, GLOBAL IMPACT

### EUROPE

We partnered with Lung Cancer Europe to raise awareness of the disease in Europe. The **Next Lung Cancer A.C.T.** program profiles patients living with lung cancer and encourages the public to take **ACTion** against lung cancer by being **Aware**, getting **Checked** and **Talking** to their doctor.

### SOUTH AMERICA

In Argentina, Peru, Chile and Colombia, the company's **compassionate use programs** for oncology medicines, along with physician support programs, help physicians gain access to rheumatoid arthritis, oncology and hepatitis B products for their patients.

### AFRICA

The Bristol-Myers Squibb Foundation partners with the World Health Organization's (WHO) Global TB Program on **ENGAGE-TB**, a strategy to strengthen community-based care for patients with TB, including those who also have HIV, in five countries in sub-Saharan Africa. **ENGAGE-TB** leverages the national health care infrastructure and technical assistance faculty developed by the Foundation's landmark **SECURE THE FUTURE** initiative.

Bristol-Myers Squibb is committed to increasing access to medicines for communities in need wherever we operate.



### UNITED STATES

Our team is going the extra mile for patients, from **Coast 2 Coast 4 Cancer** across the United States. In 2014 and 2015, more than 80 U.S. oncology team members rode nearly 3,000 miles across the U.S. to raise awareness of cancer research and to raise \$1,000,000 for **Stand Up To Cancer**, a non-profit accelerating the pace of innovative cancer research.

### CHINA

We are delivering hope to patients with chronic myeloid leukemia in China. During our annual **Patient Week**, colleagues in Shanghai sent postcards with messages of hope to cancer patients. The inspirational postcards were delivered to a local hospital through a partner charity organization.



### REDWOOD CITY

Working with the Solomon Islands Ministry of Health and Medical Services, colleagues at our Redwood City, California facility collected much-needed medical supplies for patients and travelled to the islands to deliver the supplies to hospitals and clinics.

“ We bring a sense of urgency to everything we do – whether we’re driving results today or investing resources for tomorrow.”

Giovanni Caforio, M.D., Chief Executive Officer

## LOOKING FORWARD

| PEDIATRIC ONCOLOGY IN AFRICA |

### Changing Outcomes in Pediatric Cancer in Africa

The Bristol-Myers Squibb Foundation’s *SECURE THE FUTURE* program continues to evolve and to seek out opportunities to improve health outcomes in populations disproportionately affected by serious diseases. Since 1999, *SECURE THE FUTURE* has made a significant impact on women and children affected by HIV/AIDS in countries hardest hit by the pandemic. And now, the Foundation and its partners will build on the experience of creating the largest pediatric HIV treatment network and training health care professionals to build lasting capacity to help change the outcomes for children with cancer in Africa.

The statistics for pediatric cancer in resource-limited countries are stag-



gering: although in the United States 80 percent of children with cancer are cured, in sub-Saharan Africa roughly 90 percent of children with cancer do not survive – an estimated 90,000 deaths each year. The grave outcomes for children with cancer are due to lack of diagnosis and a health care workforce that is not trained to treat pediatric cancer.

The Bristol-Myers Squibb Foundation and its partners will leverage the government relationships, experience and infrastructure of its successful *SECURE THE FUTURE* initiative to create a transformational pediatric oncology treatment and training program in selected African countries that could save thousands of lives and serve as a blueprint for other countries to follow.

Building on the experience gained through HIV partnerships with Baylor College of Medicine International Pediatric AIDS Initiative at Texas Children’s Hospital (BIPAI) and Texas Children’s Hospital-Cancer and Hematology Center (TXCH), the Foundation is studying how to create the first Network of Centers of Excellence





Photo credit: Baylor College of Medicine

in pediatric cancer and blood disorders in the region. To ensure the model of care is sustainable, the Foundation and partners will focus on creating infrastructure and training the health care workforce across the continuum of cancer care.

The goal of the Bristol-Myers Squibb Foundation, its partners and the Network would be to dramatically improve the prognosis and outcomes of children with cancer in sub-Saharan Africa and bring outcomes to a level on par with western nations. ❖

2015

**NEARLY 300,000 CHILDREN** are receiving HIV/AIDS care through Baylor College of Medicine-Bristol-Myers Squibb Children's Clinical Centers of Excellence in **5 AFRICAN COUNTRIES** and a network of rural clinics.



## BRISTOL-MYERS SQUIBB FOUNDATION JOINING THE WHITE HOUSE CANCER MOONSHOT

The Bristol-Myers Squibb Foundation joined the White House Cancer Moonshot initiative by committing \$25 million in new funding to expand the current scope of community-based cancer care resources and survivorship support programs to underserved populations in the U.S. **The Cancer Moonshot** is led by Vice President Joe Biden with a goal of making a decade's worth of advances in cancer prevention, diagnosis, and treatment, in five years.

## Growing a Dynamic Workforce

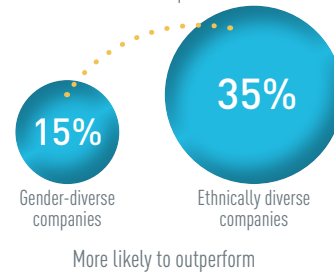
The global workplace is changing. The workforce is aging, women and women of color represent a critical source of talent and health care decision-making, and currently under-represented ethnic groups will account for the majority of the U.S. population by the year 2060. The Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) market represents \$884 billion in U.S. buying power alone, military veterans enter the workforce with significant leadership and team-building skills, and people with disabilities account for over 700 million individuals worldwide. For us to succeed in this next chapter of our company, we must proactively accelerate change and create a workforce for the 21st century that is gender-balanced, powerfully diverse and broadly inclusive.

We are building a diverse and inclusive culture to ensure that we are well positioned to meet current and future business challenges. We invest in our workforce and provide opportunities for them to develop and grow professionally. Embedded in our culture is the respect for and understanding that each individual brings a unique perspective to the table and has important contributions to make. Working together, we will continue to bring passion, innovation, speed and accountability to our work in order to make a difference in the lives of patients and to positively impact our communities and our planet. ❖



### DIVERSITY'S DIVIDEND

Likelihood that companies in top quartile for diversity financially outperform those in bottom quartile



Source: McKinsey & Company

## BRISTOL-MYERS SQUIBB ACHIEVEMENTS

### Selection of awards and recognitions

Recognized as one of DOW JONES' 2015 NORTH AMERICA INDEX OF LEADING SUSTAINABLE COMPANIES. Our efforts to promote economic, social and environmental sustainability are core to our company's mission and reflect our ongoing commitment to patients, our employees and partners, the environment and communities around the world.



Recognized as a 2016 ENERGY STAR PARTNER OF THE YEAR by the U.S. Environmental Protection Agency and U.S. Department of Energy.

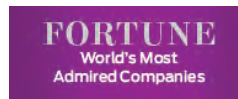
For the 9th consecutive year, ranked as one of the "Best Places to Work" on the 2015 CORPORATE EQUALITY INDEX (CEI), a national review of workplace equality conducted annually by the Human Rights Campaign Foundation.



Bristol-Myers Squibb is one of the 2015 WORKING MOTHER 100 BEST COMPANIES - marking the 18th consecutive year that our company has made the list.



Ranked among the top 10 on CORPORATE RESPONSIBILITY magazine's list of the 100 Best Corporate Citizens for the 8th consecutive year.



Ranked number four among the WORLD'S MOST ADMIRABLE COMPANIES in the pharmaceutical industry, according to the 2016 annual ranking published by FORTUNE magazine.

BRISTOL-MYERS SQUIBB named one of the BEST PLACES TO WORK in the U.S. and the U.K. by Glassdoor.com

Bristol-Myers Squibb has been named one of the 2016 NAFE Top Companies for Executive Women. The company was recognized for leadership initiatives, executive mentoring and sponsorship programs for female employees.





The company's approach to sustainability is comprehensive and global, and encompasses the products we make and how we make them, our facilities, our colleagues and our communities. Our Sustainability 2020 Goals are designed to further strengthen the company's business foundation, enabling an even stronger platform for future growth through opportunities to meet patient needs and stakeholder expectations.

See [bms.com/sustainability](http://bms.com/sustainability) for further details.

## SUSTAINABILITY 2020 GOALS

### TO OUR PATIENTS AND CUSTOMERS

#### Enhance patient access to medicines

Provide greater access to our medicines in global markets through approaches including tiered pricing, voluntary licensing, reimbursement support, patient assistance programs and through the work of the Bristol-Myers Squibb Foundation partnerships.

#### Accelerate innovation to develop transformative medicines

Focus on transformative medicines in areas of high unmet medical need and accelerate product development and review while ensuring data integrity and adherence to regulatory standards.

### TO OUR EMPLOYEES

#### Be the employer of choice and the champion of safety

Empower and engage our people by providing an energizing work environment and safety culture, investing in our people through professional development and building a more globally diverse and inclusive workforce.

### TO OUR GLOBAL COMMUNITIES

#### Drive supply chain leadership on quality and integrity

Ensure reliable supply of materials, engaging with our critical suppliers on Bristol-Myers Squibb's quality, labor, integrity and environmental standards.

### TO OUR ENVIRONMENT

#### Innovate to support a green, healthy planet

Continue to improve our environmental footprint with greenhouse gas and water reduction goals and integrate green design and reduce waste throughout our product portfolio.



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