

# 2021 Environmental, Social and Governance Report

Progress against 16+ indicators in accordance with the  
BioPharma Alliance, SASB and GRI



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## About This Report

This report is written in accordance with the Biopharma Investor ESG Communications Guidance 2.0, which was developed by the Biopharma Investor ESG Communications Initiative, part of the Biopharma Sustainability Roundtable (BSRT). It was prepared with reference to the Global Reporting Initiative (GRI) standards and the Sustainability Accounting Standards Board (SASB) standards for the biopharmaceutical sector.

This report also includes our Anti-Corruption report using the Norges Bank Investment Management (NBIM) guidance, providing additional transparency to our progress in this critical area.

Unless otherwise stated, this report details our performance on ESG topics and contains nonfinancial disclosures covering the period from January 1, 2021, through December 31, 2021.

# About Bristol Myers Squibb

Transforming patients' lives through science™

We are a global biopharmaceutical company whose mission is to discover, develop and deliver innovative medicines that help patients prevail over serious diseases. At Bristol Myers Squibb (BMS), we are in the business of medical breakthroughs—the kinds that transform and save patients' lives. Our business combines the agility of biotech with the reach and resources of an established pharmaceutical company to create a leading global biopharma company. We bring a human touch to every treatment we pioneer. With a diverse and promising R&D pipeline, we focus on innovations that drive meaningful change. Our therapeutic areas in which we have marketed products include:

ONCOLOGY

IMMUNOLOGY

CARDIOVASCULAR

FIBROTIC DISEASES

HEMATOLOGY

NEUROSCIENCE

## Our Mission

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

## Our Vision

To be the world's leading biopharma company that transforms patients' lives through science

## Our Values

Integrity | Innovation | Urgency

Passion | Accountability | Inclusion

<sup>1</sup> New Product Portfolio includes Reblozyl® (luspatercept-aamt), Inrebi® (federitinib), Onureg® (azacitidine tablets), Zeposia® (ozanimod), Breyanzi® (lisocabtagene maraleucel) and Abecma® (idec妥abtagene vicleucel). Risk-adjusted sales figure also includes potential for Opdivo® (nivolumab plus nivolumab fixed-dose combination), Camzyos™ (mavacamten) and Sotyktu™ (deucravacitinib).

<sup>2</sup> This non-GAAP amount excludes certain costs, expenses, gains and losses and other specified items. GAAP and non-GAAP earnings per share include the net impact of certain in-process research and development ("Acquired IPRD") charges resulting from upfront or contingent milestone payments in connection with asset acquisitions or licensing of third-party intellectual property right and licensing income. A reconciliation of GAAP to non-GAAP measures can be found on our website at [bms.com](http://bms.com). See "Quarterly Package of Financial Information" available on [bms.com/investors](http://bms.com/investors) for information on the list of specified items excluded from non-GAAP EPS.

## 2021 Highlights

**\$46.4B**

Total revenues, representing  
9% year-over-year (YOY)  
growth from 2020

**\$11.4B**

Invested in  
R&D including  
Acquired IPRD

## Strong revenue growth across portfolio:

**17%**

Eliquis® (apixaban)  
YoY growth

**8%**

Opdivo® (nivolumab)  
YoY growth

**20%**

Yervoy® (ipilimumab)  
YoY growth

**\$1.1B**

in new product portfolio<sup>1</sup> sales

## Robust early-stage pipeline with

**50+**

assets across leading drug discovery platforms: small molecules, protein homeostasis, biologics, cell and gene therapy

**\$3.12**

GAAP EPS

**\$7.16**

Non-GAAP EPS<sup>2</sup>

# A Letter from Giovanni Caforio

At Bristol Myers Squibb, we use science to transform patients' lives. While 2021 was another year of significant external challenges, our global workforce never wavered on discovering, developing and delivering innovative medicines that help patients prevail over serious diseases.

Throughout the year, we delivered strong financial results, including across our new product portfolio. We used this momentum to fuel our innovation engine—doubling our research and development (R&D) pipeline compared to 2019 and deepening our use of digital technology to accelerate drug discovery and development.

Critically, we have evolved our core strategy for business growth to integrate environmental, social and governance (ESG) factors. This strategy guides us to further incorporate sustainability into our corporate culture and daily business operations so that we can continue to innovate life-saving medicines in a way that is environmentally and socially responsible.

## Advancing our strategy

As we execute our strategy, we're engaging our global workforce to make progress toward ambitious, ESG-focused goals. Together, we are working to accelerate innovation; enhance patient access to medicines; build an inclusive, diverse and equitable work environment; and strengthen our environmental sustainability—all while operating with the highest levels of quality, integrity and ethics.

Our North Star is to ensure that every patient who needs our medicines has access to them. In 2021, we made progress across our commitments to health equity and inclusion and diversity (I&D).

A focus on diversity during discovery and development leads to better science. In 2021, we exceeded the target set to increase diverse patient participation in clinical trials, with more than half of our clinical trial sites now located in highly diverse U.S. communities.

In another initiative aimed at improving I&D, we expanded our [Tomorrow's Innovators](#) program. This two-way leadership exchange program opens collaboration and research opportunities and will enhance our efforts to recruit talent from historically Black colleges and universities and attract Black and African American leaders for our executive-level positions.

Our commitment to health equity underscores our approach to environmental stewardship. As a company driven by science, we understand that human health is inextricably linked to the health of the planet, therefore we consider environmental responsibility to be imperative for doing business and expanding health equity around the world.

In 2021, our facilities took action to reduce greenhouse gas (GHG) emissions, increase energy efficiency and reduce waste and water use in line with our 2030 and 2040 environmental goals. Our efforts were recognized on the Forbes Green Growth 50 list of U.S.-based companies that have reduced GHG emissions while growing earnings, and our scientists received the U.S. Environmental Protection Agency's Green Chemistry Award for innovating new ways to conduct science in a more sustainable way.

## Looking ahead

Keeping ESG integrated into our strategy, we remain steadfast in our focus on robust topline and bottomline growth, financial flexibility and a strong innovation engine. These factors constitute a solid foundation for sustained long-term growth, which enables us to continue to advance our pipeline, invest in future sources of innovation and, ultimately, deliver on our promise to transform patients' lives through science.



A handwritten signature in black ink, appearing to read "Giovanni Caforio".

Giovanni Caforio, M.D., Board Chair and CEO

# 2021 ESG Progress & Highlights

**54%**

of U.S. clinical trial sites were located in highly diverse communities, exceeding our goal

## Tomorrow's Innovators

expanded program to recruit talent from Historically Black Colleges and Universities

**60%**

of Board Directors comprise women or underrepresented racial and ethnic groups

**45.5%**

global executives are women, a 2.9% YOY increase

**619,000**

people reached through Health Equity grants

**>\$704M**

product donations in U.S. through the independent BMS Patient Assistance Foundation



mapped sustainability efforts to 11 of the UN SDGs

**7%**

reduction in energy use since 2019

**10.9%**

reduction in overall waste generated

# Our Approach to ESG

At Bristol Myers Squibb, our vision is to transform the lives of patients through science. As a leading Biopharma Company, our passion for making an impact extends well beyond the discovery, development and delivery of innovative medicines that help patients prevail over serious diseases. We believe that driving long-term business value is at the heart of living our purpose, being leaders and difference-makers for generations to come. Through our Environment, Social and Governance (ESG) strategy we seek to mobilize our capabilities and resources to positively impact the communities where we live, work, and serve.

## We are committed to quality, integrity and ethics in everything we do.

We operate with effective governance and the highest ethical standards, and we seek transparency and dialogue with our stakeholders to improve our understanding of their needs.

## We seek to actively improve the health of the communities where we live, work and serve.

Around the globe, we promote health equity and seek to improve health outcomes for populations disproportionately affected by serious diseases.

## We lead with our Value of Inclusion.

We foster an environment of inclusion and belonging and build a globally diverse workforce to drive equitable advancement and outcomes for all.

## We honor our longstanding pledge to environmental sustainability.

We understand our responsibility to create a maximum positive impact while minimizing our environmental footprint. We leverage sustainability to drive innovation, build resiliency and manage nonfinancial risks.

## ESG Governance

Our ESG strategy is meaningfully tied to our company's core strategy, as the opportunities and potential impacts of ESG issues are directly interrelated to our business. Accordingly, our governance model links core business considerations with our ESG framework and ensures engagement and alignment from BMS' most senior leaders, with core support from key functional areas such as Corporate Affairs and Legal, including Environment, Occupational Health, Safety and Sustainability (EOHSS) and is integrated into our enterprise risk management (ERM) program as described below. Led by our Board Chair and CEO, our ESG efforts are overseen by the Board of Directors (Board).

Our Board members discuss pertinent ESG topics multiple times per year. The Board's Committee on Directors and Corporate Governance provides detailed oversight of these topics, and, in accordance with their respective charter responsibilities, the Board's other committees may also provide oversight on certain topics. Recent agenda items included discussing details about external and emerging trends and weighing internal performance against predetermined objectives and opportunities to extend or modify our programs. Our ESG strategy encompasses the following priority areas:

### Ethical Business

- Business ethics, integrity and compliance
- Corporate governance
- ESG governance
- Product quality
- Risk and crisis management
- Supply chain management
- COVID-19 response

### Innovation, Health Equity and Patient Access

- Pipeline and digital innovation
- Health Equity initiatives
- Clinical trial diversity and execution
- Access to healthcare and drug pricing

### Our People

- Inclusion and Diversity (I&D)
- Employee safety
- Employee training and development
- Employee wellness
- Occupational health

### Environmental Responsibility

- Climate change
- Environmental impacts
- Pharmaceuticals in the Environment (PiE) and Anti-Microbial resistance (AMR)

# UN Sustainable Development Goals

BMS' mission, vision and values fully align with the United Nations Sustainable Development Goals (UN SDGs). We use a transparent process to set, prioritize and measure the success of SDGs that are relevant to our business and the ways we strive to positively impact society.

In 2010, BMS signed the UN Global Compact and submitted our annual Communication of Progress under the Advanced category. Since 2016, we have also reported progress toward seven targets within Goal 3, Good Health and Well-Being.

## Mapping SDG Alignment

We leveraged the SDG Compass to best map our sustainability efforts across the enterprise and align our strategy to the realization of the SDGs. Through this exercise, we identified 11 SDGs, defined by our primary and secondary alignment and mapped to the efforts and impact to both our business and our patients. We actively track our progress using the UN SDG Action Manager.

**Primary Goals** correspond to efforts that support our core value chain. These efforts are directly involved in the identification, development and distribution of life-saving medicines to our patients.



**Secondary Goals** correspond to programs driving Diversity and Inclusion and Environmental Responsibility within our sites and in the communities in which we operate. In 2021, we expanded our secondary goal alignment to include SDG 4: Quality Education.



## Investing in and developing the next generation of leaders



As part of our support for UN SDG 4, we seek to reduce gender disparities globally to create a more gender-equitable education system and empower girls to transform communities around the world. To this end, we are the ongoing sponsor for the One Young World Lead2030 Challenge, which invites young innovators to design solutions to break down barriers that girls face in regard to STEM education. Our 2021 sponsorship included a \$50,000 grant and a year's worth of mentorship to the winning organization, Smart Cheli, which provides robotics training and mentorship to young girls and women in Nepal. We are also the ongoing sponsor for the One Young World Lead2030 Challenge for SDG 10—with a focus on advancing equality within the LGBTQ community in businesses—and a member of the inaugural Young SDG Innovators Program, which supports SDG 3.

## Standing up for human rights



In October, our Law Department partnered with one of our preferred law firm partners on a virtual, anti-human trafficking law clinic as part of the department's Day of Service. The BMS team contributed to the development of a global compendium of key human trafficking and modern slavery laws, focusing on Belize, Zambia and South Africa. The compendium chapters are made available to NGOs, governments, prosecutors, community members, victims and public interest lawyers at no cost. This event extended our internal education about human rights issues, sustaining the momentum behind our support for Truckers Against Trafficking, a nonprofit organization that exists to educate, equip, empower and mobilize members of the trucking, bus and energy industries to combat human trafficking.

# Public Commitments

For the year 2021, we are **on track** toward achieving all of our public commitments.

## Environmental Responsibility<sup>1</sup>

### By 2024

Receive validation of science-based emissions reduction targets.

### By 2030

100% of our purchased electricity will be obtained from renewable sources.

### By 2040

Achieve net neutrality in Scope 1 (direct) and Scope 2 (indirect) GHG emissions.

Reach the target of zero waste to landfill.

Ensure 100% of vehicles in our commercial fleet are electric.

Achieve equitable water use.

## Our People

### Aspirational Representation Goals

### By year-end 2022

Achieve gender parity at the executive level globally.

Double representation from June 2020 levels of both Black/African American executives (3.0% to 6.0%) and Latino/Hispanic executives (3.7% to 7.4%) in the U.S.

### By 2025

Spend \$1 billion globally with diverse suppliers.

## Health Equity and Inclusion & Diversity<sup>2</sup>

### Starting in 2021

Locate at least 25% of U.S. sites participating in new BMS clinical trials in racially and ethnically diverse metro areas.

## Bristol Myers Squibb Foundation\*

### Commitments to Health Equity and Inclusion & Diversity

### By 2025

Award \$50 million in U.S. health equity grants in BMS therapeutic areas.

### By 2027

Train and develop 250 new investigators who are racially and ethnically diverse or who have demonstrated commitment to serving diverse and medically underserved communities through a \$100 million training and development program.

Provide 250 medical students from groups underrepresented in medicine (URM) a six-week summer immersion experience in community-based clinical trial recruitment.

### Starting in 2020

Provide a two-to-one match for U.S. and Puerto Rico employee donations to designated organizations that fight disparities and discrimination.

\*Bristol Myers Squibb is the primary donor to the Bristol Myers Squibb Foundation, an independent charitable entity.

<sup>1</sup> Announced Dec 2020

<sup>2</sup> Announced Aug 2020

# Ethics, Integrity, Quality and Governance

A close-up photograph of a woman with dark skin and curly hair, wearing a green top, smiling warmly at a young child. The child, with dark hair and a white bow, is wearing a red polka-dot dress and looking down. They are both outdoors, with a thatched roof and greenery in the background.

## IN THIS SECTION

Ethical Business

Ethical and Safe Products

Cybersecurity

Governance and Risk Management

# Ethics, Integrity, Quality and Governance

From the way we grow our business to the products we make, our values and principles of integrity guide our every decision. They commit us to the highest standards of ethics, integrity and quality in everything we do for patients, customers, colleagues and our communities.

We recognize that good governance is fundamental to our success, both in building long-term value for shareholders and in maximizing the benefits we deliver for our patients, customers, colleagues and communities. We are committed to meeting standards of governance, including taking steps to achieve greater transparency and accountability to our shareholders.

Our Board is composed of a diverse and independent group of individuals who bring a depth of expertise, a broad range of skills and a strong sense of integrity to our business. Together with our senior management and other employees, BMS' Board members have adopted our [Principles of Integrity](#) (Principles), which reflect who we are as a company and provide a common framework for how we interact with our employees, customers, patients, shareholders, partners and the global community.

Our compliance program meets or exceeds guidance issued by regulatory authorities, including the U.S. Department of Justice, applicable laws and regulations, and industry codes. This further ensures that we build and nurture a culture of integrity in everything we do.

**27,059**

employees assigned with  
Principles of Integrity course

**98.5%**

employees completed Principles  
of Integrity course 2020-2021  
(2-year cadence)

# Ethical Business

Operating with ethics and integrity is foundational to our business and our commitment to sustainable growth. We are dedicated to promoting an ethical and compliant culture and maintaining a work environment where all employees feel comfortable raising issues and voicing their concerns.

In 2021, we improved an already robust Conflicts of Interest (COI) system throughout BMS' global enterprise. We centralized our COI systems and automated our processes to enable greater visibility and access to real-time data insights.

To support our anti-corruption program, robust anti-bribery policies apply to all BMS employees and relevant contractors, and all undergo comprehensive education and training on the subject. We continue to complement these actions with risk assessments and regular monitoring and auditing of our relevant activities.

Additionally, we maintain ongoing communication on ethics and compliance throughout the year. For instance, our CEO and Chief Compliance and Ethics Officer (CCEO) circulate communications on integrity-related topics, including our company values, principles of integrity, and compliance and training surrounding our anti-bribery policies. Similarly, our Compliance and Ethics Department regularly publishes articles on our internal news platform. These include articles based on real-world incidents that provide employees with a greater awareness of how to identify and escalate potential concerns.

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In 2021 we celebrated the 100th anniversary of our first print advertisement, which honored the integrity of our company and employees. Integrity continues to be our core value.

## Celebrating 35 years of The BMS Pledge



The BMS Pledge has long been a fundamental element of our corporate culture. It sets forth the interests and expectations that we consider alongside our stakeholders and is the foundation on which [Our Commitment](#) was built. Ultimately, The Pledge is a formal commitment to conscientious citizenship. It supports social responsibility, environmental protection and economic progress and guides us toward policies and practices that fully embody the responsibility, integrity and decency required of our free enterprise.<sup>1</sup>

<sup>1</sup> Bristol Myers Squibb Company Report on Environmental Health and Safety Progress, May 1999, page 8.

# Ethical and Safe Products

Patients trust us to provide the medicines they need. They rely on us to provide products and services that are effective, ethical and safe. That is why our unwavering commitment to product safety and quality is so essential—it is at the core of our work to bring forward medicines that transform patients' lives.

We are committed to delivering superior value and quality as we provide safe, ethical products and services that meet or exceed all regulatory requirements. Throughout our value chain, we take special care to ensure that we meet safety, efficacy, purity and quality standards—from design and development to manufacturing and distribution to proper methods of disposal.

To deliver truly ethical products, it is imperative that we conduct our business in an environmentally sustainable manner. We take a precautionary approach when there is potential harm to human health or the environment, and we integrate principles of resource conservation, pollution prevention and environmental responsibility across our global operations. We also collaborate with the public, along with government, industry and educational organizations, to support regulations, research and programs that address environmental, health and safety concerns throughout our industry.

## Regulations and standards

Our sector is one of the most highly regulated industries because human health and lives are at stake. We comply with all applicable laws and regulations in the jurisdictions in which we operate, including the regulations for current Good Laboratory Practice, Good Manufacturing Practice, Good Clinical Practice, Pharmacovigilance and Good Distribution Practice.

## Product security

From development to commercial manufacturing to distribution to disposal, we protect the entire product life cycle with a variety of controls and monitoring tools. We employ an integrated team to address counterfeiting, product tampering, theft and diversion issues, including through the following measures:

- Implementing security technologies that make our packaging and products less vulnerable to counterfeiting and secure their movement within the supply chain.
- Participating in industry coalitions focused on product security.
- Collaborating with our supply chain vendors and law enforcement agencies on product security matters.

### Addressing counterfeit drugs: customer and partner communications

#### SASB - HC-BP-260a.2

We take the risks related to counterfeit medicines very seriously and do all we can to build safety into our medicines and into the supply chain. We evaluate potential risks across the value chain and apply scientific and technical controls to try to reduce the ability to produce counterfeits, but also to enhance our ability to detect counterfeits. This requires that we work with multiple global authorities, including the U.S. Department of Homeland Security and Customs and Border Protection, to share information and collaborate on the detection and removal of counterfeits and unsafe medicines from the market.

We also have robust drug safety and surveillance programs and support global reporting of any suspected counterfeits. Interwoven into the reporting or detection programs are time-bound processes that initiate product recall and subsequent testing as appropriate and in concert with the regulatory authorities.



## Quality management system

Our quality management system (QMS) consists of a series of standards and business processes that ensure we ethically and rigorously achieve quality outcomes across the spectra of regulatory frameworks. It defines our ways of working; our strict specifications for product manufacturing, testing and packaging; and the controls we use to make sure we consistently achieve the quality outcomes we intend and expect.

To further enhance our QMS, we are well into a multi-year journey to transform it across the product life cycle into a common GxP—or “good practice”—framework. As we integrate our quality philosophy across the product life cycle, we are driving progress toward cloud-based quality applications. These are the first steps in building a foundation for our predictive quality vision.

In 2021, we continued to advance our QMS to meet or exceed the expectations of regulators in the development and life cycle management of combination products. This included implementing continuous improvement initiatives on essential QMS processes relevant to devices including Design Control and Post-Market Surveillance, which provide the foundation for our streamlined approach.

Pharmaceutical companies are also regulated by health authorities worldwide, such as the U.S. Food and Drug Administration (FDA) and the European Medicines Agency (EMA). These health authorities audit our operations on a regular basis, and in 2021, we completed more than 100 regulatory inspections. Our QMS is designed to meet or exceed global, industry-recognized standards and guidelines to build a comprehensive quality framework that is agile enough to respond to change, and robust enough to advance novel and differentiating technologies inclusive of devices and combination products.

## Product safety

Providing safe products is a top priority at BMS. In this regard, one of the most important actions we take is to monitor and evaluate safety data associated with our marketed medicines and our investigational drugs in clinical trials. To ensure that we meet our worldwide safety reporting requirements, employees, consultants, and independent contractors must promptly report any potential or actual adverse events, as well as other events associated with our products when they become aware of them. These events include any unfavorable and unintended sign, symptom or disease temporally associated with the use of a medicinal product, whether or not the event is considered to be directly related to the medicinal product.

We also embed technology and systems to identify and protect our brands from instances of counterfeiting, tampering, theft or diversion. In addition, employees are required to promptly report possible diversion instances by notifying Corporate Security and Quality and Compliance representatives and business unit senior management within 24 hours.

### 2021 product safety highlights

At BMS, we believe that one safety incident is one too many. In 2021, we continued to achieve exceptional product safety performance and results with zero incidents, maintaining the quality of our products for the patients who rely on them.



<sup>1</sup> Data as per SASB requirements from source [www.fda.gov/safety](http://www.fda.gov/safety)

## Maintaining product traceability, preventing counterfeiting

### SASB - HC-BP-260a.1

Supply chain digitization (previously known as global serialization) ensures that BMS is compliant with “track and trace” regulations. In line with these regulations, all BMS medicines in serialized markets are now required to have a unique identifier in the packaging, which enables each saleable unit of a product to be tracked throughout the entire supply chain.

During the serialization process, a unique 2D data matrix is placed on each carton of product. As the product moves through the supply chain, wholesalers, distributors and dispensers can scan this code to confirm that the product is legitimate. Serialization data is then exchanged between nodes in the supply chain, in accordance with market regulations.

Combined with our experience exchanging data with internal and external partners, the ability to encode more information—including unit-level identification—on our packaging offers valuable new capabilities for BMS. Nearly all our internal and external packaging lines are serialization capable, and moving forward, we expect to focus on improving supply chain visibility and enhancing customer experience.

By 2023, the U.S. is expected to have a system that will enable transactional data to be gathered across the supply chain for each unique identifier. This will establish full end-to-end visibility if a suspect product is detected. These capabilities—originally developed to meet [government regulations](#) aimed at protecting patient safety—may be leveraged to enable a customer-specific experience and the delivery of patient-specific medicines.

## Takeback, reuse and product disposal

### SASB - HC-BP-250a.4

The [Pharmaceutical Product Stewardship Work Group](#) (PPSWG) manages the takeback of BMS medications from patients. The PPSWG coordinates these efforts through [MED-Project](#), a stewardship organization that implements and operates mandated household unwanted medicine and sharps takeback programs.

Due to regulations, pharmaceutical products are not sorted after collection, making it difficult for BMS to calculate the amount of unused BMS products collected from U.S. patients. However, in 2021, we know that residents in California, Massachusetts, Oregon and Washington disposed of 357 tons of unwanted, household-generated materials collected through MED-Project's programs. This included more than 93 tons of unused medicines that were disposed of via Med-Project's sharps programs and 264 tons that were disposed of via its unwanted medicine programs.

In addition to our work with MED-Project, we collaborate with other organizations to facilitate takeback in our industry. Examples include the websites [myoldmeds.com](#) and [medsdisposal.eu](#), which create an easy way for patients to identify a nearby location where they can properly dispose of unwanted, unused or expired household medicines. The websites also highlight how important it is for patients to securely store household medicines and follow the labeling information and medication guides that companies provide.

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In 2021, there were >20 active unwanted medicine programs and nine sharps programs throughout the U.S. Learn more in [BMS' Household-Generated Sharps Management Plan](#).

# Cybersecurity

Our patients, partners, employees, suppliers and other third parties rely on us to securely store their information. Maintaining their trust is fundamental to our values of accountability and integrity and critical to our business success.

Our cybersecurity and data privacy programs are aligned to the U.S. National Institute of Standards and Technology Cybersecurity Framework (NIST CSF) and informed by and tailored to address a specific set of cyber risk scenarios relevant to BMS. We leverage data analytics and artificial intelligence to help us identify and defend against cyber threats and to constantly learn how these threats evolve. We maintain strong industry relationships and collaborate to defend against cyber threats, including with our third-party providers and with government agencies, such as the U.S. Federal Bureau of Investigation and the Cybersecurity & Infrastructure Security Agency.

To further mitigate potential security and privacy risks related to cyber threats, we engage in real-time education of our global workforce. For example, in the U.S. our employees receive a monthly snapshot of their cyber behaviors and are given an overall rating for their cyber vigilance. Following a gamification approach, we have seen measurable improvement in employees' behaviors across scored areas and increased organic dialogue on cyber vigilance.

## Cyber vigilance and preparedness

The U.S. Securities and Exchange Commission (SEC) suggests that future credit ratings may consider cyber preparedness, in addition to the disclosure of cyber risks and incidents. Ratings agencies are still in the process of staffing cybersecurity experts to carry out this task, but they expect it to become a meaningful component of their credit ratings in the coming years.

### Addressing emerging cybersecurity risks

#### Geo-Political Risk

Russia's invasion of Ukraine has increased focus on geo-political threats and the response/continuity planning required. Associated increases in sabotage and espionage have been observed across various industry sectors and companies with operations in the region and are expected to continue.

#### Our response:

Bolstering defense measures against threat actors and tactics. Transitioning commercial operations in Russia (including workforce) to third party.

#### Third-Party Supply Chain Risks

Threat actors continue to target supply chains to compromise a greater number of victims and maximize harm. Cloud providers are a likely target focus due to potential impact.

#### Our response:

Continuing to evolve our third-party risk management program and conducting table-top exercises to identify gaps in and improve our supply chain resilience.

#### Human Risk

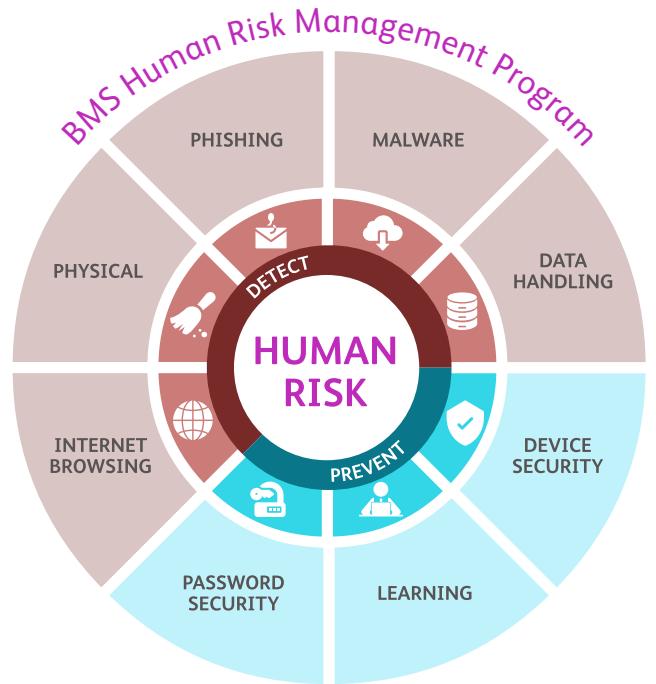
Phishing attacks remain the most common cause of data breaches. Threat actors continue to expand tactics, employing SMS and Microsoft Teams-based attacks to avoid detection on corporate networks.

#### Our response:

Rolled out cybersecurity snapshots which provide a cyber vigilance score much like a credit report to our employees, based on various behavior categories (e.g., reporting phishing emails or visiting risky websites).

In response, we are partnering with the Healthcare and Public Health Sector Coordinating Council Cybersecurity Working Group and the Health Information Sharing and Analysis Center to determine any operational adjustments that may be required. This work includes assessing the potential impact of the SEC's new practices on our current SEC reporting requirements and exploring options for addressing existing gaps.

Across industries, organizations struggle to deal with the human element of cybersecurity and adaptation of secure behaviors. To pinpoint human security risk, BMS has implemented a human risk management program across our global enterprise to translate our behaviors into personalized and aggregated scorecards. The scorecards, shown below, measure five cyber behaviors and enable analysis at the organizational, departmental and individual levels. The results are used by the BMS cybersecurity team to achieve a targeted change in behavior, and effectively communicate expectations to all employees through a targeted learning approach.



### Addressing the Human Element of Cybersecurity at BMS

Cyber Vigilance Program	Improving cyber hygiene of our workforce through data-driven cybersecurity awareness campaigns, global educational courses and an activated Champion Network
Phishing Protection Program	Enabling our workforce to better identify and report suspicious emails, leveraging simulations that reflect the increasingly complex nature of real-life attacks
Cyber Resiliency Table-Top Exercises	Stress testing cyber resilience and our ability to respond in a cyber event through collaborative preparedness exercises across business units
Cybersecurity Snapshot & Scorecard	Translating BMS' security data into personalized and aggregated scorecards that pinpoint human security risk through a human risk management platform
Data Protection & Insider Risk Program	Safeguarding BMS information to reduce risk of intellectual property and crown jewels data from being exfiltrated from the organization

# Governance and Risk Management

Our business thrives because of the unwavering commitment of our workforce to discover, develop and deliver innovative medicines that help patients prevail over serious diseases. This commitment is based on a foundation of robust governance and risk management.

Further, we consider our ESG risks and opportunities as integral to our strategy for doing business around the world. Our strong governance profile includes direct oversight by our Committee on Directors and Corporate Governance of ESG risks, assessment and disclosure. Oversight by this committee strengthens our ability to operate with the highest levels of quality, integrity and ethics, which are foundational to our business.

## Board diversity

Our Board is focused on ensuring that it has the best mix of skill sets, proficiencies and perspectives to deal with the ever-changing business dynamics of our company and external environment. In line with this focus, they are prioritizing efforts to increase inclusion and diversity—both at the Board member level and throughout the organization. In particular, in connection with its identification and selection of potential director nominees, the Board is committed to identifying and evaluating highly qualified women and historically underrepresented ethnic group candidates, as well as candidates with other diverse backgrounds and experiences.

## Board accountability and shareholder rights

Our Board meets on a regularly scheduled basis, with members convening nine times in 2021. During the year, the average aggregate attendance of directors at Board and committee meetings was over 98%. No director attended fewer than 90% of the aggregate number of Board and committee meetings during the period that they served. During these meetings, our independent directors met in executive sessions to discuss many topics, such as the company's integration of the Celgene and MyoKardia businesses, the execution of our strategy to renew our product pipeline with new life-changing medicines, and the execution of key launches to replace revenues from upcoming losses of exclusivity, among other things.

The Board and Board committees also held numerous information sessions throughout the year, which supplemented the regularly scheduled Board and committee meetings. These information sessions were especially important during 2021, and allowed the Board to provide effective oversight and support to our management team during the ongoing pandemic. BMS also placed a high priority on our proactive engagement with shareholders, reaching out to more than 50 of our top shareholders, who represented roughly 49% of our shares outstanding.

## Tenure and diversity of BMS Board

### Director Tenure



### Board Diversity

**4** Female Directors

**60%**

**2** Black/African American Directors

of our directors comprise women or underrepresented racial and ethnic groups<sup>1</sup>

**1** Latino/Hispanic Director

<sup>1</sup> Deepak L. Bhatt, MD, MPH is our newest director and he was appointed to the Board on June 14, 2022. Dr. Bhatt is the Director of Mount Sinai Heart and the Valentin Fuster Professor of Cardiovascular Medicine at Icahn School of Medicine. Dr. Bhatt identifies as an Asian American.

## Enterprise risk management

Our enterprise risk management (ERM) program helps us identify and manage risks and opportunities by providing a framework for identification, assessment—in terms of likelihood and magnitude of impact—and the determination of a response strategy and monitoring process. By identifying and proactively addressing our risks and opportunities, BMS protects and creates value for all our stakeholders, including our shareholders, patients, employees and global communities.

Our cross-functional Enterprise Risk Committee (ERC) leads BMS' ERM governance and reporting and assists the company in its responsibilities relating to risk management. This includes compliance with applicable laws, regulatory requirements and upholding our [Principles of Integrity](#). With its relevant sub-committee, the ERC also provides ongoing updates to our Leadership Team and Board regarding BMS' enterprise risk profile and risk mitigation strategies.

## ERC priorities

- Ensuring enterprise risk mitigations are captured, reviewed and monitored
- Surfacing and evaluating emerging risks and enterprise risk trends to inform risk drivers or scenarios
- Reviewing progress and providing input on risk management activities led by functional risk committees or risk management functions

The ERC is supported by the Enterprise Risk Analytics team. This team manages a continuous and dynamic process that leverages metrics, considers emerging risk information and evolves risk-based annual internal audit assessment through enriched information, to articulate explicit linkage between risk function activities and enterprise risks through integration of cross-functional competencies.

### Enterprise Risk Management Governance



# Innovation, Equity and Access to Healthcare



## IN THIS SECTION

- Innovation
- Health Equity
- Clinical Trials
- Access to Healthcare

# Innovation, Equity and Access to Healthcare

Patients are at the center of everything we do. They inspire us and are the reason we come to work each day. We leverage our scientific and research expertise to accelerate drug discovery and development as we work to help more patients around the world prevail over serious diseases.

BMS invests heavily in our R&D pipeline to accelerate the next wave of scientific breakthroughs for our patients. Each year, we leverage our business success and deepen our use of cutting-edge digital technologies to strengthen and fuel our company's innovation engine. Today, we continue to innovate next-generation medicines that transform patients' lives.

Our portfolio focuses on areas of high unmet medical need in oncology, hematology, immunology, cardiovascular, fibrotic and neuroscience disease. Innovations in these areas can be truly transformative—but only if they reach as many patients as possible in the timeframe they need. BMS is deeply committed to working alongside our partners to advance access and health equity in countries around the world. This will ensure that more patients can benefit from our breakthrough science and live longer, healthier lives.

**54%**

of U.S. clinical trial sites were located in highly diverse communities by the end of 2021, exceeding our goal. Diversity in clinical trials is a key driver of health equity.

# Innovation

BMS is a company heavily steeped in science and research. Supported by robust capabilities, unmatched collective experience and a global presence, we bring therapies to market with a strong sense of urgency and the utmost precision and care.

## Our portfolio

We continue to expand our robust portfolio with solutions to save and transform patients' lives. For instance, we are currently leading a revolutionary change in the treatment of more than 28 types of cancer. Clinical trials have demonstrated the survival benefits of our immunotherapies in patients with metastatic disease, as well as earlier stages of cancer. By combining our immunotherapies with other medicines, as well as chemotherapies, we continue to improve response rates for certain patients.

We are progressing cell therapies from pipeline to certain patients and are the only company with two approved cell therapies directed against two distinct targets. Building on this momentum, we continue to invest in cutting-edge technologies and manufacturing methods, such as using novel constructs to make CAR T cells more consistent and persistent in our pursuit of the next treatment frontiers. Leveraging one of the largest datasets of CAR T translational and clinical data in the industry, we're also evaluating a broad portfolio of cell therapy treatments across earlier lines of therapy. All of these actions add up to our purposeful pursuit of better patient outcomes.

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We continue to be an industry leader in R&D investment, investing \$11.4 billion including Acquired IPRD (or approximately \$11 billion) or approximately 24% of our revenue in 2021.

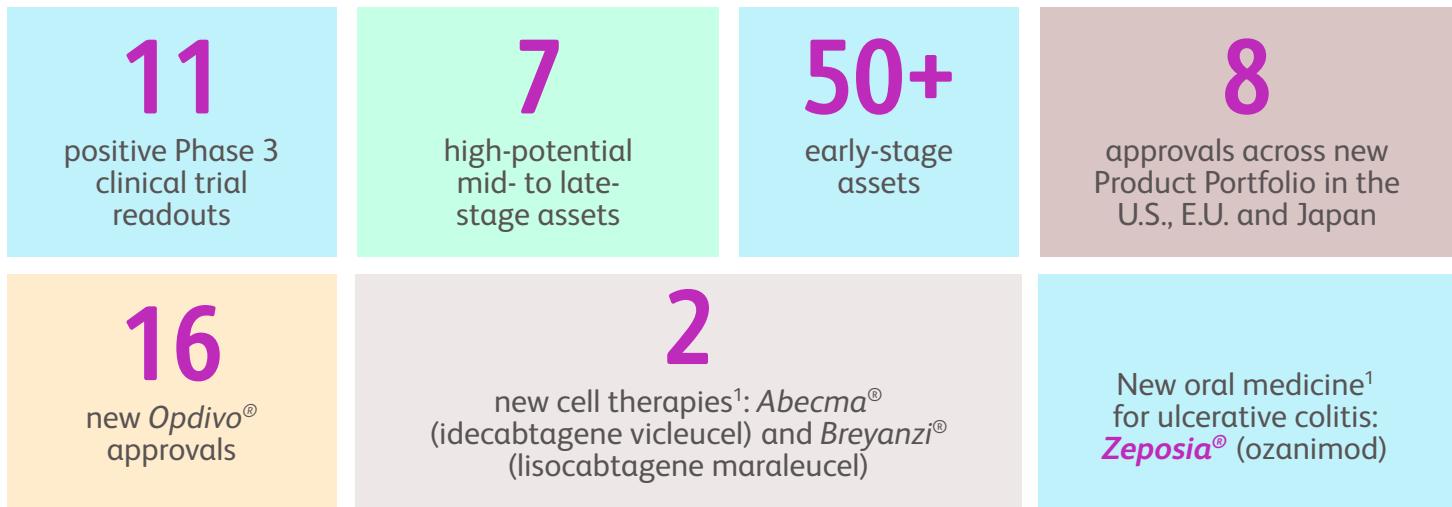
In 2021, our immunology franchise encompassed two marketed products and a robust pipeline of more than 20 programs across nearly 20 diseases. As we continuously build and expand our portfolio, our teams work to identify mechanisms that may help the body control inflammation, reset the immune system and promote balance in immune response—a three-point approach with the goal of achieving long-term remission and, ultimately, curative therapies.

## Developing our pipeline

Our investment in R&D remains among the highest in the industry. Our R&D pipeline includes potential medicines in various modalities, including small (chemically manufactured) molecules and large (protein) molecules—also known as biologics—as well as millamolecules, antibody drug conjugates and cellular therapies.

In addition to discovering and developing new molecular entities, we look for ways to expand the value of existing products through new indications and formulations that can provide additional benefits to patients. Through advances in genetic engineering, we are now able to create T cells that target specific proteins in cancer cells, enlisting the body's natural immune system in the defeat of cancer. We have seen similar extraordinary gains in the prognosis of patients with multiple myeloma.

## Advancing treatments in 2021



## Amplifying R&D through partnership

Collaboration is essential to our strategy, as we advance science through internally discovered medicines as well as external partnerships.

<b>2</b> Mechanisms of cancer resistance	<b>4</b> Small molecule drug discovery
<b>8</b> Tumor micro-environment	<b>6</b> Neuroscience
<b>13</b> Immuno-oncology and cell therapy	<b>16</b> Inflammation, CV and fibrosis
<b>5</b> Oncogenesis	<b>18</b> Informatics and predictive sciences
<b>4</b> Discovery biotherapeutics	<b>16</b> Cross-therapeutic

**90+**

Total active collaborations

<sup>1</sup> Subsets of the eight approvals across new Product Portfolio in the U.S., E.U. and Japan.

# Health Equity

Health equity is a strategic priority for BMS. By applying a health equity lens to our work, we drive inclusive innovation, high-quality science and the expanded reach and impact of our medicines. As we integrate ESG into our strategy for growth, we consider an emphasis on health equity to be a business imperative—not only because it is central to our vision, but also because it is simply the right thing to do.

As one of the world's largest healthcare companies, we have a responsibility to address global health inequities. We aim to provide comprehensive, equitable care for our patients and communities by ensuring that everyone—regardless of their race, gender, socioeconomic status or geography—has access to the medicines and care they need, not only to survive but to thrive.

BMS has been on a health equity journey for many years—continuously building new tools and partnerships to tackle health inequities throughout the U.S. and around the world. Our work to achieve health equity touches on a variety of overlapping issues, such as access gaps and health disparities; government policy; clinical trial and supplier diversity; and many more.

Our National Health Equity Advisory Board advises our two-pillared health equity strategy, which drives us to further the inclusive discovery, development and delivery of innovative medicines and advance health equity solutions “beyond the pill.” Examples of “beyond the pill” solutions include improving the quality of care that patients receive and helping them navigate the healthcare landscape, particularly in specialty care settings, in a way that helps them best meet their needs.

## Health equity commitment

BMS is deeply invested in programs to enhance health and social equity, both in our organization and in the communities where we live and work. In August of 2020, we launched our [I&D and Health Equity Commitments](#), with a \$150 million, five-year investment to help address disparities in healthcare, increase diversity in clinical trials, expand the supply chain to include more diverse suppliers, enhance our employees' ability to give back to the community and increase the diversity of our own workforce.

In 2021, we provided a total of \$27.9 million for 107 health equity grants. The grants aimed to scale effective health equity solutions, including 24 grants for proposals focused on community health workers and patient navigators. Together, the projects address BMS' therapeutic areas of oncology, cardiovascular, hematology, immunology, fibrotic disease and neuroscience.

Additionally, as part of our commitment to tackle health inequities in the U.S., we advocate to shape and inform effective health equity public policies. We have numerous programs and initiatives in place designed to listen and create spaces for patient advocates and community partners to come together, and to deliver inclusive, multilingual and culturally competent disease education and quality of care programs.

In 2021, our grants resulted in:

**>619,000**  
people reached

**>4,000**  
people trained

**530+**  
educational events and  
convenings

**85**  
resources and platforms  
created to expand disease  
awareness and education

### We view our work through the lens of health equity

We see health equity as a critical opportunity to modernize and deepen our patient-centered purpose. By applying a health equity lens across the product life cycle, we can accelerate inclusive innovation and expand the impact of our medicines to support medically underserved and diverse patient populations around the world.

# Clinical Trials

Clinical trials and research are essential to our work of bringing innovative medicines to patients. They afford patients an opportunity for hope, irrespective of their socioeconomic status, geographical region, gender or race.

The data that we generate from clinical trials helps us answer important scientific questions and evaluate the efficacy and safety of various medicines and treatment options. While accounting for the complexity and length of clinical trials, we design and launch programs to determine product safety and efficacy and meet health authority expectations for new product or indication applications.

## Innovating to advance clinical trials

Our experience during the COVID-19 pandemic led us to enhance efficiencies in our clinical trials and offer new options that are more convenient for many participants. For instance, we began offering remote check-in for patients via telemedicine-streamlined trials and facilitating direct-to-patient shipping for some medications. These changes, while initially disruptive, are now helping us to accelerate our clinical trial diversity efforts. For example, with geography decreasing as a barrier, we are able to accept applicants from a broader patient base.

## Diversity in clinical trials

Diversity in clinical trials is a key driver of health equity. Clinical trials present opportunities for patients to receive high-quality care while deepening clinicians' understanding of the safety and efficacy of exploratory medicines for diverse populations. Under BMS' Diversity in Clinical Trials Commitment, we established the goal to locate 25% of new clinical trials in racially and ethnically diverse areas in the U.S. Doing so will help us enroll clinical trial populations that are more reflective of broader patient populations and aligned with the epidemiology of the diseases we study. BMS currently follows six formal Diversity in Clinical Trials workstreams:

- Protocol Design
- Patient Support
- Site and Investigator Support
- Internal and External Training
- Communication and Engagement
- Metrics and Measurements

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I&D are essential for better health outcomes for our patients. In 2021, 54% of our U.S. clinical trial sites were located in highly diverse communities, with a goal of making these trials more accessible, diverse and inclusive.

## Bristol Myers Squibb Foundation\* Diversity in Clinical Trials Award Program

The Bristol Myers Squibb Foundation, an independent charitable entity, established a program to increase the participation of diverse and underserved patients in clinical trials in the United States. The program, called the Robert A. Winn Diversity in Clinical Trials Award Program, is administered in partnership with the Virginia Commonwealth University and the American Association for Cancer Research. Through a five-year, \$100+ million investment, the groundbreaking program will develop and train community-oriented clinical trial investigators. Participants will gain the knowledge, skills and competencies needed to administer best-in-class clinical trials, while also learning to engage effectively with diverse communities to foster active participation. The program has two awards: the Robert A. Winn Career Development Award (Winn CDA) for mid-career investigator physicians, and the Robert A. Winn Clinical Investigator Pathway Program for medical students from groups underrepresented in medicine (Winn CIPP).

The Winn CIPP provides URM medical students a summer immersion experience in community-based clinical research in select cities with a high disease burden.

In October 2021, the program announced the first cohort of participating scholars—52 physicians working at a broad range of healthcare institutions in 22 states across the U.S. An independent committee selected the cohort, which represents a diverse cross-section of races and ethnicities. Together, the scholars bring a range of perspectives and experiences to the program, as well as to their therapeutic focus areas of cancer (hematologic or solid tumors), immunologic disorders and cardiovascular diseases.

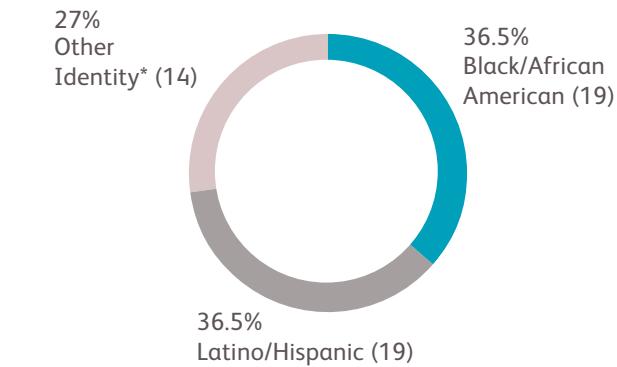
### Participating healthcare institutions' locations



\*Bristol Myers Squibb is the primary donor to the Bristol Myers Squibb Foundation, an independent charitable entity.

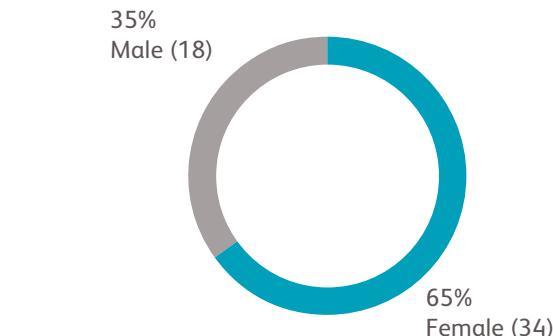
### Self-reported scholar demographics

#### Ethnicity

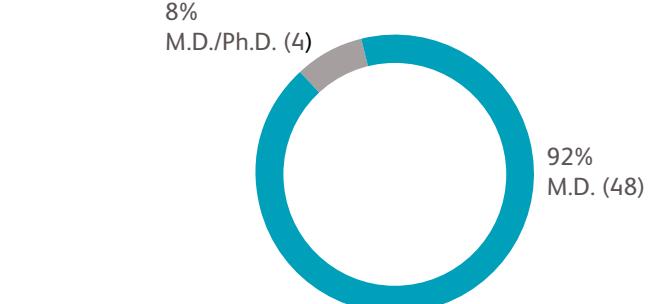


\*Other Identity (not NSF-Defined Underrepresented in Medicine) = Asian (1), Caucasian (5), Middle Eastern (1), South Asian (6), West Asian (1).

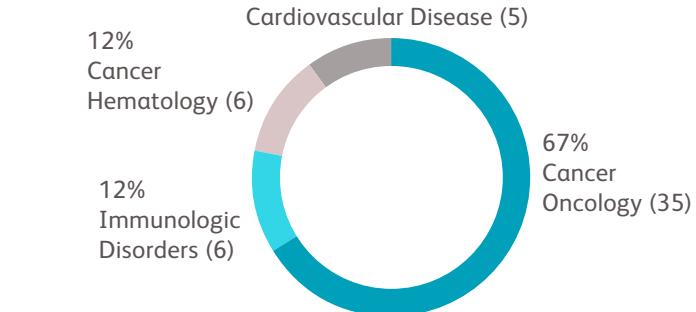
#### Gender



#### Degree



#### Specialty



# Access to Healthcare

Expanding access to healthcare is one of the most important steps to helping communities thrive. At BMS, we remain wholly committed to facilitating broader healthcare access to help more patients prevail over serious diseases and live fuller, healthier and longer lives.

Our product portfolio includes truly differentiated medicines—medicines that have improved patient outcomes, saved people's lives and elevated the standard of care. We advocate for healthcare policies and infrastructure that are both sustainable and patient-centered, and we continue to advocate for improved access for vulnerable patients through our partnerships and demonstration projects.

In 2021, we increased transparency on this important topic by publishing the [BMS Global Access Report](#), which outlines our efforts, as well as our partnerships with stakeholders, to advance global healthcare access and health equity. This report publicly discloses commitments, measurable goals, objectives and sustainability targets, including enhancing patient access to medicines. It facilitates accountability and transparency by consistently sharing the outcomes of our access-to-medicine activities in a centralized manner.

## Highlights

### Advancing healthcare capacity & infrastructure

**>31,000**

participants from 148 countries & 300 advocacy organizations have visited the Advocacy Exchange, the largest cross-disease, cross-cultural knowledge exchange platform of its kind, co-launched in 2020 by BMS and GRYT Health.

**100,000**

healthcare professionals in Africa, Asia and Latin America: With BMS' support, the Ecancer Global Foundation is planning oncology educational events and state-of-the-art e-learning courses in multiple languages, focusing on clinical decision making for patients with cancer.

**14,000**

expected participants across Africa and India Oncology knowledge repository for healthcare professionals by the King Baudouin Foundation with BMS' support.

**2,000**

healthcare professionals involved & now >61,000 followers of the first Facebook page dedicated to Black/African Americans affected by Multiple Myeloma: The Standing in the Gaap initiative increases awareness about how Multiple Myeloma affects Black/African Americans differently.

**>200**

patient outreach programs, >150 healthcare professionals trained by world-leading cancer centers and societies through the Cancer Care Links program, to address cancer care capacity building in resource-constrained countries.

### Expanding access to our medicines

BMS is committed to providing access to its prescription medicines, including for underserved communities.

**>\$704M**

product donations in U.S. through the independent BMS Patient Assistance Foundation.

**122**

countries

BMS agreement with the Medicine Patent Pool (MPP) allows for generic manufacturing of the HIV product atazanavir.

**26M**

packs

**2.1M**

patient years of treatment

**143**

countries

**1.2M**

patient years of treatment

BMS agreement with the Medicine Patent Pool (MPP) allows for generic manufacturing of the Hepatitis C product daclatasvir.

# Our People



## IN THIS SECTION

Global Inclusion  
and Diversity

Accelerated Leadership  
Development and  
Advancement

Employee Health  
and Wellbeing

Employee Health  
and Safety

Learning and Development  
Supply Chain

# Our People

We do our best work when our colleagues feel supported, included and inspired. We lead with our Value of Inclusion to advance a workplace where our more than 32,000 employees feel they belong, and their unique perspectives are valued and rewarded. We're also building a global workforce that reflects the diverse cultures, backgrounds and experiences of our patients and communities globally. We prioritize their wellbeing and encourage them to show up authentically as they continue to learn and evolve.

By supporting our people, we strengthen our company's foundation—unleashing our collective ability to realize the promise and power of science for all. Our success is a collective effort in which we share knowledge and local expertise to better understand and meet the unique needs of various regions and patients. We seek partnerships and providers who share our company's ideals and are inspired by our purpose. Our partner and supplier networks are integral to enhancing BMS' geographic reach, focused technical capabilities and network flexibility.

**>32K**  
employees worldwide

**>12.2K**  
members of our eight People  
and Business Resource Groups  
representing 44 countries

# Global Inclusion and Diversity

We are guided by a single vision to transform patients' lives through science. To fully realize this vision, we have relied on the strength of our rich history and longstanding commitment to inclusion and diversity to ensure that we can drive meaningful impact and outcomes for our patients and communities, our colleagues, and our business and industry. Doing so helps us drive equitable advancements and outcomes for all.

Our evolved Global Inclusion & Diversity (GI&D) strategy and priorities are the first steps on the path forward to meaningful change. This strategy, along with workforce representation data, is detailed in our [Global Inclusion & Diversity Report](#).

## Workforce representation

Harnessing the collective power of a globally diverse workforce requires transparency and accountability. Working from that premise, we leverage best practices in talent management, accelerated leadership development and inclusive leadership to create an environment where every individual with the skills our company requires can succeed.

### Workforce aspirational representation goals

We value an executive team that reflects the perspectives and backgrounds of the patients and communities we serve. In 2020, we made a series of commitments to advance I&D and health equity—both in our own business and in communities around the world. Our stated aspirations were to achieve gender parity at the executive level globally; double executive representation of Black/African American employees in the U.S.; and double executive representation of Hispanic/Latino employees in the U.S. by 2022. We have made progress toward each of these aspirational goals in 2021:

- 45.5% global executives were women in 2021 vs. 42.6% in 2020
- 4.5% of U.S. executives were Black/African American in 2021 vs. 2.4% in 2020
- 7.2% of U.S. executives were Hispanic/Latino in 2021 vs. 4.2% in 2020

Visit the 2021 [Global Inclusion & Diversity Report](#) for more information.

### Veteran, people with disabilities and LGBTQ+ status self-identification: Everybody Counts

In the U.S. and Puerto Rico, employees can disclose their veteran status, disability status and LGBTQ+ status in our Human Resources system of record. Through "Everybody Counts," an amplified self-identification program that includes leader messages and employee videos, we are seeing an increased number of employees who voluntarily participate in this disclosure.

For example, from 2019 to 2021, the percentage of employees who disclosed their disability status grew from 36.7% to 44.4%—an increase of 7.7%. In addition, the percentage of employees who disclosed their gender identification and sexual orientation status grew from 6.4% to 14.8%—an increase of 8.4%. These results indicate that we are creating an environment of trust and psychological safety where employees feel they can disclose the full spectrum of their identity at BMS.

### Our People and Business Resource Groups

BMS is committed to sustaining a culture of inclusion. We know that our patient-focused mission and business objectives rely on bringing together and supporting diverse people with unique experiences and perspectives. Our People and Business Resource Groups (PBRGs) help us meet this commitment in a way that directly impacts our business performance.

Each of our eight PBRGs is integrated into the business and led by a full-time business leader who reports directly to members of our Leadership Team. They serve as a trusted advisory group, providing critical support on key business initiatives while amplifying the voice of our workforce and fueling innovation through diverse insights and knowledge.

Our PBRGs accelerate the development of many members, empowering them to become business leaders who add value by helping to execute BMS' business plans. PBRGs also offer opportunities to closely collaborate with our Diversity in Clinical Trials and Health Equity teams. In 2021, our PBRGs—which are open to our entire global workforce—grew to include more than 12,200 unique members serving across more than 200 chapters in 44 countries.

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Nearly 40% of our employees worldwide are members of PBRGs.

# Accelerated Leadership Development and Advancement

We have enhanced our longstanding investments in accelerated leadership development and have developed unique and relevant content for women globally and for underrepresented racial and ethnic groups in the U.S.

These initiatives include creating differentiated development opportunities and development plans that prepare our leaders for future global challenges. Our Global Inclusion & Diversity focus plays a key role in our global reputation as an employer of choice among top, diverse talent in science, technology, engineering, and math (STEM). But our commitment to STEM goes far beyond developing future employees for our business. We support STEM because we believe in the power of science and its ability to do good for our society.

## We leverage a broad suite of programs to identify and develop future talent

### Insights for Success

Our Insights for Success program is offered to diverse employees—women, Black/African American, Latino/Hispanic and Asian Americans—to enhance their organizational and personal career success and ensure equitable leadership opportunities. During 2021, we hosted several cohorts in this program and offered our first cohort focused on LGBTQ+ employees.

### The BMS Connections

Our Mentoring Program leverages intra-company global group mentoring capabilities to build relationships and learn from the diverse perspectives of others. Launched in 2007, Connections Mentoring has been a hallmark of how BMS enhances and accelerates the development of leadership capabilities for members of our PBRGs. Our research shows a positive impact on promotion and retention among program participants.

### One Young World (OYW)

A global non-profit that unites young leaders, from every country and sector, working to accelerate the change they want to see. A participating organization since 2012, BMS supports OYW as an opportunity to provide leadership development and demonstrate our commitment to nurture and grow emerging leaders at the company.

### Partnering with Historically Black Colleges and Universities (HBCUs)

Preparing Black/African American students for success in STEM requires resources and guidance they may not have exposure to before college. The number of STEM graduates has grown, especially at the bachelor's and master's levels. However, Black/African American and Latino/ Hispanic talent remain underrepresented in the STEM workforce compared with their share of all workers. HBCUs help address this disparity as evidenced by the fact that 20% of the graduates from these institutions receive a STEM-related degree.

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For more information, see the [Bristol Myers Squibb Global Inclusion & Diversity Report 2022](#)

## Global management level by gender

As we build representation at senior levels of our organization, we will continue to focus on the advancement of our pipeline of female talent.

Female    Male



**2.9%** increase from 2020



**1.1%** increase from 2020



**0.5%** increase from 2020

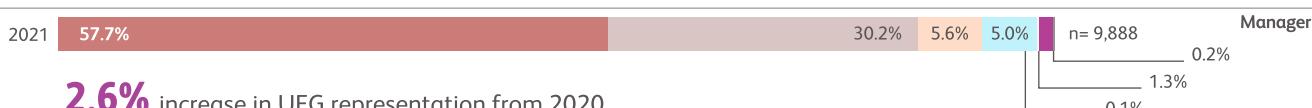
*Gender was not reported by the following number of employees and therefore not represented in the charts above: Manager 2019 – 3; 2020 – 2, Professional 2019 – 2; 2020 – 5*

## U.S. ethnicity by management level

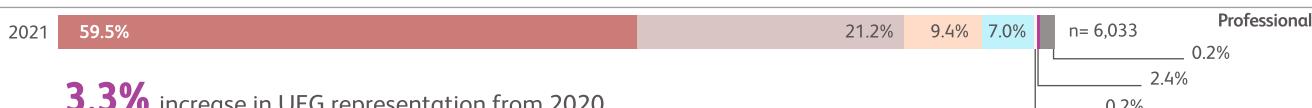
White    Asian American    Latino/Hispanic    Black/African American    American Indian or Alaska Native  
 Two or more races    Native Hawaiian or Other Pacific Islander



**6.0%** increase in UEG representation from 2020



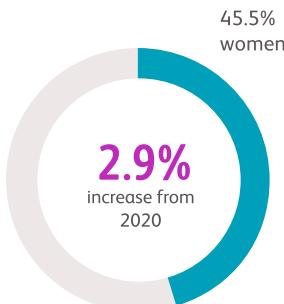
**2.6%** increase in UEG representation from 2020



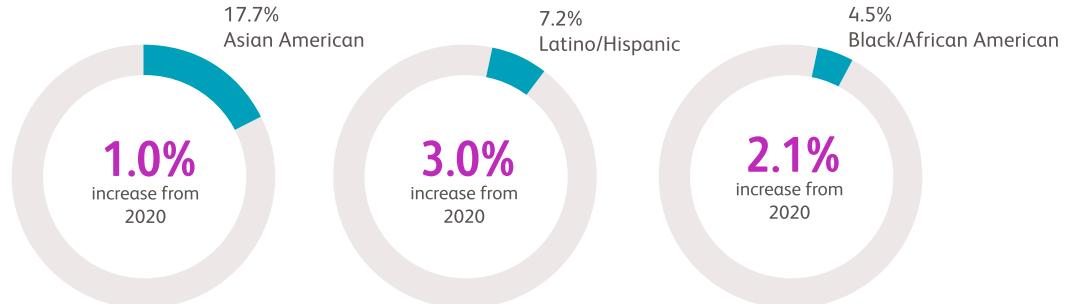
**3.3%** increase in UEG representation from 2020

## At the executive level

### Global executive gender parity



### U.S. executive representation by race/ethnicity



# Employee Health and Wellbeing

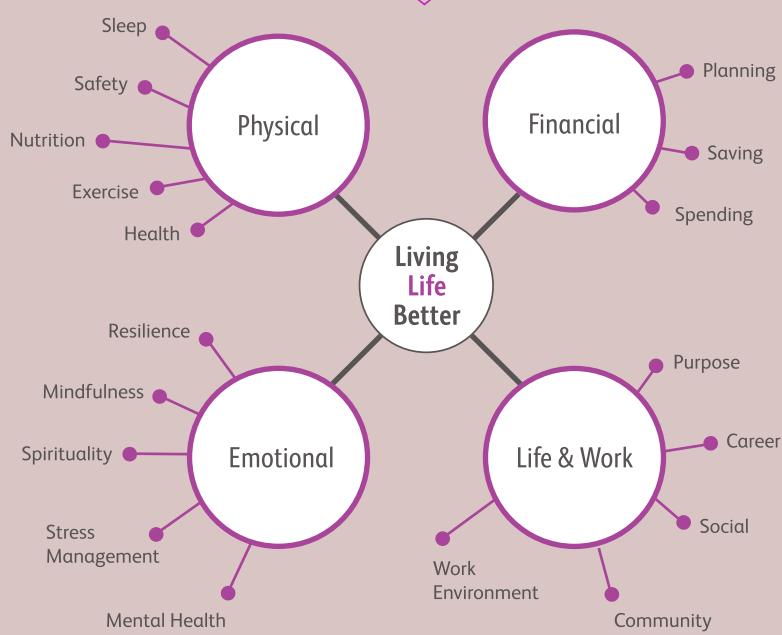
During 2021, we continued to invest in our Living Life Better strategy that encourages wellbeing at BMS for ourselves, our families, our patients and our community. Our strategy allows employees to choose offerings that best suit their unique needs. To further our support of emotional wellbeing, we created a Mental Health Allies program to train BMS employees to provide onsite real-time emotional support on a peer-to-peer basis. We also recognize that financial security plays a critically important role in the wellbeing of our colleagues. BMS provides competitive compensation, insurance, and retirement offerings, as well as counseling to assist employees in meeting their financial goals.

## Our Mission

To define and encourage wellbeing at Bristol Myers Squibb for ourselves, our families, our patients and our community.

## Our Vision

Living Life Better connects us with resources, opportunities and support to improve our wellbeing. Every small change makes a difference, from how we feel, to how we interact with others, to our performance at work. Whether we get involved with a group of coworkers or become more in tune with our personal needs, we can all find a way to start living life better today.



## BMS Supports Wellbeing

We understand that our employees have unique personal priorities outside of work as well. To that end, we provide support for:

- Welcoming and nurturing family members through paid parental leave, bridge back parent leave, adoption/surrogacy reimbursement
- Fertility/infertility benefits
- Support for traveling mothers
- Paid family care leave
- Child, elder and pet care resources
- Commuter accounts
- Paid sick time, vacation, holidays and annual paid volunteer days
- Paid bereavement leave
- Paid military leave and military family care leave

Our vision to transform patients' lives through science is made possible by the talent, passion and hard work of our employees. To fuel their success, we provide a variety of opportunities aimed at supporting their overall wellbeing.

## Occupational Health

Our Occupational Health approach involves a team of doctors and nurses that execute key occupational and medical interventions in support of our global community. The physicians and nurses in these departments provide a range of health services including:

- Emergency medical care
- Treatment of work-related illness and injuries
- Safety awareness training
- Work-site health evaluations
- Risk-based medical surveillance
- Urgent medical care
- Reproductive health program
- Wellness consultations

We truly believe our people are our differentiators, and we reflect that in the way we support our employees. BMS' approach to wellbeing transcends the traditional wellness profile—focusing on the confluence of emotional, financial and physical wellbeing.

Our wellbeing program is global and features a suite of tools that employees can easily access. The program centers around our Living Life Better platform, which connects employees to resources and opportunities that support improved individual and collective wellbeing. In 2021, 68% of our employees used the Living Life Better platform. We continue to expand the platform and our wellbeing program to help more employees thrive.

## 2021 highlights

- MyBMS global wellbeing page launch, consolidating wellness resources into one platform
- Mental Health Ally expansion to eight new sites
- Wellbeing Wednesday
- Virgin Pulse challenges to improve health literacy in the U.S., PR, Canada and Japan
- Wellbeing and burnout presentations and Wellbeing Mindset initiatives
- Gympass, offering access to gyms and fitness classes, launched in the U.S. and PR

## Supporting mental health

In 2021, our myVoice survey results indicated an opportunity to adjust our programs and deploy interventions to meet the needs of our workforce, and ultimately, patients. We introduced BMS' Mental Health Ally, a volunteer-led program that seeks to destigmatize and normalize conversations around mental health and promote the successful management of mental wellbeing. As part of the "Mental Health First Aid" program from [Mental Health First Aid International](#), allies are trained to identify, understand and respond to signs of mental distress, illness and addiction issues. They help colleagues find appropriate resources and support. Allies are not trained therapists and do not diagnose mental health illness.

BMS has 150+ trained allies in 10 locations, with more in training. Interest has grown rapidly, and we have built an easily scalable turnkey program with consistency, standards, measurements for success and visibility, and plan to continue to roll out the Mental Health Ally program across our company.

# Employee Health and Safety

At Bristol Myers Squibb, the health, safety and wellbeing of our workforces are our priority. We work every day to create an environment that is devoid of work-related injuries and illnesses, predicated on proactive risk identification and systemic solutioning. Our wellbeing programs are designed to care for the whole person and support social, physical, emotional and financial outcomes. We believe that a culture that shows care and respect for its people in all facets is best positioned to deliver exceptional results.

We are on a journey to create a best-in-class environment, health, safety, sustainability and wellbeing program that is scientifically sound and forward leaning. Our governance for all programs is global and our results and metrics are monitored routinely. Performance is shared across all workgroups and to the senior-most levels of the company, and oversight of these issues is provided by our Board of Directors Committee on Directors and Corporate Governance.

Our EHS management system and our occupational health manual outline the regulatory and company requirements that underpin our operations globally. Bristol Myers Squibb uses common definitions and criteria established by the U.S. Occupational Safety and Health Administration (OSHA) for recording occupational accidents and illnesses worldwide. Our EHS metrics for 2021 can be found in the [Appendix](#).

Adherence to our management system is managed through internal controls as well as internal and external assessment. Audits, performed by internal and external experts, are a key mechanism for independent performance monitoring. In support of our internal network and key external partners, we have global teams of experts who work across the business to embed our practices and ensure performance. These include: a Safety Center of Excellence, an Environmental Center of Excellence, a Systems and Assurance Center of Excellence, an Occupational Health and Wellbeing Center of Excellence and a Sustainability Center of Excellence. These experts work with local teams in support of our compliance and company objectives.

## Environment, Health and Safety Management System

### Our Commitment

### EHS Policy

### Framework

Leadership & Strategy (1 & 2) | Risk Management (3–8) | Compliance Assurance (9) | Continuous Improvement (10)

(1) Management Leadership & Accountability	(2) EHS Strategy & Planning	(3) EHS Risk Identification & Control	(4) Business Continuity & Emergency Preparedness	(5) Change Management
(6) Corrective & Preventative Actions	(7) Product Stewardship	(8) Supply Chain Partner Management	(9) Compliance	(10) Continuous Improvement & Learning

Continuous Improvement

For more information please visit our [EHS management system](#) page.

# Learning and Development

To further our mission and support our employees' growth, we invest in a strong culture of learning and development. By providing valuable learning opportunities and connecting employees to their passions, we help them achieve their personal aspirations and make a meaningful contribution to our mission for our patients around the world.

BMS emphasizes a culture of continuous learning, in which we empower employees to learn during the flow of their everyday work. We leverage a variety of self-driven, collaborative and on-the-job learning experiences—such as digital classes, stimulating work assignments and special projects, tours of duty into different parts of the business and skills-based volunteering—to help employees find their purpose, strengthen their skillsets and enhance our business performance.

Additionally, we provide tuition reimbursements globally to eligible employees who, through their own initiative and desire for development, participate in accredited educational programs. These programs provide an opportunity for employees to gain a broader understanding of the organization and advance BMS' important work.

## Leadership development

Through our Enterprise Manager Development programs, we cultivate the growth of our managers and BMS' senior leaders. The programs include virtual and in-classroom learning opportunities for new and experienced managers and senior leaders. In 2021, there were more than 2,500 participants.

Most of our development programs bring together multi-month cohorts. We identify targeted candidates through our talent planning processes, and in some cases, through succession planning. Of the 550 leaders who participated in 2020 and 2021, 68% were women and 51% were from underrepresented ethnic groups (UEGs).

## 2021 progress and impact

**7,700+**

leaders and managers had the opportunity to attend unconscious bias education training in 2021, and 1 in 5 managers attended that training last year

Expanded employee access and adoption to on-demand digital learning by

**52%**

Employees used video learning vs. e-learning heavily; resulting in a ratio of

**25:1**

**258,962**

manager training video views

**68%**

of our participants were women and

**51%**

were from UEGs

**100%**

of our Leadership Development programs are inclusive and address topics relevant to women and UEGs

**15%**

more Leadership Development Program enrollments in 2021 versus 2020

Enrollment across all programs is accounted to women by more than

**50%**

# Supply Chain

Our promise to our patients, as well as their families and healthcare providers, is to maintain an unencumbered and uninterrupted supply of medicines that can be delivered wherever and whenever they are needed. BMS' Global Supply Chain organization manages the development, launch and supply life cycle of our products to help fulfill that promise.

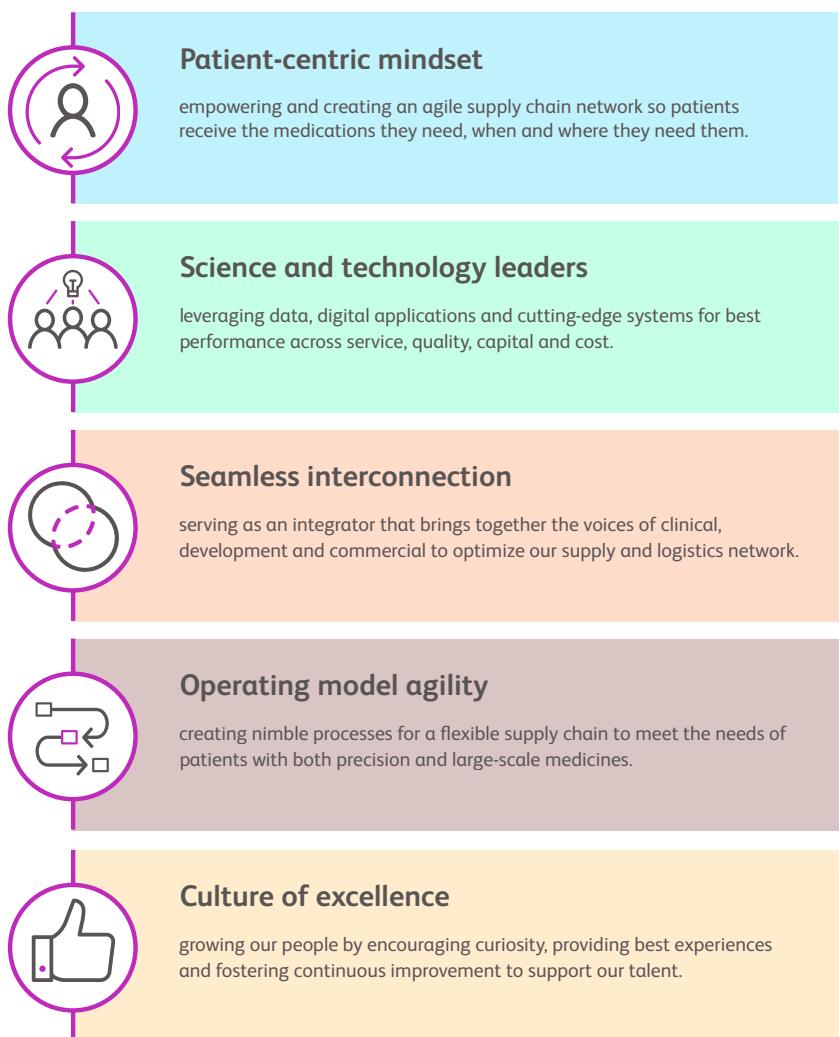
Strategic sourcing and procurement are core to our global enterprise—connecting our business units through a world-class network of suppliers and value-creating partnerships. We source hundreds of direct and indirect goods and services around the world for our various teams, including R&D, packaging and a multitude of professional services.

This makes our partner and supplier networks an integral part of achieving heightened geographic reach, focused technical capabilities and increased network flexibility. To maintain a robust supply chain that aligns with our ESG strategy, we seek partnerships and providers that share our ideals and commit to transparency. Our operating model also includes capabilities related to risk management, supply chain resilience and supplier management.

Having strong global partners who understand our company, products and patients made a difference in our ability to maintain product quality, stability and security amid the COVID-19 pandemic. By effectively managing the highly dynamic and unpredictable nature of the pandemic, we ensured that BMS' products could continue to reach active clinical trial study participants, as well as patients beginning or continuing medical therapies. We are proud of our ability to creatively solve and respond to challenges posed by the pandemic and are pleased to report that we did not see significant disruptions in our clinical or commercial supply chains as a result.

The pandemic highlighted for our industry that a successful global supply chain requires a collective and organized effort. Knowledge sharing and local expertise are critical to understanding the unique situations of various countries and patients, and we believe that information sharing, supply and sourcing agility and the ability to cultivate strong and reliable partnerships will be key to our continued success.

## Our purpose-driven supply chain pillars



## Supplier diversity

Driving excellence across our supply chain requires a culture of inclusion at every touch point. By partnering with diverse suppliers, we strengthen and drive stability in the communities where we operate while maintaining the resilient, competitive and innovative supply chain required to fulfill our promise to patients, their family members and healthcare providers.

We provide business school scholarships for diverse suppliers to attend programs at Dartmouth's Tuck School of Business. BMS is a founding member of the Tuck School of Business Residential program and sponsors five suppliers each year from Minority Supplier Development UK (MSDUK). Through Tuck's virtual as well as in-person programs, we support minority-owned businesses to grow, strengthen capacity/capability, develop a peer-peer network, venture into joint partnerships and more. Starting in 2021, the supplier diversity team sponsored 10 Ethnic Minority Businesses (EMBs) to this executive education program based in the United States.

In 2021, BMS hosted its first international supplier development executive education programs by co-sponsoring 25 EMBS to "Leadership in a Technology Driven World" delivered by Imperial Business School, London.

The program equipped participants with the skills to lead their teams through the digital age and offered a practical and personalized learning approach backed by theory. Delivered through interactive coaching elements, the participants were encouraged to leave their comfort zone and view their leadership style from new perspectives. Participants worked closely with their peers to navigate the digital landscape and become adaptive leaders.

To identify those suppliers with the greatest need and potential, we partner with nongovernmental organizations (NGOs), engage with our suppliers and follow up on our supplier assessments. In 2021, we provided 15 scholarships, totaling \$60,000, which helped suppliers learn new skills while strengthening their businesses and BMS' supply chain.

## Our supplier diversity commitment

Since announcing our \$1 billion supplier diversity commitment in 2020, our diverse supplier spend has increased by more than 29%—from \$695 million in 2020 to \$899 million in 2021. The tenets of our commitment include:

### Value to Business:

We harness the power of diversity through our suppliers.

### Value to Community:

We champion economic empowerment in the community.

### Value to BMS Culture:

Our suppliers must reflect our values and the patients we serve.

Strategic sourcing and procurement are core to our global enterprise, connecting all our business units through a world-class network of suppliers who share our unwavering passion and commitment to patients.

## Tuck School Program Key Impact Metrics

### 95%

gained effective leadership skills and techniques to lead teams through digital age

### 90%

benefited through case studies, coaching and self-reflection into their personal leadership style

### 79%

found key areas to work on and develop post program

# Environmental Responsibility



## IN THIS SECTION

- Energy and Emissions
- Waste and Recycling
- Water and Wastewater
- Green and Sustainable Science
- Packaging and Transportation
- Sustainable Facility Design
- Employee Engagement in Sustainability

# Environmental Responsibility

At the heart of our global business strategy is a commitment to create the maximum positive impact on society while minimizing our company's environmental footprint.

As a company dedicated to helping patients lead healthier lives, we recognize our responsibility to provide long-term benefits to society through our ESG priorities. Accordingly, we are committed to operating in an environmentally responsible manner by reducing our emissions and waste and embracing sustainable science and business practices.

Our business is growing, and we must continue to act across our global operations to reduce our environmental impact. As we manage our environmental footprint, we consider every facet of our value chain and incorporate a science-first approach to identify opportunities through which we can make the most meaningful global impact. Our efforts encompass our entire product life cycle, from how we design and produce our products to how we deliver them to patients and communities.

We have also established transition goals to continue driving environmental performance across our global operations while we simultaneously develop robust road maps to achieve our 2030 and 2040 commitments. These goals include achieving a 10% reduction in our energy use and GHG emissions intensity, a 25% reduction in waste to landfill and a 5% reduction in water intensity. Setting transition goals also ensures that our expanded enterprise network is fully integrated with our comprehensive sustainability initiatives and reporting protocols. As we build out our science-based targets (SBTs) and begin incorporating the Task Force on Climate-related Financial Disclosures (TCFD) scenarios into our disclosures, we will continue to evolve our efforts as part of our transition and contribution to a low-carbon economy.

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In 2020 we set bold environmental goals to guide and hold us accountable.

By 2030

**100%**

of purchased electricity will be procured from  
renewable sources

---

By 2040

**100%**

zero-emission vehicles in  
our commercial fleet

Net  
**neutral**  
emissions

**Zero**  
waste to landfill

**Equitable**  
water use

# Energy and Emissions

With climate change and its many impacts expected to exacerbate harmful diseases, we stand firmly committed to using our scientific expertise to drive innovation, decrease our energy use and emissions and build a more resilient planet.

The work required to achieve our energy and GHG emissions goals is currently underway across our facilities, R&D labs, production sites and offices around the world.

## Our point of view on climate risk

Our climate change strategy is based on understanding our contributions as citizens of the planet and as a responsible, healthcare-based, multinational company. Our aim is to follow the science and creatively apply technology and our know-how to solve tough business problems of diminishing resources, carbon emissions, energy consumption and waste generation. As a science-based company, it is important that we learn from scientific experts and data—both of which suggest that climate change can impact the severity and frequency of health problems and can contribute to the creation of unanticipated health problems in new locales.

We align our approaches to the intent of the UN Paris Climate Accord and seek to instill learnings from the EPA's Greenhouse Gas Reporting program. We disclose our results at least annually using frameworks such as CDP (formerly known as the Carbon Disclosure Project), GRI, the UN SDGs and SASB.

Committing to short-term emissions reduction targets and roadmaps along with a long-term transition plan enables us to

focus on immediate impacts while maintaining alignment to our overarching climate strategy. In the last quarter of 2021, we initiated a comprehensive climate-related risk and opportunity assessment which will aid our efforts to develop emissions reduction targets in line with SBTi's criteria. Our 2021 Scope 1, 2 and 3 data underwent external assurance and will be used to drive part of our enterprise risk management process, which directly informs our business enterprise risk assessment process. This process includes ongoing regulatory and legislative assessments, monthly regulatory tracking meetings and analysis, and reporting potential financial, legal and operational risks to senior management.

In 2021, the BMS Executive Leadership Team and Board of Directors authorized our first large-scale renewable energy supply contract (closed in April 2022). This is a first, and a key step toward our goal of 100% of purchased electricity from renewable sources by 2030. In addition, more than \$2.3 million in funding was approved to support site-based projects across the BMS enterprise to drive increase in energy efficiency and reduction of GHG emissions.

In 2021, we completed the implementation of 27 capital projects. Most notably, 12 HVAC projects have been implemented across the network for which we are anticipating a reduction of over 1,154.4 mtons CO<sub>2</sub>e annually. We have made a series of process improvements by optimizing pump staging, replacing a boiler, improving a transformer, replacing low-efficiency motors, etc. These efforts are voluntary, apply primarily to Scope 1 and 2 energy use and emissions, and are estimated to save approximately \$520,000 annually, for which the related investment was approximately \$1.5 million.

## Measuring and addressing our emissions

Building out our SBTs will provide a data-driven set of milestones through which we will advance our journey to net-neutral carbon. This work will be the cornerstone of our efforts to drive environmental responsibility across our internal and external supply chains.

We recognize the importance of managing Scope 3 emissions, as they represent our biggest GHG outputs. Doing so presents opportunities to expand our overall positive impact, as our Scope 3 emissions can be a partnering company's Scope 1 or Scope 2 emissions. We have expanded our current tracking and management of Scope 3 emissions beyond employee travel, enabling us to optimize our internal and external value chains and identify areas of previously unseen climate risk.

In 2021, we measured GHG emissions for our Scope 1, Scope 2 and seven categories of Scope 3 and had this data externally verified with limited assurance.

In 2021, we followed the GHG Protocol to measure GHG emissions for the seven Scope 3 categories of greatest impact to our emissions profile. This work will help us identify the indirect emissions that occur in our upstream and downstream value chains.

Our Scope 3 data, along with our Scope 1 and Scope 2 GHG emissions data, has been externally verified with limited assurance. Additional information on our GHG emissions calculation methodologies and assurance certificates can be found in the [Appendix](#).

### 2019-PRESENT, SUSTAINABILITY METRICS – ENERGY/GHG

	2019 (BASELINE)	2021	'19-'21 % Change
Revenue (million USD)	26,145 <sup>1</sup>	46,385	77%
Employees	30,000 <sup>1</sup>	32,200	7%
<b>ENERGY USE (million gigajoules, unless otherwise noted)</b>			
Scope 1 – Direct Energy	4.1	3.9	(7%)
Scope 2 – Indirect Energy	1.8	1.6	(9%)
<b>Total Energy Use – Scope 1 &amp; 2</b>	<b>5.9<sup>2</sup></b>	<b>5.4</b>	<b>(7%)</b>
<b>GREENHOUSE GAS (GHG) EMISSIONS (metric tons of CO<sub>2</sub> equivalent, unless otherwise noted)</b>			
Scope 1 – Direct GHG from Operations	218,186	204,271	(6%)
Scope 2 – Indirect GHG from Operations (Market-Based)	118,574	166,250	40% <sup>3</sup>
Scope 3 – Indirect GHG from Value Chain	–	1,889,555	–
Category 1 – Purchased Goods & Services	–	1,641,931	–
Category 2 – Capital Goods	–	18,050	–
Category 3 – Fuel & Energy Related Activities	–	82,560	–
Category 4 – Upstream Transportation & Distribution	–	76,969	–
Category 5 – Waste Generated in Operations	–	4,442	–
Category 6 – Business Travel	103,300	10,862	(89%)
Category 7 – Employee Commuting	–	54,740	–
Biogenic Carbon	782	711	(9%) <sup>4</sup>
<b>Total GHG from Operations – Scope 1 &amp; 2</b>	<b>336,759<sup>2</sup></b>	<b>370,521</b>	<b>10%<sup>3</sup></b>
<b>Total GHG – Scope 1, 2 &amp; 3</b>	<b>–</b>	<b>2,260,075</b>	<b>–</b>

<sup>1</sup> Includes Celgene results from November 20, 2019 through December 31, 2019.

<sup>2</sup> 2019 baseline and subsequent data reset to account for 2019 integration of Celgene. 2020 and 2021 operational data significantly impacted by the COVID-19 pandemic. 2021 Scope 3 waste data third-party verified.

<sup>3</sup> Increase attributed to expiration of a renewable electricity supply contract.

<sup>4</sup> Direct CO<sub>2</sub> emissions from biologically sequestered carbon, reported separately from the scopes; per GHG Protocol Corporate Accounting and Reporting Standard.

# Waste and Recycling

We continuously monitor and manage both hazardous and nonhazardous waste, while identifying ways to further reduce, recover, reuse and recycle operational materials.

One of our environmental responsibility commitments is to achieve zero waste to landfill by 2040. Our pollution prevention and waste minimization programs continue to drive improved management of BMS' various waste streams. The revised and improved programs incorporate how we purchase, use, recycle and dispose of materials from the very beginning of the product life cycle. Our initiatives so far have led us to increase waste-to-energy facilities and composting options, as well as recycling of single-use technology bio-bags and other forward-thinking material management technologies.

## Reducing e-waste

For decades, BMS has diligently managed and tracked our waste, including e-waste from office and laboratory equipment. As part of these efforts, for more than 10 years we have partnered with the Hewlett Packard Enterprise Circular Economy program to retire obsolete office equipment.

In 2021, our efforts resulted in:

**10.9%**  
reduced overall waste generated

In 2021, 100% of our office computing equipment returned to the program—more than 40,000 items—to either be refurbished or recycled. The resulting savings of CO<sub>2</sub>e emissions is equal to taking about 357 cars off the road for one year.

The BMS Asset Disposition program, which removes all equipment that is no longer needed in our labs and manufacturing areas, plays an active role in ensuring that used equipment stays out of the landfill as much as possible. In 2021, we prevented approximately 95% of lab and manufacturing equipment from going into waste.

## 2019-PRESENT, SUSTAINABILITY METRICS – WASTE

	2019 (baseline)	2021	'19-'21 % Change
Revenue (million USD)	26,145 <sup>1</sup>	46,385	77%
Employees	30,000 <sup>1</sup>	32,200	7%
<b>WASTE (kilograms)</b>			
Hazardous	703,470	1,853,472	163.48%
Nonhazardous	4,352,469	4,335,172	(0.40%)
Recycled/Reused	8,112,919	5,545,413	(31.65%)
<b>Total Waste Generated</b>	<b>13,168,858<sup>2</sup></b>	<b>11,734,057</b>	<b>(10.90%)<sup>3</sup></b>

<sup>1</sup> Includes Celgene results from November 20, 2019 through December 31, 2019.

<sup>2</sup> 2019 baseline and subsequent data reset to account for 2019 integration of Celgene.

<sup>3</sup> 2020 and 2021 operational data significantly impacted by the COVID-19 pandemic. 2021 Scope 3 waste data third-party verified.

# Water and Wastewater

Water is a precious resource that is necessary to produce effective and safe medicines for our patients. To this end, we look for ways to reduce our water consumption and find better mechanisms of water treatment.

## Water conservation

In 2021, BMS mobilized its sites to continue driving water efficiency to help achieve its water reduction goals. We focused on optimizing operational efficiency, deploying more efficient sequences of operation and implementing key capital upgrades.

Despite the impacts of COVID-19, in 2021, we continued to find ways to drive efficiency through internally run virtual treasure hunt events—efforts that led us to implement 24 energy and water reduction measures across the portfolio. This included six key water-use optimization projects at five critical sites.

## Wastewater treatment

To safeguard water, we follow stringent corporate standards and guidelines that meet or exceed local requirements regarding the treatment and management of wastewater effluents. We design clean and efficient pharmaceutical manufacturing processes that do not have an adverse impact on the environment. Additionally, the wastewater from Bristol Myers Squibb's manufacturing facilities undergoes a high degree of treatment before being discharged to the environment. This treatment is provided by company-owned and operated on-site infrastructure or off-site municipal wastewater treatment systems, or a combination of both.

## 2019-PRESENT, SUSTAINABILITY METRICS – WATER

	2019 (baseline)	2021	'19-'21 % Change
Revenue (million USD)	26,145 <sup>1</sup>	46,385	77%
Employees	30,000 <sup>1</sup>	32,200	7%
<b>WATER USE (million liters)</b>			
<b>Total Water Use – Municipal, Groundwater, Surface</b>	<b>3,054.01<sup>1</sup></b>	<b>3,168.25</b>	<b>4%<sup>2</sup></b>

<sup>1</sup> Includes Celgene results from November 20, 2019 through December 31, 2019.

<sup>2</sup> Due to multiple BMS site expansion projects, increased qualification work across our global operations, and the growing BMS CAR-T product line, the company saw a water use increase of 4% during this period.

## Pharmaceuticals in the Environment (PiE)

Pharmaceuticals have been found in the environment for decades, and with advancements in environmental detection techniques/sensitivity and an increased frequency of monitoring campaigns, the number of pharmaceuticals identified has increased. While the primary source of pharmaceuticals reaching the environment is through human use and subsequent excretion into wastewater systems, the improper disposal of unused medicines and manufacturing effluent discharge can also serve as secondary sources.

To help address this issue, BMS is involved with the Innovative Medicines Initiative (IMI) in Europe, a public-private research partnership between the European Union and the European pharmaceutical industry. BMS is currently participating in the Prioritization and Risk Evaluation of Medicines in the [EnviRonment \(PREMIER\)](#) initiative, which seeks to foster greener pharmaceutical design processes in addition to improving the availability of environmental data for all stakeholders.

At BMS, we strive to ensure that operations at our facilities are both environmentally responsible and protective of personal and public health and safety, starting by designing clean and efficient manufacturing processes, and routinely assessing existing facility operations. We establish safe discharge concentrations for our internal/external manufacturing processes that assess potential environmental impacts, and identify ways to minimize any potential environmental or human health impacts from discharge. BMS works with numerous suppliers and third-party manufacturers who share our commitment to responsible practices, including compliance with all applicable legal and regulatory requirements, as well as our Standards of Business Conduct and Ethics for Third Parties (3P Standards).

Environmental fate/effects studies and Environmental Risk Assessments (ERAs) are conducted for all new medicines when applying for approval, in accordance with local regulations. We are committed to transparency in reporting the environmental data we collect, and have made information related to APIs available to the public through various partnership initiatives (e.g., iPiE\*SUM, FASS database) and on our product [Safety Data Sheets](#).

Additionally, shifts in our portfolio to certain biologics (e.g., monoclonal antibodies) have produced new medicines that more readily biodegrade in the environment, further reducing impacts related to PiE.

BMS is committed to continuous improvement in this space. In 2022, BMS plans to commence its ecopharmacovigilance program to monitor our products post-launch for environmental risks by tracking the scientific literature for emerging data on exposure and effects.

# Green and Sustainable Science

At the heart of our work to develop innovative, cutting-edge medicines is our expertise and commitment to green and sustainable science. As we continue our journey to integrate green and sustainability principles into our product life cycle, we use predictive analytics to inform our design and development process and drive continuous innovations and improvements.

Taking a data-driven approach, we rigorously track and communicate key metrics and their impact. This "Green by Design" approach offers a strategic pathway to building a sustainable future, as shown by broad overall YOY waste reductions achieved across BMS' small molecule portfolio from 2020 to 2021.<sup>1</sup>

## Eliminating waste with green chemistry

Innovation and collaboration are at the core of our mission to create safe, economical and sustainable processes to supply high-quality active ingredients for the medicines we deliver to patients. We partner with external companies and academic institutions to invent and develop new capabilities, which both accelerate our development of new solutions and improve our sustainability footprint.

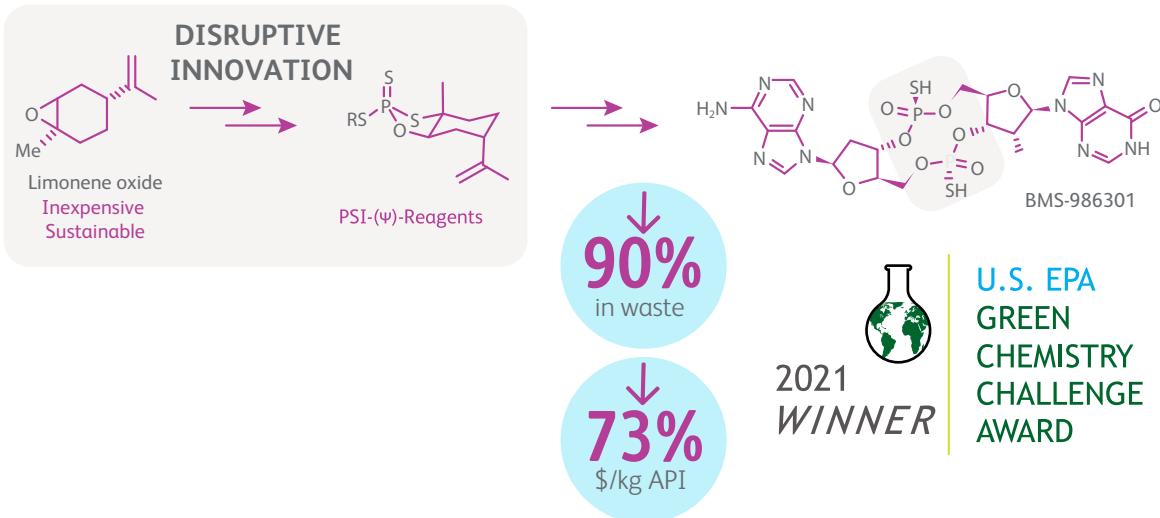
Through our "Green by Design" approach we have achieved broad reductions in waste across the small molecule portfolio, including a

**49%**

average cPMI reduction across 9 projects in 2020 and 2021, **eliminating >900 MT waste**

Most notably, we recently teamed up with the Scripps Research Institute to introduce disruptive innovation in the field of stereoselective thiophosphate synthesis. Our partnership led to remarkable sustainability improvements on the STING-Interferon program. It also has broad implications for oligonucleotide drug discovery and was recognized by the 2021 EPA Green Chemistry Challenge Award.

## Eliminating waste with green chemistry



<sup>1</sup> Learn more about the 2021 EPA Green Chemistry Challenge Award in our [Annual Report](#) and from the [U.S. EPA](#).

# Packaging and Transportation

Our commitment to sustainability does not end when our life-saving medicines have been developed and manufactured — it continues throughout the distribution process to destinations around the world.

BMS' Distribution and Logistics teams, which are responsible for storing and distributing the company's products, continually seek opportunities to reduce waste, conserve energy and reduce carbon emissions.

BMS has fully outsourced our logistics operation and uses service providers for warehousing and transportation. As sustainability is embedded into our approach to supplier management, we actively review scoring of environmental responsibility criteria during the vendor selection process. Once selected, we work proactively with our partners to incorporate actions that improve the environmental footprint for transportation of our products.

Whether ground, air or ocean, the mode of transport of our products plays a meaningful role in developing our transportation plans. Wherever it is feasible and makes sense, we move from air to ocean transport, which significantly cuts carbon emissions, and utilize vendors who provide more efficient ground transportation. Some are even beginning to offer electric fleet vehicles, like in Brazil where we have reduced by 93kg the CO<sub>2</sub> emissions during the first month of implementation.

All of our products are shipped in temperature-controlled containers. Our biology-based therapies require cold-chain transport and must remain at a constant temperature (2-8 degrees C) from the time they leave the manufacturing facility to when they reach the patient. That's why we ship these almost exclusively in battery-operated refrigerated pallet-sized containers that are completely reusable. When we have smaller, parcel-sized shipments, we use passive refrigeration in insulated shipper boxes with gel-pack inserts. Currently, we use reusable parcel containers in Puerto Rico, Mexico and Canada and plan to expand their use in other markets where possible in coming months.

Ultimately, bolstering our supply chain's reliability, agility and sustainability is a priority for us, and we will continue to work with vendors who share our commitment to continuing to reduce our transportation-related environmental impacts.

## 2021 Highlights

Reduced CO<sub>2</sub> emissions by

**33%**

with the implementation of new shipping containers in two key shipping lanes

**100%**

reduction in Sulphur Oxide, 91% reduction in Nitrogen Oxide, and 29% reduction in Carbon Dioxide through the conversion of barges to ocean vessels powered by Liquified Natural Gas (LNG) between the U.S. & Puerto Rico

Reduced CO<sub>2</sub> emissions by

**~70%**

converting from air to ocean mode for vendor shipments to Puerto Rico

**3 Ton**

carbon emissions reduction in Argentina due to alignment of product order size and shipping container capacity

In 2022, we expect to continue our commitment to sustainability with further reductions in carbon dioxide emissions, such as with the transition from RKN active shipping containers to thermal blankets, potentially saving up to 25kg of CO<sub>2</sub>e per insulated pallet, as well as landfill waste reductions.

## Responsible sourcing

In support of our efforts to address Scope 3 emissions, our Strategic Sourcing and Procurement organization is committed to driving reductions in negative environmental impacts across our external value chain. This commitment is being led through our sustainable procurement strategy, in which sustainability is embedded as a value driver in supplier partnership and innovation.

One component of this strategy that we are developing is our Responsible Sourcing program. Through the program, we plan to work with supply chain partners to assess their current state of environmental responsibility, set goals and targets to drive progress toward continuous sustainable improvement, and mitigate risks across our supply chain while contributing to our global commitments to environmental responsibility.

The Responsible Sourcing program is key to realizing BMS' sustainability procurement strategy, which includes:

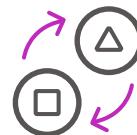
- Monitoring the supply chain sustainability risks and performance
- Addressing sustainability as a core area of performance in the SS&P/supplier partnership
- Implementing a core set of requirements to move suppliers through a journey of continuous improvement
- Increasing supplier due diligence to ensure that our suppliers are aligned with BMS in their values and ESG commitments
- Aligning to directly support BMS' Third-Party Risk Management program, which identifies and reduces risks relating to the use of third parties

BMS partners with EcoVadis to support the realization of the Responsible Sourcing program, which endeavors to realize the following benefits, outcomes and goals:



### Benefits

- Active engagement with suppliers to support their efforts to improve legal and regulatory compliance, brand reputation and stakeholder relations
- Support of our suppliers on their sustainability journey
- Building relationships with suppliers that have made ESG within their own operations a priority



### Expected outcomes

- Increased awareness of supplier sustainability profiles
- Development of robust ESG capabilities and ways of working
- Increased transparency and disclosure
- Drive performance improvements



### Program goals

- Embed ESG principles into and across BMS' global sourcing and procurement strategy
- Implement requirements to level-set supplier performance and ensure strategic, values-based partnership

# Sustainable Facility Design

Managing our global facilities responsibly enables us to further reduce our environmental impact and ensure our buildings are inclusive for all. Accordingly, when we construct new facilities or retrofit old ones, we do so with a long-term view—utilizing sustainable construction practices, incorporating state-of-the-art efficiencies and applying universal design principles.

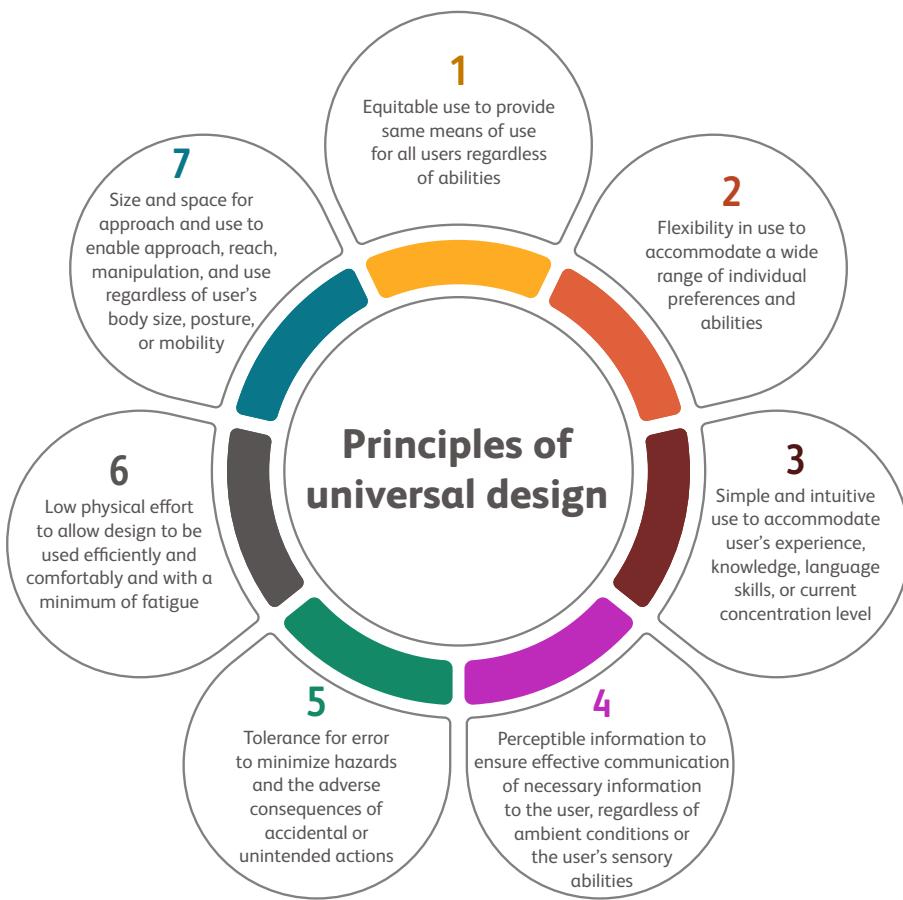
In 2021, BMS revised our design criteria for sustainable facilities. Moving forward, all facility designs are required to meet or exceed LEED Silver standards—and may also consider BREEAM qualifications—both of which enable us to maintain our commitment to healthy, efficient, carbon- and cost-saving green buildings. To meet these standards, our buildings must adhere to stringent criteria, which drive us to:

- Optimize energy efficiency, including participation in energy life cycle assessments and identifying opportunities to use alternate fuel sources
- Minimize water use, including creating use-modeling and water balance maps, and by identifying opportunities to reuse, repurpose and recycle water
- Minimize waste and eliminate waste to landfill, including rerouting maintenance, demolition and construction waste; adding waste management expectations to supplier contracts; and auditing packing to drive the transition to reusable, recoverable and/or recyclable materials
- Support the transition to zero-emission vehicles through our EV charging station program framework

The success of our efforts is reflected in our ongoing recognition by the EPA as an ENERGY STAR® Partner of the Year—Sustained Excellence, and in the number of LEED-certified or BREEAM-qualified facilities in the BMS network.

## Integrating universal design

In alignment with our commitment to employee health, safety and wellness, BMS has committed to the adoption of universal design to help ensure our buildings are accessible. This includes designing with flexibility in mind to account for the vast diversity of people's skills, knowledge and needs.



## Enabling electric vehicle use

As our employees returned to their offices in 2021, we experienced increased participation and utilization in our charging station program for electric vehicles (EVs) and hybrid plug-in cars. In the U.S., 10 facilities currently utilize these stations, with more than 500 participants using them more than 12,000 times each year. We also have plans to expand the program to BMS locations that are undergoing major renovations and new construction. In Europe, our Boudry, Switzerland, facility has 25 participants, and the newest program—at our Cruiserath, Ireland, facility—already has 30 participants. We will continue to promote and engage employees in this program as part of our ongoing sustainability journey.

## Embracing clean and renewable energy

- BMS currently manages an on-site EV charging network consisting of 155 EV charging points and more than 500 subscribers across 10 U.S. sites.
- Our 2021 solar photovoltaic (PV) footprint includes PV arrays installed at three New Jersey locations, as well as locations in China and the U.K. The PV arrays carry a maximum output of nearly 3.4 MW, which is equivalent to the energy needed to power more than 300 homes.
- We procure green electricity via electric supply contracts in local markets in Ireland, Germany and California in the U.S. Today, nearly 7% of our total imported electricity originates from renewable sources.
- We expanded our partnership with CarbonFund.org, once again enabling a carbon-neutral Global Leadership Team meeting and offsetting more than 25% of the emissions from our 2021 global employee travel.

## Designing energy-efficient facilities

- Twenty BMS sites (100% of those that are eligible) are participating in the ENERGY STAR Challenge for Industry. The challenge is a global call to action for industrial sites to reduce their energy intensity by 10% within five years.
- The Princeton Pike site earned ENERGY STAR Certification in 2021 for the fourth year in a row. Nassau Park also showed continued improvement during the year and is on track to earn ENERGY STAR certification soon. Additionally, BMS is the sole tenant of an ENERGY STAR-certified facility located in Tampa, Florida.
- At the annual ENERGY STAR Industrial Partners Meeting in November 2021, BMS received Top Project recognition for our Lawrenceville, New Jersey, Cogeneration Project.
- In 2021, our major U.S. sites in Massachusetts, New York and New Jersey held virtual lighting fairs. These events reached thousands of employees with the opportunity to learn about ENERGY STAR-certified LED light bulbs and purchase them at a discounted price.
- For the seventh year in a row, the EPA has recognized BMS as an ENERGY STAR Partner of the Year. Furthermore, the company has once again earned the title of ENERGY STAR Partner of the Year—Sustained Excellence.

# Employee Engagement in Sustainability

BMS employees are passionate about creating healthier communities, which drives them to take action to protect the planet. We offer opportunities and programs for all employees to get involved in building momentum to enhance sustainability across our global operations.

Go Green is a global, employee-led BMS initiative, which drives sustainability engagement across our company. In 2021, Go Green held virtual global celebrations themed around Earth Day, Earth Hour, energy conservation and recycling. The events aimed to empower employees and support their efforts to protect the environment at work and at home.

Employees around the world further demonstrated their commitment by participating in a range of sustainability-focused activities, including establishing on-site organic gardens and beehives, planting trees, recycling, cleaning greenways and watershed areas, and working to build awareness about energy and water conservation. In addition, Go Green facilitated the new ride-share and alternative transportation functions to reduce the environmental impact of employee commuting.

During the year, we also developed the framework for both our zero waste to landfill site program and our Green Office certification program, with input from employees across our global enterprise. In 2022, we plan to launch be launching these programs at select sites across the network, in support of our Green Return to Work initiative.

Our Green Labs certification program encourages employees to reduce their environmental impact by minimizing their work-based energy usage, water usage and waste. As we maintained laboratory operations during the pandemic, the certification program continued to grow, with nearly 600 labs certified and participation by 92% of all labs within the BMS facilities.

## Employee-led action

Many BMS employees are passionate about reducing their environmental impact, including participants in our CLIMB (Cultivating Leadership and Innovation for Millennials and Beyond) PBRG. In 2021, CLIMB partnered with the Corporate Sustainability Team to launch a Sustainability Calendar Challenge, which encouraged employees to prioritize wellbeing and environmental stewardship. During the 12-month challenge, employees tracked progress toward specific goals through a mobile app.

CLIMB also partnered with Grow-a-Row, an organization that provides fresh produce to food deserts in the U.S., and in 2021, CLIMB members, along with other local volunteers, handpicked 9,600 pounds of corn (38,000 servings) and 2,650 pounds of tomatoes (10,600 servings) at the Grow-a-Row farm in New Jersey. Their work facilitated access to fresh and healthy food to support communities where BMS operates.

## Here are a few of the other ways employees across the globe made an impact in 2021:

### Guaynabo, Puerto Rico

Implemented reduction of waste generation in facility's dining areas, including:

- Implementation of no plastics policy
- Robust recycling program for cardboard, paper, newspaper, aluminum and key plastics

### Rome, Italy

Partnered with Treedom, a company that stands out for directly financing small agro-forestry projects and providing environmental and social benefits. The five-year project involves planting 2,500 trees in Africa, Asia, Europe and Latin America by 2025.

Projected environmental and social benefits:

- CO<sub>2</sub> absorption globally
- Reforestation
- Protection and restoration of local biodiversity
- Fight against desertification and soil erosion
- Economic support for local farmers

### Steinhausen, Switzerland

Implementation of waste management efforts, including:

- Held an employee engagement workshop with Zero Waste Switzerland and introduced employee education to drive increased awareness of actions each individual can take to minimize consumption of natural resources
- Led an EV Ride & Drive event with test drives
- Organized exclusive e-bike discounts from local stores to promote sustainable commuting

# Appendix

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# Development Portfolio by Therapeutic Area

## Oncology

Phase I	Phase II	Phase III	Approved Indications
<b>Additional Indications</b> <b>OPDIVO®</b> – Solid Tumors <b>OPDIVO® + YERVOY®</b> – Solid Tumors	<b>Additional Indications</b> <b>OPDIVO®</b> – Solid Tumors – 1L CRC – Pan Tumor TMB High – Pediatric <b>OPDIVO® + YERVOY®</b> – Solid Tumors – Metastatic Castration-Resistant Prostate <b>OPDIVO® + CDK4/6 Inhibitor</b> – Neoadjuvant ER+/HER2-Breast <b>OPDIVO® + relatlimab*</b> – Solid Tumors <b>OPDIVO® + linrodotstat</b> – Solid Tumors <b>OPDIVO® + bempegaldesleukin*</b> – 1L Bladder# <b>POMALYST/IMNOVID</b> – Pediatric Glioblastoma	<b>Additional Indications</b> <b>OPDIVO®</b> – 1L Glioblastoma – 1L HCC – 1L Head & Neck – 1L Head & Neck Locally Advanced – 1L Esophageal – High-Risk Non-Muscle Invasive Bladder Cancer – Adjuvant Gastric – Adjuvant HCC – Adjuvant Melanoma – Adjuvant RCC – Metastatic Castration-Resistant Prostate – Neoadjuvant ER+/HER2-Breast – Neoadjuvant NSCLC – Peri-adjuvant NSCLC – Unresectable NSCLC <b>OPDIVO® + YERVOY®</b> – 1L Bladder – 1L Esophageal – 1L Gastric – 1L HCC – Intermediate HCC – 1L CRC (MSI-High) – Adjuvant Melanoma – Adjuvant RCC – NSCLC EGFR Mutant – Unresectable NSCLC <b>OPDIVO® + relatlimab*</b> – 1L Melanoma <b>OPDIVO® + linrodotstat</b> – Neoadjuvant Muscle Invasive Bladder Cancer <b>OPDIVO® + bempegaldesleukin*</b> – 1L Melanoma – Adjuvant Melanoma# – Muscle Invasive Bladder Cancer – 1L RCC# <b>OPDIVO® + YERVOY® + cabozantinib*</b> – Metastatic RCC	<b>OPDIVO®</b> – 1L Metastatic Melanoma – 1L Gastric – Adjuvant Melanoma – Adjuvant Bladder – Adjuvant Esophageal/Gastroesophageal – Mesothelioma – Previously treated advanced RCC – Previously treated Gastric Cancer (Japan, China) – Previously treated Metastatic Head & Neck – Previously treated Metastatic Melanoma – Previously treated Metastatic MSI-High CRC – Previously treated Metastatic Non-squamous NSCLC – Previously treated Metastatic Squamous NSCLC – Previously treated Metastatic Urothelial – Previously treated Esophageal <b>OPDIVO® + YERVOY®</b> – 1L Metastatic Melanoma – 1L Mesothelioma – 1L NSCLC – 1L RCC – Previously treated Metastatic MSI-High CRC – Previously treated HCC <b>OPDIVO® + cabozantinib*</b> – Metastatic RCC <b>YERVOY®</b> – Adjuvant Melanoma – Metastatic Melanoma <b>ABRAXANE</b> – Breast – Gastric – Locally Advanced or Metastatic NSCLC – Metastatic Breast Cancer – NSCLC – Pancreatic – Unresectable Pancreatic
<b>Investigational Compounds</b> <b>motolimod</b> – SCCHN <b>relatlimab*</b> – Solid Tumors <b>Anti-TIM-3^</b> – Solid Tumors <b>STING Agonist</b> – Solid Tumors <b>AHR Antagonist*</b> – Solid Tumors <b>Anti-CTLA-4 NF-Probody</b> – Solid Tumors <b>BET Inhibitor (CC-95775)^</b> – Solid Tumors <b>Anti-SIRPα</b> – Solid Tumors <b>CD3xPSCA*</b> – Solid Tumors <b>Anti-IL8^</b> – Solid Tumors <b>AR-LDD</b> – Solid Tumors <b>Anti-NKG2A</b> – Solid Tumors <b>TGFβ Inhibitor</b> – Solid Tumors <b>IL-12 Fc</b> – Solid Tumors <b>Anti-CCR8</b> – Solid Tumors <b>TIGIT Bispecific*</b> – Solid Tumors <b>farletuzumab-eribulin ADC*</b> – Solid Tumors <b>MAGE A4/8 TCE-Bispecific*</b> – Solid Tumors	<b>Investigational Compounds</b> <b>Anti-CTLA-4 NF^</b> – Solid Tumors <b>Anti-CTLA-4 Probody^</b> – Solid Tumors <b>Anti-TIGIT^</b> – Solid Tumors <b>Anti-Fucosyl GM1</b> – Solid Tumors <b>LSD1 Inhibitor</b> – Extensive Stage SCLC <b>BET Inhibitor (CC-90010)^</b> – Solid Tumors <b>farletuzumab-eribulin ADC*</b> – Solid Tumors <b>subcutaneous nivolumab + rHuPH20*</b> – Solid Tumors	<b>Investigational Compounds</b> <b>subcutaneous nivolumab + rHuPH20*</b> – Advanced RCC	

Listed in this section are our clinical studies and approved indications for our marketed products in the related therapeutic area as of February 4, 2022. Whether any of the listed compounds ultimately becomes a marketed product depends on the results of clinical studies, the competitive landscape of the potential product's market, reimbursement decisions by payers and the manufacturing processes necessary to produce the potential product on a commercial scale, among other factors. There can be no assurance that we will seek regulatory approval of any of these compounds or that, if such approval is sought, it will be obtained. There is also no assurance that a compound which gets approved will be commercially successful. At this stage of development, we cannot determine all intellectual property issues or all the patent protection that may, or may not, be available for these investigational compounds.

# Hematology

## Phase I

### Additional Indications

- OPDIVO'**
  - Hematologic Malignancies
- BREYANZI (iso-cel)**
  - 3L+ Mantle Cell Lymphoma
- ABECMA (idecel)**
  - High-Risk Newly Diagnosed Multiple Myeloma

### Investigational Compounds

- relatlimab\***
  - Hematologic Malignancies
- BET Inhibitor (CC-95775)**
  - Non-Hodgkin Lymphoma
- BET Inhibitor (CC-90010)**
  - Hematologic Malignancies
- BCMA ADC**
  - Relapsed/Refractory Multiple Myeloma
- BCMA TCE**
  - Relapsed/Refractory Multiple Myeloma
- BCMA NEX T**
  - Relapsed/Refractory Multiple Myeloma
- GPRC5D CAR T**
  - Relapsed/Refractory Multiple Myeloma
- GSPT1 CELMoD (CC-90009)**
  - Relapsed/Refractory Acute Myeloid Leukemia
- Anti-SIRPa**
  - Non-Hodgkin Lymphoma
- LSD1 Inhibitor**
  - Relapsed/Refractory Non-Hodgkin Lymphoma
- CD19 NEX T**
  - Relapsed/Refractory Non-Hodgkin Lymphoma
- iberdomide**
  - Non-Hodgkin Lymphoma
- CD33 NKE**
  - Relapsed/Refractory Multiple Myeloma
- CD47xCD20**
  - Non-Hodgkin Lymphoma
- CK1a CELMoD**
  - Hematologic Malignancies
- ROR1 CAR T**
  - Hematologic Malignancies
- BCMA NKE**
  - Relapsed/Refractory Multiple Myeloma

## Phase II

### Additional Indications

- OPDIVO'**
  - Non-Hodgkin Lymphoma (Diffuse Large B-cell Lymphoma)
  - Non-Hodgkin Lymphoma (Follicular Lymphoma)
  - Pediatric Hodgkin Lymphoma
  - Primary Testicular Lymphoma
- OPDIVO' + EMPLICITI'**
  - Relapsed/Refractory Multiple Myeloma
- REBLOZYL'**
  - Non-Transfusion-Dependent Beta-Thalassemia
- ONUREG**
  - Post HMA Failure MDS
- BREYANZI**
  - 2L Diffuse Large B-cell Lymphoma Transplant Non-Eligible
  - 3L+Chronic Lymphocytic Leukemia
  - 3L+ Follicular Lymphoma / Marginal Zone Lymphoma
  - 2L+ Pediatric B-cell Acute Lymphoblastic Leukemia
  - 2L+ Primary CNS Lymphoma
  - 1L High Grade B-cell Lymphoma
- ABECMA (ide-cel)\***
  - High-Risk Newly Diagnosed Multiple Myeloma
  - 2L Relapsed/Refractory Multiple Myeloma
  - 4L+ Relapsed/Refractory Multiple Myeloma

### Investigational Compounds

- iberdomide**
  - Relapsed/Refractory Multiple Myeloma
- A/I CELMoD (CC-92480)**
  - Relapsed/Refractory Multiple Myeloma
- BET Inhibitor (BMS-986158)**
  - Hematologic Malignancies

## Phase III

### Additional Indications

- OPDIVO'**
  - Refractory Hodgkin Lymphoma
- EMPLICITI' + REVLIMID**
  - 1L Multiple Myeloma
- REBLOZYL'**
  - ESA Naïve MDS
  - MF Anemia
- INREBIC**
  - MF Previously treated with Ruxolitinib
- ONUREG**
  - Angioimmunoblastic T-cell Lymphoma
  - Lower Risk MDS
- ABECMA (ide-cel)\***
  - 3L Relapsed/Refractory Multiple Myeloma
- BREYANZI**
  - 2L Diffuse Large B-cell Lymphoma Transplant Eligible

## Approved Indications

- REVLIMID**
  - 1L Multiple Myeloma
  - Mantle Cell Lymphoma
  - MDS
  - Multiple Myeloma
  - Previously treated Follicular Lymphoma
  - Relapsed/Refractory Adult T-cell Leukemia/Lymphoma
- OPDIVO'**
  - Advanced Hodgkin Lymphoma
- POMALYST/IMNOVID**
  - Multiple Myeloma
  - Relapsed/Refractory Multiple Myeloma
  - AIDS-related Kaposi Sarcoma
  - HIV-negative Kaposi Sarcoma
- EMPLICITI' + POMALYST/IMNOVID**
  - Relapsed/Refractory Multiple Myeloma
- EMPLICITI' + REVLIMID**
  - Relapsed/Refractory Multiple Myeloma
- SPRYCEL**
  - 1L CML
  - Pediatric ALL
  - Refractory CML
- REBLOZYL'**
  - Transfusion-Dependent Beta-Thalassemia
  - MDS Previously treated with ESA
- INREBIC**
  - MF
- ONUREG**
  - Post-Induction Acute Myeloid Leukemia Maintenance
- BREYANZI**
  - 3L+ Diffuse Large B-cell Lymphoma
- ABECMA (ide-cel)**
  - 5L+ Relapsed/Refractory Multiple Myeloma

## Immunology

### Phase I

#### Investigational Compounds

##### TYK2 Inhibitor

- Autoimmune Disease

##### TLR 7/8 Inhibitor

- Autoimmune Disease

##### MK2 Inhibitor

- Autoimmune Disease

##### IL2-CD25

- Autoimmune Disease

##### Anti-CD40

- Autoimmune Disease

##### afimetoran

- Cutaneous Lupus Erythematosus

### Phase II

#### Investigational Compounds

##### branebrutinib

- Rheumatoid Arthritis

##### Sjögren's Disease

- Systemic Lupus Erythematosus

##### Atopic Dermatitis

##### deucravacitinib

- Crohn's Disease

- Lupus Nephritis

- Systemic Lupus Erythematosus

- Ulcerative Colitis

- Discoid Lupus Erythematosus

##### iberdomide

- Systemic Lupus Erythematosus

##### cendakimab

- Atopic Dermatitis

##### afimetoran

- Systemic Lupus Erythematosus

##### S1PR1 Modulator

- Atopic Dermatitis

##### MK2 Inhibitor

- Ankylosing Spondylitis

### Phase III

#### Additional Indications

##### ZEPOSIA

- Crohn's Disease

#### Investigational Compounds

##### deucravacitinib

- Psoriasis

##### Psoriatic Arthritis

- Eosinophilic Esophagitis

### Approved Indications

#### **ORENCIA**

- Active Polyarticular JIA

- Early Rheumatoid Arthritis

- JIA Intravenous

- JIA Subcutaneous

- Psoriatic Arthritis

- RA Auto injector

- RA Intravenous

- RA Subcutaneous

- Acute Graft versus Host Disease

#### **ZEPOSIA**

- Relapsing Multiple Sclerosis

- Ulcerative Colitis

## Cardiovascular

### Phase I

#### Investigational Compounds

##### Factor XIa Inhibitor<sup>\*</sup>

- Thrombotic Disorders

##### Cardiac Myosin Inhibitor

- Hypertrophic

- Cardiomyopathy

##### ROMK Inhibitor

- Heart Failure

### Phase II

#### Additional Indications

##### ELIQUIS<sup>®</sup>

- Pediatric Heart Disease

#### Investigational Compounds

##### mavacamten

- Non-Obstructive

- Hypertrophic

- Cardiomyopathy

- Heart Failure with Preserved Ejection Fraction

##### danicamtiv

- Genetic Dilated

- Cardiomyopathy

##### milvexian<sup>\*</sup>

- Thrombotic Disorders

##### FA-Relaxin

- Heart Failure

### Phase III

#### Additional Indications

##### ELIQUIS<sup>®</sup>

- VTE prevention in pediatrics with ALL

#### Investigational Compounds

##### mavacamten

- Obstructive Hypertrophic

- Cardiomyopathy

- Obstructive Hypertrophic

- Cardiomyopathy Septal Reduction Therapy Eligible

### Approved Indications

#### **ELIQUIS<sup>®</sup>**

- Stroke Prevention in Atrial Fibrillation

- Venous Thromboembolism Prevention Orthopedic Surgery

- Venous Thromboembolism Treatment

## Fibrotic Diseases

### Phase I

#### Investigational Compounds

##### NME 1

- Fibrosis

### Phase II

#### Investigational Compounds

##### HSP47<sup>\*</sup>

- Non-Alcoholic

- Steatohepatitis

##### LPA<sub>1</sub> Antagonist

- Pulmonary Fibrosis

## Neuroscience

### Phase I

#### Investigational Compounds

##### FAAH/MGLL Dual Inhibitor

- Neuroscience

##### Anti-Tau<sup>\*</sup>

- Neuroscience

##### BTK Inhibitor

- Neuroscience

##### eIF2b Activator<sup>\*</sup>

- Neuroscience

## COVID-19

### Phase II

#### Additional Indications

##### **ORENCIA**

- COVID-19 treatment

#### Investigational Compounds

##### SARS-CoV-2 mAb Duo<sup>#</sup>

- COVID-19 Therapy or Prevention<sup>#</sup>

Note: Above pipeline excludes clinical collaborations

\* Development Partnership: OPDIVO, YERVOY, Relatlimab: Ono (our collaboration with Ono also includes other early-stage compounds); EMPLICITI: AbbVie; bempegaldesleukin: Nektar; cabozantinib: Exelixis, Inc.; ELIQUIS: Pfizer; Factor XIa Inhibitor: Janssen Pharmaceuticals, Inc.; HSP47: Nitto Denko Corporation; CD3xPSCA: GeMoAb Monoclonals GmbH; ABECMA (ide-cel): 2seventy bio; REBLOZYL: Merck; AHR: Ikeda Oncology; CD22 ADC: TriPhase Accelerator; Immune Tolerance: Ankion SA; SARS-CoV-2 mAb Duo: Rockefeller University; TIGIT Bispecific: Agenus; farletuzumab-erizulin ADC: Eisai; rHuPH20: Halozyme; Anti-Tau: Prothena Corporation PLC; eIF2b Activator: Evotec SE; MAGE A4/8 TCE Bispecific: Immatics.

<sup>^</sup> Trial(s) exploring various combinations

# Partner-run study

# BMS 2021 ESG Data

Topic		2020	2021
 Corporate			
<i>Director tenure</i>			
0-4 years		9	6
5-10 years		4	4
>10 years		1	0
<i>Director diversity</i>			
Women		5	4
Black/African American		2	2
Asian American		2	0
Latino/Hispanic			1
Women and underrepresented racial and ethnic groups		50%	60%
<i>Highlights</i>			
Worldwide revenues (\$ Billions)		42.5	46.4
Employees		30,250	32,200
R&D investment including Acquired IPRD (\$ Billions)		11.1	11.4
<i>Key corporate measures</i>			
R&D investment including Acquired IPRD (\$ Billions)		11.1	11.4
Total revenues (\$ Millions)		42,518	46,358
 People			
<i>Workplace</i>			
Global executive representation by gender		42.8%	45.2%
Global management level by gender:			
Executive: Female		42.8%	45.5%
Executive: Male		57.2%	54.5%
Manager: Female		50.7%	51.8%
Manager: Male		49.3%	48.2%
Professional: Female		56.9%	57.4%
Professional: Male		43.1%	42.6%
Gender parity: Reach parity at the executive level for women globally		42.1%	45.2%
Black/African American employees: Double executive representation in the U.S.		3.0%	4.5%
Latino/Hispanic employees: Double executive representation in the U.S.		3.7%	7.2%

## 2021 employee safety performance

Business	EHS inspections	CAPA completed & closed	Full investigations closed	Near miss/unsafe condition reports/ 100 employees
Commercial	—	5	7	15
Enabling functions	—	17	17	—
GPS	7,071	2,094	975	59
R&ED	2,793	52	88	35
Service provider	—	301	128	—
<b>Total</b>	<b>9,864</b>	<b>2,469</b>	<b>1,215</b>	<b>109</b>

	SIF incident	SIF near miss
Motor vehicle accident	—	7
Pressure	—	7
Hazardous materials	—	14
Working from heights	—	19
Machine guarding	—	—
Overhead hazards	—	2
Control of hazardous energy	1	5
Electrical	—	3
Process safety	—	—
Other	—	16
<b>Total</b>	<b>1</b>	<b>73</b>

Topic	2020	2021
<b>Suppliers</b>		
Diverse spend: Diverse Business Enterprise (DBE)	\$695,336,854	\$899,277,462
Diverse spend: Minority Business Enterprise (MBE)	\$450,241,075	\$550,931,958
Diverse spend: Women Business Enterprise (WBE)	\$299,861,314	\$429,985,082
Diverse spend: Veteran's Business Enterprise (VBE)	\$53,226,133	\$56,494,195
Diverse spend: Disability-Owned Business Enterprise (DOBE)	\$17,942,401	\$8,248,492
Diverse spend: LGBT Business Enterprise (LGBTBE)	\$10,917,260	\$15,309,109
Actual percent: Diverse Business Enterprise (DBE)	13.6%	15.3%
Actual percent: Minority Business Enterprise (MBE)	8.8%	9.4%
Actual percent: Women Business Enterprise (WBE)	5.9%	7.3%
Actual percent: Veteran's Business Enterprise (VBE)	1.0%	1.0%
Actual percent: Disability-Owned Business Enterprise (DOBE)	0.4%	0.5%
Actual percent: LGBT Business Enterprise (LGBTBE)	0.2%	0.3%
Actual percent: Diverse Business Enterprise (DBE)	13.6%	15.3%
Internal SS&P area goal Diverse Business Enterprise (DBE)	12.0%	12.7%
Internal SS&P area goal Minority Business Enterprise (MBE)	8.2%	6.3%
Internal SS&P area goal Women Business Enterprise (WBE)	3.9%	4.8%
Internal SS&P area goal Veteran's Business Enterprise (VBE)	0.7%	0.7%
Internal SS&P area goal Disability-Owned Business Enterprise (DOBE)	0.2%	0.1%

 **Product**

Compounds in development across platforms	50+	50+
Disease areas being studied	40+	60+
Marketed product families	46	43
External contract manufacturing sites	100+	140+
Active development programs	54	100
No observable impact from COVID-19 including no drug shortages impacting patients	0	0
Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP) by type	0	0
Products listed in the FDA MedWatch Safety Alerts for Human Medical Products database	0	0
Number of fatalities associated with products as reported in the FDA Adverse Event Reporting System	0	0
Number of recalls issued; total units recalled	0	0
Partnering to speed transformational medicines to patients:		
Development pipeline is externally sourced	60%	60%
Active alliances, collaborations and partnerships	300+	300+

Topic		2019	2020	2021
 Environment*				
<i>Total greenhouse gas emissions (CO<sub>2</sub>e); thousands of metric tons</i>				
Scope 1 (Direct)	218.2	202.4	204.3	
Scope 2 (Indirect market-based)	118.6	122.6	166.3	
Total (Scope 1+2) from operations	336.8	325.0	370.5	
Scope 3 (Category 1 – Purchased goods & services)	—	—	1,641.9	
Scope 3 (Category 2 – Capital goods)	—	—	18.1	
Scope 3 (Category 3 – Fuel- & energy-related activities)	—	—	82.6	
Scope 3 (Category 4 – Upstream transportation & distribution)	—	—	77.0	
Scope 3 (Category 5 – Waste generated in operations)	—	—	4.4	
Scope 3 (Category 6 – Business travel)	103.3	17.7	10.9	
Scope 3 (Category 7 – Employee commuting)	—	—	54.7	
Scope 3 total	—	—	1,889.6	
Total (Scope 1+2+3)	—	—	2,260.1	
<i>Total energy use</i>				
<i>Total energy use; millions of gigajoules</i>				
Scope 1 (Direct)	4.1	3.8	3.9	
Scope 2 (Indirect)	1.8	1.7	1.6	
Total (Scope 1+2)	5.9	5.5	5.5	
<i>Waste generated; millions of kilograms</i>				
Hazardous	0.7	0.2	1.9	
Nonhazardous	4.4	1.3	4.3	
Recycled/reused	8.1	3.4	5.6	
Total	13.2	4.8	11.7	
<i>Water use</i>				
Water use; billion liters	3.1	3.1	3.2	

\*Explanation of Scope 3 emissions calculations

Sources of Scope 3 emissions	Evaluation status	Emissions in reporting year (metric tons CO <sub>2</sub> e)	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
Purchased goods and services	Relevant, calculated	1,641,931	Hybrid approach	22%	Bristol Myers Squibb uses a hybrid approach to calculate Purchased Goods and Services emissions by collecting supplier-specific data via the CDP Supply Chain program as well as spend data for suppliers outside of that program. Supplier-specific data for 95 of our key suppliers was collected through the CDP Supply Chain Module. The methodology used by individual suppliers was not requested. Data were allocated to Bristol Myers Squibb using various methods including production volume, financials and business travel. For the remaining suppliers, 100% of total spend data was collected. For spend data, EEIO factors were used to calculate emissions. 100% of BMS' PG&S emissions have been calculated using the hybrid approach.
Capital goods	Relevant, calculated	18,050	Spend-based method	5%	100% of capital spend was collected. EEIO factors were utilized to calculate emissions for this category.
Fuel- and energy-related activities	Relevant, calculated	82,560	Average data method	0%	Data was obtained directly from fuel and electric power consumption data tracked from invoices or other actual activity data used in the Scope 1 and 2 emissions calculations. DEFRA well-to-tank emission factors were applied to calculate upstream emissions associated with the fuels used in BMS' operations. Additionally, eGRID and IEA grid loss factors are applied to BMS' Scope 2 electric power emissions to calculate the upstream transmission and distribution losses.

\*Explanation of Scope 3 emissions calculations

Sources of Scope 3 emissions	Evaluation status	Emissions in reporting year (metric tons CO <sub>2</sub> e)	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
Upstream transportation and distribution	Relevant, calculated	76,969	Hybrid approach	5%	Data was obtained directly from our upstream logistics carriers. Emissions were calculated using the distance-based method with raw data provided by transporters (Distance, Mass, Mode) and emission factors. Additional data included supplier-specific data provided through CDP Supply Chain Module, and spend data. Emissions from spend data were calculated using EEIO factors.
Waste generated in operations	Relevant, calculated	4,442	Waste-type-specific method	0%	Data was obtained from invoices or other actual activity data. Table 9 of the EPA GHG Emission Factors Hub for Scope 3: Waste Generated in Operations was used to determine appropriate emission factors for calculations.
Business travel	Relevant, calculated	10,862	Distance-based method	5%	Uses methodology as recommended by the Department for Environment, Food & Rural Affairs (DEFRA). Applied DEFRA factors to short-, medium- and long-haul flights. We have a full accounting of CO <sub>2</sub> emissions from business air travel.
Employee commuting	Relevant, calculated	54,740	Average data method	0%	Data was estimated using the GHG Protocol Quantis Scope 3 Evaluator for which the number of BMS' employees was leveraged as an input. Multiplied total number of employees as stated in our 10-K by Quantis tool's 1700 kg CO <sub>2</sub> e number.
Upstream leased assets	Not relevant, explanation provided				Data for these leased assets is included in our Scope 1 and 2 emissions.
Downstream transportation and distribution	Not relevant, explanation provided				All Transportation & Distribution data had an associated spend, and therefore emissions from T&D have been allocated to Category 4 based on GHG Scope 3 Standard that says: "Outbound transportation and distribution services that are purchased by the reporting company are excluded from Category 9 and included in Category 4 (Upstream transportation and distribution) because the reporting company purchases the service. Category 9 includes only emissions from transportation and distribution of products after the point of sale."

\*Explanation of Scope 3 emissions calculations

Sources of Scope 3 emissions	Evaluation status	Emissions in reporting year (metric tons CO <sub>2</sub> e)	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
Processing of sold products	Not relevant, explanation provided				We do not believe the processing of sold products meets the relevancy criteria for size of contribution.
Use of sold products	Not relevant, explanation provided				Pharmaceutical products sold by our company are consumed and do not meet the relevance criteria for size of contribution.
End-of-life treatment of sold products	Not relevant, explanation provided				We do not expect the size of the contribution of end-of-life treatment for sold products and associated packaging to be relevant.
Downstream leased assets	Not relevant, explanation provided				We lease small office spaces at several locations worldwide and do not believe the size of the contribution is significant under the relevancy criteria.
Franchises	Not relevant, explanation provided				We do not have a franchise business model; therefore, we do not meet the relevancy criteria of size, influence or risk.
Investments	Not relevant, explanation provided				We are not a financial institution whose primary purpose is investing for profit; therefore, we do not meet the relevancy criteria of size, influence or risk.

# Sustainability Accounting Standards Board (SASB) 2021 Index

Topic	Code/Metric	Response/Reference
Activity Metrics	Number of patients treated: <i>HC-BP-000.A</i>	Not reported
	Number of drugs (1) in portfolio and (2) in research and development (Phases I-III). <i>HC-BP-000.B</i>	2021 ESG Report: Innovation, Equity and Access to Healthcare >> Innovation
Safety of Clinical Trial Participants	Discussion, by world region, of management process for ensuring quality and patient safety during clinical trials. <i>HC-BP-210a.1</i>	2021 ESG Report: Ethics, Integrity, Quality and Governance >> Ethical and Safe Products 2021 ESG Report: Innovation, Equity and Access to Healthcare >> Clinical Trials
	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). <i>HC-BP-210a.2</i>	<u>None</u>
	Total amount of monetary losses as a result of legal proceedings associated with clinical trials in developing countries: <i>HC-BP-210a.3</i>	<u>2021 10-K</u>
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. <i>HC-BP-240a.1</i>	2021 ESG Report: Innovation, Equity and Access to Healthcare
	List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Programme (PQP). <i>HC-BP-240a.2</i>	Reyataz (atazanavir)
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. <i>HC-BP-240.b.1</i>	<u>2021 10-K</u>
	Percentage change in (1) average list price and (2) average net price across US product portfolio compared to previous year. <i>HC-BP-240b.2</i>	2021 ESG Report: Innovation, Equity and Access to Healthcare >> Access to Healthcare
	Percentage change in (1) list price and (2) net price of product with largest increase compared to previous year. <i>HC-BP-240b.2</i>	2021 ESG Report: Innovation, Equity and Access to Healthcare >> Access to Healthcare
Drug Safety	List of products listed in the Food and Drug Administration's (FDA) MedWatch Safety Alerts for Human Medical Products Database. <i>HC-BP-250a.1</i>	2021 ESG Report: Ethics, Integrity, Quality and Governance >> Ethical and Safe Products Please visit the <a href="#">FAERS MedWatch</a> page for more information.
	Number of fatalities associated with products as reported in the FDA Adverse Event Reporting System. <i>HC-BP-250a.2</i>	2021 ESG Report: Ethics, Integrity, Quality and Governance >> Ethical and Safe Products Please visit the <a href="#">FAERS MedWatch</a> page for more information.

Topic	Code/Metric	Response/Reference
Drug Safety (cont.)	Number of recalls issued, total units recalled. <i>HC-BP-250a.3</i>	2017: 1 2018: 0 2019: 0 2020: 0 2021: 0
	Total amount of product accepted for takeback, reuse or disposal. <i>HC-BP-250a.4</i>	2021 ESG Report: Ethics, Integrity, Quality and Governance >> Ethical and Safe Products
	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type. <i>HC-BP-250a.5</i>	2021 ESG Report: Ethics, Integrity, Quality and Governance >> Ethical and Safe Products
Counterfeit Drugs	Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting. <i>HC-BP-260a.1</i>	2021 ESG Report: Ethics, Integrity, Quality and Governance >> Ethical and Safe Products
	Discussion of process for alerting customers and business partners of potential or known risks associated with counterfeit products. <i>HC-BP-260a.2</i>	2021 ESG Report: Ethics, Integrity, Quality and Governance >> Ethical and Safe Products
	Number of actions that led to raids, seizure, arrests and/or filing of criminal charges related to counterfeit products. <i>HC-BP-260a.3</i>	2021 ESG Report: Ethics, Integrity, Quality and Governance >> Ethical and Safe Products
Ethical Marketing	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims. <i>HC-BP-270a.1</i>	<a href="#">2021 10-K</a>
	Description of code of ethics governing promotion of off-label use of products. <i>HC-BP-270a.2</i>	2021 ESG Report: Ethics, Integrity, Quality and Governance >> Ethical Business
Employee Recruitment, Development and Retention	(1) Voluntary and (2) involuntary turnover rate for (a) executives/senior managers, (b) mid-level managers, (c) professionals, and (d) all others. <i>HC-BP-330a.2</i>	Not reported
	Discussion of talent recruitment and retention efforts for scientists and R&D personnel. <i>HC-BP-330a.1</i>	Not reported
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. <i>HC-BP-430a.1</i>	BMS adheres to the audit principles of the International Pharmaceutical Supply Chain Initiative (PSCI) for 100% or all audited third-party suppliers in our network.
Business Ethics	Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery. <i>HC-BP-510a.2</i>	<a href="#">2021 10-K</a>
	Description of code of ethics governing interactions with healthcare professionals. <i>HC-BP-510a.1</i>	2021 ESG Report: Ethics, Integrity, Quality and Governance >> Ethical Business 2021 ESG Report: Appendix >> NBIM Index

# Global Reporting Initiative (GRI) 2021 Index

This index aligns with the Global Reporting Initiative's 2018 Sustainability Reporting Standards. This report has been prepared in accordance with the GRI Standards: Core option. Our index facilitates access to Core reporting elements as well as additional Comprehensive level elements, where available.

UN SDG Alignment	GRI Standard	Description	2021 Response
	<b>GRI 102-1</b>	Name of the organization	Bristol Myers Squibb
	<b>GRI 102-2</b>	Primary brands, products and services	Bristol Myers Squibb is a global biopharmaceutical company whose mission is to discover, develop and deliver innovative medicines that help patients prevail over serious diseases. Learn more <a href="#">on our company webpage</a> and in our <a href="#">2021 10-K</a> .
	<b>GRI 102-3</b>	Location of organization's headquarters	New York, New York, USA
	<b>GRI 102-4</b>	Number and name of countries where the organization operates	Our products are sold worldwide, primarily to wholesalers, distributors, specialty pharmacies and, to a lesser extent, directly to retailers, hospitals, clinics and government agencies. We manufacture products in the U.S. and Puerto Rico and have significant manufacturing operations in two foreign countries. <a href="#">We have facilities in numerous countries.</a>
	<b>GRI 102-5</b>	Nature of ownership and legal form	Bristol Myers Squibb Company was incorporated under the laws of the State of Delaware in August 1933 under the name Bristol Myers Company, as successor to a New York business started in 1887. In 1989, Bristol Myers Company changed its name to Bristol Myers Squibb Company as a result of a merger. We completed the Celgene transaction on November 20, 2019. On November 17, 2020, we completed our acquisition of MyoKardia for approximately \$13.1 billion in cash. We continue to operate in one segment—Biopharmaceuticals. Learn more in our <a href="#">2021 10-K</a> .
	<b>GRI 102-6</b>	Nature of markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	<a href="#">2021 10-K</a> , pages 3-8, 13-15
	<b>GRI 102-7</b>	Scale of the reporting organization (employees, operations, net sales, capitalization, quantity of products/services)	Operations, net sales and products: <a href="#">2021 10-K</a> , pages 1, 19-31 As of December 31, 2020, we had approximately 30,250 employees in 47 countries. Approximately 57% of our employees are located in the U.S. (excluding Puerto Rico) and 43% are located outside of the U.S. We supplement our employee population with independent contractors, contingent workers and temporary workforce support as needed. The average tenure of our employees is approximately eight years.
	<b>GRI 102-8</b>	Total workforce by employment type, employment contract, and region, broken down by gender, report significant variations in employment numbers	See <a href="#">Global Inclusion &amp; Diversity Report</a> , pages 5, 23-25
	<b>GRI 102-9</b>	Describe supply chain	2021 ESG Report: Our People >> Supply Chain <a href="#">CDP</a> <a href="#">Our Suppliers</a>

UN SDG Alignment	GRI Standard	Description	2021 Response
	<b>GRI 102-10</b>	Significant changes from previous report regarding size, structure, ownership, or its supply chain	We completed the Celgene transaction on November 20, 2019. On November 17, 2020, we completed our acquisition of MyoKardia for approximately \$13.1 billion in cash. We continue to operate in one segment—Biopharmaceuticals. Learn more in our <a href="#">2021 10-K</a> .
	<b>GRI 102-11</b>	Explanation of whether and how the precautionary approach or principle is addressed by the organization	2021 ESG Report: Introduction >> UN Sustainable Development Goals >> Standing Up for Human Rights; Ethics, Integrity, Quality and Governance >> Governance and Risk Management; Ethical and Safe Products
	<b>GRI 102-12</b>	External charters, principles, initiatives	<a href="#">Overarching Policies</a> —Voluntary standards
	<b>GRI 102-13</b>	Memberships in associations	<a href="#">Stakeholder Engagement</a> —Business association memberships
	<b>GRI 102-14</b>	Statement from senior management	2021 ESG Report: CEO Letter
	<b>GRI 102-15 (Comprehensive)</b>	Description of key impacts, risks, and opportunities	<a href="#">2021 10-K</a> 2021 ESG Report: Ethics, Integrity, Quality and Governance >> Governance and Risk Management
	<b>GRI 102-16</b>	Internally developed statements of mission or values, codes of conduct, codes of ethics, and principles relevant to sustainable development	<a href="#">BMS Codes of Conduct</a>
	<b>GRI 102-17 (Comprehensive)</b>	Internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines	<a href="#">BMS Codes of Conduct</a> 2021 ESG Report: Ethics, Integrity, Quality and Governance >> Ethical Business
	<b>GRI 102-18</b>	Governance structure of the organization, including committees under the highest governance body; identify any committees responsible for decision-making on economic, environmental and social impacts	2021 ESG Report: Introduction >> Our Approach to ESG <a href="#">Governance</a> <a href="#">Board of Directors</a> <a href="#">Board Committee &amp; Charters</a>
	<b>GRI 102-19 (Comprehensive)</b>	Process for delegating authority for economic, environmental and social topics from highest governance body to senior executives and other employees	2021 ESG Report: Introduction >> Our Approach to ESG; Ethics, Integrity, Quality and Governance >> Governance and Risk Management <a href="#">BMS Codes of Conduct</a>
	<b>GRI 102-20 (Comprehensive)</b>	Identify executive-level position with responsibility for economic, environmental and social topics and reporting to highest governance body	2021 ESG Report: Introduction >> Our Approach to ESG <a href="#">Leadership Team</a>
	<b>GRI 102-21 (Comprehensive)</b>	Mechanisms for consultation between stakeholders and highest governance body on economic, environmental and social topics	<a href="#">BMS Codes of Conduct</a>
	<b>GRI 102-22 (Comprehensive)</b>	Composition of the highest governance body and its committees	2021 ESG Report: Ethics, Integrity, Quality and Governance >> Governance and Risk Management <a href="#">Corporate Governance Guidelines</a> <a href="#">Board of Directors</a>
	<b>GRI 102-23 (Comprehensive)</b>	Indicate whether the Chair of the highest governance body is also an executive officer, and if so, reason for this arrangement	<a href="#">Governance</a> <a href="#">Board of Directors</a>
	<b>GRI 102-24 (Comprehensive)</b>	Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members	<a href="#">Corporate Governance Guidelines</a> —Composition and structure of the Board <a href="#">Committee on Directors and Corporate Governance</a>

UN SDG Alignment	GRI Standard	Description	2021 Response
	<b>GRI 102-25 (Comprehensive)</b>	Processes in place for the highest governance body to ensure conflicts of interest are avoided and managed	<a href="#">Corporate Governance Guidelines</a> —Board Responsibilities—Item 4 Compliance, Ethics and Conflicts of Interest
	<b>GRI 102-26 (Comprehensive)</b>	Role of highest governance body and senior executives in developing, approving, and updating the purpose, value, or mission statements, strategies, policies and goals related to economic, environmental and social impacts	2021 ESG Report: Introduction >> Our Approach to ESG; Environmental Responsibility >> Our Approach <a href="#">Environmental, Health and Safety Policy</a>
	<b>GRI 102-27 (Comprehensive)</b>	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics	2021 ESG Report: Ethics, Integrity, Quality and Governance >> Governance and Risk Management <a href="#">Corporate Governance Guidelines</a>
	<b>GRI 102-28 (Comprehensive)</b>	Process for evaluating the highest governance body's own performance with respect to economic, environmental and social and if evaluation is independent or self-assessment	2021 ESG Report: Ethics, Integrity, Quality and Governance >> Governance and Risk Management <a href="#">Corporate Governance Guidelines</a> —Evaluating the Board's Performance
	<b>GRI 102-29 (Comprehensive)</b>	Process of the highest governance body's role for overseeing the organization's identification and management of economic, environmental, and social performance and if stakeholder consultation is used	2021 ESG Report: Ethics, Integrity, Quality and Governance >> Governance and Risk Management; Environmental Responsibility >> Our Approach <a href="#">Governance</a> <a href="#">Committee on Directors and Corporate Governance Charter</a>
	<b>GRI 102-30 (Comprehensive)</b>	Role of the highest governance body in reviewing the effectiveness of the organization's risk management processes for EES topics	2021 ESG Report: Ethics, Integrity, Quality and Governance >> Governance and Risk Management <a href="#">Board Committee &amp; Charters</a> —Audit Committee Charter— Responsibilities and Duties—Item 10
	<b>GRI 102-31 (Comprehensive)</b>	Frequency of the highest governance body's review of EES impacts, risks, and opportunities	2021 ESG Report: Ethics, Integrity, Quality and Governance >> Governance and Risk Management; Environmental Responsibility >> Our Approach <a href="#">Board Committee &amp; Charters</a> —Committee on Directors and Corporate Governance Charter—Responsibilities and Duties— Items 15 and 17
	<b>GRI 102-32 (Comprehensive)</b>	Highest committee or position that formally reviews and approves the organization's sustainability report and ensures all material Aspects are covered	<a href="#">BMS Leadership Team</a>
	<b>GRI 102-33 (Comprehensive)</b>	Process for communicating critical concerns to the highest governance body	2021 ESG Report: Ethics, Integrity, Quality and Governance >> Governance and Risk Management; Ethical Business <a href="#">Board Committee &amp; Charters</a> <a href="#">Systems for Managing Risks</a>
	<b>GRI 102-34 (Comprehensive)</b>	Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them	2021 ESG Report: Ethics, Integrity, Quality and Governance >> Ethical Business
	<b>GRI 102-35 (Comprehensive)</b>	Remuneration policies for highest governance body and senior executives; linkage between compensation for members of the highest governance body, senior managers, and executives, and the organization's performance	<a href="#">2021 10-K</a> <a href="#">Corporate Governance Guidelines</a> <a href="#">Governance &amp; Executive Compensation Policies</a> <a href="#">Corporate Governance Guidelines</a> —Annual Evaluation of the Chief Executive Officer <a href="#">Compensation and Management Development Committee Charter</a>

UN SDG Alignment	GRI Standard	Description	2021 Response
	<b>GRI 102-36 (Comprehensive)</b>	Process for determining remuneration	<p><a href="#">Corporate Governance Guidelines</a></p> <p><a href="#">Governance &amp; Executive Compensation Policies</a></p> <p><a href="#">Corporate Governance Guidelines</a>—Annual Evaluation of the Chief Executive Officer</p> <p><a href="#">Compensation and Management Development Committee Charter</a></p>
	<b>GRI 102-40</b>	List of stakeholder groups engaged by the organization	<p><b>Corporate engagement:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">World Health Organization</a></li> <li>• <a href="#">UN Global Compact</a></li> <li>• <a href="#">UN Global Compact Communication on Progress 2021</a></li> <li>• <a href="#">Pharmaceutical Supply Chain Initiative</a></li> </ul> <p><b>By issue:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Access to Medicines</a></li> <li>• <a href="#">Corporate Giving</a></li> <li>• <a href="#">Drug Donations and Philanthropic Efforts</a></li> <li>• <a href="#">Disaster Relief and Product Donations</a></li> <li>• <a href="#">Community Support</a></li> </ul> <p>For more on our engagement, visit our company <a href="#">website</a>.</p>
	<b>GRI 102-41</b>	Percentage of total employees covered by collective bargaining agreements	We currently do not track collective bargaining agreements in our supply chain.
	<b>GRI 102-42</b>	Basis for identification and selection of stakeholders with whom to engage	<p><a href="#">Stakeholder Engagement</a></p> <p><a href="#">Partnering</a></p> <p><a href="#">Science and Technology Areas of Interest</a></p> <p><a href="#">Supporting Our Communities</a></p> <p>For more on our engagement, visit our company <a href="#">website</a>.</p>
	<b>GRI 102-43</b>	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	<p><a href="#">Stakeholder Engagement</a></p> <p><a href="#">Board Committee and Charters</a>—Committee on Directors and Corporate Governance Charter—Responsibilities and Duties—Item 13</p>
	<b>GRI 102-44</b>	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns. Report stakeholder groups that raised each key topic and concern.	2021 ESG Report: Introduction >> Our Approach to ESG <a href="#">Position on Key Issues</a> <a href="#">SEC Filings</a> —Proxy Filings
	<b>GRI 102-45</b>	Entities included in financial statements, and specify which are included/excluded from this report	<a href="#">2021 10-K</a>
	<b>GRI 102-46</b>	Process for defining report content and Aspect boundaries, explain implementation of reporting principles for defining report content	2021 ESG Report: About This Report
	<b>GRI 102-47</b>	List all material Aspects identified in the process for defining report content	<a href="#">BMS Sustainability 2020 Goals Progress Update</a> —page 3
	<b>GRI 102-48</b>	Explanation of the effect of any restatements of information provided in previous reports	Any restatement of information is included in the footnotes beneath the specific performance data tables
	<b>GRI 102-49</b>	Significant changes from previous reporting periods in the scope and Aspect boundaries	2021 ESG Report: Introduction >> About Bristol Myers Squibb Learn more in our <a href="#">2021 10-K</a>
	<b>GRI 102-50</b>	Reporting period	January 1, 2021—December 31, 2021

UN SDG Alignment	GRI Standard	Description	2021 Response
	<b>GRI 102-51</b>	Date of most recent report	November, 2022
	<b>GRI 102-52</b>	Reporting cycle	Annual
	<b>GRI 102-53</b>	Contact information	<a href="#">Sustainability Feedback</a> <a href="#">Contact Us</a>
	<b>GRI 102-54</b>	"In accordance" option and location of the GRI content index	We are reporting in alignment with the Global Reporting Initiative's 2018 Sustainability Reporting Standards. Our index facilitates access to Core reporting elements as well as additional Comprehensive level elements, where available. <a href="#">GRI Content Index</a>
	<b>GRI 102-55</b>	GRI content index	<a href="#">GRI Content Index</a>
	<b>GRI 102-56</b>	External assurance	<a href="#">Verification Statements</a>
	<b>GRI 103-1</b>	Boundary of the report within the organization and specific limitations	2021 ESG Report: About This Report
	<b>GRI 103-2</b>	The management approach and its components	2021 ESG Report: About This Report; Introduction >> Our Approach to ESG
	<b>GRI 103-3</b>	Evaluation of the management approach	<a href="#">Board Committee &amp; Charters</a> —Committee on Directors and Corporate Governance Charter—Responsibilities and Duties—Items 15 and 17
	<b>GRI 201-1</b>	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	<a href="#">2021 10-K</a> <ul style="list-style-type: none"><li>Fair Value Measurement, pages 52, 56, 68-69</li><li>Accrued Employee Compensation and Benefits, page 104</li><li>Dividends, pages 35, 37</li><li>Interest, page 37</li><li>Chargebacks related to government programs, pages 44-45, 77</li></ul> <a href="#">Corporate Giving</a> <a href="#">Economic Performance</a>
	<b>GRI 201-2</b>	Financial implications and other risks and opportunities for the organization's activities due to climate change	2021 ESG Report: Environmental Responsibility >> Energy and Emissions <a href="#">CDP</a> <a href="#">Bristol Myers Squibb Position Statement on Climate Change</a>
	<b>GRI 201-3</b>	Coverage of the organization's defined benefit plan obligations	<a href="#">2021 10-K, pages 107-115</a>
	<b>GRI 203-1</b>	Development and impact of infrastructure investments and services supported	<a href="#">Bristol Myers Squibb Foundation</a>
	<b>GRI 203-2</b>	Significant indirect economic impacts, including the extent of impacts	2021 ESG Report: Innovation, Equity and Access to Healthcare

UN SDG Alignment	GRI Standard	Description	2021 Response
	<b>GRI 205-2</b>	Percentage of employees trained in anti-corruption policies/procedures	2021 ESG Report: Ethics, Integrity, Quality and Governance >> Ethical Business  <u>Our Principles</u> —All employees must read and sign off on the Principles of Integrity: BMS Standards of Business Conduct and Ethics as a condition of employment.
	<b>GRI 301-2</b>	Percentage of materials used that are recycled input materials	2021 ESG Report: Environmental Responsibility >> Packaging and Transportation; Waste and Recycling
	<b>GRI 302-1</b>	Direct energy consumption by primary energy source including coal, natural gas, distilled fuel, biofuels, ethanol, hydrogen. The indicator covers scope 1 of the WRI/WBCSD GHG Protocol. Report total direct energy consumption in joules or multiples by renewable/non-renewable primary source.	2021 ESG Report: Environmental Responsibility >> Energy and Emissions  <u>Energy Conservation</u> <u>ENERGY STAR Award</u> <u>CDP</u> <u>EPA</u>
	<b>GRI 302-2</b>	Energy consumption outside of the organization	2021 ESG Report: Environmental Responsibility >> Energy and Emissions
	<b>GRI 302-3</b>	Energy intensity	2021 ESG Report: Environmental Responsibility >> Energy and Emissions
	<b>GRI 302-4</b>	Reduction of energy consumption	2021 ESG Report: Environmental Responsibility >> Energy and Emissions
	<b>GRI 303-1</b>	Total water withdrawal by source	2021 ESG Report: Environmental Responsibility >> Water and Wastewater
	<b>GRI 303-2</b>	Water sources significantly affected by withdrawal of water	2021 ESG Report: Environmental Responsibility >> Water and Wastewater
	<b>GRI 303-3</b>	Percentage and total volume of water recycled and reused	2021 ESG Report: Environmental Responsibility >> Waste and Recycling
	<b>GRI 304-3</b>	Habitats protected or restored	2021 ESG Report: Environmental Responsibility >> Employee Engagement in Sustainability
	<b>GRI 304-4</b>	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	Not reported

UN SDG Alignment	GRI Standard	Description	2021 Response
 	<b>GRI 305-1</b>	Direct greenhouse gas emissions (Scope 1)	2021 ESG Report: Environmental Responsibility >> Energy and Emissions
 	<b>GRI 305-2</b>	Indirect greenhouse gas emissions (Scope 2)	2021 ESG Report: Environmental Responsibility >> Energy and Emissions
 	<b>GRI 305-3</b>	Other relevant indirect greenhouse gas emissions (Scope 3)	2021 ESG Report: Environmental Responsibility >> Energy and Emissions
 	<b>GRI 305-4</b>	Greenhouse gas emissions intensity	2021 ESG Report: Environmental Responsibility >> Energy and Emissions
 	<b>GRI 305-5</b>	Reduction of greenhouse gas emissions	2021 ESG Report: Environmental Responsibility >> Energy and Emissions
 	<b>GRI 305-6</b>	Emissions of ozone-depleting substances (ODS)	Not reported
 	<b>GRI 305-7</b>	NOx, SOx, and other significant air emissions by type	Not reported
 	<b>GRI 306-1</b>	Total water discharge by quality and destination	2021 ESG Report: Environmental Responsibility >> Water and Wastewater
 	<b>GRI 306-2</b>	Total weight of waste by type and disposal method	2021 ESG Report: Environmental Responsibility >> Waste and Recycling
 	<b>GRI 306-3</b>	Total number and volume of significant spills	Not reported
 	<b>GRI 306-4</b>	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	2021 ESG Report: 2021 ESG Data
	<b>GRI 307-1</b>	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	<a href="#">2021 10-K</a>
	<b>GRI 308-1</b>	Percentage of new suppliers that were screened using environmental criteria	2021 ESG Report: Our People >> Supply Chain <a href="#">Standards of Business Conduct and Ethics for Third Parties</a>

UN SDG Alignment	GRI Standard	Description	2021 Response
	<b>GRI 401-2</b>	Benefits to full time employees	<a href="#">Benefits</a>
	<b>GRI 403-1</b>	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	2021 ESG Report: Our People >> Employee Health and Safety
	<b>GRI 403-2</b>	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region and by gender	2021 ESG Report: Our People >> Employee Health and Safety
	<b>GRI 404-2</b>	Programs for skills management and lifelong learning that support continued employability of employees and assist them in managing career endings.	2021 ESG Report: Our People >> Global Inclusion and Diversity <a href="#">2021 Global Inclusion &amp; Diversity Report</a> <a href="#">Benefits</a> <a href="#">Developing Our People—Development Programs</a>
	<b>GRI 405-1</b>	Composition of governance bodies and employee breakdown per employee category by gender, age, minority group member (other diversity)	2021 ESG Report: Our People >> Global Inclusion and Diversity <a href="#">2021 Global Inclusion &amp; Diversity Report</a>
	<b>GRI 408-1</b>	Child labor incidents and measures to eliminate child labor	<a href="#">Standards of Business Conduct and Ethics for Third Parties</a> <a href="#">Bristol Myers Squibb UN Global Compact Communication on Progress 2021</a> <a href="#">Workplace Policies</a>
	<b>GRI 409-1</b>	Forced labor incidents and measures to eliminate forced labor	We had zero incidents of forced labor for 2021. <a href="#">Workplace Policies</a> Principles of Integrity: BMS Standards of Business Conduct and Ethics
	<b>GRI 410-1</b>	Security personnel trained to understand human rights	<a href="#">Workplace Policies</a> Workplace Policies—Security
	<b>GRI 412-1</b>	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments	<a href="#">Human Rights</a> <a href="#">Bristol Myers Squibb UN Global Compact Communication on Progress 2021</a>
 	<b>GRI 414-1</b>	Percentage of new suppliers that were screened using social criteria	<a href="#">Bristol Myers Squibb UN Global Compact Communication on Progress 2021</a>
	<b>GRI 415-1</b>	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	<a href="#">2021 Corporate Contributions by State</a>
	<b>GRI 416-1</b>	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	2021 ESG Report: Ethics, Integrity, Quality and Governance >> Ethical and Safe Products; Innovation, Equity and Access to Healthcare >> Clinical Trials; Environmental Responsibility >> Water and Wastewater >> Pharmaceuticals in the Environment (PiE) <a href="#">Clinical Trials &amp; Research</a> <a href="#">Sharps Management Plan</a>

UN SDG Alignment	GRI Standard	Description	2021 Response
	<b>GRI 416-2</b>	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes	<a href="#">Clinical Trials Disclosure</a> <a href="#">Clinical Trials &amp; Research</a>
	<b>GRI 417-1</b>	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	<a href="#">Our Medicines</a>
	<b>GRI 417-3</b>	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes	<a href="#">2021 10-K</a>
	<b>GRI 419-1</b>	Non-compliance with laws and regulations in the social and economic area	<a href="#">Principles of Integrity</a> —BMS Standards of Business Conduct and Ethics <a href="#">2021 10-K</a> <a href="#">Compliance and Remediation</a> Data Privacy, page 7

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Indicator	Indicator Description	2021 Response
<b>Culture</b>		
1.1	A baseline has been established to identify perceptions of the ethical culture/culture of integrity in the company. There is a methodology to measure/gauge changes to the culture over time	We have established a baseline to measure integrity through a question in the quarterly pulse survey, asking employees to rate "BMS has a culture that values integrity." Results of the quarterly survey are regularly reviewed and actioned as needed by leadership teams throughout the organization. Integrity is one of BMS' six Values, expected to be demonstrated consistently by every employee. Integrity is defined as how we demonstrate ethics, integrity and quality in everything we do for patients, customers and colleagues.
1.2	The frequency (could be a % or absolute number) of references to ethics and compliance communicated internally and/or externally by the defined C-level persons	<p>Our leadership ensures a continuous emphasis on practicing a culture of integrity. While we do not record the frequency of all such communications, several examples are detailed below:</p> <p><b>Internally:</b></p> <ul style="list-style-type: none"> <li>At Town Halls that occur several times a year, BMS' Board Chair and CEO emphasizes the importance of integrity for all employees, and the company leadership team is encouraged to do the same in their communications.</li> <li>The Board Chair and CEO, and Chief Compliance &amp; Ethics Officer (CCEO), communicate several times each year on integrity-related topics including company values, our Principles of Integrity, and anti-bribery policy training and compliance.</li> <li>The "I" in Integrity initiative has been rolled out across the company under the leadership of the CCEO, and has provided tools and resources to encourage and facilitate conversations related to integrity.</li> <li>The Reality Check series of articles, published monthly by the Compliance &amp; Ethics department, based on real incidents, is intended to provide employees with a greater awareness of how to identify and escalate potential concerns.</li> <li>The Compliance &amp; Ethics department, under the leadership of the CCEO, publishes regular companywide memos and articles on the internal news platform to support our commitment to ethics and integrity.</li> </ul> <p><b>Externally:</b></p> <ul style="list-style-type: none"> <li>The CEO highlights our commitment to integrity in the BMS annual report, as well as in the opening remarks and Q&amp;A at our annual shareholder meeting</li> <li>In the 2021 proxy statement, integrity was highlighted as a measure of CEO performance, Board member selection criteria and employee compensation policies.</li> <li>Several references on bms.com.</li> </ul>
1.3	Does your performance management framework incorporate how ethics and integrity objectives are achieved? (Y/N)	Yes. BMS' performance management process, which impacts employees' compensation and career advancement, equally measures both achievement of individual objectives and how the individual demonstrates BMS Values. Integrity is reflected in our companywide objective of "Demonstrating ethics, integrity and quality in everything we do," which is adopted into every employee's individual objectives. In addition, Integrity is one of six BMS Values.
1.4	Ethics and integrity are integral components in leadership decisions	Our performance management process approaches integrity at an individual level. We also embed integrity into our hiring and critical talent decisions with professional and executive interview questions to explore a candidate's integrity. When we look for talent in succession roles, it is a requirement that they possess leadership potential, which includes modeling BMS Values, including integrity.
1.5	The company actively engages in anti-corruption collective action	<p>BMS has committed to the following anti-corruption collective action initiatives:</p> <ul style="list-style-type: none"> <li>Industry Association Codes such as the International Federation of Pharmaceutical Manufacturers &amp; Associations (IFPMA) Code of Practice, European Federation of Pharmaceutical Industries and Associations (EFPIA) Code of Practice and the Pharmaceutical Research and Manufacturers of America (PhRMA) Codes.</li> <li>UN Global Compact.</li> <li>Participant in the 2020 Norges Bank Investment Management and the Basel Institute on Governance working group to develop guidance for companies to report on the effectiveness of their anti-corruption compliance program. This is BMS' inaugural report in accordance with this guidance.</li> </ul>

Indicator	Indicator Description	2021 Response
<b>Risk Management</b>		
2.1	The company has an anti-corruption compliance risk program, which it uses to give regular updates to senior management and Board on how risks are being managed	BMS' anti-corruption compliance program is a cross-functional effort, including first-, second- and third-line risk management functions. First-line business owners establish systems and processes with anti-corruption controls; second-line functions such as Compliance and the Controller monitor relevant activities for anti-corruption compliance; and the independent internal audit function reviews first- and second-line activities. Results of risk assessments, monitoring and auditing by these functions are shared with the BMS leadership team, other business unit leaders, the Board of Directors and its Audit Committee regularly.
2.2	The percentage of business functions that are included in the anti-corruption risk assessment	100% of business functions are represented in BMS' anti-corruption risk assessments.
2.3	The company has established anti-corruption compliance KPIs that are used to measure the compliance program	Several risk management functions capture and track metrics related to anti-corruption compliance. Examples include results of risk assessment and related mitigation activities, number and types of exceptions based on 100% review of expenditures and SOX control deficiencies.
<b>Third Parties</b>		
3.1	Percentage of third-party reviews conducted	<p>Third-party reviews span the life cycle of a relationship, are coordinated among the second- and third-line functions, and are based on risk. Specifically:</p> <ul style="list-style-type: none"> <li>• 100% of high-risk third parties from an anti-corruption perspective (as determined based on several factors, including their services, location, and prior experience with BMS) are subject to due diligence at the time of selection or contract renewal, with a reassessment at regular intervals thereafter.</li> <li>• Additional deep-dive ongoing monitoring reviews, which include site visits and transaction testing, are also conducted on certain third parties based on risk.</li> <li>• Internal audit scopes select third parties into their annual plan based on their risk assessment.</li> </ul>
3.2	How the findings from third-party reviews are addressed	Second-line risk management and the internal audit functions liaise with the relevant BMS business owner to share findings and expectations with third parties. Compliance standards are memorialized in third-party agreements, and BMS provides additional support where needed, such as anti-bribery training, to third parties.
3.3	Percentage of third parties that improve their anti-corruption compliance programs	A vast majority (>95%) of third parties improve their anti-corruption programs in response to our findings, and doing so is a critical factor for BMS to continue its relationship with a third party. Results of due diligence, ongoing monitoring and internal audits are shared with third parties and tracked regularly for on-time completion.

Indicator	Indicator Description	2021 Response
<b>Compliance</b>		
<b>4.1</b>	The organizational structure of the company is transparent, including the location of the compliance function within the structure, and it identifies where the Chief Compliance Officer is situated	Our CCEO is part of the company leadership team and reports to the General Counsel, with accountability to the CEO and the Audit Committee of the Board of Directors. Our CCEO's role on the company leadership team is detailed on the company's external website and annual reports.
<b>4.2</b>	The governance structure of the company enables the Chief Compliance Officer to execute her/his responsibilities impartially	The CCEO's direct and private access to the CEO and the Audit Committee of the Board of Directors on a regular basis enables the CCEO to act independently.
<b>4.3</b>	Ethics and integrity are integral components in all talent and leadership development programs	All our Growth & Development programs are anchored to, and aligned with, the six BMS Values, one of which is Integrity. Our leadership development programs are designed around our Values, which inform expected leadership capabilities. Nominations for these programs are based on consistent high performance, which includes demonstrating our Values as well as achieving our companywide objectives, which requires "Demonstrating ethics, integrity and quality in everything we do."
<b>4.4</b>	The program is adequately resourced and empowered to function effectively	BMS' Compliance & Ethics organization and its relevant partners are fully resourced to deliver on our anti-corruption compliance program priorities. Budget is evaluated several times a year and adjusted as needed. The CCEO's independent role (access to CEO and Board) empowers the program to function effectively. BMS has also been awarded the Compliance Leader Verification seal by the Ethisphere Institute since 2012; results of this independent assessment indicate a strong and continuously improving compliance program.
<b>4.5</b>	The frequency of the Board actively reviewing the sufficiency of resources allocated to the global anti-corruption and bribery program including the compliance function	Our CCEO presents to, and has private sessions with, the Audit Committee several times a year. The CCEO also presents annually to the full Board of Directors. While resourcing is not an explicit agenda item in every meeting, these meetings provide the opportunity to address resource topics.
<b>Oversight</b>		
<b>5.1</b>	Access by the Chief Compliance Officer to the Board, including the Board committees (i.e., the supervisory level of the company) on a formalized basis and the actual frequency of that access	Our CCEO is present at every Audit Committee meeting and presents at several. In addition, the CCEO has scheduled private sessions with the Audit Committee at least once a quarter and presents annually to the full Board of Directors. In 2021, the CCEO attended all eight Audit Committee meetings, presented at three of these meetings and had four private sessions with the Audit Committee. The CCEO also presented to the full Board of Directors in 2021.

# Forward-Looking Information and Non-GAAP Financial Information

This report contains statements about the Company's future plans and prospects that constitute forward-looking statements for purposes of the safe harbor provisions under the Private Securities Litigation Reform Act of 1995. Actual results may differ materially from those indicated as a result of various important factors, including those discussed in the Company's most recent annual report on Form 10-K and reports on Form 10-Q and Form 8-K. These documents are available on the SEC's website, on the Bristol Myers Squibb website or from Bristol Myers Squibb Investor Relations.

In addition, any forward-looking statements represent our estimates only as of the date hereof and should not be relied upon as representing our estimates as of any subsequent date. While we may elect to update forward-looking statements at some point in the future, we specifically disclaim any obligation to do so, even if our estimates change.

This report includes certain non-generally accepted accounting principles (GAAP), financial measures that we use to describe our company's performance. The non-GAAP information presented provides investors with additional useful information, but should not be considered in isolation or as substitutes for the related GAAP measures. Moreover, other companies may define non-GAAP measures differently, which limits the usefulness of these measures for comparisons with such other companies. We encourage investors to review our financial statements and publicly-filed reports in their entirety and not to rely on any single financial measure. Beginning with the first quarter of 2022, Acquired IPRD charges are no longer excluded from our non-GAAP financial measures. We made these changes to our presentation of non-GAAP financial measures following comments from and discussions with the U.S. Securities and Exchange Commission. For purposes of comparability, the non-GAAP financial measures for the prior periods have been updated to reflect this change. An explanation of these non-GAAP financial measures and a reconciliation to the most directly comparable GAAP financial measures are available on our website at [bms.com/investors](http://bms.com/investors).

