

2022

# Environmental, Social and Governance Report







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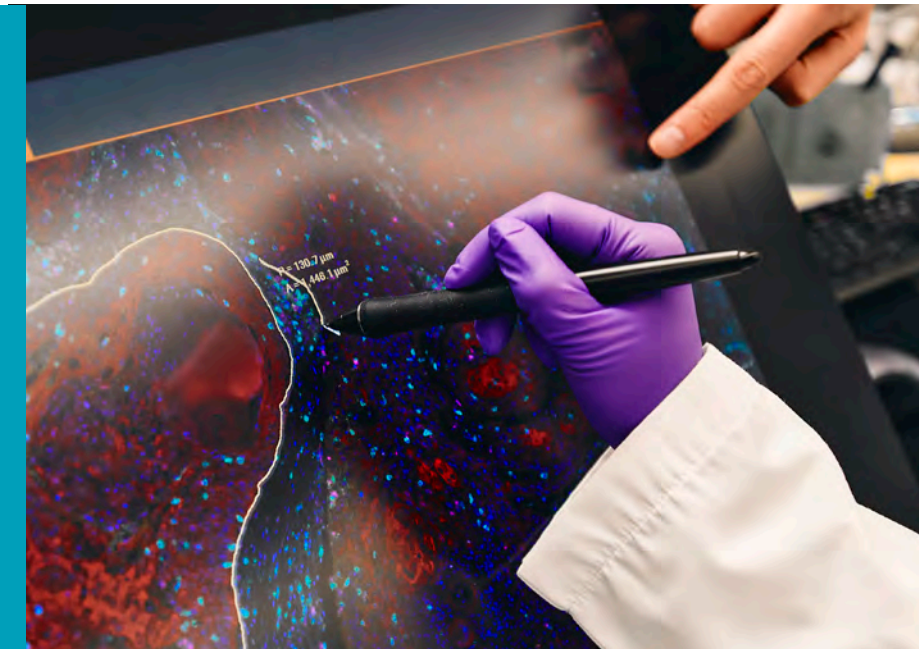
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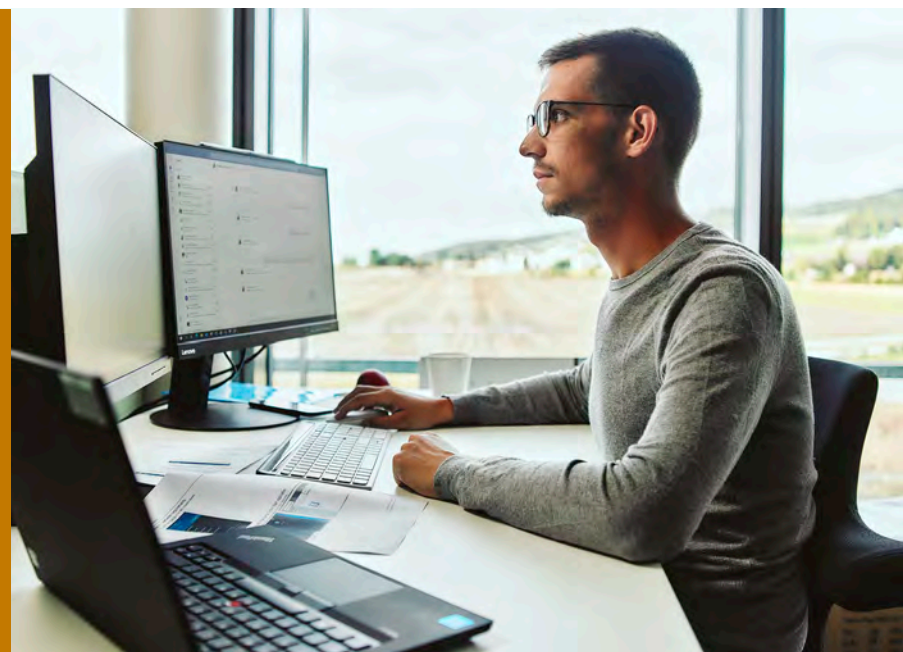
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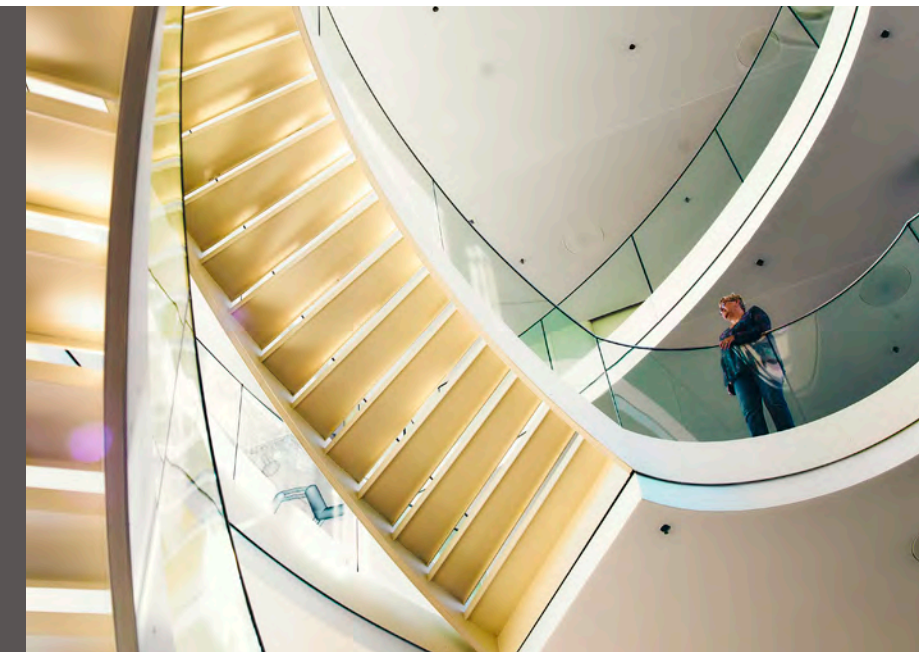
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# Introduction

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# About This Report

## Scope

This report details our performance on Environmental, Social and Governance (ESG) topics and contains primarily non-financial disclosures covering the period from January 1, 2022 through December 31, 2022. Certain company updates, such as select signature programs launched in the first half of 2023, plans for future reporting and disclosures may also be included in this report.

## Reporting Frameworks

In 2022, we expanded our ESG reporting with increased transparency and more disclosures in alignment with leading ESG reporting frameworks, including:

- The Global Reporting Initiative (GRI)
- The Sustainability Accounting Standards Board (SASB) guidelines

In addition, this report is written in accordance with the Biopharma Investor ESG Communications Guidance 4.0, which was developed by the Biopharma Investor ESG Communications Initiative, part of the Biopharma Sustainability Roundtable (BSRT).

We follow the guidance of SASB’s Fundamentals of Sustainability Accounting (FSA) on terminology and use the terms “ESG” and “sustainability” interchangeably.

For more information on our governance profile, including the composition of our company’s Board of Directors and oversight of strategy and key enterprise risks, as well as our ESG goals and commitments, please read this report in conjunction with our [2023 Proxy Statement](#).

## External Verification

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







# About Bristol Myers Squibb

Bristol Myers Squibb is a global biopharma company committed to harnessing the power of science to address some of the world’s most challenging diseases.

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 are proud of the advancements we have made in oncology, hematology, immunology and cardiovascular disease, and we are dedicated to helping patients through our diverse and promising pipeline and new scientific platforms. We are pursuing therapies at the forefront of scientific discovery with the goal of bringing an exciting new generation of life-changing treatments to patients. We aspire to be at the center of a vibrant healthcare innovation ecosystem, where academic research centers, biotech and biopharma companies all contribute to continued scientific advancement.

## Our Focus Areas

Oncology

Cardiovascular

Hematology

Immunology

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.





# A Letter from Our Chairman and CEO



At Bristol Myers Squibb (BMS), we recognize the future of our company, the future of our society and the future of our planet are inextricably linked.

Our mission to discover, develop and deliver innovative medicines that help patients prevail over serious diseases is at the center of everything we do. We know that in the years to come, our success will depend on our ability to continue to execute this mission, while also continuously improving our performance in environmental, social and governance (ESG) factors.

This report details our ESG goals, strategies and performance, and, equally important, our approach to working with a common purpose. Looking back on last year, I am immensely proud of what our team has accomplished and am inspired by our belief—which has not changed in more than a century—that the most critical ingredient in any product is the integrity of its maker.

**Our research and development engine remains strong. In our labs, we continue to explore innovative ways to help patients with a strong pipeline of promising new medicines that have achieved significant regulatory and clinical milestones.**

In 2022 alone, we obtained 18 approvals for new medicines, additional indications and formulations of currently-marketed medicines in major markets, and we launched three first-in-class medicines: Opdualag® for metastatic melanoma, Camzyos® for obstructive hypertrophic cardiomyopathy and Sotyktu™ for moderate to severe plaque psoriasis—all serious, unmet medical needs. In addition, we strengthened our existing portfolio and Research and Development (R&D) capabilities through the acquisition of Turning Point Therapeutics, which expanded our precision oncology portfolio, and strategic partnerships with Evotec, Immatics and Owkin, among others. Using new technology and data sets, we continue to achieve scientific breakthroughs for our patients, innovating next-generation medicines that have the potential to transform lives.



Achieving such breakthroughs is a formidable challenge for our industry, highlighting the importance of enrolling clinical trial populations that are more reflective of broader patient populations and aligned with the epidemiology of the diseases we study.

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, so that everyone has the opportunity to benefit from medical advancements—regardless of their background or characteristics.

To that end, we have embedded 58% of our trial sites in the most racially and ethnically diverse metro regions in the U.S., helping address one of the barriers to health equity and making it easier for everyone to participate in the development of our critical, often lifesaving, therapies. We surpassed our initial goal of 25% by 2021 and are committed to embedding diverse site selection as part of BMS' clinical trials going forward.





As we work collectively to accelerate the availability and accessibility of innovative medicines, regardless of where patients live, we are committed to working with our partners around the world to increase access and address health inequities.

We have a network of patient support programs, rebates and copay assistance programs in the United States and around the world in compliance with applicable laws and regulations. Our expansion into low- and middle-income countries (LMICs), which account for more than 80% of the global population, will help us address global health inequities by enabling broader access to our innovative medicines. For example, in 2022, we launched a cross-functional team focused on addressing the unique challenges in LMIC markets, such as underdeveloped healthcare infrastructure, logistical issues in distribution and supply and affordability.

In addition to addressing inequities related to access to innovative medicines, in 2022, we made meaningful progress toward our global inclusion and diversity goals and health equity commitments.

In 2020, BMS and the BMS Foundation, an independent charitable organization, each committed

\$150M over five years, totaling \$300M

by 2025 to accelerate health equity efforts

In 2020, BMS and the BMS Foundation, an independent charitable organization, each committed \$150 million over five years, totaling \$300 million to address health equity efforts. The support to date has enabled patient advocacy groups, community nonprofits, academic institutions and other organizations to accelerate disease awareness and education, improve equitable access to quality care and advance health equity policies for underserved communities.

Consistent with our values and our aspiration to serve the varied needs of our patients and other stakeholders, BMS is committed to advancing our culture of inclusion and diversity. We firmly believe diversity is one of our greatest strengths as an organization. The unique perspectives, experiences and talents each of our employees bring to BMS contribute to our innovation, culture and business performance. Thanks to our collaborative efforts globally, we have one of the most diverse leadership teams in the industry.

In 2022, we also made positive progress across our environmental goals, including a 8.2% reduction in greenhouse gas emissions, surpassing our interim target threefold, and an ~83.5 % reduction in waste-to-landfill through 2022.

These achievements confirm that our actions are making an impact. However, we know we still have more to do.

That is why, in April 2022, BMS submitted its commitment letter to the Science Based Targets initiative (SBTi), committing to set science-based emissions reduction targets to achieve Net-Zero value chain GHG emissions (Scopes 1, 2, and 3) by no later than 2050. In 2022, BMS also executed a 15-year virtual power purchase agreement (VPPA) for 60 megawatts (MW) at the 240-MW Cattlemen Solar Park in Texas, marking an important step toward achieving our goal of 100% of purchased electricity from renewable sources.



In 2022, we made positive progress toward our environmental goals.

8.2%

reduction across Scopes 1, 2 & 3 compared to 2021

~83.5%

of waste-to-landfill diverted through year-end 2022

In April 2023, we announced that in November 2023, I will retire as CEO and be succeeded by Chris Boerner. I will continue as Executive Chairman of the Board. Chris is an exceptional leader who has been an integral part of our success since joining BMS in 2015. He shares my passion for science, commitment to patients and belief in our deeper purpose as a company. His strategic focus positions him well to capitalize on significant growth opportunities while delivering on our ESG goals and strategies.

We appreciate your interest in Bristol Myers Squibb.

Thank you for your partnership.

With gratitude,

G. Caforio

Giovanni Caforio, M.D. Chairman of the Board and Chief Executive Officer at Bristol Myers Squibb





# 2022 Performance Highlights

## Significant Pipeline Advancement in 2022

**18** approvals in the U.S., E.U. and Japan

**9** approvals for *Opdivo*; *Opdivo* plus *Yervoy*

**5** positive registrational topline readouts

**\$9.5B** invested in research and development

## Launched 3 First-in-Class Medicines

**CAMZYOS™**  
(mavacamten)<sup>2.5, 5, 10, 15mg</sup>  
capsules

for obstructive hypertrophic cardiomyopathy

**SOTYKTU™**  
(deucravacitinib)<sup>6 mg</sup>  
tablets

for moderate to severe plaque psoriasis

**Opdualag™**  
(nivolumab and relatlimab-rmbw)  
Injection for intravenous use | 480 mg/160 mg

for advanced melanoma

## Strategically Positioned for Multiple Waves of Innovation

**9** new products launched over ~3 years<sup>3</sup>

**6** high potential mid-to-late stage registrational assets across therapeutic areas

**15+** additional indications over ~3 years<sup>4</sup>

**50+** early-stage assets in development

## Balanced Approach to Capital Allocation

**\$12.6B** returned to shareholders<sup>5</sup>

**\$13.1B** in cash flow from operating activities

**\$~5B** reduced debt

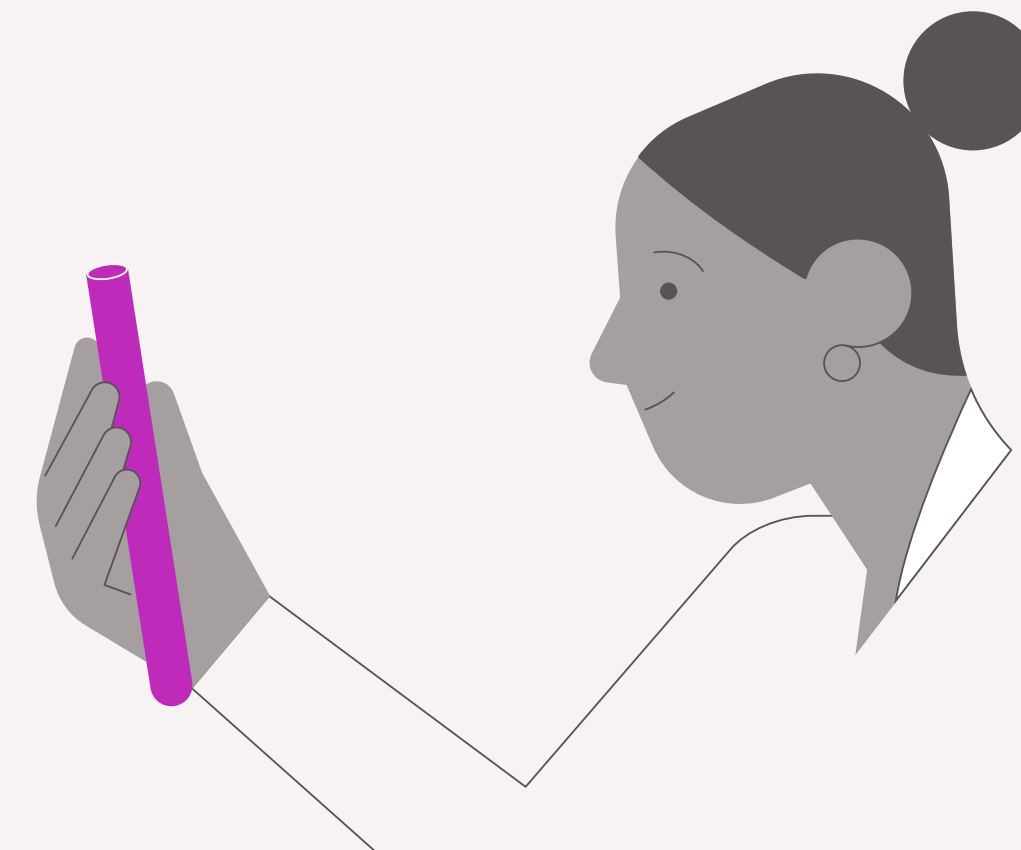
<sup>1</sup> New Product Portfolio includes Reblozyl® (luspatercept-aamt), Inrebic® (fedratinib), Onureg® (azacitidine tablets), Zeposia® (ozanimod), Breyanzi® (lisocabtagene maraleucel), Abecma® (idecabtagene vicleucel), Opdualag® (relatlimab plus nivolumab), Camzyos® (mavacamten) and Sotyktu™ (deucravacitinib).

<sup>2</sup> GAAP and non-GAAP EPS include the net impact of Acquired IPRD charges and licensing income of (\$0.24) per share for the full year 2022. Acquired IPRD refers to certain in-process research and development charges resulting from upfront or contingent milestone payments in connection with asset acquisitions or licensing of third-party intellectual property rights.

<sup>3</sup> This non-GAAP amount excludes certain costs, expenses, gains and losses and other specified items. A reconciliation of GAAP to non-GAAP measures can be found on our website at [bms.com](https://www.bms.com). See "Quarterly Package of Financial Information" available on [bms.com/investors](https://www.bms.com/investors) for information on the list of specified items excluded from non-GAAP EPS.

<sup>4</sup> Portfolio achievements from 2H 2019-2022.

<sup>5</sup> Includes \$4.6 billion for dividends paid and \$8 billion for common stock repurchases.







# 2022 ESG Highlights

As a leading biopharma company, we understand our responsibility extends well beyond discovery, development and delivery of innovative medicines.

Our evolving ESG strategy builds on a legacy of comprehensive and global sustainability efforts.



## Inclusion & Diversity



**Executive representation** (Vice President and above):

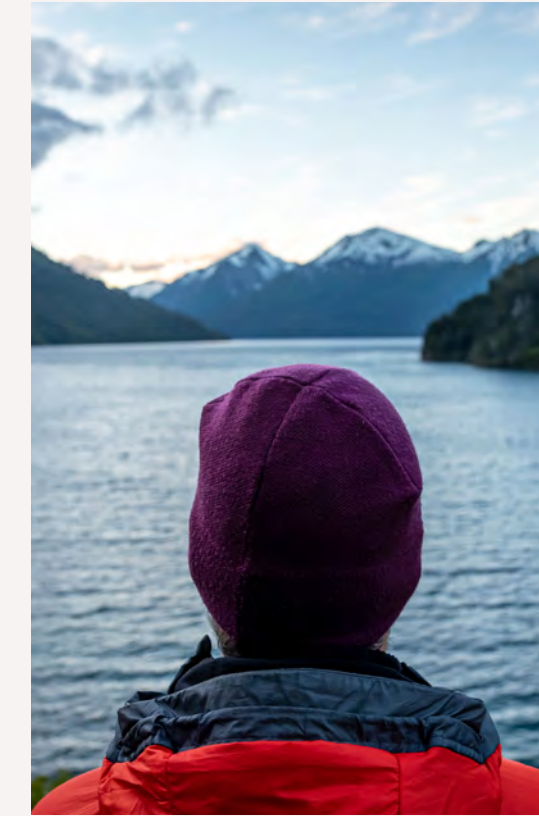
- 6.1%** Black/African American (U.S.)
- 6.1%** Hispanic/Latino (U.S.)
- 49%** women (Global)
- 58%** clinical trial sites in diverse metro areas
- \$1B** global spend with diverse-owned businesses



## Health Equity & Access to Healthcare



**BMS has distributed** nearly **\$100M** in grant funding to support programs and services, reaching more than 10 million people



## Environmental Responsibility



- 8.2%** reduction across **Scopes 1, 2 & 3** compared to 2021
- Diverted **~83.5%** of **waste-to-landfill** through 2022
- Formally committed to the **Science Based Targets Initiative (SBTi)**
- Set goal to achieve **Net Zero by 2050**
- Executed a 15-year **virtual power purchase agreement (VPPA)**



## ESG Strategy



- Conducted a **global, double ESG materiality assessment**
- Expanded ESG operating model **to further align with company strategy**

Results of refreshed materiality assessment will be shared later this year



Progress on expanded 2023 Global Inclusion and Diversity (GI&D) goals announced earlier this year will continue



Distribution of an additional \$10M in grant funding to 17 U.S. organizations focused on addressing social determinants of health (this forms part of the original \$150M commitment from BMS)



Issuing our inaugural Task Force on Climate Related Disclosures (TCFD) report later this year







# Our Approach to ESG

Bristol Myers Squibb’s commitment to our patients, customers, employees, investors, global communities, suppliers and other stakeholders is an intrinsic part of how we deliver on our mission to provide transformative treatments for patients facing serious diseases.

Through our ESG strategy, we seek to mobilize our considerable capabilities and resources to positively impact the communities where we live, work and serve our patients.

Our ESG policies and initiatives reflect our commitment to the uncompromising quality, integrity, inclusion and accountability that are required of our enterprise. As we work to transform patients’ lives through science, we operate with effective governance and the highest ethical standards to deliver on our mission. These values have been core tenets of who we are, what we do and how we do it since our company was founded in 1858.



## ESG Governance and Oversight

Living our purpose starts with strong corporate governance, which includes direct oversight of ESG opportunities and risks, and relevant disclosures by the Committee on Directors and Corporate Governance of the Board of Directors. Oversight by this committee strengthens our ability to operate with the highest levels of quality, integrity and ethics—a critical element of our ESG strategy.

Our ESG strategy is meaningfully tied to our company’s core business strategy, as many ESG issues affect our business performance and outlook. Accordingly, our governance model links core business considerations with our ESG framework and ensures engagement and alignment from BMS’ most senior leaders, with support from key functional areas that are integrated into our Enterprise Risk Management (ERM) program. More information regarding oversight can be found in the [Ethics, Integrity, Quality and Governance](#) section of this report.

## Our ESG Focus

We have identified four key tenets that we believe have the greatest impact internally and externally:



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



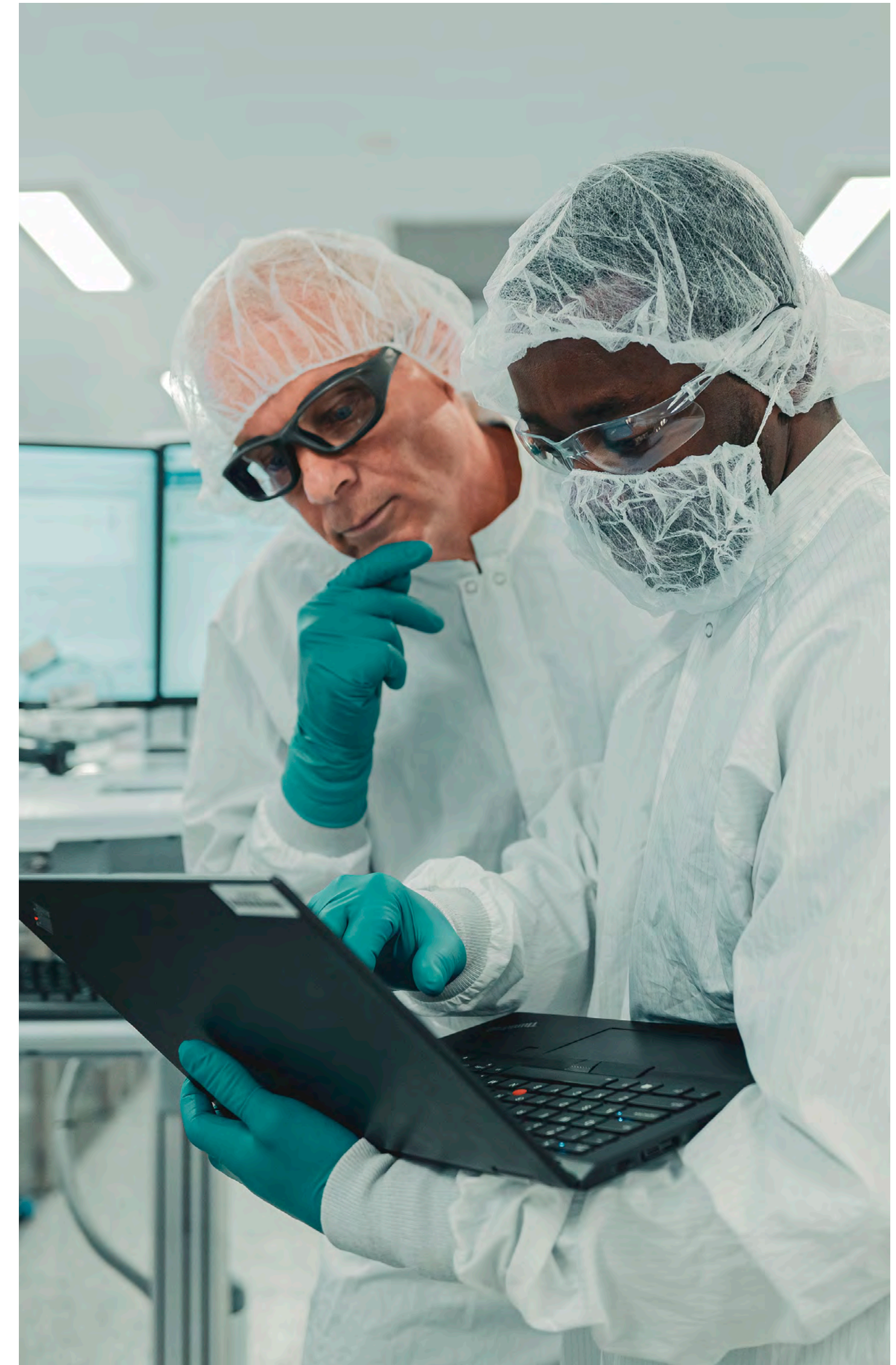
We seek to actively improve the health of the communities where we live, work and serve.



We value inclusion and diversity.



We honor our long-standing pledge to environmental sustainability.







# U.N. Sustainable Development Goals

BMS' mission, vision and values align with the United Nations Sustainable Development Goals (U.N. SDGs). We use a transparent process to identify and prioritize the SDGs that are relevant to our business.

## Mapping SDG Alignment

We utilize the SDG Compass to best map our sustainability efforts across the enterprise and align our strategy to the realization of the SDGs. We have identified eight of these goals in which our core business and philanthropic activities make significant contributions. These SDGs and some of our contributions are detailed to the right and below.



## Good Health and Wellbeing

Ensure healthy lives and promote wellbeing for all at all ages.

Ensuring healthy lives is core to what we do at BMS, and expanding equitable access to healthcare and our medicines is a major priority.

We are a founding member and contributor to Access Accelerated, a unique cross-industry collaboration that seeks to reduce barriers to prevention, treatment and care for noncommunicable chronic diseases (NCDs) in low- and middle-income countries (LMICs) through health systems strengthening. Because NCDs are the leading cause of death worldwide, we focus specifically on accelerating public and private investment in NCD prevention, treatment and care. In the last six years, this partnership has supported over 54 NCD projects across 37 LMICs and resulted in 15 government commitments by catalyzing new public investment. \$355 million in additional World Bank funding for NCDs has been secured, and over 700 million people have been served globally.

Please refer to the [Health Equity & Access to Healthcare](#) section to learn more about our efforts in this area.



## Gender Equality

Achieve gender equality and empower all women and girls.

We believe gender diversity, along with racial/ethnic diversity, at all levels strengthens the foundation of our company and enables innovation. We achieved global gender parity in employee representation (at least 50% women) in 2015.

We have also increased the representation of global female executives (vice president and above) to 48.7%.

The Bristol Myers Squibb Network of Women (B-NOW) drives business performance by ensuring that all women at BMS have equal opportunities to develop and advance globally. As one of our eight People and Business Resource Groups (PBRGs), B-NOW's mission of prioritizing gender diversity and inclusion is central to our work and culture, ensuring the contributions of women at BMS are heard, valued, rewarded and—crucially—incorporated into the work we do for patients.

Please visit the [Inclusion & Diversity](#) section of this report to learn more.







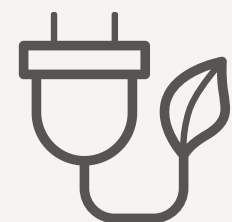
### Affordable and Clean Energy

Ensure access to affordable, reliable, sustainable and modern energy for all.

We recognize the link between climate change and public health, and our responsibility to manage our environmental footprint responsibly. We have set ambitious goals, including our 2030 goal of 100% of purchased electricity from renewable sources and to achieve Net Zero emissions in Scopes 1, 2 and 3 by 2050.

In 2022, we signed a 15-year virtual power purchase agreement which will help us achieve these goals. We also made strides toward decarbonizing our supply chain by joining the Energize consortium.

Please visit the [Environmental Responsibility](#) section of this report to learn more.



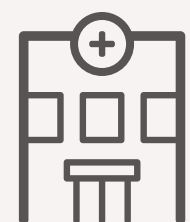
### Industry, Innovation and Infrastructure

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

BMS has committed significant resources around the world to help build healthcare infrastructure and capacity. Our partnerships and sponsorships are focused on medical areas in which we have particular expertise.

With the organization BIO Ventures for Global Health, we are helping build oncology pharmacy capacity through digital and onsite training in Africa. In partnership with World Childhood Cancer, 1,822 healthcare providers in Africa have been trained in early warning signs and symptoms (EWSS) of childhood cancer.

To learn more about our efforts to build healthcare infrastructure around the world, please visit the [Health Equity & Access to Healthcare](#) section of this report.



### Reduced Inequalities

Reduce inequality within and among countries.

BMS has made measurable progress toward our goal to award \$150 million in support of improving health equity. Nearly \$100 million in corporate giving funding has reached more than 10 million people through programs and services in the U.S.

Our support has enabled patient advocacy groups, community nonprofits, academic institutions and other organizations to accelerate disease awareness and education, improve equitable access to quality care, and advance health equity policies for underserved communities.

To learn more, please visit the [Health Equity & Access to Healthcare](#) section of this report.



### Responsible Consumption and Production

Ensure sustainable consumption and production patterns.

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 are proud of the progress we have made across our environmental commitments, including our goal of zero waste-to-landfill by 2040. We are well on track to meet this goal, and we have diverted ~83.5% of total waste-to-landfill through 2022.

To learn more about how we are doing our part to make sure our communities are sustainable, please see the [Environmental Responsibility](#) section of this report.



### Climate Action

Take urgent action to combat climate change and its impacts.

We are taking aggressive steps to lower our carbon footprint, including committing to the Science Based Targets Initiative (SBTi) in 2022 and to achieving Net Zero emissions in Scopes 1, 2 and 3 by 2050.

We also support the Carbon Fund's carbon offset program to aid in the fight against global warming with the Envira Amazonia Conservation Project. The project protects nearly 500,000 acres of pristine rainforest, which includes some of the highest variety of biodiversity on the planet, and builds schools and health clinics for rural forest communities.

We continue to drive down emissions, have achieved meaningful progress on waste minimization and renewable electricity, and have implemented many green building initiatives.




Our climate action is further detailed in the [Environmental Responsibility](#) section of this report.







# Progress on Our Company ESG Commitments

<p><b>Health Equity &amp; Access to Healthcare</b></p> 	<p><b>Health Equity &amp; Access</b></p> <p><b>Provide \$150 million to address health equity and access by 2025</b></p> <ul style="list-style-type: none"> <li>To date, we have granted nearly \$100 million across 481 unique programs to promote health equity and increased access to healthcare</li> <li>We've reached over 10 million people through distributed funding and related programs and services</li> <li>In 2022, we gave special focus to the social determinants of health (SDoH) and provided \$10M in grant funding to 17 U.S. nonprofit organizations addressing patient social care needs</li> </ul>	<p><b>Clinical Trial Diversity</b></p> <p><b>Locate at least 25% of new clinical trial sites in diverse metro areas by the end of 2022</b></p> <ul style="list-style-type: none"> <li>58% of U.S. clinical trial sites were located in highly diverse communities, exceeding our initial goal of 25% by the end of 2022</li> </ul>
<p><b>Inclusion &amp; Diversity</b></p> 	<p><b>Workforce Representation</b></p> <p><b>Achieve gender parity at the executive level globally and 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 the end of 2022</b></p> <ul style="list-style-type: none"> <li>We have more than doubled Black/African American executive (Vice President and above, VP+) representation in the U.S. from 3% to 6.1%, just exceeding the goal of 6% by the end of 2022</li> <li>We have increased the representation of global female executives (VP+) from 38.9% to 48.7%, just below the goal of 50% by the end of 2022</li> <li>We have increased the representation of Latino/Hispanic executives (VP+) in the U.S. from 3.7% to 6.1%, just below the goal of 7.4% by 2022</li> </ul>	<p><b>Supplier Diversity</b></p> <p><b>Spend \$1 billion with diverse suppliers globally, which includes businesses owned by individuals who are part of socioeconomically disadvantaged groups or come from underrepresented racial and ethnic groups, as well as veterans and individuals with disabilities by 2025</b></p> <ul style="list-style-type: none"> <li>In 2022, we met this goal with over \$1 billion of spend with diverse suppliers. We will strive to sustain this achievement in the ensuing years</li> </ul>
<p><b>Environmental Responsibility</b></p> 	<p><b>Commitments</b></p> <p><b>Receive validation of our science-based emissions reduction targets by SBTi by 2024</b></p> <ul style="list-style-type: none"> <li>We are on track to meet this goal. In April of 2022, we formally committed to the Science Based Targets Initiative (SBTi), and we plan to have our targets validated by the SBTi by 2024</li> </ul> <p><b>100% of purchased electricity from renewable sources by 2030</b></p> <ul style="list-style-type: none"> <li>We are on track to meet this goal. A significant milestone for us was the execution of a 15-year virtual power purchase agreement (VPPA) with EDP Renewables North America Cattlemen Solar Park (see <a href="#">page 58</a> of this report)</li> </ul> <p><b>Complete transition to a 100% electric vehicle fleet by 2040</b></p> <ul style="list-style-type: none"> <li>We are on track to meet this goal. In addition to electric vehicles (EVs), we transitioned to hybrid and plug-in electric vehicles (PHEVs), which now account for more than 63% of our commercial fleet vehicles in Asia, and 28% of our global fleet</li> </ul>	<p><b>Achieve equitable water use by 2040</b></p> <ul style="list-style-type: none"> <li>We are on track to meet this goal. In 2022, we mobilized our sites to continue driving water efficiency to help achieve our water reduction goals</li> </ul> <p><b>Achieve Net Zero emissions in Scopes 1, 2 and 3 by 2050</b></p> <ul style="list-style-type: none"> <li>We are on track to meet this goal</li> <li>In 2022, we implemented 44 GHG reduction projects across the enterprise that are expected to save an estimated 8,500 metric tons CO<sub>2</sub>e/year</li> </ul> <p><b>Reach target of zero waste-to-landfill by 2040</b></p> <ul style="list-style-type: none"> <li>We are on track to meet this goal</li> <li>We are planning or have initiated several landfill diversion initiatives and will be partnering with multiple suppliers to achieve this goal</li> <li>Through year-end 2022, we have diverted ~83.5% total waste-to-landfill</li> </ul>



The Bristol Myers Squibb Foundation<sup>1</sup>

**\$150M**

in commitments to Health Equity and Inclusion & Diversity

**Award \$50 million in U.S. health equity grants in BMS therapeutic areas by 2025**

- Through the end of 2022, the Foundation has awarded \$45 million to support 32 grants to advance health equity in cancer, cardiovascular disease and immunology

**Train and develop 250 new investigators who have demonstrated commitment to serving diverse and medically underserved communities by 2027**

- The Foundation established the Winn Award Program with a \$100 million commitment. Currently, 114 early-stage investigator physicians are being trained

**Provide 250 medical students interested in diversity in clinical trials a six-week summer immersion training experience in community-based clinical trial recruitment by 2027**

- The Foundation is on-track with this commitment, with 44 medical students having completed the training
- In addition, the Foundation has also mobilized approximately \$1 million in employee donations supporting social justice organizations

<sup>1</sup>The BMS Foundation is a separate 501(c)(3) nonprofit entity; Bristol Myers Squibb is the primary donor to the Bristol Myers Squibb Foundation, an independent charitable entity.



# Health Equity & Access to Healthcare

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# Health Equity & Access to Healthcare

Our vision for health equity and access to healthcare is for all people and communities across the globe to attain innovative medicines—regardless of where they live.

In pursuit of that vision, we identify, address and remove the systemic barriers to health and wellbeing by leveraging our expertise, partners and passion for all patients and communities. We are engaging team members across the breadth of our enterprise to integrate health equity into how we do business every day, recognizing its importance to our business moving forward.

In addition to access to affordable healthcare services, many non-medical factors determine health outcomes. These social determinants of health (SDoH) include economic stability, education access and quality, healthcare access and quality, neighborhood and built environment and social and community context.

## Health Equity Commitments

Since the announcement of the BMS Health Equity Commitments in 2020, we have undertaken numerous initiatives and evolved our business practices across our organization to help understand how SDoH impact health outcomes and how BMS can help make a difference. By making health equity a shared priority, we have expanded our ethos from one of philanthropy and external partnerships to one of mutual responsibility.

## Expanding Access to Our Medicines

BMS is committed to ensuring that underserved and socioeconomically disadvantaged communities have access to our innovative prescription medicines.

We estimate that in 2022, we donated more than **\$3B** worth of medicines to assist **>156,000** patients in the U.S. at no cost to these individuals



**140**  
Countries

BMS' agreement with the Medicine Patent Pool (MPP) for voluntary licensing of atazanivir (ATV/r) allows for the generic manufacturing in nearly 140 countries of this HIV product.

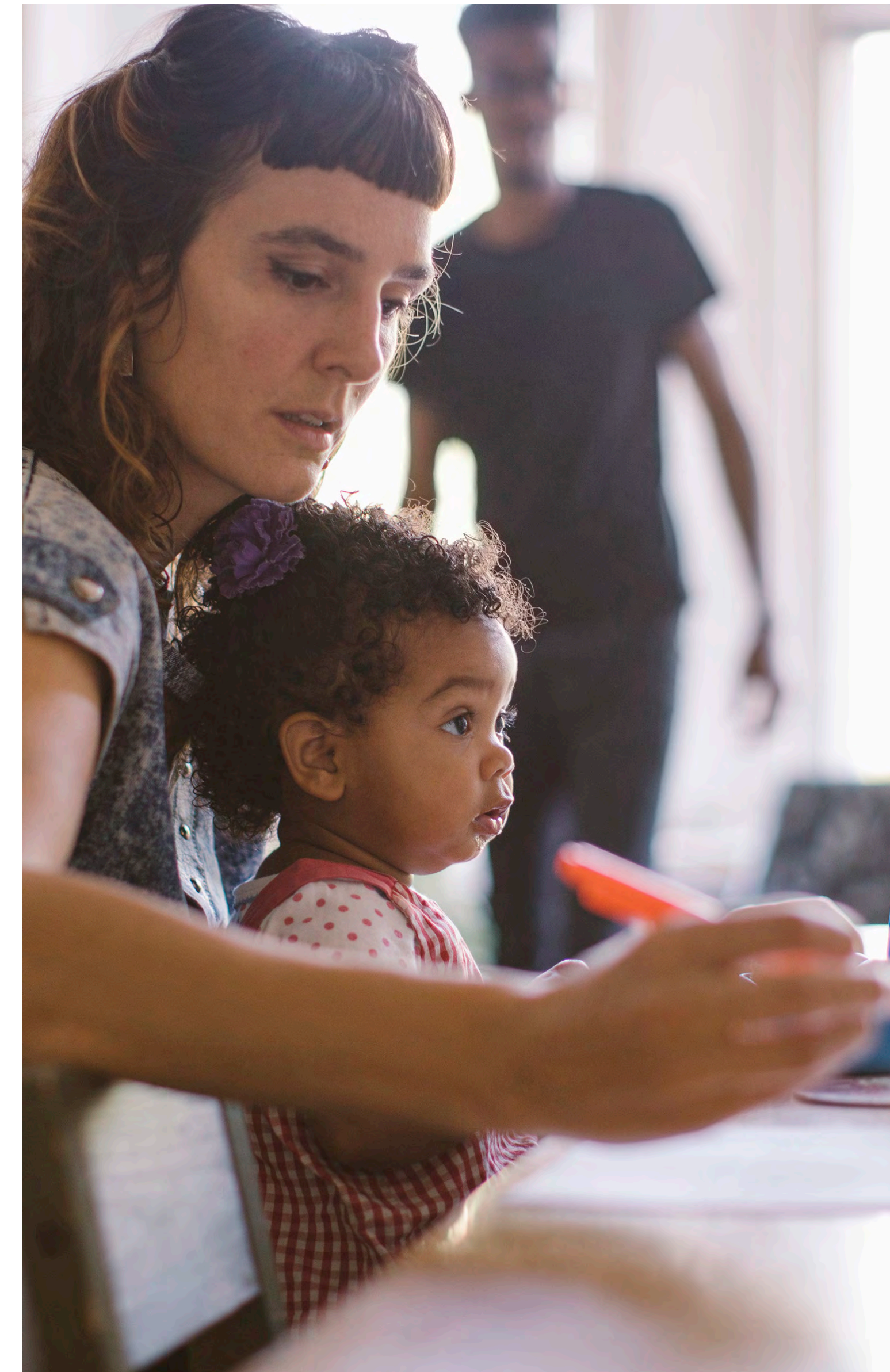
**~26M**  
Packs

To date, MPP licenses have enabled the sale of ~26M packs of generic ATV/r across 96 countries.

“Too many people face barriers that prevent or limit access to needed healthcare services, which may increase the risk of poor health outcomes and perpetuate health disparities. We are committed to helping patients and impacted communities overcome their healthcare obstacles. I’m proud of the work performed by my colleagues globally at BMS and the support the company provides to independent charitable organizations to help patients navigate complex treatments and healthcare journeys.”

### John Damonti

Vice President of Corporate Philanthropy and Patient Assistance at Bristol Myers Squibb







# BMS committed to spending \$150 million by 2025 to accelerate health equity initiatives.

In 2022, BMS provided over \$37 million to fund 225 grants and partnerships aimed at scaling effective health equity solutions, increasing education and awareness, and supporting specific programs to help eliminate access barriers for patients. These included 17 grants for proposals focused on SDoH screening and the integration of medical and social care. Since the announcement of the initiative in 2020, BMS has provided nearly \$100M across 481 grants.

Grant funding is aligned with areas of unmet needs in therapeutic areas aligned with BMS' priorities:



Oncology



Cardiovascular



Hematology



Immunology



## 2020-2022 BMS Health Equity Key Statistics

2022 BMS Corporate Giving Health Equity Commitments

**\$37M+**  
funds committed

**225**  
grants

**10,804,606**  
people reached through programs and services

**16,619**  
people participated in training events and programs

**459** educational resources and platforms created to expand disease awareness and education

Nearly **\$100M** across **481** grants

**745** educational events and convenings

## Focus for the Grants

Trusted disease awareness and education programs

Equitable access to quality specialty care

Health equity policy and advocacy support

Patient supportive services/social determinants of health

Diversity in clinical trials

Health disparities research

“What does it mean for Bristol Myers Squibb to embed health equity in everything it does? Number one is changing ourselves so that we discover, develop and deliver medicines—and we put inclusivity at the beginning. Number two is going beyond therapies because you can distribute the medicine, but it doesn't mean the patient will access it.”

**Patricia Doykos**

Executive Director, Global Health & Health Equity at Bristol Myers Squibb





Robert A. Winn  
Diversity in Clinical Trials

Alongside BMS, the Bristol Myers Squibb Foundation similarly made a \$150 million commitment in 2020 to address U.S. health inequities and increase clinical trial diversity by 2025.




As an independent charitable organization, the BMS Foundation has been focused on promoting health equity and improving the health of marginalized communities burdened by serious diseases for nearly 25 years.

Bristol Myers Squibb Foundation 2022 Grant Funding

 **\$69.3M+**  
Funds Committed

 **25**  
Grants

Focus for the Grants

-  Global disparities in cancer
-  U.S. disparities
  - Cardiovascular disease
  - Cancer
  - Immunologic diseases
-  Clinical trial diversity



Progress to Date on Clinical Trial Diversity

In 2022, the BMS Foundation's Robert Winn Diversity in Clinical Trials Award Program trained 114 early-stage investigator physicians and provided an immersive experience in community-based clinical research for 44 qualifying medical students. Our program is on track to reach our initial commitment of 250 early-stage investigators and 250 medical students. We have secured additional support from industry partners, which allows us to expand our reach and set a new goal of training 308 early-stage investigators committed to diversity in clinical trials and 308 medical students interested in community-based clinical research.







SPOTLIGHT

# Addressing Gaps in Healthcare Equity



A number of our clinical trial programs that are addressing health equity around the world:

- Conducting a Pediatric Crohn’s disease study
- Addressing imbalances in clinical trials in Argentina through the Essence Project
- Elevating the diversity of clinical trials in Australia to include Aboriginal and Torres Strait Islander peoples
- Working with PRIDE and DAWN groups through People and Business Resources Group (PBRG) connection
- Conducting a survey of our global investigator sites to understand their perspectives on how one becomes a sponsor of choice

## Supporting Hispanic Patients Living with Autoimmune Disorders

Bristol Myers Squibb is committed to supporting patient communities living with autoimmune and immune-mediated conditions by expanding our impact through patient advocacy and a commitment to health equity.

In 2022, Bristol Myers Squibb supported Global Healthy Living Foundation (GHLF), a 501(c)(3) nonprofit advocacy organization, with the mission to improve the quality of life for people with chronic illnesses. Our support, through grant funding, aimed to improve patient-physician communication among Hispanic patients with Rheumatoid Arthritis (RA) by increasing awareness and understanding of social determinants of health (SDoH),

specifically focused on healthcare access and quality. Through the creation of evidence-based education on access to healthcare literacy, GHLF will increase health literacy for this underserved community about SDoH and improve communication between Hispanic patients with RA and their healthcare teams.

GHLF will also create patient education content on the SDoH subdomains of healthcare access and health literacy and utilize a train-the-trainer model to educate and develop patient leaders, known as Promotores. GHLF will create a plan of action on how to best replicate this training and disseminate the content to the larger Hispanic community. This program also aims to develop and give Promotores access to information that can effectively improve patients’ quality of life (QOL). This will be measured through a tool GHLF creates based on established objective and measurable outcomes of the U.S. Department of Health and Human Services (HHS) Healthy People 2030 project.

### A Focus on Pediatric and Adolescent Health

Historically, there has been a lack of pediatric-focused clinical research; children and adolescents have generally been underserved in this regard. BMS opened a Pediatric Center of Excellence in Drug Development to address these issues. Inclusion of pediatric patients in our research helps address health equity and inclusion. In 2022, we received approval for Vidaza (azacitidine IV) for the treatment of pediatric patients with newly diagnosed juvenile myelomonocyte leukemia (JMML). We are also engaged in an ongoing Phase 2 study of Reblozyl affecting B-Thalassemia, a hereditary blood disorder in children.

In addition, we are conducting a single Phase 2/3 study to evaluate the efficacy, safety and drug levels of Ozanimod in pediatric participants with moderately- to severely-active Crohn’s Disease with an inadequate response to conventional therapy.

# Health Equity Challenges: Sexual Orientation and Gender Identity

Due to a persistent lack of social and medical acceptance, the LGBTQ+ community has faced medical bias. Along with this bias, the unique medical challenges faced by sexual and gender minorities are poorly understood, as there has been a consistent lack of data collection on sexual preference and gender identity. However, a limited—but growing—body of evidence shows significant health disparities for LGBTQ+ people. Furthermore, access to and utilization of healthcare resources also shows inequities for sexual and gender diverse (SGD) populations, leading to disparities in medical outcomes.

BMS is taking action to address both this lack of data and the potential gaps in health equity and access. As part of our clinical trial studies, we are including, where appropriate, questions on sexual orientation and gender identity. We are seeking to create a baseline which will help enable future insights on outcomes.

Our PRIDE alliance, which is one of our People and Business Resource Groups (PBRGs), and the BMS Foundation have partnered with numerous organizations on powerful campaigns to both gather data about LGBTQ+ health issues and raise awareness about diseases that disproportionately affect LGBTQ+ people as well as corresponding treatment options. We are proud to support the extraordinary work of PRIDE Alliance and are determined to address the unique needs of the LGBTQ+ community.







# Inclusion & Diversity and Clinical Trial Efficacy

BMS recognizes the urgent need to narrow the gaps in care among underserved communities, both to achieve our health equity goals and to support our mission to develop medicines that improve lives.

It is crucial to have inclusion and diversity in clinical trials to reduce biases that result in healthcare disparities and promote health equity.

To ensure our patient population is reflective of the real world and aligned with the disease epidemiology we study, we constantly track our performance. In the U.S., we already have trial sites in highly diverse geographic regions and work with study team partners to design clinical trials that build on our efforts to be more inclusive. The scope of our inclusion and diversity efforts

is expanding with extensive ongoing assessments of the need to evolve our focus beyond the U.S. and to ensure that patients who are neurodiverse, LGBTQ+, sexual and gender diverse or who experience physical mobility challenges are also included in clinical trials.

## Clinical Trials and Health Equity

Clinical trials are an essential stage of pharmaceutical research, generating data that helps us evaluate the efficacy and safety of new medicines and treatment options—and ensuring they meet regulations and health authority standards. We leveraged learnings from conducting clinical trials during the COVID-19 pandemic, and we are now more widely adopting remote clinical trial tools of third parties.

Selecting representative locations to host a clinical trial is an essential part of achieving diversity in clinical trials.

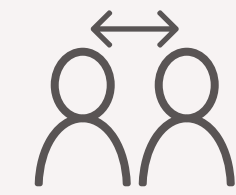
**In less than two years, we met our goal by locating 58% of our clinical trial sites in highly diverse regions of the U.S.—surpassing our initial goal of 25% three years earlier than expected.**

Relocating trials makes it easier for everyone to participate in the development of therapies and should improve the efficacy of therapies for all patients, including underserved communities.

## BMS follows six formal workstreams to promote diversity in clinical trials:



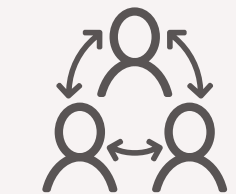
Protocol design



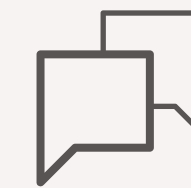
Patient support



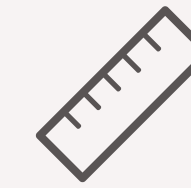
Site and investigator support



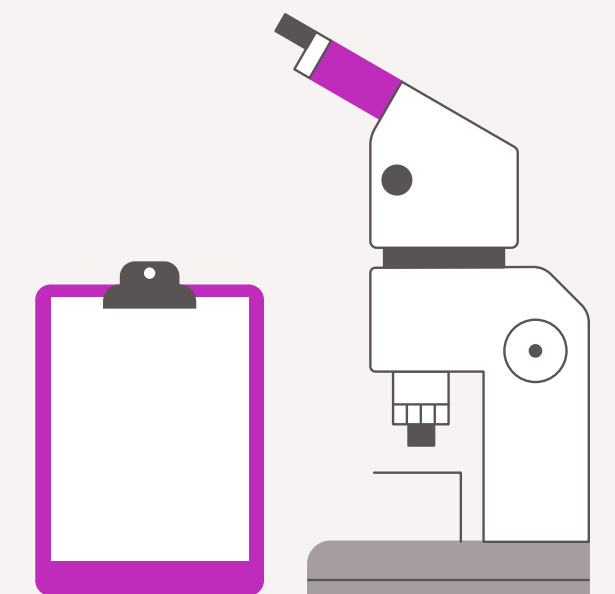
Internal and external training



Communication and engagement



Metrics and measurements



**A Clinical Study Report (CSR) is developed for all interventional studies and provides a summary of the safety and efficacy or the data collected and analyzed for the individual clinical trial.**

In addition to a CSR, patient lay summaries are created to communicate results of the study to participants in the clinical trial.

**BMS has demonstrated its commitment to pediatrics by establishing the Pediatrics Center of Excellence with the objectives of:**

- Serving as the cornerstone for internal pediatric capabilities and external pediatric activity and providing inclusive cross-functional, cross-TA guidance on pediatric strategy
- Advancing pediatric drug development by maximizing efficiencies, championing innovation and ensuring pediatric considerations are embedded early and throughout the overall drug development process

- Providing forward-looking development and regulatory guidance based on the evolving pediatric landscape, in concert with adult drug development
- Helping development program teams more efficiently fulfill requirements and maximize opportunity for pediatric and adult development, including exclusivity extensions and other business opportunities
- Becoming a leader in the wider pediatric community, representing the BMS corporate mission and embedding pediatrics into the discovery, development and delivery of medicines to help all patients prevail over serious diseases

**Additionally, BMS maintains a detailed Clinical Trial Risk Management approach, which supports clinical trial execution through definition and implementation of a strategy that will identify, assess, control, review and communicate risks to minimize the potential impact on participant rights/wellbeing and clinical trial data integrity.** We also have a risk assessment and categorization tool, which stipulates patient populations as a risk category for consideration and emphasizes the criticality of protecting the vulnerable population by deploying various risk mitigation strategies.

Our efforts to improve clinical trial diversity were recognized in 2022 with a **Gold Badge Rating** on the Bioethics International Scorecard.







## Supporting Government Public Policy to Address Health Disparities

Health equity and access contribute to societal stability and economic development, and there is a correlation between the economic wealth of a society and its health. For example, 87% of premature deaths due to noncommunicable diseases (NCDs) occur in low- and middle-income countries (LMICs). In low-resource environments, healthcare costs for NCDs can quickly drain household resources, driving families into poverty and stifling economic development.<sup>1</sup>

Addressing health equity and access requires comprehensive strategies that encompass policy changes, healthcare system reforms and community engagement and education. It involves removing financial barriers, improving healthcare in underserved areas, promoting cultural competency among healthcare providers and extending the availability of essential services to all individuals, regardless of their background.



<sup>1</sup>World Health Organization.

As one of the world’s largest biopharma companies, we have a responsibility to help inform and influence health equity public policies around the world and do what we can to make them effective.

## Voice of the Patient

To listen to and enact positive change for patient advocates and community partners, we run multilingual and culturally-informed disease education and quality of care programs, as well as initiatives that help our partners inform and direct efforts to make a positive impact on people’s lives. Following close cooperation with BMS’ Global Patient Advocacy organization, 94% of our full development trials now include the voice of the patient. Our innovative Patient Expert Engagement Resource (PEER) group ensures that the patient perspective is heard and considered at every step of the drug discovery and development process. This formalized approach builds on and integrates efforts already underway across the organization to bring patient perspectives into our company’s work.



## SPOTLIGHT



## Global Patient Week

Now in its eighth year, Global Patient Week is an essential part of our culture—it unifies us and reignites our passion to do more for our patients. As the first biopharma company to set aside time solely focused on the people we serve every day, Global Patient Week is the pinnacle of our year-round vision to transform patients’ lives through science.

## Public Health Equity Policy Support in the U.S.

As part of our commitment to tackling health inequities in the U.S., we advise and inform on health equity policies. We support the Health Equity and Accountability Act (HEAA), which aims to eliminate racial and ethnic health inequities and expand access to high-quality and affordable healthcare. It was introduced by the Congressional Tri-Caucus, comprised of the Congressional Black Caucus, Congressional Asian Pacific American Caucus and Congressional Hispanic Caucus.





# Access to Healthcare

Broadening the ability for more people to benefit from pharmaceutical products is a major challenge, with at least half the world’s population still lacking coverage of essential health services.<sup>1</sup>

We strive to enable timely access to our medicines for the patients who need them through marketing authorization, value assessment and reimbursement, and other mechanisms such as World Health Organization (WHO) prequalification. Our aim is to adapt to the health system and local country context by deploying a range of approaches to optimize supply chain and distribution, as well as bring affordability for the greatest number of patients. Considerations include value-based pricing, patient support and reimbursement programs, product donations, tiered pricing, voluntary licensing and direct imports.

Products are evaluated with a market access strategic review that culminates in an intensive and in-depth cross-market assessment, with the BMS Board Chairman and CEO responsible for the final decision. Typically, this process begins early in the development of new products during the design phase of the registration trials.

## Patient Access

Although we want our medicines to reach the patients who need them, healthcare capacity and infrastructure is a critical enabler requiring sustained, cross-functional efforts that involve a range of stakeholders across sectors. As with other dimensions of access, the delivery of innovative medicines is impacted by a multitude of other, often interrelated, factors including financial capacity, regulatory and reimbursement processes, the degree of health coverage and the magnitude of out-of-pocket expenditures. Our approach is flexible and designed to work in each specific geographic context and with existing infrastructure—meeting health systems where they are.

On a regular basis, BMS identifies our activities—and those of our partners—that are advancing global healthcare access and health equity. Details of these disclosures contain commitments, measurable goals, objectives and sustainability targets, including our aim of enhancing patient access to medicines. Putting these out into the public domain facilitates accountability and transparency.

## Low- and Middle-Income Countries (LMICs) Governance Committee

We believe that all patients should have access to transformational medicines, regardless of where they live. Our approach to LMICs presents an opportunity to advance our global health equity goals. Expansion into LMICs, which account for >80% of the global population, will help us address global health inequity by enabling broader access to BMS’ innovative medicines.

**In 2022, we launched a LMIC Governance Committee comprised of a cross-functional team to focus on addressing the unique issues in LMIC markets, such as underdeveloped healthcare infrastructure, logistical challenges for distribution and supply, regulatory hurdles and affordability. We are developing tailored LMIC access solutions to expand patient access and to address these challenges that are specific to each country.**

## Partnering to Strengthen Health Systems

Wide-reaching, local stakeholder engagement and strengthening health systems are necessary to facilitate access to medicines, especially in countries with health systems that have been historically oriented toward fighting communicable and acute diseases and lack critical capacity and infrastructure. BMS collaborates with relevant stakeholders who share our commitment to strengthening health systems and enabling greater access to patient care.

<sup>1</sup> WHO website (2020). World Bank and WHO: Half the world lacks access to essential health services, <https://www.who.int/about/accountability/results/who-results-report-2020-mtr/outcome/2020/1.1-improved-access-to-quality-essential-health-services-results-report-achievements>.  
<sup>2</sup> Access Accelerated 6-year report, published May 2023.



## Access Accelerated

One of those collaborations is our membership in Access Accelerated. With a number of companies, it is the largest global collective industry effort

to address inequities in chronic NCD care in LMICs. By uniting biopharma companies and significant partners including the World Bank, City Cancer Challenge Foundation, PATH, NCD Alliance and World Heart Federation, Access Accelerated is implementing important scalable and sustainable NCD solutions in LMICs.

BMS joined Access Accelerated at its inception in 2017 and today has a leadership role in the initiative. The vision for Access Accelerated is a future where no one dies prematurely from treatable, preventable diseases and where all people living with or at-risk of NCDs have access to appropriate, quality and affordable prevention, treatment and care. As part of that initiative, not only do BMS and member companies provide funding and resources, but also mobilize technical expertise and on-the-ground partners to design and implement NCD care solutions including health literacy, screening and linkage to care, supply chain, forecasting and digital health.

The collective effort is resulting in government prioritization of NCDs, policy change and mobilization of funding to scale up proven solutions. Since 2020, the Access Accelerated and World Bank partnership has unlocked \$3.7 billion in financing for NCD solutions and the initiative has resulted in new partnerships, public investment and policy reform for NCD prevention and care in 15 countries around the world.<sup>2</sup>







### SPOTLIGHT

## Partnerships to Accelerate Access in Africa

### Strengthening Pediatric Oncology Skills in Ghana and Cameroon

In Ghana and Cameroon, we are helping fill gaps in pediatric oncology training by supporting World Child Cancer. Our focus includes training frontline healthcare workers to recognize early warning signs and symptoms (EWSS) of childhood cancer, training oncology nurses in pediatric oncology and training healthcare professionals in palliative care for children with cancer.

**1,822** healthcare providers

have been trained in the EWSS of childhood cancer, enabling them to recognize and quickly refer suspected cases to specialists

Patient data collected across six of our partner hospitals in Ghana showed that childhood cancer diagnosis rates have increased from 417 in 2021 to 440 in 2022 across the six centers. This increase reflects not an overall increase in cancer incidence, but rather a greater capacity to recognize and diagnose cancers earlier.

### Building African Oncology Pharmacy Capacity Through Digital and Onsite Training

In Cameroon, Côte d'Ivoire, Kenya and Nigeria, BIO Ventures for Global Health (BVGH), supported by BMS, created an oncology pharmacy training program that targets pharmacy practitioners, oncology nurses and oncologists. Their training program includes post-course assessments and certificates of completion for participants.

**1,649**

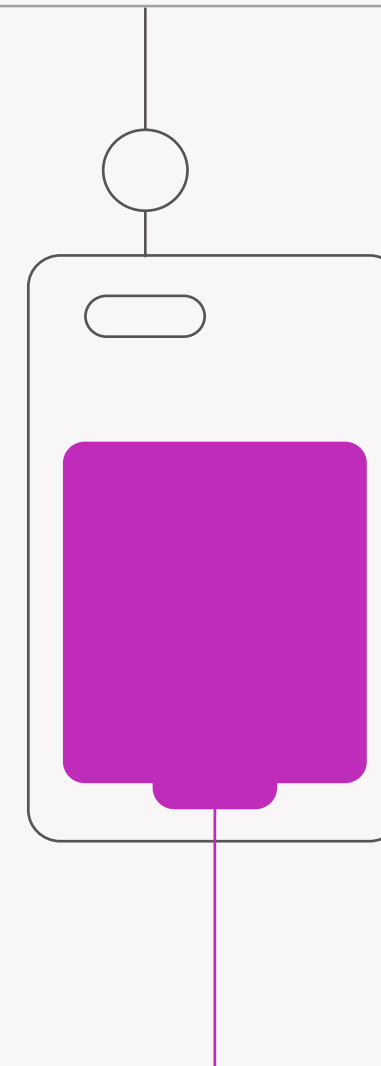
participants have been trained by BVGH to date



The virtual mentorship platform has been implemented successfully, with over **1,600** members

Onsite oncology pharmacy training will take place at four selected sites in **Cameroon, Côte d'Ivoire, Kenya and Nigeria** between July and September 2023

During the program, mentors provide key guidance to participants, including responding to questions during lessons and regularly engaging with participants via the platform.







# How We Create Access

## Advancing Healthcare Capacity and Infrastructure Highlights

BMS is committed to investing in building healthcare system capacity in order to meaningfully impact population groups that are currently underserved. Recipients of grants pursue a variety of strategies to help improve access. Many look to remove barriers to accessing care both inside and outside clinics. Some aim to harness trusted community organizations who assist with healthcare, outreach and education. There are also programs that seek to enhance and broaden training delivery programs.

## The Advocacy Exchange

A global program launched by BMS and Gryt Health in 2020, the Advocacy Exchange (Exchange) is a cross-disease, cross-cultural exchange platform that seeks to build healthcare capacity and infrastructure by fostering candid conversations on complex topics. Since its inception, the Exchange has produced 25 live sessions on a variety of topics and has included multiple stakeholder perspectives. Its emphasis on health equity and mental health aligns well with BMS' commitment to addressing health disparities and whole-person health.

To drive outcomes at the enterprise level, we conducted a listening tour with key internal and external partners. Through this exercise, we were able to establish key advocacy priorities, including:

- 1 Improving representation in clinical trials and research
- 2 Enhancing access to care across the patient journey
- 3 Implementing storytelling to highlight patients' lived experiences

By harnessing the lived experience and expertise of its members, the Exchange is now developing a resource program for individuals who have experienced discrimination in healthcare, with the aim of creating structural change in the healthcare industry.

## Standing in the Gaap Initiative

The Standing in the Gaap initiative increases awareness about the disproportionate impact multiple myeloma has on African Americans. According to the Cancer Institute, African Americans have twice the risk of developing multiple myeloma (when compared to white Americans). This group is also more likely to be diagnosed at a younger age.

Since its inception in 2016, Standing in the Gaap has:

Shared its message during the Central Intercollegiate Athletic Association's (CIAA) 2022 basketball tournament through announcements, live interviews and signage, reaching nearly:

<b>66,300</b> in-person attendees	<b>130,000</b> viewers via ESPN and ESPNU broadcasts
--------------------------------------	---

Reached more than **500,000** people through educational initiatives and community engagement events, such as the Healthy Churches 2030 conference

Garnered more than **1,287,000** impressions through the CIAA website and its social media channels (e.g., Facebook and Instagram)

Currently, approximately 2,000 healthcare professionals support Standing in the Gaap. The initiative's [Facebook page](#), the first dedicated to African Americans affected by multiple myeloma, now has more than 59,000 followers.







## CASE STUDY

# Initiatives Promoting Access to Oncology Education Around the World



Funded in part by BMS, eCancer Global Foundation has provided offline and online oncology educational resources to promote best practices in oncology, focusing on the global Choosing Wisely initiative

The interviews have been viewed 60,670 times by 20,473 individuals.

**82%** of the interview viewers who responded to surveys indicated that they are likely to improve their clinical practice by scoring 4 or 5 stars out of 5 in the learner evaluation system

eCancer is currently working on a similar initiative to deliver a series of educational events, three additional state-of-the-art e-learning courses and interviews with leading experts in the field covering the treatment of patients with multiple myeloma globally. The resources will be developed in partnership with leading organizations and will feature multidisciplinary experts discussing key clinical decision-making.

eCancer has also developed and published four e-learning courses focusing on the needs of oncology professionals in Africa, South Asia, Southeast Asia and Latin America, which are available to access for free through [eCancer.org](https://www.ecancer.org). 2,992 healthcare professionals have taken the courses published as part of this project. Approximately 89% of learners reported improvement in their clinical performance a month after the event.

Finally, eCancer has published a comprehensive library of educational videos with leading multidisciplinary experts discussing the factors impacting the key clinical decisions when managing patients with cancer. The interviews focus on practical advice based on patient scenarios. Thus far, 87 expert interviews have been posted with additional videos in development.

So far, **4,655** multidisciplinary healthcare partners (HCPs) have attended the training events (1,046 in person and 3,609 virtually) with 94% of learners reporting improvement in their clinical performance a month after the event

Videos of 116 sessions from the events have been posted on [eCancer.org](https://www.ecancer.org).

The webcasts have been viewed 25,973 times, and 84% of the viewers indicated that they are likely to improve their clinical practice by scoring 4 or 5 stars out of 5 in the learner evaluation system. eCancer's webcasts will be hosted for at least two years.



KING BAUDOIN FOUNDATION UNITED STATES

The King Baudouin Foundation and WECHA

In 2022, BMS also supported efforts by We Change Health for All (WECHA) to create and deliver an oncology training program for specialist and non-specialist cadres of healthcare professionals (HCPs) in Africa and India.<sup>1</sup> Using a software platform called Medical Learning Hub (MLH), WECHA ran 54 live online, onsite and hybrid educational activities.

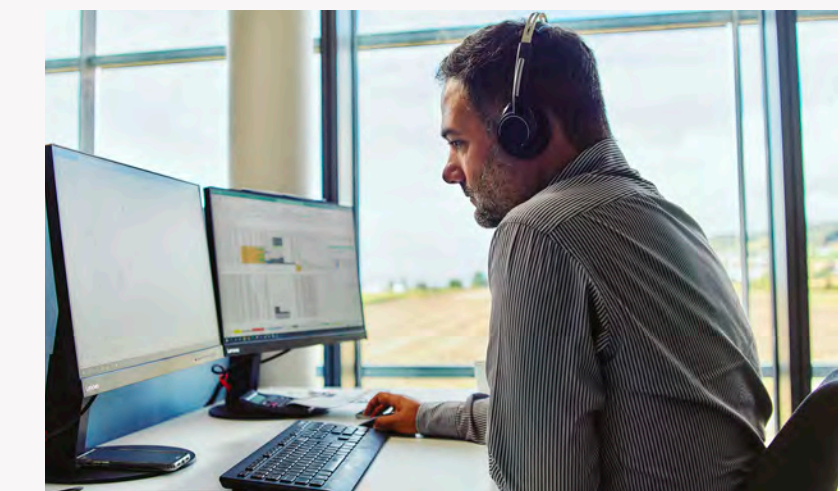
**12,890** HCPs attended, and a further **11,017** registered to access them later as self-paced learning

Designed to improve HCP knowledge, skills and practices, the program covered detection, diagnosis and treatment of breast and prostate cancer to improve service quality and patient access. Poll results show high self-reported improvement in knowledge and confidence (>96% across all geographies and both cancer types).

In post-event polls from Kenya, 93% of attendees planned to apply course knowledge to their clinical practice within one month, while 71% expected to do so within one week. Results from India and Nigeria were similar.

In a survey one month after the program's completion, **59%** of respondents noted an **increase in their referrals to specialists** as a result of their participation

Poll results show high **self-reported improvement in knowledge and confidence; >96%** across all geographies and both cancer types



<sup>1</sup>WECHA is a registered Belgian nonprofit represented in the United States by King Baudouin Foundation U.S.





# Innovation and Access

## Bringing Our Ingenuity to—and Beyond—Our Industry

### Aspiration

Increase access to medicines for those in developing countries and/or underserved regions using innovative business models to build local capabilities.

### Approach

We take a differentiated approach to pricing in low- and middle-income countries (LMICs), accounting for the disparities in the ability to pay and the lack of economic development. This means we must meet country health systems where they are with resources, capacity and infrastructure. We adapt our approach to pricing with patient affordability in mind to increase access to our medicines in LMICs. We build partnerships with local healthcare stakeholders as we strive for effective and appropriate delivery of medicines.

We provide additional support in LMICs with pilot programs to supply medicines, help evaluate health systems' capacity and to support the safe and effective use of our medicines. Working with global partners and in-country stakeholders, we support such demonstration and scaling projects through medicine donation, funding and technical expertise.

One such pilot program is the Innovative Cancer Medicines partnership. BMS, along with the Parker Institute for Cancer Immunotherapy, the Clinton Health Access Initiative and another pharmaceutical company, aim to develop an approach that enables sustainable and effective administration of innovative therapies for the treatment of cancer in LMICs. Demonstration projects focused on operational excellence are planned in sub-Saharan Africa, with initial pilots in Uganda and Nigeria. Local stakeholders have selected the respective indications based on local population needs. We are committed to providing funding, medication free of charge as needed per indication, and other assistance, such as BMS product safety training.

### CASE STUDY



## Project ECHO

Approximately 90% of beta-thalassemia patients live in LMICs, where there is a lack of safe transfusions, clinical expertise and support facilities. To help patients who need treatment for beta-thalassemia in LMICs, we partnered with the Thalassemia International Federation's (TIF) Access Initiative to develop a Readiness Assessment Framework that informs stakeholders of the infrastructure readiness of specific clinics within a pilot country. The information generated will help inform capability-building over the long-term through political and institutional support, physician and patient education and dedicated care centers and personnel.

Using the framework, in 2022, TIF identified six LMICs for a pilot and BMS awarded an independent, philanthropic grant to the ECHO Institute at the University of New Mexico for their proposal to develop and execute a national capacity-building training program for healthcare workers on the prevention and control of beta-thalassemia and other hemoglobinopathies in India. Project ECHO leverages teleECHO clinics to connect "hubs" of experts and "spokes" of community-based healthcare professionals, enabling a cascade of standard of care knowledge, best practices, case-based learning, real-time mentoring and guided practice. We look forward to reporting the outcomes of this pilot program in the years to come.











### Innovation to Address Disparities in Access: Collaboration and Partnerships

We recognize that to solve disparities in healthcare and pharmaceutical access, we can't do it alone. Therefore, we partner with and support stakeholders and organizations around the world to identify and address the underlying issues that lead to disparities in access. We innovate to improve systems capacity and infrastructure for specialty care so that our new technologies and solutions reach patients who need them the most, regardless of their background, location or socioeconomic status.



### BMS Supports Advocacy Organizations Around the World, Including in the U.S.

Some examples of partners and organizations we have worked with or supported include:

Therapeutic Area	Organization	Project(s)
 Cardiovascular	American Heart Association	Removing Barriers to Equitable Health
	The Balm in Gilead, Inc.	Healthy Hearts Healthy Lives Faith-based Initiative
	Preventive Cardiovascular Nurses Association	Cardiovascular Nursing, Addressing Health Equity and Knowledge Based Self-Assessment Tool
	The Mended Hearts, Inc.	Empowering Communities for Cardiovascular Health: Peer Support Leadership Program
 Hematology	The Multiple Myeloma Research Foundation (MMRF)	Addressing Education and Health Disparities in the Multiple Myeloma Community
	MDS Foundation, Inc.	Community-based Health Technologies
	The Leukemia & Lymphoma Society, Inc	The Leukemia & Lymphoma Society, Inc. and the Veterans Administration: Collaborative Projects to Increase Access to Care among Veterans with Blood Cancer
	American Society of Gene & Cell Therapy	ASGCT's Biotech Discovery Labs: Teaching Training and Experience
 Immunology	Rheumatology Nurses Society	Context is Key: Addressing Social Determinants of Health
	National Multiple Sclerosis Society	Neurology Desert Mapping: Identifying Care Deserts to Reduce Health Disparities and Address Social Determinants of Health in MS
	Global Healthy Living Foundation	Promotores Trainer and Patient Navigator Tool to Improve Social Determinants of Health & Disease Outcomes in Hispanic Patients
	Color of Crohn's & Chronic Illness	COCCI Changing Course: Count Me In(cluded) and Care Connection
 Oncology	American Cancer Society, Inc.	Driving Equitable Cancer Patient Outcomes by Addressing the Social Determinants of Health
	Association of Community Cancer Centers	Addressing Social Determinants of Health Inequities to Improve Access to Cancer Care and to Expand Clinical Trial Diversity
	American Lung Association	Addressing Lung Cancer and Access to Healthcare Inequities among Hispanic/Latino and Black/African American Communities in San Diego, CA
	American Association for Cancer Research	Using Social Determinants of Health to Break Down Barriers between Cancer Research and Underserved Patient Populations
	Crossroads4Hope, A Network of Cancer Support	Integrating Digital and In-Person Psychosocial Support into Healthcare Institutions to Reduce Socioeconomic Disparities



# Scientific Innovation

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# Scientific Innovation

Bristol Myers Squibb is in the business of breakthroughs.

2022 was a truly transformational year as we leveraged our expertise to accelerate drug discovery and development to help patients manage their diseases.

Among our achievements, we launched three first-in-class medicines and advanced our pipeline with clinical and regulatory milestones. We also accelerated our innovation, renewing our product portfolio as we continue to build one of the most diversified product offerings in the pharmaceutical industry. In 2022, we:

**Strengthened our portfolio** and maintained our position as international leaders in oncology, hematology, cardiovascular and immunology

**Obtained 18 approvals** for new medicines and additional indications and formulations of marketed medicines in major markets

**Launched three first-in-class medicines**, addressing serious unmet medical needs for patients

**Achieved pivotal, positive clinical trial results**, including the Phase 3 KarMMa-3 trial evaluating Abecma in patients with relapsed or refractory multiple myeloma and the Phase 2 PAISLEY study for deucravacitinib in systemic lupus erythematosus

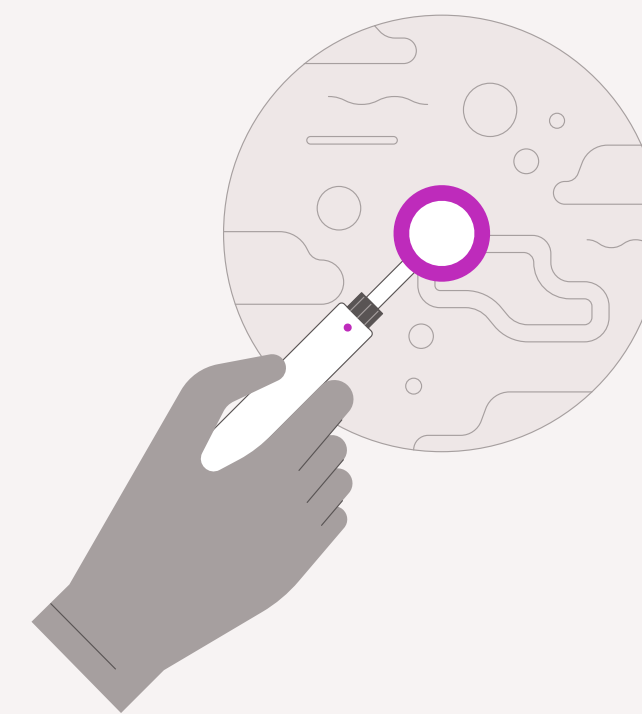
**Bolstered our innovation engine through business development**, including the acquisition of Turning Point Therapeutics and transactions with Evotec, Immatics and Owkin, among others

**Advanced multiple mid- to late-stage registrational assets**, including milvexian and LPA-1

## Innovation for a Powerful Purpose

As rapid technological advancements continue, innovations in computing, machine learning and artificial intelligence (AI) are part of our science. Applied to our data, these innovations will be foundational to discovering, developing and delivering breakthrough medicines that help patients prevail over serious diseases.

Bristol Myers Squibb's commitment to being at the forefront of revolutionizing drug development through such innovation is evidenced by our commitment to providing talented researchers and innovators the flexibility to drive research and development (R&D) forward—wherever the science takes them.







# Innovation and Our Product Portfolio Goals

Our investment in R&D remains among the highest in the industry.

Our pipeline is focused on therapeutic areas we believe offer the best opportunity to deliver transformational medicines. These areas include modalities in small, chemically-manufactured molecules, large protein molecules (also known as biologics), millamolecules, antibody drug conjugates and cellular therapies. In addition to discovering and developing new molecular entities, we seek to expand the value of our products through new indications and formulations that will help patients.

The long-term goal for our new product portfolio is \$10 to \$13 billion of risk-adjusted sales in 2025 and \$25+ billion of non-risk adjusted sales in 2030.<sup>1</sup>

## Oversight for Innovation

As a biopharma leader, a key to our success is our emphasis on scientific innovation coupled with appropriate oversight and guidance. Our Board's Science and Technology Committee regularly reviews our product pipeline and potential business development opportunities to assess our progress in achieving our near- and long-term strategic R&D goals and objectives. This committee strives to assure we make well-informed and responsible decisions in the investment of our resources, among other areas.

We also believe our success is due to our ability to move with the nimbleness of a startup, coupled with the scale and resources of an established pharmaceutical company.



## Continued Pipeline Progress

3 First-in-class assets approved in 2022

**CAMZYOS**<sup>TM</sup>  
(mavacamten) 2.5, 5, 10, 15mg capsules

**Opdualag**<sup>TM</sup>  
(nivolumab and relatlimab-rmbw)  
Injection for intravenous use | 480 mg/160 mg

**SOTYKTU**<sup>TM</sup>  
(deucravacitinib) 6 mg tablets

18 Approvals in the U.S., E.U. & Japan



**Completed Key Business Development Transactions**

including the acquisition of Turning Point Therapeutics

<sup>1</sup> Non-risk adjusted sales are subject to positive registrational trials and health authority approval. Financial projections may contain non-promoted sales. BMS promotes only according to label.

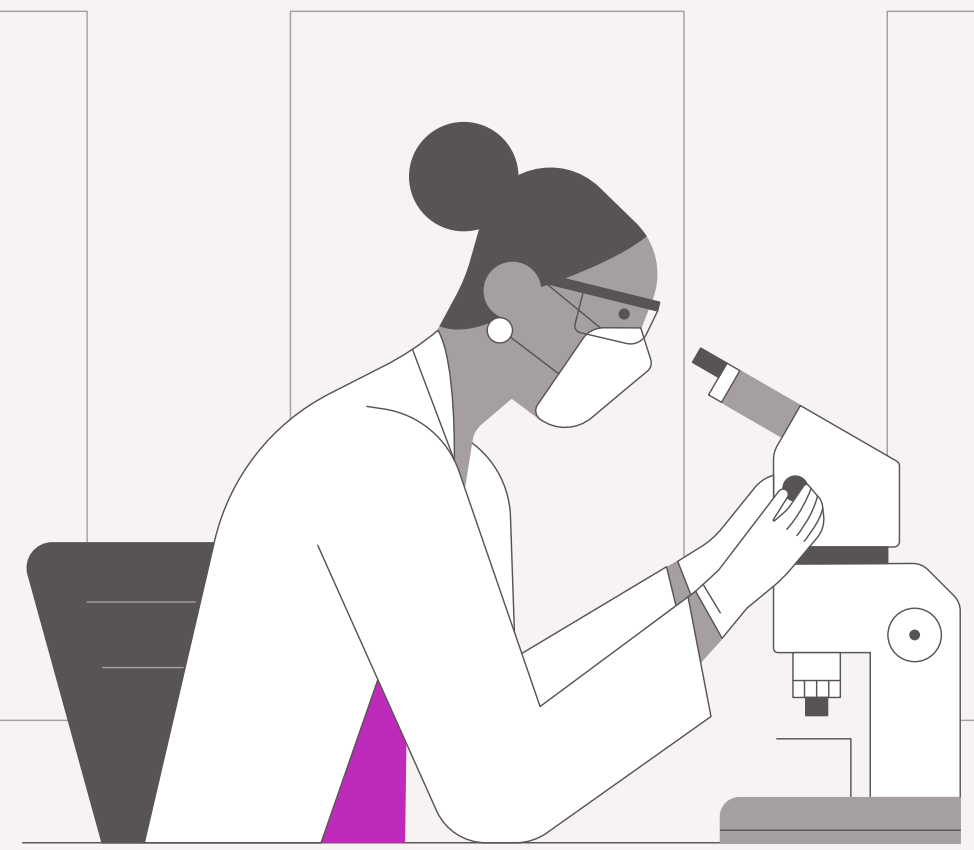
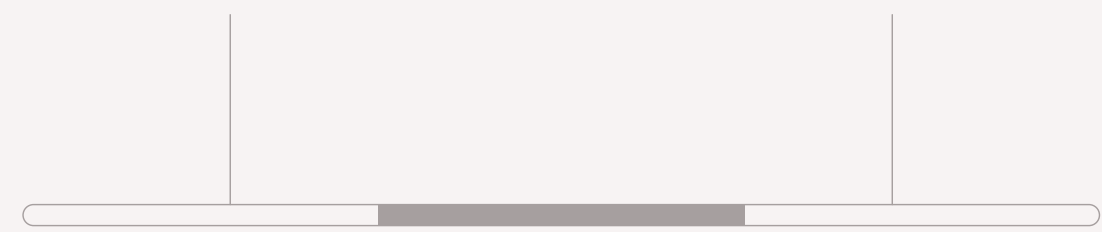




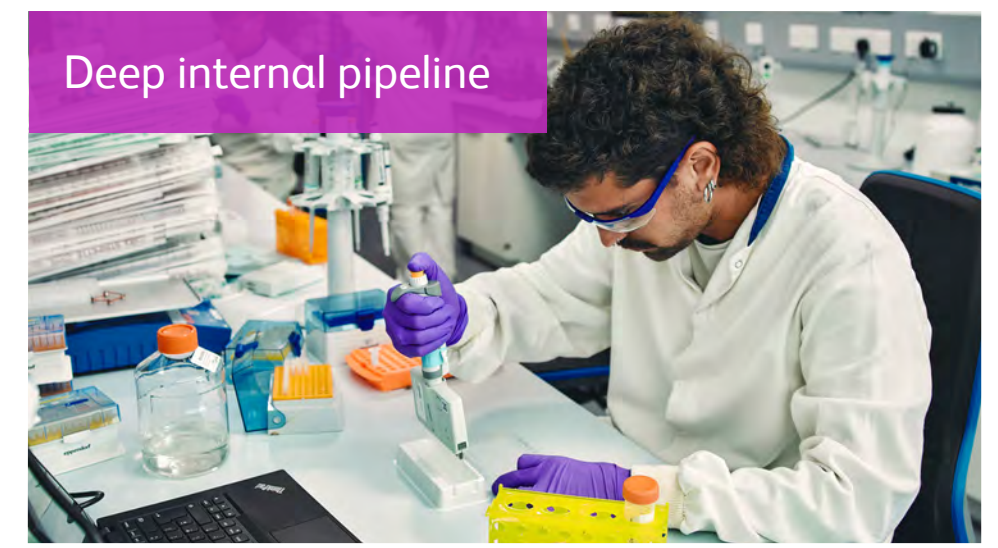
We are investing in digital tools and data analytics to help accelerate our R&D and go-to-market strategies.

While we understand these tools are still in their infancy, we are educating and empowering our workforce to experiment with these emerging technologies carefully—understanding the limitations and adhering to the laws, regulations and policies that govern our company and industry as well as protect our interests.

Sustaining this productive pipeline requires a rigorous new product development process from initial ideas to market.



### Robust Early-Stage Pipeline Provides Potential for Future Growth



	Solid Tumors	24
	Hematology	12
	Immunology	10
	Cardiovascular	4
	Neuroscience	4



Continued Pipeline Replenishment with **30+** Investigational New Drug Applications (IND) Planned from 2023-2025

#### Leading Drug Discovery Platform

Small Molecule | Complex Biotherapeutics | Protein Homeostasis | Cell Therapy

<sup>1</sup> Source: BMS Pipeline as of Q3 2022.  
<sup>2</sup> As of January 2023.





### SPOTLIGHT



## Leveraging AI to Accelerate Breakthroughs with Owkin

As artificial intelligence (AI) programs achieve exponential gains in power and sophistication, BMS is exploring ways to leverage these technologies at many stages of the drug-development process. To that end, the company is partnering with Owkin, an AI biotechnology company that de-risks and accelerates clinical trials.

“Owkin will use AI to enhance the design and execution of our trials,” said Venkat Sethuraman, Senior Vice President of Global Biometrics and Data Sciences at BMS. “In the future, this methodology could make trials for rare diseases much more efficient than current approaches. It could even be used to avoid having placebo arms in some trials.”

Owkin works with top academic centers and medical experts to generate, curate and enrich multimodal AI-ready data. Their federated approach to data access allows patient data to remain onsite, prioritizing safety and privacy.

“By adding this sophisticated approach to research, we are using new ways to accelerate potential breakthroughs for patients who are waiting for medicines,” says Sethuraman. “Our hope is that AI will eventually help us reduce the cycle time for drug development in all our therapeutic areas.”

To learn more about our use of AI and our partnership with Owkin, visit the [Our Science & Innovation](#) section of our website.

## Building a Supply Chain that Shares our Values

The BMS global supply chain drives our innovative portfolio of products and our delivery of life-saving medicines. Our pledge to our patients is to deliver these medicines whenever and wherever they are needed.

We source hundreds of direct and indirect goods and services around the world for our teams, including R&D, packaging and a multitude of professional services. To build and maintain a strong supply chain that aligns with our ESG strategy, we need a collective effort and seek to establish partnerships with world-class suppliers who share our ideals and transparency. Please read about our supply chain in the [Ethics, Integrity, Quality & Governance](#) section of this report.

### Our Purpose-driven Supply Chain Pillars

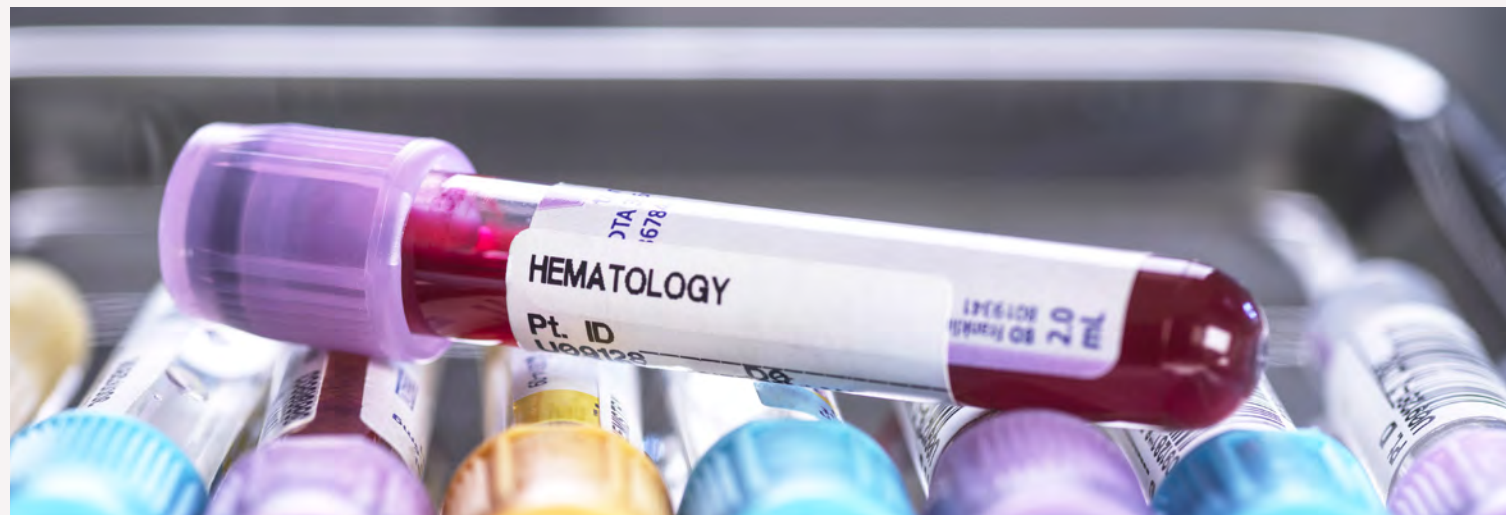
<b>Patient-centric Mindset</b>	<b>Science and Technology Leaders</b>	<b>Seamless Interconnection</b>	<b>Operating Model Agility</b>	<b>Culture of Excellence</b>
empowering and creating an agile supply chain network, so patients receive the medications they need, when and where they need them	leveraging data, digital applications and cutting-edge systems for best performance across service, quality, capital and cost	serving as an integrator that brings together the voices of clinical, development and commercial to optimize our supply and logistics network	creating nimble processes for a flexible supply chain to meet the needs of patients with both precision and large-scale medicines	growing our people by encouraging curiosity, providing best experiences and fostering continuous improvement to support our talent
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>





# Development Portfolio by Therapeutic Area<sup>1</sup>

Listed to the right are our clinical studies and approved indications for our marketed products in the related therapeutic area as of February 2, 2023. 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.



<sup>1</sup> Product development status as of year-end 2022.

## Hematology



### Phase I

#### Additional Indications

##### OPDIVO

Hematologic Malignancies

#### Investigational Compounds

##### alnuctamab BCMA TCE

Relapsed/Refractory Multiple Myeloma

##### Anti-SIRPα

Hematologic Malignancies

##### BCMA ADC<sup>2</sup>

Relapsed/Refractory Multiple Myeloma

##### BCMA NKE

Relapsed/Refractory Multiple Myeloma

##### BET Inhibitor (CC-90010)<sup>2</sup>

Hematologic Malignancies

##### CD33 NKE

Relapsed/Refractory Multiple Myeloma

##### CD47xCD20

Non-Hodgkin's Lymphoma

##### CK1α Degradar

Hematologic Malignancies

##### GPRC5D CAR-T

Relapsed/Refractory Multiple Myeloma

##### GSPT1 CELMoD (CC-90009)<sup>2</sup>

Relapsed/Refractory Multiple Myeloma

### iberdomide<sup>2</sup>

1L Diffuse Large B-cell Lymphoma

3L+ Follicular Lymphoma

Relapsed/Refractory Non-Hodgkin Lymphoma

Large B-cell Lymphoma

### Phase 2

#### Additional Indications

##### ABECMA<sup>1</sup>

1-4L+ Multiple Myeloma

##### BREYANZI

3L+ Chronic Lymphocytic Leukemia

3L+ Follicular Lymphoma

3L+ Marginal Zone Lymphoma

3L+ Mantle Cell Lymphoma

##### ONUREG

Low-to-Intermediate Risk MDS

##### OPDIVO<sup>1</sup> + EMLICITI<sup>1</sup>

Relapsed/Refractory Multiple Myeloma

##### REBLOZYL<sup>1</sup>

A-Thalassemia SubQ

##### IDHIFA

1L Acute Myeloid Leukemia

#### Investigational Compounds

##### A/I CELMoD (CC-99282)<sup>2</sup>

Relapsed/Refractory Non-Hodgkin Lymphoma

##### BET Inhibitor (BMS-986158)

Hematologic Malignancies

##### iberdomide

Newly-diagnosed Multiple Myeloma

### Phase 3

#### Additional Indications

##### ABECMA<sup>1</sup>

3-5L Multiple Myeloma

##### INREBIC

MF Previously Treated with Ruxolitinib

##### REBLOZYL<sup>1</sup>

1L TD MDS Associated Anemia

1L TD MF Associated Anemia

#### Investigational Compounds

##### iberdomide

2L+ Multiple Myeloma mezigdomide (CC-92480)

2L+ Multiple Myeloma

### Approved Indications

##### ABECMA<sup>1</sup>

5L+ Relapsed/Refractory Multiple Myeloma

4L+ Relapsed/Refractory Multiple Myeloma

##### BREYANZI

2L Large B-cell Lymphoma

3L+ Large B-cell Lymphoma

##### EMLICITI<sup>1</sup> + POMALYST/IMNOVID

Relapsed/Refractory Multiple Myeloma

##### EMLICITI<sup>1</sup> + REVLIMID

Relapsed/Refractory Multiple Myeloma

### IDHIFA

Relapsed/Refractory Acute Myeloid Leukemia

### INREBIC

Myelofibrosis

### ONUREG

Post-Induction Acute Myeloid Leukemia Maintenance

### OPDIVO<sup>1</sup>

Advanced Hodgkin Lymphoma

### POMALYST/IMNOVID

Multiple Myeloma

Relapsed/Refractory Multiple Myeloma

AIDS-related Kaposi Sarcoma

HIV-negative Kaposi Sarcoma

### REBLOZYL<sup>1</sup>

Transfusion-Dependent Beta-Thalassemia

MDS Previously Treated with ESA

### REVLIMID

1L Multiple Myeloma

Mantle Cell Lymphoma

MDS

Multiple Myeloma

Previously Treated Follicular Lymphoma

Relapsed/Refractory Adult T-cell Leukemia/Lymphoma

### SPRYCEL

1L CML

Pediatric ALL

Refractory CML





## Oncology



### Phase I

#### Additional Indications

##### OPDIVO

Solid Tumors

##### OPDIVO<sup>1</sup> + YERVOY<sup>1</sup>

Solid Tumors

#### Investigational Compounds

##### AHR Antagonist<sup>2</sup>

Solid Tumors

##### Anti-CCR8<sup>2</sup>

Solid Tumors

##### Anti-ILT4<sup>1,2</sup>

Solid Tumors

##### AR-LDD<sup>2</sup>

Solid Tumors

##### Anti-NKG2A<sup>2</sup>

Solid Tumors

##### Claudin 18.2 ADC<sup>1</sup>

Advance Solid Tumors

##### CD3xPSCA Bispecific

Solid Tumors

##### DGK Inhibitor

Solid Tumors

##### JNK Inhibitor

Solid Tumors

##### LSD1 Inhibitor<sup>2</sup>

Solid Tumors

##### MAGE A4/8 TCER<sup>1</sup>

Solid Tumors

##### SHP2 Inhibitor<sup>1,2</sup>

Solid Tumors

##### TGFβ Inhibitor<sup>2</sup>

Solid Tumors

##### TIGIT Bispecific<sup>1</sup>

Solid Tumors

### Phase 2

#### Additional Indications

##### OPDIVO<sup>1</sup>

Solid Tumors

2L CRC

Pan Tumor TMB High

##### OPDIVO<sup>1</sup> + YERVOY<sup>1</sup>

Solid Tumors

2L Metastatic Castration-Resistant

Prostate Cancer

##### OPDIVO<sup>1</sup> + CDK4/6 Inhibitor

Neoadjuvant ER+/HER2-Breast

##### nivolumab + relatlimab

1L Stage IV NSCLC

1L/2L Hepatocellular Carcinoma

#### Investigational Compounds

##### Anti-CTLA-4 NF Probody Therapeutic

Solid Tumors

##### Anti-Fucosyl GM1<sup>2</sup>

Solid Tumors

##### Anti-IL8<sup>2</sup>

Solid Tumors

##### Anti-TIGIT<sup>2</sup>

Solid Tumors

##### BET Inhibitor (CC-90010)<sup>2</sup>

Solid Tumors

##### farletuzumab-ecteribulin<sup>1</sup>

Solid Tumors

##### repotrectinib

ROS1 NSCLC

NTRK Pan Tumor

### Phase 3

#### Additional Indications

##### OPDIVO<sup>1</sup>

Peri-adjuvant Muscle Invasive Urothelial Carcinoma

Adjuvant Gastric Cancer

Adjuvant HCC

Adjuvant Melanoma

1L Metastatic Castration-Resistant Prostate Cancer

Peri-adjuvant NSCLC Stage IB-III A Adjuvant NSCLC<sup>3</sup>

##### OPDIVO<sup>1</sup> + YERVOY<sup>1</sup>

1L Bladder Cancer

1L HCC

1L+ MSI-High CRC h

Adjuvant RCC

Stage III Unresectable NSCLC

##### OPDUALAG (fixed dose nivolumab + relatlimab)<sup>1</sup>

Adjuvant Melanoma

2L+ Microsatellite Stable

Metastatic CRC

1L Melanoma SubQ

#### Investigational Compounds

##### subcutaneous nivolumab + rHuPH20<sup>1</sup>

2L RCC

Adjuvant Melanoma

### Approved Indications

##### ABRAXANE

Breast

Gastric

Locally Advanced or Metastatic NSCLC

Metastatic Breast Cancer

NSCLC

Pancreatic

Unresectable Pancreatic

##### OPDIVO<sup>1</sup>

1L Metastatic Melanoma

1L Gastric

Esophageal Squamous Cell Carcinoma

1L Esophageal

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 Cancer

Previously Treated Esophageal Cancer

Neoadjuvant NSCLC

##### OPDIVO<sup>1</sup> + cabozantinib<sup>1</sup>

Metastatic RCC

##### OPDIVO<sup>1</sup> + YERVOY<sup>1</sup>

1L Metastatic Melanoma

1L Mesothelioma

1L NSCLC

1L RCC

Previously Treated Metastatic MSI-High CRC

Previously Treated HCC

1L Esophageal

1L Gastric

##### OPDUALAG

(fixed dose nivolumab + relatlimab)

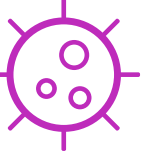
1L Melanoma

##### YERVOY<sup>1</sup>

Adjuvant Melanoma

Metastatic Melanoma

## Immunology



### Phase I

#### Investigational Compounds

##### afimedoran (TLR7/8 Inhibitor)

Cutaneous Lupus Erythematosus

##### Anti-CD40

Autoimmune Disease

##### RIPK1 Inhibitor<sup>1</sup>

Autoimmune Disease

##### IL2-CD25

Autoimmune Disease

##### PKCθ Inhibitor

Autoimmune Disease

##### TYK2 Inhibitor

Autoimmune Disease

### Phase 2

#### Additional Indications

##### SOTYKTU (deucravacitinib)

Crohn's Disease

Alopecia Areata

Ulcerative Colitis

Discoid Lupus Erythematosus

#### Investigational Compounds

##### Afimedoran

Systemic Lupus Erythematosus

##### HSP47<sup>1</sup>

Non-Alcoholic Steatohepatitis

##### LPA1 Antagonist

Pulmonary Fibrosis





### Phase 3

#### Additional Indications

**SOTYKTU (deucravacitinib)**

Psoriatic Arthritis

Systemic Lupus Erythematosus

**ZEPOSIA**

Crohn's Disease

#### Investigational Compounds

**Cendakimab**

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

**SOTYKTU (deucravacitinib)**

Moderate-to-Severe Psoriasis

**ZEPOSIA**

Relapsing Multiple Sclerosis

Moderate-to-Severe Ulcerative

Colitis

## Cardiovascular



### Phase I

#### Investigational Compounds

**Factor XIa Inhibitor<sup>1</sup>**

Thrombotic Disorders

### Phase 2

#### Additional Indications

**CAMZYOS (mavacamten)**

Heart Failure with Preserved Ejection Fraction (HFpEF)

#### Investigational Compounds

**Cardiac Myosin Inhibitor (MYK-224)**

Obstructive Hypertrophic Cardiomyopathy

**danicamtiv**

Genetic Dilated Cardiomyopathy

### Phase 3

#### Additional Indications

**CAMZYOS (mavacamten)**

Non-obstructive Hypertrophic Cardiomyopathy

#### Investigational Compounds

**milvexian<sup>1</sup>**

Secondary Stroke Prevention (SSP)<sup>3</sup>

## Approved Indications

**CAMZYOS (mavacamten)**

Symptomatic Obstructive Hypertrophic Cardiomyopathy

**ELIQUIS<sup>1</sup>**

Stroke Prevention in Atrial Fibrillation

Venous Thromboembolism Prevention

Orthopedic Surgery

Venous Thromboembolism Treatment

## Neuroscience



### Phase 1

#### Investigational Compounds

**Anti-Tau<sup>1</sup>**

Neuroscience

**BTK Inhibitor**

Neuroscience

**eIF2b Activator<sup>1</sup>**

Neuroscience

**FAAH/MGLL Dual Inhibitor**

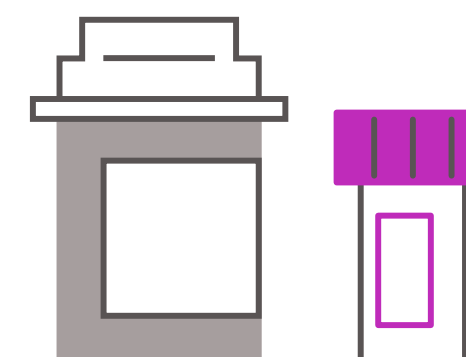
Neuroscience

Note: Above pipeline excludes clinical collaborations

<sup>1</sup> Development Partnerships: **ABECMA (ide-cel)**: 2seventy bio; **AHR**: Ikena Oncology; **Anti-Tau**: Prothena; **CAMZYOS** in China, Singapore, Thailand, Macau, HK, Taiwan: LianBio; **Claudin 18.2 ADC**: LaNova Medicines; **CD3xPSCA**: Avencell; **eIF2b Activator**: Evotec; **ELIQUIS**: Pfizer; **EMPLICITI**: AbbVie; **farletuzumab ecteribulin**: Eisai; **HSP47**: Nitto Denko Corporation; **rHuPH20**: Halozyme; **IDHIFA**: Servier; **MAGEA4/8 TCER**: Immmatics; **milvexian**: Janssen Pharmaceuticals, Inc.; **OPDIVO**, **YERVOY**, **OPDUALAG**: Ono; **REBLOZYL**: Merck; **SHP2 Inhibitor**: BridgeBio Pharma; **TIGIT Bispecific**: Agenus; **PKCθ Inhibitor**: Exscientia

<sup>2</sup> Trial(s) exploring various combinations

<sup>3</sup> Partner-run study





# Our People

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# Our People

Our Bristol Myers Squibb colleagues represent one of the most talented, diverse and inclusive workforces dedicated to transforming patients' lives through science.

We rely on the strength of our culture to ensure our colleagues are at their best, so we can deliver for our patients. Our values—Urgency, Accountability, Innovation, Passion and Inclusion—are the foundation of our patient-centric culture. They come to life each day through the ways we empower, engage, develop and ensure the safety of our people.

“Inclusion and belonging unleash our ability to drive innovation, ensuring our colleagues, patients and communities’ unique perspectives are heard and valued and that everyone has an opportunity to contribute to our vision of transforming patients’ lives through science.”

**Ann Powell**  
Executive Vice President, Chief Human Resources Officer at Bristol Myers Squibb

## Our Mission for Employee Wellbeing

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

As part of our commitment to fostering our employees’ wellbeing and supporting steps to a healthier life, our company offers a wellness strategy called Living Life Better.

**The Living Life Better Strategy**  
The Living Life Better strategy is grounded in science and emphasizes flexibility and inclusion, allowing our people to leverage the opportunities and resources that best meet their individual needs.

## Our Vision for Employee Wellbeing

Living Life Better connects us with resources, opportunities and to support physical, emotional and financial wellbeing. Every small change makes a difference, including how we feel, how we interact with others and how we perform at work.

BMS provides employees with a wide range of services and resources to help sustain and elevate their wellbeing. These include:

**Global Working Flexibility** – Incorporating time for employees to balance priorities

**Wellbeing Champions** – A network of global volunteers who are passionate about reinforcing a culture of wellbeing and want to support their colleagues

**Virgin Pulse Online Platform** – BMS provides a number of health resources for our employees, including online and telephonic health coaching, with the opportunity to earn wellness incentives through healthy actions. Virgin Pulse reached 91% of our employees globally, a 22% increase from the prior year

**Mental Health Allies** – BMS employees who destigmatize and normalize the conversation around mental health and help their colleagues find the right resources for support



**Global Financial Wellbeing** – BMS is committed to providing meaningful and approachable financial education to empower our global diverse workforce to achieve personal financial goals throughout their lives

**Fitness Accessibility** – Access to fitness centers at our larger campuses, discounted or reimbursed fitness support, virtual workout classes, and events and coaching

**Global Employee Assistance Program (EAP)** – All BMS employees and their families have access to programs to manage everything from finding child, elder and pet care to more complex issues including addiction and recovery

**34,520**  
employees worldwide

**>13.8K**  
members of our eight People and Business Resource Groups (PBRGs), representing 44 countries





# Empowering Our People

The wellbeing of the individual is an essential foundation of our business. We are committed to prioritizing our people’s health and aim to create a safe, energizing environment where everyone can thrive.



“By supporting our people, we strengthen our foundation—unleashing our ability to realize the promise and power of science for all.”

**Sharon Hanlon**  
Senior Director, Clinical Trial Engagement Enrollment at Bristol Myers Squibb

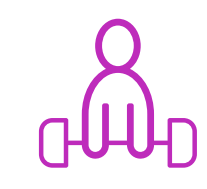


## Health and Wellbeing<sup>1</sup>

We provide a range of services, resources and encouragement to help employees achieve and sustain good health, including:



**Healthcare & Employee Health Services**  
At larger campuses, onsite employee health services, such as annual health screenings, flu shots and job-related medical surveillance are offered



**Fitness Centers**  
Available for membership at our larger campuses. We expanded access to Gympass, increasing membership from 36% to 47% globally



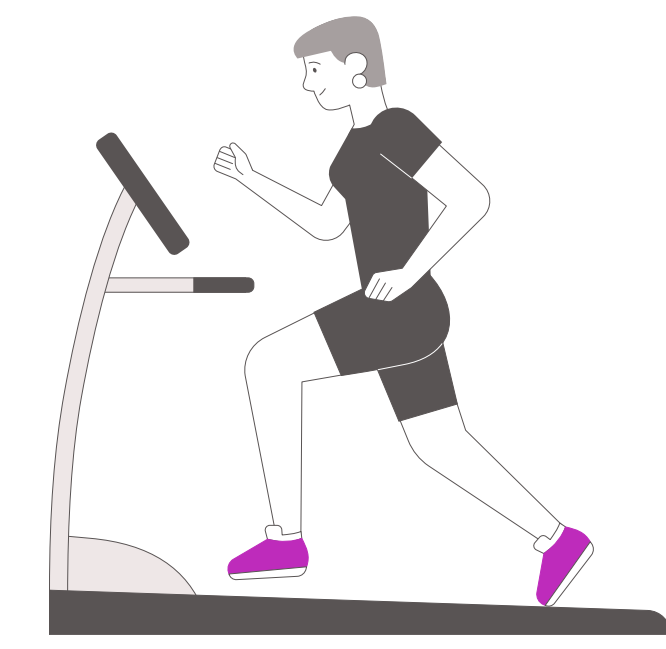
**Pharmacy Benefits**  
Included when enrolled in one of our medical plans



**Retiree Healthcare**  
Employees who retire from BMS can enroll in our medical plan for retirees



**Tobacco-Free Workplace**  
We offer a tobacco-free workplace to support a healthy work environment and our commitment to cancer prevention



<sup>1</sup> Outlined benefits are available in the U.S. and in some global markets.



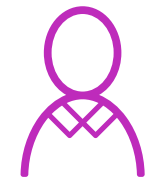


## Providing Life, Work and Family Benefits for our Employees<sup>1</sup>



### Family Care Leave

We offer 12 weeks of paid leave to care for a new child and eight weeks to care for a family member with a serious health condition. For birth parents, this is in addition to short-term disability; additional unpaid time may also be available



### Adoption Assistance

in addition to eight weeks of paid leave, the adoption reimbursement program helps employees with the financial costs associated with adoption



### On-Site Childcare and Childcare Discounts

Select campuses include full-time, part-time, back-up daycare and summer camp programs



### National Family Care Program

Employees can take advantage of a national network of providers for discounted child care, elder care and pet services



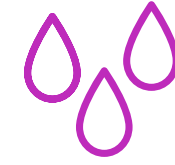
### Resource and Referral Services

We partner with experienced and trained counselors to offer 24-hour telephone or online confidential support, free of charge—regardless of location or situation



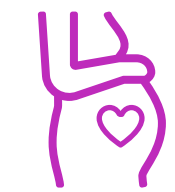
### Elder Care

For employees with multi-generational caretaking responsibilities, BMS offers assistance such as home safety inspections for older adults, locating in-home care services and tips for paying for elder care medical needs



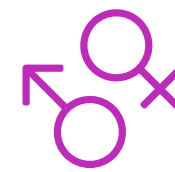
### Lactation Services

We offer resources and referrals to help colleagues prepare for parenthood and private spaces for nursing parents when they return to the office



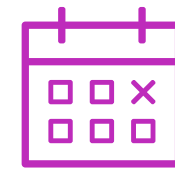
### Prenatal Program

In addition to self-study programs, medical practitioners offer over-the-phone consultations



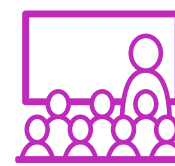
### Domestic Partner Benefits

Our benefits extend to all employees' spouses and children



### Flexible Ways of Working

Our goal is to offer flexible options to better serve employees' diverse needs and enhance bottom-line results



### Work/Life Seminars

Mid-day seminars cover a range of topics from leadership skills to parenting



### Tuition Reimbursement Program

Up to 100% of qualifying tuition costs may be covered for eligible employees who participate in accredited educational programs, based upon manager discretion and budget

## Supporting Mental Health

Mental health remains a priority at our company, which is why we spotlight it during Mental Health Awareness Month in May and for the World Mental Health Day campaigns in October. We led a discussion with three key executives on the importance of mental health in the workplace, and scheduled training through our global Employee Assistance Program (EAP) to continue decreasing stigma around the topic and increasing psychological safety.

In the U.S., we recognized a gap in quick access to in-network mental healthcare providers and launched a new partnership to expand our network. In six months, 889 sessions were scheduled. We also found a global partner to provide guided mindfulness and resilience training and behavior analyst consultations for parents of children with behavioral needs. It was launched in the U.S. and U.K., and we continue to expand this to additional global markets.

BMS' Mental Health Allies, a volunteer-led program, continued in 2022. The program aims to remove barriers and stigma around conversations on mental health.

As part of the Mental Health First Aid program from Mental Health First Aid International, allies are trained to identify and respond to mental distress, illness and addiction. While allies are not trained therapists and do not diagnose mental health illness, this support is nonetheless invaluable. BMS now has about 400 trained mental health allies in 13 cohorts. In three sites that launched in 2022, we saw the program's exciting impact as it seemed to increase people's confidence in speaking about mental health at work and accessing the EAP.

In 2022, survey comments on our quarterly employee survey showed managers are taking more time to check on colleagues' wellbeing and are discussing work-life balance more openly.

To improve ease of access and awareness to resources, we expanded our myBMS global wellbeing page to be a one-stop shop for resources. We also developed a mental health resource guide to make resources that provide mental health support more easily accessible and clear for employees. We launched the U.S. version in September and continue to develop locally and culturally relevant versions for our employees around the world.

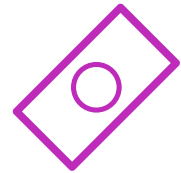
<sup>1</sup> Outlined benefits are available in the U.S. and in some global markets.





## Rewards and Recognition

We celebrate those who embody our mission and values to reach above and beyond, driving our business forward. Our Rewards and Recognition package includes:



### Compensation

Our competitive compensation program aligns with a pay-for-performance culture, and provides competitive base salaries and significant opportunities to earn variable compensation in bonuses and/or equity-based compensation



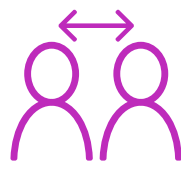
### Bonuses

BMS has an annual bonus plan that rewards both individual and company performance



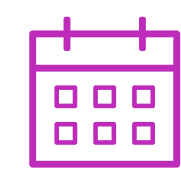
### Recognition Awards

With our global Bravo platform, employees can recognize colleagues and celebrate their behavior, efforts and achievements



### Employee Referral Program

Employees are awarded cash bonuses when they refer talented individuals who are then hired




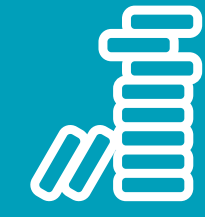



### Anniversaries

Employees' service milestones and commitment to our mission are honored

## Total Rewards

We believe in a Total Rewards experience that offers benefits to help employees through every stage and milestone of life to foster a positive and engaging work experience.

### Overview

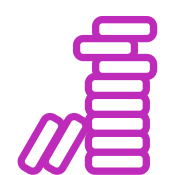
	 Compensation & Recognition	 Savings, Financial Wellbeing & Protections	 Recharging & Giving Back	 Health & Wellbeing	 Managing Work & Life
Global Programs	<ul style="list-style-type: none"> <li>• Base Salary</li> <li>• Annual Incentives</li> <li>• Long-term Incentives</li> <li>• Global Recognition Program</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Savings &amp; Wellbeing Resources</li> <li>• Financial &amp; Income Protections</li> <li>• Business Travel Accident Insurance</li> </ul>	<ul style="list-style-type: none"> <li>• Bereavement Leave</li> <li>• Vacation Days</li> <li>• Holiday Time Off</li> <li>• Year-end Company Closure</li> <li>• Paid Time Off to Give Back</li> </ul>	<ul style="list-style-type: none"> <li>• Living Life Better Wellbeing Program</li> <li>• Employee Assistance Program (EAP)</li> <li>• Fitness Memberships</li> <li>• Healthcare Benefits (vary by country)</li> </ul>	<ul style="list-style-type: none"> <li>• Tuition Reimbursement</li> <li>• Family Planning and Care</li> </ul>
Specific to U.S.	<ul style="list-style-type: none"> <li>• Base Salary</li> <li>• Annual Incentives</li> <li>• Long-term Incentives</li> <li>• Global Recognition Program</li> </ul>	<ul style="list-style-type: none"> <li>• 401(k) and Non-Qualified Savings Plans</li> <li>• Health &amp; Dependent Care Savings and Spending Accounts</li> <li>• Supplemental Personal Liability Protection</li> <li>• Employee &amp; Dependent Life Insurance</li> <li>• Disability Coverage</li> </ul>	<ul style="list-style-type: none"> <li>• Military Leave</li> <li>• Military Family Support</li> <li>• Family Care Leave</li> </ul>	<ul style="list-style-type: none"> <li>• Medical &amp; Pharmacy Benefits</li> <li>• Dental Benefits</li> <li>• Vision Benefits</li> <li>• Supplemental Health Insurance</li> </ul>	<ul style="list-style-type: none"> <li>• Commuter Benefits</li> <li>• Parental Leave Bridge Back Parental Leave</li> <li>• Adoption/Surrogacy Reimbursement</li> <li>• Fertility/Infertility Benefits</li> <li>• Family Caregiver Leave</li> <li>• Child Care, Elder Care and Pet Support</li> </ul>





### Financial and Savings Benefits

We recognize the value of saving early and as often as possible. We proudly offer benefits that strive to ensure financial readiness for employees in the U.S. and in specific markets where we have employees. Our benefits, tailored to the employees' needs, are frequently dictated market to market by local employment law and regulation. Some of the benefits may include:



#### 401(k) Savings Plan

BMS matches contributions dollar-for-dollar up to 6% of eligible pay for U.S. employees who do not participate in a collective bargaining agreement. Eligible employees receive an annual additional company contribution as a percentage of eligible pay based on age and service



#### Health and Insurance Benefits

Employees can choose from a variety of medical, dental and life insurance options, including vision care, legal services and identity theft protection



#### Disability Coverage

Company-funded short- and long-term disability benefits ensure that either 100% or a portion of income continues



#### Tax-Advantaged Health Savings and Flexible Spending Accounts

Depending on the medical plan selected, employees are given the choice to save and/or reimburse eligible expenses on a tax-advantaged basis



#### Business Travel Coverage

During business travel, employees receive international assistance in emergencies, from medical care to travel accident insurance



#### Scholarships for Employees' Children

50 undergraduate scholarships are awarded annually to children of employees



#### Charitable Donations

We match dollar for dollar when a charitable donation is made to an eligible organization

### Time Off

Our paid vacation and holidays provide employees the flexibility to take time off to recharge and return refreshed:



#### Vacation

A minimum of three weeks of vacation are offered, with vacation time increasing to four weeks at five years of service, five weeks at 15 years of service and six weeks at 25 or more years of service



#### Holidays

We recognize nine fixed holidays and four optional holidays



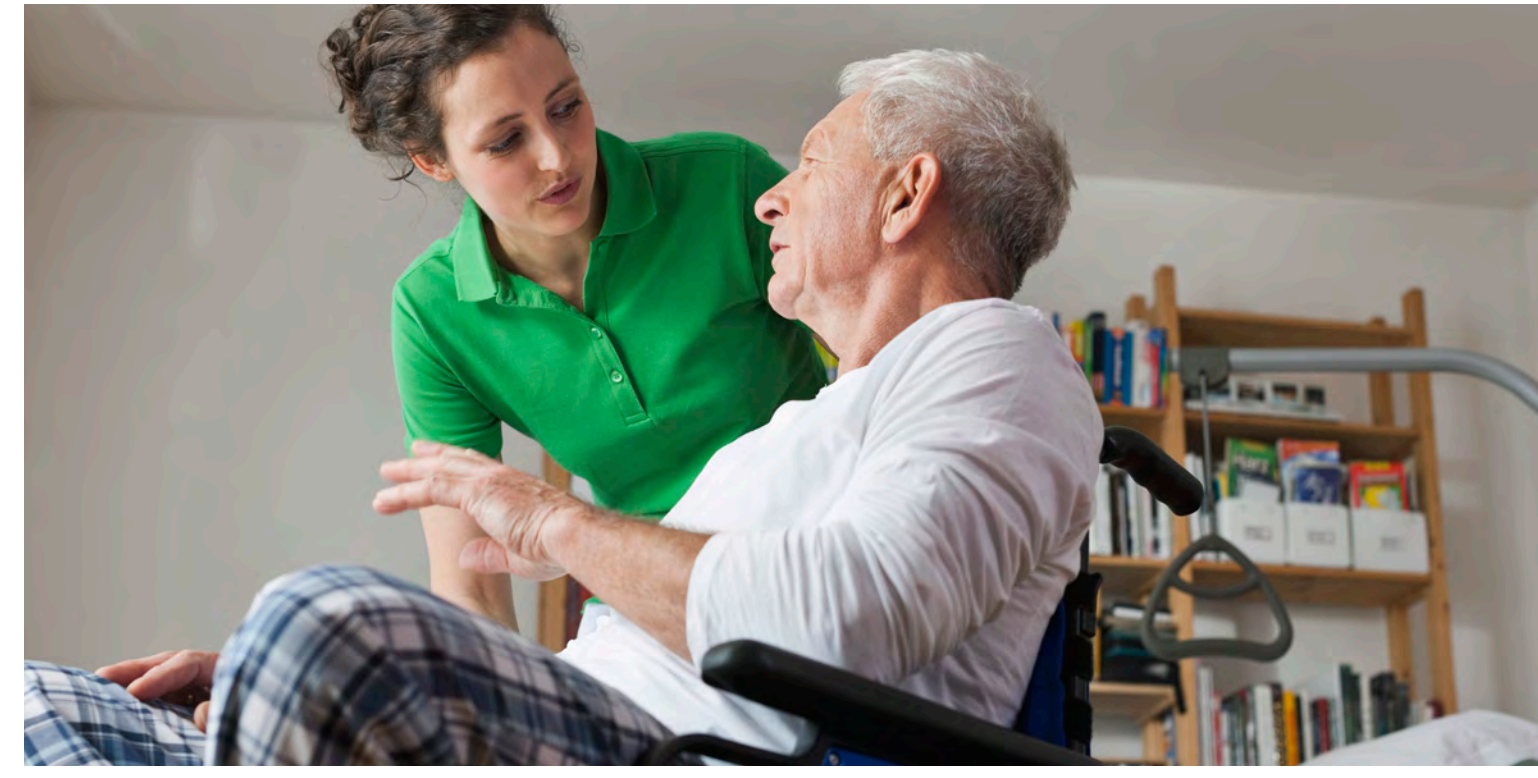
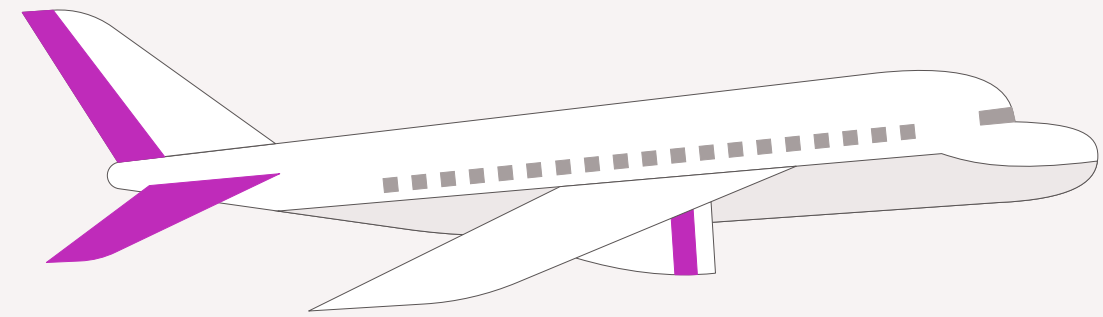
#### Sick Time

Paid time off for illness and short-term and long-term disability plans for an extended absence



#### Family Care Leave

For extended absences, paid and unpaid leaves offer extended time away from work to help employees focus on what is most important







# Engaging Our People

We truly believe our people are unique and have great potential to flourish. The public perception of BMS includes the belief that our people are innovative, ambitious and possess a strong desire to learn and grow.

We are committed to fostering continued growth by offering a wide variety of learning and development opportunities. We know that doing this will lead to a happy, productive and engaged workforce, as well as increase the level of employee satisfaction and retention.

## Employee Engagement and Retention

Our collaborative, on-the-job learning experiences include digital classes, stimulating work assignments and special projects as well as tours of duty into different parts of the business and skills-based volunteering. These initiatives help our people find their purpose in our organization. Only by feeling involved and trusting that our company places stock in their personal development can our people strengthen their skillsets and enhance our business performance.

Confidential surveys of our global workforce provide feedback on employee satisfaction and engagement. This survey includes a breadth of topics, including company culture and values, strategy execution, inclusion and individual development.

Our executive officers review the results, after which we conduct an analysis of areas of progress as well as identify opportunities for improvement, both at a company and a function level. The results and analysis are utilized by managers to implement actions and activities to increase the wellbeing of our employees.

We believe the alignment between employee engagement initiatives, competitive pay, benefit programs and robust career development opportunities help increase employee satisfaction and tenure and reduce voluntary turnover.

### SPOTLIGHT



## BMS Tours of Duty

Our “Tour of Duty” program allows employees to work in a different function and/or department at BMS for 3-12 months. By immersing themselves completely during their Tour, employees gain valuable exposure to how a different part of the company operates. The Tour allows employees to explore interests outside their specific roles and delivers a greater understanding of how our various departments interact.

Employees can search for experiential opportunities through an internal virtual marketplace called the Project Bank where individuals volunteer to participate and the top matches are selected by project leaders.

For the company, Tours help develop well-rounded team members who can provide added value with their broader perspectives.

### SPOTLIGHT



## Coast 2 Coast 4 Cancer Ride

### Riding 3,000 Miles to Raise \$1.5 Million for Cancer Research

In September 2022, more than 126 BMS employees put our ESG principles into practice and set out to give back to the community.

Riders started in Cannon Beach, Oregon, for a relay ride to Long Branch, New Jersey. Some of the BMS riders had been diagnosed with cancer, while others were riding in honor of loved ones who have been impacted by the disease.

This was our ninth consecutive Coast 2 Coast 4 Cancer ride, during which riders covered 3,000 miles over 27 days. Including a \$500,000 match from BMS, the ride raised over \$1.5 million for cancer research. The BMS and the V Foundation Partnership for Cancer Research was named the winner of a 2023 Silver Halo Award in the Best Employee Engagement Category by Engage for Good.

We’ve also participated in similar rides in Europe, Japan and Latin America.





### Insights for Success

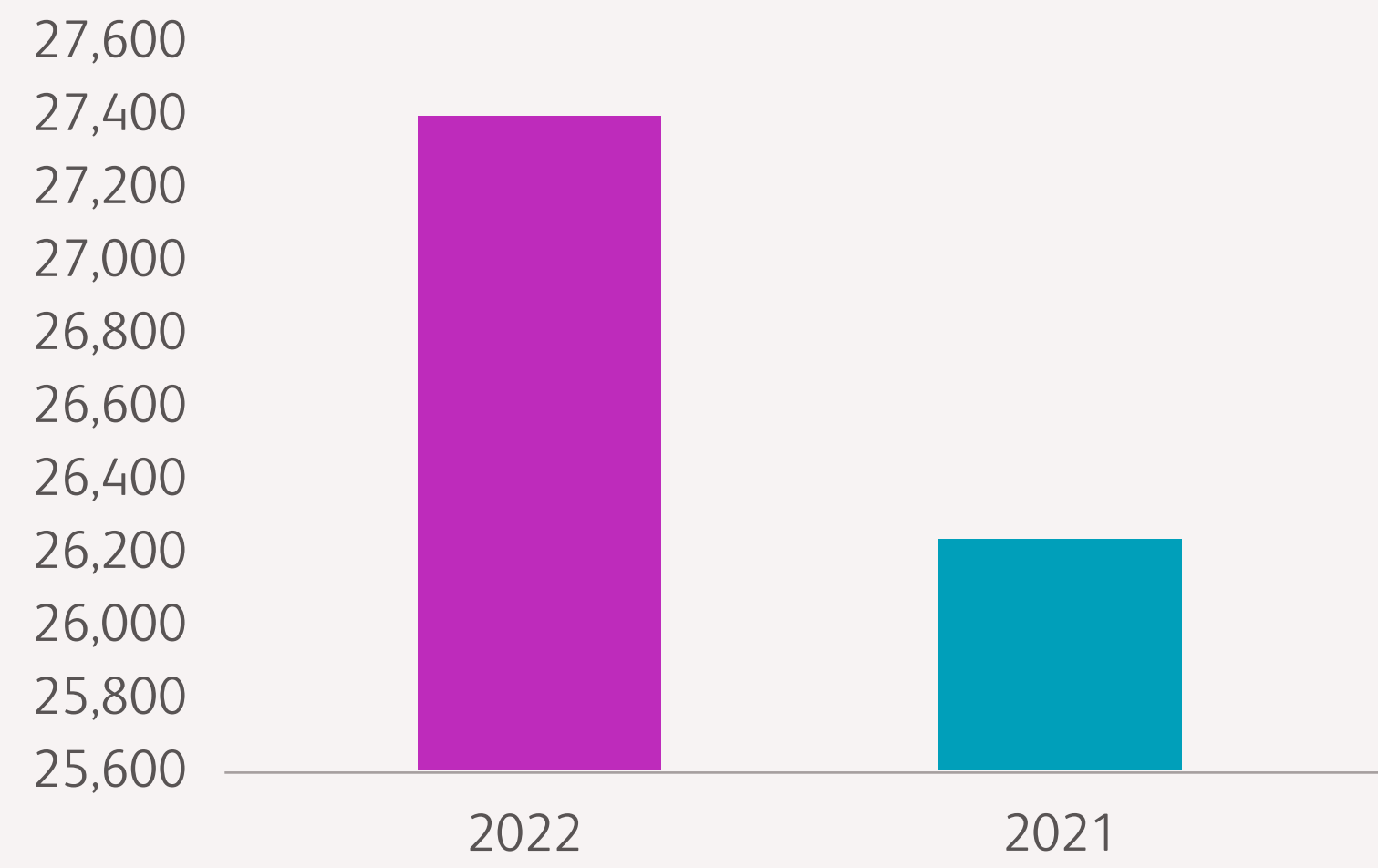
Our Insights for Success program is offered to talented employees across the globe to enhance their leadership skills as well as organizational and personal career success.

In 2022, 113 employees participated in the program, and BMS updated its program content to address unique leadership issues for employees who identify as LGBTQ+. The data for 2022 program participants is being compared to the data for 2021 program participants to establish pre- versus post-training performance.

### Program Participants Exhibit Higher Year-over-Year (YoY) Talent & Behavior Outcomes

#### Behavioral

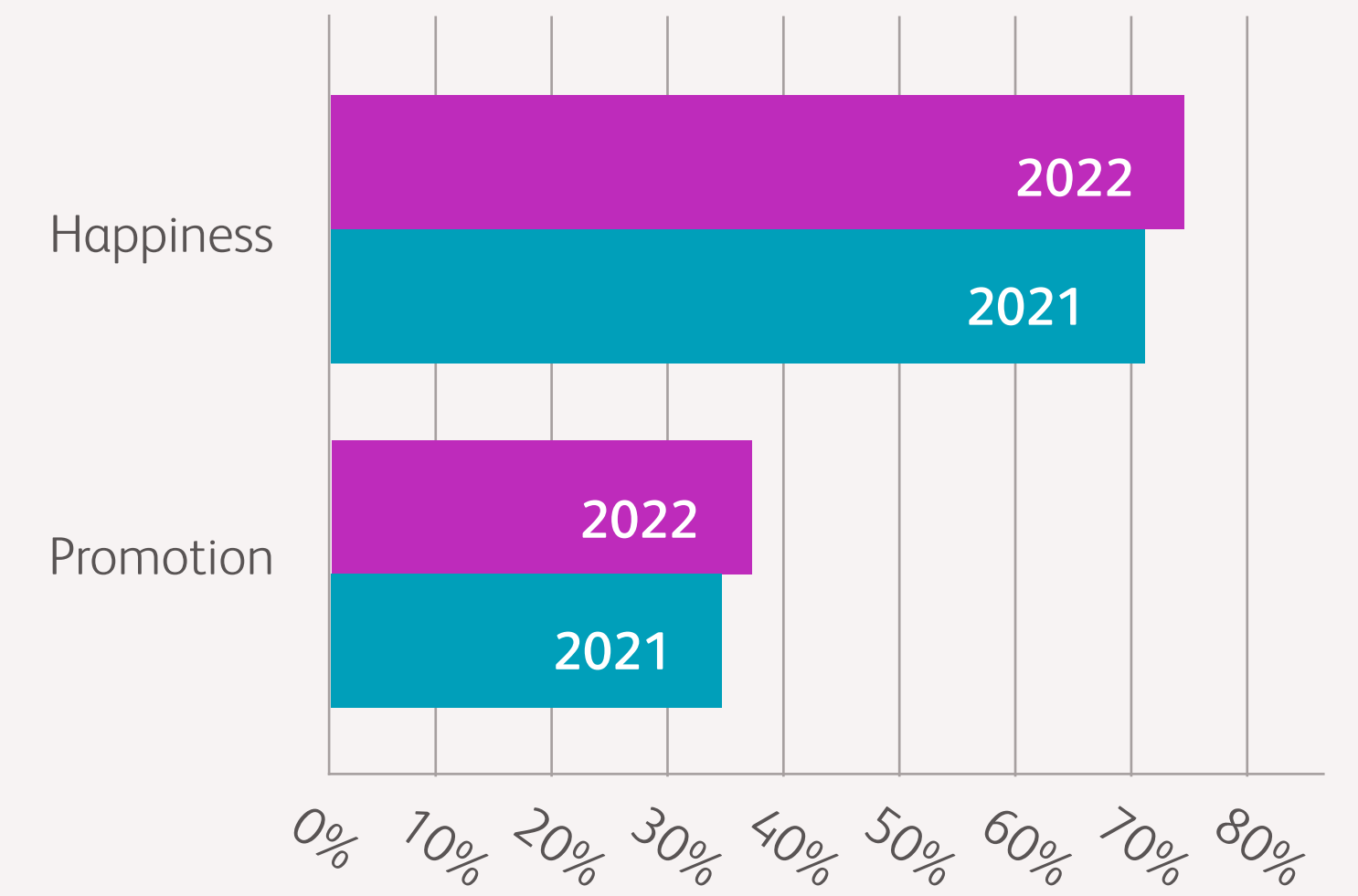
**5% YoY**  
increase in total recognition program points awarded



#### Talent Outcomes

**8% YoY**  
higher promotion

Voluntary attrition & lateral movement were comparable YoY







# Developing Our People

Just as we strive for continuous innovation on behalf of our patients, our employees seek opportunities to learn and grow, so that they may make as great an impact as possible.

We support them by providing robust learning and professional development opportunities. Our extensive library of resources, available in multiple languages to our 34,000 employees, covers a wide range of specialized subjects. In 2022, over 6,800 employees enrolled into our professional, manager and leadership development programs.

## Leadership Development

Our leadership development programs empower talented individuals across the globe to enhance their leadership skills as well as organizational and personal career success. We enrolled more than 380 learners through our leadership development programs in 2022. The enterprise manager development program cultivates the growth of our managers and senior leaders. Participants new to management join those with experience to build the competencies to excel as managers and senior leaders through virtual and in-classroom learning opportunities. In 2022, more than 2,800 managers took part in 185 enterprise manager development programs, with 77% participation among the group of eligible managers.

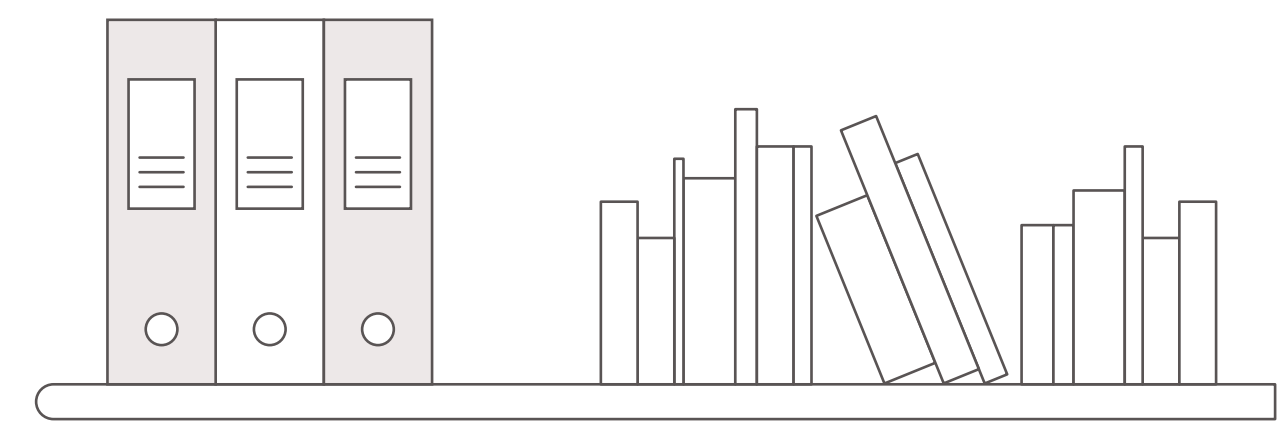
## Learning and Development (L&D)

Providing the resources and programs to enable our people to realize their potential through Learning and Development (L&D) is an essential part of our ESG people strategy. It is also a social imperative, since we know that gaining new skills empowers people to have a higher level of personal satisfaction, earn higher income and achieve their career ambitions.

In 2022, we hired our first Chief Learning Officer, who is focused on elevating the learning and development experience at BMS. We are also leveraging advancements in augmented and virtual reality to offer more interactive and immersive L&D opportunities to our people.

The number of hours spent on digital learning consumption at BMS increased by almost 10% in 2022. Course completions in LinkedIn Learning increased

by 18%, with a broader 29% increase in hours viewed. BMS is in the 75th percentile for activated users in LinkedIn Learning—this is considered best in class compared to peer organizations. We provided more than 1,600 hours of virtual and instructor-led professional development training targeting managers (LDP + Open Enrollment offerings) and achieved a 26% year-over-year increase in digital learning adoption for LinkedIn Learning in 2022.



**1<sup>st</sup> Chief Learning Officer**  
hired in 2022

The number of hours spent on digital learning consumption at BMS increased by **10%**

Course completions in LinkedIn Learning increased by **18%** with a broader **29% increase** in hours viewed

## 2022 Employee Learning and Development Progress

**10%** increase in digital learning consumption via LinkedIn Learning on an hourly basis

BMS is in the **75th** percentile for activated users in LinkedIn Learning. This is considered Best in Class when compared to peer organizations

**705** hours of leadership training across our eight different Leadership Development Programs in 2022

**6,725** leaders and managers had the opportunity to attend Unconscious Bias Education from 2021-2022. Nearly 1 in 4 (23%) managers completed this training

**8%** increase in Leadership Development Program enrollments in 2022 versus 2021, fueled by additional offerings  
Source: McKinsey MA, ELP.

**100%** of our Leadership Development programs are inclusive and address topics relevant to women and underrepresented ethnic groups (UEGs)







## SPOTLIGHT



### Possibility Lives


Inclusion is the driving force behind Possibility Lives, a culture-change program based on neuroscience and organizational change best practices.

Our internal research shows that employees who feel they work in an inclusive environment show a 97% favorability score when asked if they would recommend BMS as an employer. In addition, 95% of our employees understand that diversity and inclusion drive business performance, and 83% believe they can explain its positive impact.

Possibility Lives demonstrates everyone at BMS has a part to play in creating an inclusive workplace by practicing the right habits at the right time.

### Looking Ahead

For more than 70 years, our global reputation as a leader in employee inclusion and satisfaction has made us an employer of choice among top, diverse talent in science, technology, engineering and math (STEM). While we are proud of our past at BMS, we know we must continue to improve and invest in the talent of tomorrow.



We have some of the **most passionate, dedicated professionals in healthcare around the world**—people who have the incredible potential to transform lives through science—and we must give them every chance to flourish. We do this through mentoring, partnerships and programs to bring the best out of each employee at BMS.



## SPOTLIGHT



### Our Programs to Identify and Develop Talent

#### The BMS Connections

Our Connections Mentoring program encourages intra-company global group mentoring opportunities to build relationships and learn from the diverse perspectives of others. Launched in 2007, Connections Mentoring has been a hallmark of how BMS develops leadership capabilities for members of our PBRGs. The program helps our colleagues to broaden their networks beyond their natural immediate co-workers, and it provides a forum to learn topics beyond their subject matter expertise. This cross-pollination of expertise and perspective enhances our culture of innovation.

#### One Young World (OYW)

A global nonprofit that unites young leaders, from every country and sector, working to accelerate the change they want to see. As 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.





# Safety and Our People

We are committed to protecting our workforce, communities and patients, as well as ensuring the continued supply of life-saving medicines.

Our focus is on ensuring all employees, including temporary contractors and visitors to our sites, can work safely. We prioritized the health and safety of our employees during the COVID-19 pandemic, while continuing to supply medicines to our patients and driving strong business performance.

Prioritizing employee health and safety not only protects our people at all levels, but feeds and supports our ESG strategy. The governance for our health and safety programs is global, with performance monitored at the senior-most levels of the company, while our Board of Directors Committee on Directors and Corporate Governance provides oversight.

Bristol Myers Squibb's Environment, Health & Safety (EHS) management system and occupational health manual together outline the regulatory and company requirements that underpin our operations. We use common definitions and criteria established by the U.S. Occupational Safety and Health Administration for recording occupational accidents and illnesses worldwide.

Adherence to our management system is through internal controls as well as internal and external assessments. Audits 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:

- Safety Center of Excellence
- Environmental Center of Excellence
- Systems and Assurance Center of Excellence
- Occupational Health and Wellbeing Center of Excellence
- Sustainability Center of Excellence

These experts work with local teams to support compliance and our safety objectives.

## Occupational Health

The BMS occupational health program supports our colleagues globally through occupational and medical interventions by a team of doctors, nurse practitioners, nurses and other healthcare providers.

### The program provides a range of health services including:

- Emergency medical care
- Risk-based medical surveillance
- Travel health consultations
- Treatment of work-related illness and injuries
- Urgent medical care
- Wellness consultations
- Work-site health evaluations
- Medical accommodation case management
- Worker's compensation/disability case management

## Environment, Health and Safety Management System

### Our Commitment EHS Policy





# Inclusion & Diversity

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# Inclusion & Diversity

At BMS, through our global inclusion and diversity efforts, we are focused on creating a more equitable and just society that values and respects individuals from all backgrounds and embraces diversity across all dimensions.

Our commitment to inclusion and diversity reinforces the human connection of our patient-centric culture to discover, develop and deliver innovative medicines that help patients prevail over serious diseases.

“At BMS, we lead with our value of Inclusion to integrate inclusive practices into processes and policies to drive systemic change and equitable access, opportunities and outcomes for all. Our patients, communities, colleagues and partners around the world deserve our very best.”

**Pamela Fisher**  
Chief Inclusion & Diversity Officer  
at Bristol Myers Squibb

Harnessing the collective diversity of our 34,000 colleagues helps us address the needs of our patients around the world.

Our Global Inclusion and Diversity (GI&D) strategy prioritizes our [five-year inclusion and diversity goals and health equity commitments](#) launched in 2020.

In 2023, BMS extended and expanded our aspirational workforce representation goals to include executive directors and above (ED+) to strengthen our internal pipeline of talent and the next generation of leadership at BMS.

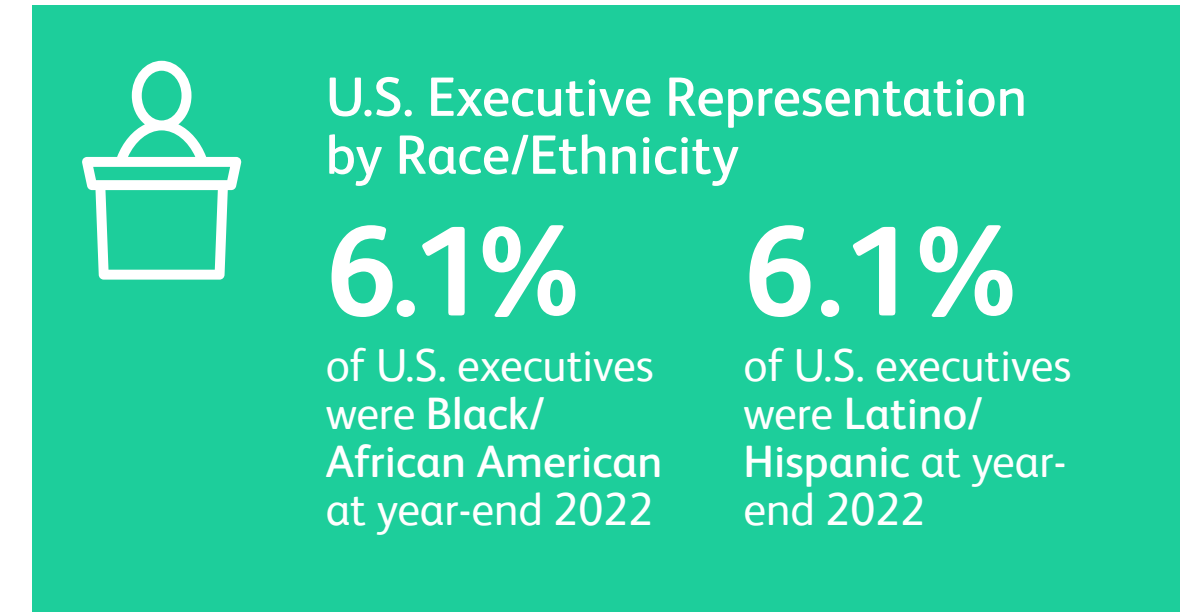
Through these efforts, we are accelerating our integration of inclusive practices into our processes, policies and systems to ensure we drive sustainable and equitable impact. We are proud of our meaningful progress to date while recognizing there is more work to be done. Since 2020, we've successfully:

- Increased diversity in clinical trials
- Leveraged and strengthened the diversity of our workforce to better understand the needs of our patients and communities
- Collaborated in our communities and beyond to improve education and access as well as ensuring our partners can provide culturally appropriate care
- Driven economic empowerment in the communities we serve by investing in diverse businesses to enhance the innovation and agility in our supply chain

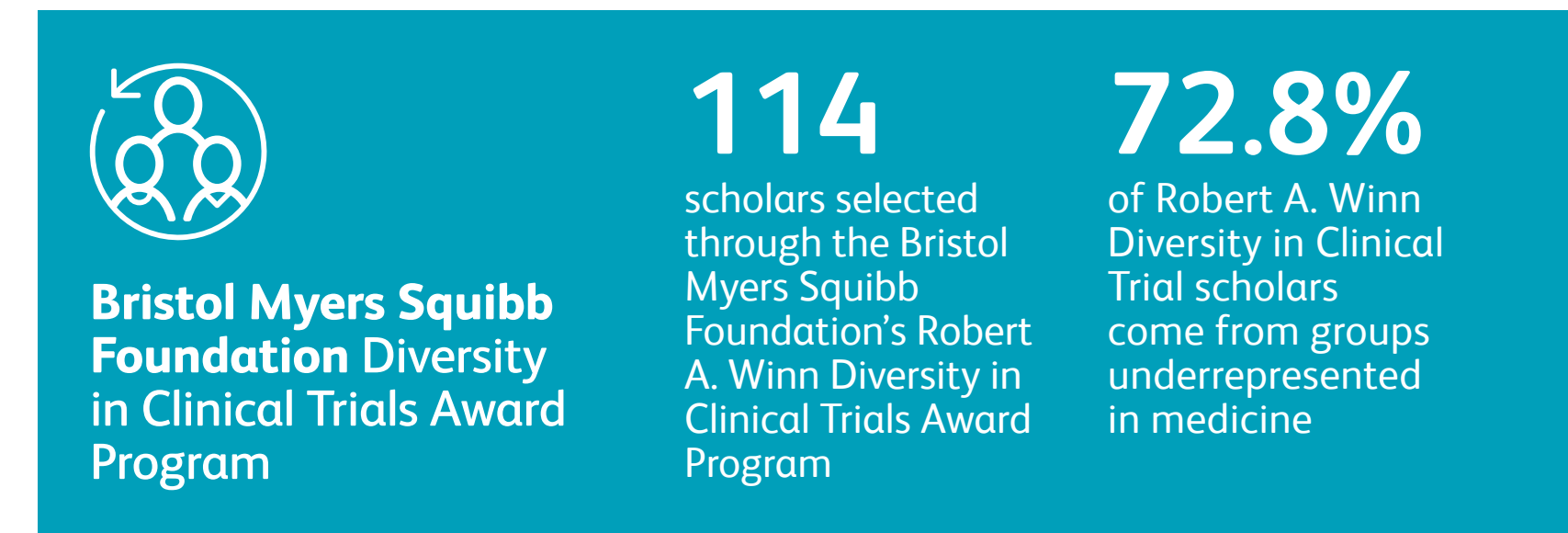
We also sustain a working environment that allows our colleagues to bring their best selves to work by offering programs that encourage holistic wellbeing and foster a sense of belonging. These efforts enable BMS to retain our world-class talent, attract the best emerging leaders and fulfill our vision of transforming patients' lives through science.

## Inclusion & Diversity Impact by the Numbers

Bristol Myers Squibb



The Bristol Myers Squibb Foundation<sup>1</sup>



<sup>1</sup> The BMS Foundation is a separate 501(c)(3) nonprofit entity; Bristol Myers Squibb is the primary donor to the Bristol Myers Squibb Foundation, an independent charitable entity





# Our I&D Strategic Pillars



## Colleagues

Lead with our value of **Inclusion** to advance a workplace where our colleagues feel they belong, and their unique perspectives are valued and rewarded, while building a global workforce that reflects the diverse cultures, backgrounds and experiences of our patients and communities globally.

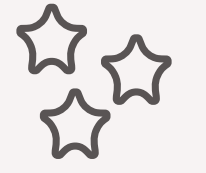
We rely on our inclusive culture to engage and harness the collective power of our colleagues around the world. We continue to strengthen inclusive leadership competencies across levels, business and markets to attract, develop and retain a globally diverse workforce, as well as drive greater transparency and stronger accountability for leaders.



## Patients and Communities

Drive innovation and growth to address the unmet needs of our increasingly diverse patients and communities around the world.

We relentlessly invest in and drive innovation and growth to better understand and serve the unmet and evolving needs of our patients and communities around the world. We know that we must care comprehensively for our patients and communities by addressing the social determinants of health as well as health disparities. We continue to drive this effort through our health equity commitments—clinical trial diversity, global public health and supplier diversity.



## Business and Industry

Reimagine and transform business and industry practices, processes and policies to achieve equitable advancement and outcomes for all.

We continue to challenge ourselves and our industry to lead boldly—to transform our business practices and drive sustainable, systemic change. To learn more, please visit the [Global Inclusion & Diversity page](#) on our website.

I&D is integral to our enterprise strategy and is embedded across our businesses globally.

You will find additional details on our global I&D efforts and health commitments to diversify clinical trials and address the needs of historically underserved communities by building critical healthcare infrastructure in low- and middle-income countries (LMICs) in the [Health Equity and Access to Healthcare](#) section of this report, as well as details on diversifying our supply chain in the [Ethics, Integrity, Quality and Governance](#) section.





## Colleagues

Our Colleagues pillar within our GI&D strategy advances a workplace where everyone feels they belong, their unique perspectives are valued and they can fully contribute to our mission to serve our patients. It leads with our value of inclusion to drive equitable outcomes for our global workforce by strengthening inclusive leadership behaviors, diversifying our workforce representation and enhancing our culture of belonging with a regionally- and culturally-relevant approach. A global workforce with diverse experiences, perspectives and backgrounds helps us to better understand and anticipate the needs of the patients and communities we serve and drives the innovation that is critical to our success. Our value of inclusion informs everything we do and is integral to fostering a deep sense of belonging. It creates a workspace and culture where people are encouraged to speak their minds and where their unique perspectives are valued and rewarded.

To attract, develop and retain a diverse workforce across all levels of the enterprise, we continuously:

- Identify, assess and strengthen inclusive leadership competencies across levels, businesses and markets
- Drive greater transparency and stronger accountability with people leaders
- Leverage best practices in talent management, accelerated leadership development and inclusive leadership to create a positive work environment

Diversity is one of our greatest strengths as an organization and enables us to remain competitive in a global economy. We remain committed to attracting and retaining top talent with diverse backgrounds.

We aspire to make BMS a place where every individual can fulfill their potential, express their unique talents and develop the skills that will add to their sense of fulfillment and help our company achieve its mission to improve lives.

We remain committed to achieving our workforce representation aspiration goals.

This year, we extended our workforce representation aspirational goals to 2025 and expanded the scope to address areas of greatest opportunity. This expansion includes executive directors and above which will strengthen our internal pipeline of talent for the next generation of leaders.

We increased the number of **global female executives (VP+)** to **48.7%** representing a **10% increase in just two years<sup>1</sup>**

We doubled our **Black/ African American executives (VP+)** to **6.1%** just ahead of our goal of 6% by 2022

We increased the number of **Hispanic/Latino executives (VP+)** in the U.S. from **3.7% to 6.1%<sup>2</sup>**

Representation of **Asian Americans** has **increased** at all levels for the past several years

**We achieved gender parity in our overall workforce population in 2015 and are close to achieving gender parity at executive levels.**



<sup>1</sup> This is slightly below our goal of 50% by 2022.  
<sup>2</sup> This is slightly below our goal of 7.4% by 2022.

## BMS Executives by Gender and Race/Ethnicity

**Executive Gender Parity** **↑ 3.2%** from 2021

**Black Executives**

**6.1%**  
↑ 1.6% from 2021

**Latino Executives**

**6.1%**  
↑ 1.1% from 2021

**Asian Executives**

**18.3%**  
↑ 0.6% from 2021

**Disability:IN**

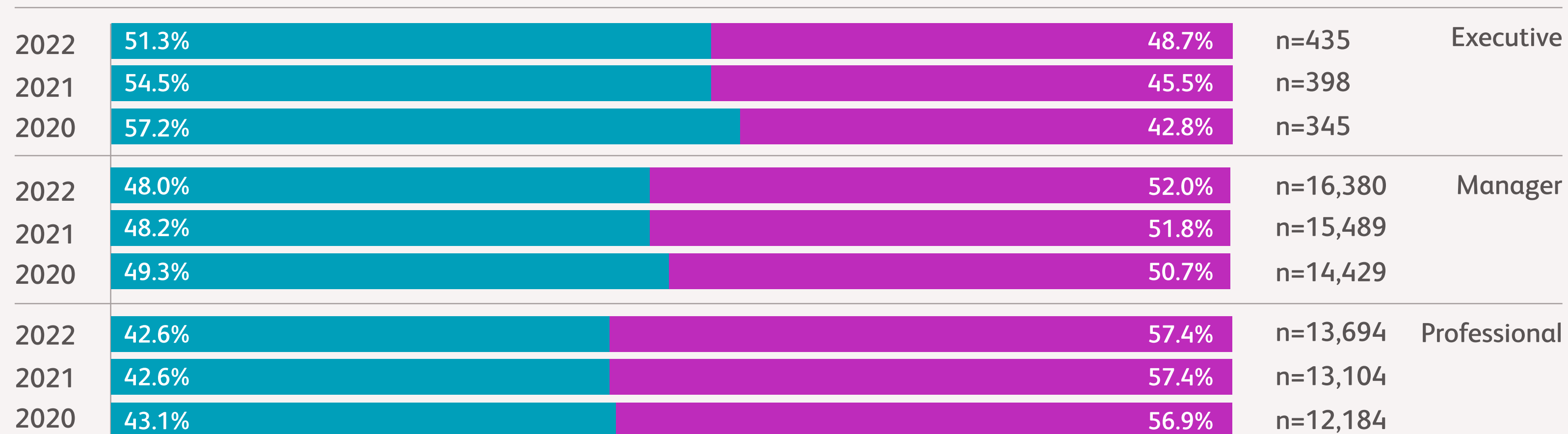
**Disability:IN identified BMS as a top company for people with disabilities, recognizing our efforts to provide an accessible workplace for our colleagues.**







### Global Gender by Management Level<sup>1</sup>

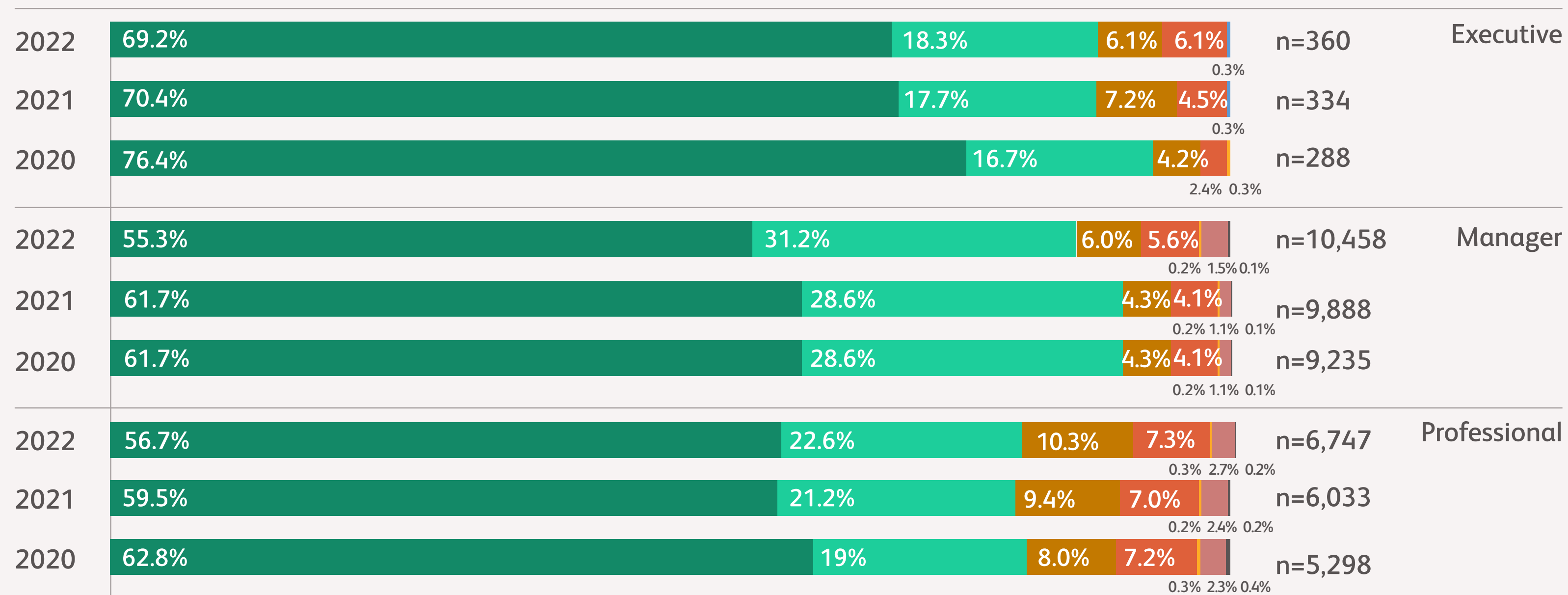


**Legend**

- Male
- Female

<sup>1</sup>excludes people on long-term disability & interns.

### U.S. Ethnicity by Management Level



**Legend**

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







**SPOTLIGHT**

# Q&A with Chief Inclusion and Diversity Officer, Pamela Fisher



**From your perspective, what are the main challenges and opportunities for pharma companies when it comes to health inclusion and diversity, and how is BMS addressing them?**

Companies must approach inclusion and diversity as they would any other issue affecting the business. Many times, inclusion and diversity efforts are

not viewed in correlation to business impact. Addressing the unmet needs of our patients is at the core of the mission and vision of the biopharma industry. For BMS, that means recognizing and understanding the diverse characteristics and needs of patients so everyone can achieve the best health outcomes regardless of their background.

We recognize there are demographic disparities in healthcare that disproportionately affect people who have historically been subject to exclusion and discrimination. As a purpose-driven company, we must address these disparities in a significant and sustainable way for the patients and communities we serve. We are addressing these needs by prioritizing our health equity commitments, increasing diversity in our clinical trials and making our medicines more accessible around the world. We are also collaborating with patient advocacy organizations, community organizations and academic institutions to accelerate disease awareness and education, improve equitable access to quality care and

Since 2020, we have made significant progress against our commitment to award

**\$150M** by 2025

to address health disparities, granting nearly

**\$100M**

between 2020 and the end of 2022

issues of inclusion and diversity is part of the fabric of everything we do.

## How has BMS' commitment to inclusion and diversity positively impacted the experiences of our colleagues?

Our long-standing commitment to advance a culture of inclusion and belonging drives innovation and strengthens our company's ability to remain competitive. Our Executive Leadership Team's unwavering dedication and investment ensure that inclusion and diversity remain imperative with joint ownership and accountability across our organization to drive equitable health outcomes for patients around the world.

While keeping patients at the center of everything we do is paramount to BMS, we are also focused on making sure that we provide an inclusive work environment and a sense of belonging for our colleagues.

advance health equity for underserved communities.

Leading with our value of Inclusion means that we are continuously seeking ways to eliminate barriers and biases within our processes and practices to sustain equitable systems for our colleagues, patients and communities. Whether it is building a more diverse supply chain by eliminating barriers and biases or making a company facility more accessible, addressing

To be effective in addressing the unmet needs of diverse patient communities, our global workforce must understand the cultures, backgrounds and experiences of our patients. We must also nurture a culture where our colleagues feel their unique perspectives are valued and encouraged to accomplish the breakthroughs in medicine we pursue.







### CASE STUDY



## Everybody Counts

### The Challenge

We can only live and work to our full potential when we feel valued and included. In the U.S. and Puerto Rico, before we launched Everybody Counts, we felt our participation rates in our voluntary self-identification process among veterans, LGBTQ+ people and people with disabilities were not where they needed to be, suggesting we had yet to create a truly inclusive environment.

### The Journey

We introduced Everybody Counts, a self-identification program to empower communities who, historically, have been underserved, marginalized and misunderstood. It gives our people in those groups the option to disclose their status in our Human Resources system of record with a view to improved measurement and better-informed policy interventions to benefit all BMS employees.

### The Future

Everybody Counts will continue helping us better understand the diversity of our workforce, identify potential roadblocks to self-identification and take action to ensure that BMS is providing meaningful services and benefits to employees within these communities.

### Disability Status and LGBTQ+ Disclosure

Self-identification is a valuable tool to drive our inclusion and diversity goals to ensure our programs support the diverse needs of our workforce. Disclosure of disability status rose from 44.4% in 2021 to 51.1% in 2022, representing an increase of 6.7%. Disclosure of sexual orientation status rose from 14.8% to 21.9% over the same period, an increase of 7.1%. We believe these results indicate we have successfully created an environment of respect, trust and safety, where our colleagues feel comfortable bringing their whole selves to work.

### Pay Equity

We support the right of individuals to fair compensation for their work and aim to provide competitive compensation and valuable benefits for employees at all levels. As a company, we reward employees in a way that recognizes their contributions to our business and is consistent worldwide. We are committed to pay equity, including gender and racial/ethnic group pay equity, and seek to ensure through our practices that pay decisions are based on merit and that we are compensating employees the same when they perform the same or similar jobs with similar experience and skills, regardless of an employee's race or gender.

### Enhanced Gender Transition Benefits

U.S. medical plans administered by Aetna and UHC include coverage for medically-necessary transition services related to a diagnosis of gender dysphoria and based on guidelines set forth following the World Professional Association for Transgender Health Standards of Care (WPATH-SOC), including:

- Hormone therapy and testing
- Mental health counseling
- Genital surgery

### CASE STUDY

## A Journey from Uruguay to Baltimore to BMS



Lucia Sablich, Senior Associate Scientist

Lucia came to the U.S. from Uruguay and earned bachelor's and master's degrees in chemical engineering from Johns Hopkins University. "When I was looking for jobs, there were very few outlets where I could meet companies," she said. "I was interested in pharma, and I heard good things about BMS." Lucia visited the BMS booth at a conference where she met a member of the Chemical Process Development team. "We started talking about my background and at one point he asked, 'How do you feel about an impromptu interview right now?' I said, 'Let's do it.'"

After some technical questions, the interviewer thought Lucia would be a good fit and afterward reached out to Jean Tom, Executive Director of the Development Engineering Group within Chemical Process Development, about Lucia.

For Jean, having engineers from diverse and varied backgrounds can have a positive impact and with real world applications. "Having a team that has different styles of working, perspectives, even programs from different schools, enhances the problem solving of a team and the ability to think more innovatively."

Lucia is now a senior associate scientist at BMS and is involved in recruitment efforts to attract more people from non-traditional backgrounds to BMS. "It's a matter of bridging that gap," she said, "making it accessible to people who want to go into industry but might not have been exposed to it yet."





## Unconscious Bias Education

From 2021-2022,

**6,725** leaders and managers

had the opportunity to attend unconscious bias education

We also conducted

**11** “Minus the Bias” training

sessions in 2022

## How People and Business Resource Groups (PBRGs) Enable and Amplify the GI&D Strategy to Drive Equitable Outcomes

PBRGs represent one key strategy we use to support the business objectives, career advancement and development needs of our employees to drive equitable outcomes for our patients and communities, colleagues and within the industry.

Members network, learn skills, participate in learning development events and contribute to our company’s business objectives in a tangible way.

Designed to harness the passion, business insights and experiences of our global workforce, PBRGs offer a wide range of benefits, including opportunities to:

- Drive business results
- Enhance workforce engagement
- Support external reputation and community responsibility
- Provide career development opportunities for members

## Our 8 PBRGs are:

**B-NOW** Bristol Myers Squibb Network of Women

**BOLD** Black Organization for Leadership and Development

**CLIMB** Cultivating Leadership and Innovation for Millennials and Beyond

**DAWN** Disability Advancement Workplace Network

**OLA** Organization for Latino Achievement

**PAN** Pan Asian Network

**PRIDE** PRIDE Alliance

**VCN** Veterans Community Network

More than 40% of our employees are members of at least one PBRG. In 2022, the groups grew to include 13,800 members across more than 200 chapters in 44 countries.

Each PBRG is focused on a specific dimension of diversity. Membership in any PBRG is not restricted to employees who share in the dimension of diversity. All employees are welcome to join any and all PBRGs. Their trusted insights are brought into the business and are led by a full-time business leader who briefs the BMS Leadership Team—a direct report to our Chairman and CEO—on the

PBRG’s perspectives. This provides critical understanding of our workforce and the communities we serve so we can better direct programs in support of patients and our communities around the world.

PBRGs offer opportunities for cross-disciplined idea-sharing, such as the close collaboration between our Diversity in Clinical Trials and Health Equity teams. They are a force for inclusion for their members as they empower people from diverse groups, contributing opportunities for professional and personal development and giving them a pathway to become business leaders of the future.

You can learn more about our PBRGs on our [Global Inclusion & Diversity site](#).







## Patients and Communities

Our Patients and Communities pillar drives innovation and growth to address unmet needs and achieve better outcomes and opportunities for our increasingly diverse global patients and communities.

## Supplier Diversity

Our supplier diversity initiative brings agility and innovation to BMS while driving economic development and job creation for historically underrepresented communities. We develop partnerships with a purpose—to address a critically important social determinant of health: economic empowerment. By investing in diverse suppliers, we are contributing to the longevity of these businesses as well as addressing economic and healthcare gaps in diverse communities at large.

One of the ways we encourage diversity among suppliers is through our support of the Dartmouth Tuck School of Business residential program. In 2022, we became a founding member of the program, providing 10 business school scholarships, at a total cost of \$50,000, for employees to attend programs at the Tuck School of Business. In the U.K., we sponsor five suppliers each year from our Minority Supplier Development program. This program helps minority-owned businesses grow and increase their capacity and capability, as well as aids the development of a peer-to-peer network where suppliers can enter into joint partnerships. While helping grow their businesses, all of this also helps increase the value they offer BMS. Participants learn how to lead their teams through the digital age through a combination of personalized theory and interactive skill-building as well as an overarching emphasis on viewing their leadership style from new perspectives. They also work closely with their peers to navigate the digital landscape and become adaptive leaders.

To identify suppliers with the greatest need and potential, we partner with nongovernmental organizations (NGOs) and conduct our own supplier assessments.

In 2022, BMS also led a series of educational workshops focused on Sustainability and ESG with 50 Black/African American women-owned businesses. Finally, we held a Supplier Sustainability Summit to bring together our Strategic Sourcing & Procurement (SS&P) teams with our suppliers and internal and external subject matter experts to discuss issues and identify opportunities to partner on all matters related to Sustainability and ESG.

## Our Supplier Diversity Goals

BMS established aspirational inclusion and diversity goals and health equity commitments in 2020 to address health disparities by 2025. In connection to these goals, BMS aspired to spend \$1 billion with diverse and minority-owned businesses and has delivered on this important milestone ahead of its 2025 timeline. Sustaining and building on this achievement will remain a priority.

Investing in diverse-owned suppliers brings agility and innovation to BMS, while closing economic gaps as a social determinant of health in diverse communities. BMS has contracted with more than 600 diverse suppliers owned by underrepresented groups, women, veterans, LGBTQ+, people with disabilities and other diverse populations—underscoring an unwavering dedication to creating opportunities and driving economic impact.



## CAVU Securities: Capital Markets and Community Service

BMS seeks to work with diverse partners who share our commitment to ESG; CAVU Securities is one such partner. CAVU is a certified minority- and veteran-owned broker-dealer firm that provides BMS with a range of capital market services. CAVU’s “core mission and company ethos are built on offering best-in-class products and services while making a meaningful impact on underrepresented and veteran communities.”<sup>1</sup>

Through their impact pledge, CAVU supports nonprofit partners with 10% of their gross revenue from both their capital market deal fees and their money-market fund share classes. They also provide additional support to community partners on a discretionary basis.

CAVU supports organizations like Girls Who Code, Dog Tag and the Boys and Girls Club of America. We are proud to partner with CAVU and other diverse partners and suppliers who are committed to enriching their communities through financial support and volunteer action.

<sup>1</sup> CAVU Securities, LLC 2022 Impact Report.

## The Impact

Our Supplier Diversity program brings agility and innovation to BMS while driving economic development, wealth, job creation and more for vulnerable communities.

### Award-Winning Power 2 Impact Community Program

P2I aims to lift communities and address a variety of social determinants of health factors: poverty, housing, food insecurity, education and discrimination



Generational Wealth



Food Insecurity



Acceptance & Belonging





We are proud of the meaningful progress we've made and recognize there is more work to be done for our patients, workforce, suppliers and communities to achieve their full potential.

We remain committed to advancing health equity, fostering a diverse and inclusive workplace, improving and expanding the diversity of our clinical trials and expanding diversity among our suppliers. We aspire to do our part to promote equity by creating a culture of Inclusion, and we are confident this will lead to better science, better medicines and better communities around the world.



## SPOTLIGHT

# The BMS Reconciliation Action Plan to Drive Equitable Outcomes for Patients and Communities in Australia

### The Challenge

Bristol Myers Squibb Australia (BMSA) is located on the traditional lands of the Boon Wurrung people of the Kulin Nation in Mulgrave, Melbourne. Aboriginal and Torres Strait Islander people's life expectancy is nearly nine years less than non-Indigenous Australians. We are committed to addressing health inequalities as we discover, develop and deliver innovative medicines for all Australians and recognize we must educate to help them understand the diverse needs of the patients and communities we serve. Our Reconciliation Action Plan (RAP) is our promise to help ensure a better future by acknowledging the past, for all Australians, including Aboriginal and Torres Strait Islander peoples.

### The Journey

2022 was a year of reflection of listening, learning and laying foundations. Our vision is for all of Australia's First Nation peoples to achieve the same level of healthcare and outcomes as other Australians.

Among the actions taken in 2022, we:

- Offered our employees Indigenous Cultural Awareness and Capability cultural training. More than half of the BMSA workforce expanded their cultural awareness through attending the training, and our leadership team spent over eight hours with the Wurundjeri council.
- Encouraged an Acknowledgement of Country for all meetings over 10 people and a Welcome to Country led by a First Nations elder for large off-site meetings.

- We listened to First Nations communities and recognized Australia Day as a Day of Mourning and introduced the First Nation culturally-sensitive leave policy.
- We held National Aboriginal and Islanders Day Observance Committee Week events, curating a range of activities and recommendations to foster understanding. Over 90% of our employees said the activity sparked conversations with family and friends, extending the impact beyond BMS.

## The Future of the Program

The next steps on our journey include:

- 1 Embracing cultural awareness training for our employees
- 2 Improving the diversity of clinical trials
- 3 Increasing our suppliers to ensure Aboriginal and Torres Strait Islander businesses are included
- 4 Ensuring our policies provide a workplace where Aboriginal and Torres Strait Islander staff are safe to join and proudly acknowledge their heritage

We recognize this journey of reconciliation has only just begun. While BMS has operated in Australia for more than 80 years, RAP was initiated by our staff and supported by executive leadership only relatively recently. We will continue to mature and grow the program over the next 12 months, listening to the health needs of Aboriginal and Torres Strait Islander peoples to ensure our business embeds culturally responsive scientific approaches to achieve equitable outcomes.

As we build on these commitments, we welcome the challenges of deepening our learning journey. We look forward to a future of brighter health outcomes for Aboriginal and Torres Strait Islander peoples.



# Environmental Responsibility

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# Environmental Responsibility

Alongside our commitment to patients and customers, employees, suppliers, global communities, shareholders and other stakeholders, our commitment to environmental sustainability is one of the foundational elements of our corporate culture.

These principles have been central to who we are, what we do and how we do it. They guide us toward policies and practices that embody the responsibility, integrity and transparency required of our enterprise.

The challenges facing our planet are vast, and it's more critical than ever that we take meaningful action to address them. Climate change, pollution and water scarcity are just a few of the issues we face, and they require all of us to come together to find solutions. As a company dedicated to helping people overcome serious diseases, the harmful effects of environmental degradation on public health are of great concern to BMS.

We recognize the effects our operations can have on the environment, and we are committed to minimizing that impact. We are continually looking for ways to reduce our carbon footprint, conserve resources and promote sustainable practices across our business. These efforts include everything from reducing waste and energy consumption to sourcing materials responsibly whenever possible.

“Understanding our environmental impact allows us to assess the risks and opportunities in the areas that matter most. This is critically important in ensuring we are focused in the right places and driving meaningful and sustainable change so that we can continue to provide patients with the life-saving medications they need.”

**Karin Shanahan**  
Executive Vice President, Global Product Development & Supply at Bristol Myers Squibb

## Incorporating Environmental Responsibility in Our Business Model and Culture

Our long-term approach to value creation and business growth is influenced by the recognition that we must develop and offer new, innovative solutions to the climate and sustainability challenges we face. At BMS, we are committed to adapting our business model to ensure we are best positioned to address the shared challenges that society faces on climate change and environmental issues—and to do so with a science-led, innovation-focused approach.

Our environmental commitments reflect our comprehensive approach to protecting human and natural resources, now and in the future. For us, sustainability is much more than meeting targets—it is integrated into our culture and is part of our daily thought process. We work diligently to embed sustainability into the culture at BMS by providing employees with tools, resources and training to help them incorporate responsible practices into their everyday lives.

Furthermore, in 2022, we introduced select environmental goals from our ESG commitments as a weighted metric for the measurement of company performance as part of our executives' annual bonus program. We believe that creating joint executive accountability to achieve our ESG commitments is consistent with our mission as a leading purpose-driven biopharma company.



## Our Environmental Goals



We manage our environmental footprint with a science-first approach, which has guided the development of our goals:

**By 2024** Receive validation of our science-based emissions reduction targets by SBTi

**By 2030** 100% of purchased electricity from renewable sources

**By 2040** Reach the targets of equitable water use, zero waste-to-landfill and 100% electric vehicles in our commercial fleet

**By 2050** Net Zero emissions in Scopes 1, 2 and 3 (value chain)





# Our Approach to Climate Risk

Our climate change strategy is driven by our shared responsibility and desire to reduce our environmental impact and be part of the solution as we collectively tackle climate change around the world.

We follow the science and apply technology and knowledge to help solve the problems of diminishing resources, carbon emissions, energy consumption and waste generation. We are firmly committed to using our scientific expertise to combat the challenges we are facing and to continue to reduce our impact on the planet.

In 2022, we conducted a quantitative and qualitative scenario analysis to better understand the impact of the top climate-related risks and opportunities on our business. The analysis has helped integrate climate change into our short-, medium- and long-term strategic and financial decision-making. In our analysis, we selected two scenarios aligned with Intergovernmental Panel on Climate Change (IPCC) Representative Concentration Pathways (RCPs) and Shared Socioeconomic Pathways (SSPs) to determine the range of potential impacts and how various socioeconomic



drivers will influence future risks and opportunities for BMS. The models we focused on were low-carbon economy and high emissions scenarios which correspond to a below 2° Celsius and a 4.5° Celsius global warming pathway, respectively.

Climate change is identified as a key risk within our Enterprise Risk Management (ERM) matrix and is reviewed regularly through the ERM process. Climate-related risks and opportunities are prioritized by their relative impact on BMS, the time frame in which they may present themselves and our overall control to influence the situation. Through our detailed scenario analysis, it is our goal to better understand how these current and projected risks can affect our business across the short-, medium- and long-term time horizons, which we define as 2024, 2030 and 2050, respectively. For more on our approach and results of our scenario analysis, please review our TCFD report later this year.

## Environmental Responsibility: Key Decisions of the Board and Leadership Team

Our Board’s Committee on Directors and Corporate Governance (CDCG) is responsible for identifying and overseeing the monitoring and management of risks related to our company’s ESG strategy and reporting, as well as the impact on our employees and shareholders. The Board of Directors’ responsibilities are clearly defined in the [ESG Governance Operating Model Charter](#). The BMS Leadership Team is responsible for approving the ESG strategy and overseeing the work of the ESG Council. Our cross-functional ESG Council is comprised of subject-matter experts and represents cross-functional management-level members from our environmental practice areas and our facilities and engineering teams, as well as executives from functions across the organization so that we can coordinate our efforts as an enterprise.

In 2022, the Governance Committee overseeing environment made a number of strategic decisions to advance our environmental responsibility, including authorization of our submission to the Science Based Targets Initiative (SBTi) for our Net Zero commitment.

## CASE STUDY



Image source: EDP Renewables North America LLC

## Advancing Our Use of Renewable Energy with a 15-year Virtual Power Purchase Agreement

In 2022, BMS executed a 15-year virtual power purchase agreement (VPPA) for 60 megawatts (MW) at the 240-MW Cattlemen Solar Park in Milam County, located in central Texas.<sup>1</sup> The VPPA marks a significant step toward achieving BMS’ goal of 100% of purchased electricity from renewable sources and an important milestone in our sustainability journey.

### Benefits of the Cattlemen Solar Park:

- The site’s total generation will be equivalent to the average consumption of more than 37,000 Texas homes<sup>2</sup>
- The savings of more than 304 million gallons of water each year<sup>3</sup>
- An estimated \$55 million in taxes will be paid to support local schools and community services<sup>4</sup>

<sup>1</sup> <https://www.bms.com/our-stories/esg/partnerships-towards-clean-energy.html>.

<sup>2</sup> Power generation calculated using a 25% capacity factor. Household consumption based on the 2020 EIA Household Data monthly average consumption by state.

<sup>3</sup> Assumes 0.58 gallons of water consumed per kWh of conventional electricity from Lee, Han & Elgowainy, 2016.

<sup>4</sup> EDP Renewables North America’s Cattlemen Solar Park.





# Our Energy Use and Emissions

To achieve emissions reductions in the near term, we plan to continue improving operational energy efficiency through the implementation of fuel and electricity conservation measures.

Ongoing execution of our revised Sustainability Guidelines for Engineering ensures facility renovations and new facility builds incorporate attributes that support decarbonization efforts to enable achievement of our long-term targets. Fuel and electricity conservation measures will continue to be identified and strategically implemented, as will potential fuel switching and implementation of facility electrification opportunities.

## 2021 to Present Sustainability Metrics - Energy / GHG<sup>1,2</sup>

	2021	2022	% Change
<b>Energy Use (Terajoules)<sup>3</sup></b>			
Scope 1	3,612	3,754	3.9%
Scope 2	1,469	1,464	-0.4%
<b>Total GHG from Operations—Scopes 1 &amp; 2</b>	<b>5,082</b>	<b>5,217</b>	<b>2.7%</b>
<b>GHG Emissions (Metric Tons of CO<sub>2</sub> equivalent)</b>			
Scope 1—Direct GHG from Operations <sup>4</sup>	192,092	202,290	5.3%
Scope 2—Indirect GHG from Operations (Market-Based)	162,492	161,907	-0.4%
Scope 3—Indirect GHG from Value Chain	1,889,554	1,696,100	-10.2%
Category 1—Purchased Goods & Services <sup>5</sup>	1,641,931	1,354,700	-17.5%
Category 2—Capital Goods <sup>6</sup>	18,050	19,900	10.2%
Category 3—Fuel & Energy-Related Activities <sup>7</sup>	82,560	76,700	-7.1%
Category 4—Upstream Transportation & Distribution <sup>8</sup>	76,969	137,300	78.4%
Category 5—Waste Generated in Operations <sup>9</sup>	4,442	4,400	-0.9%
Category 6—Business Travel <sup>10</sup>	10,862	44,800	312.4%
Category 7—Employee Commuting <sup>11</sup>	54,740	58,300	6.5%
Biogenic Carbon <sup>12</sup>	711	876	23.2%
<b>Total GHG from Operations—Scopes 1 &amp; 2</b>	<b>354,584</b>	<b>364,197</b>	<b>2.7%</b>
<b>Total GHG—Scopes 1, 2 &amp; 3</b>	<b>2,244,138</b>	<b>2,060,297</b>	<b>-8.2%</b>

For 2022, our total GHG emissions are comprised of ~82% Scope 3, with ~18% derived from Scope 1 & 2 sources. Our Scope 3 emissions emanated from seven categories (Categories 1–7), which align with the same categories we reported for 2021. All energy and emissions data were externally verified to align with the GHG Protocol.

Our 2022 results, in consideration of Scope 1, 2 & 3 GHG emissions, demonstrated meaningful progress (-8.2%) compared to 2021. Overarchingly, this result is attributable to Scope 3 reductions (-10.2%), which more than compensated for an increase in Scope 1 & 2 emissions (2.7%). Our increase in GHG emissions from operations (Scopes 1 & 2) stems from increased activities by our sales fleet, elevated natural gas consumption due to site expansions and higher fugitive emissions from refrigerant releases.

Scope 3 reductions were nearly entirely driven by the Purchased Goods & Services (PG&S) category (-17.5%), which overshadowed increases in the Upstream Transportation & Distribution (UT&D) and Business Travel categories (increases of 78% and 312%, respectively). Favorability within PG&S stemmed from lower emissions factors (EEIO-based), depressed total spend (when adjusted for inflation), and reassignment of identified suppliers to more appropriate Scope 3 categories. This transfer was the core reason for the significant uptick in UT&D emissions. Increased emissions from Business Travel were the result of a return to more normal travel activities after the height of the pandemic. Refer to the data table in the [Appendix](#) for additional details across energy and emissions categories.

## Embracing Clean and Renewable Energy

BMS will continue to increase our sourcing of renewable electricity as part of our commitment to obtain 100% of purchased electricity from renewable sources by 2030. Once achieved, the procurement of electricity from renewable resources will be maintained.

For renewable, we are currently at 7.5% for 2022; [the Cattlemen Solar Project](#) is scheduled to go live in December 2023. As a result, the VPPA has not yet contributed to our goal but will in future years.

<sup>1</sup> Syracuse has been removed from 2021 and 2022 data.

<sup>2</sup> Our 2023 Proxy Statement includes preliminary data for reductions in GHG emissions and waste-to-landfill. The numbers reflected in this ESG Report are the final, verified and assured 2022 numbers for these metrics.

<sup>3</sup> Increase in Scope 1 consumption driven by Fleet (post-COVID return to normal), and Natural Gas usage (site growth @ Devens & NBR, additional cogen @ LVL); decrease in Scope 2 consumption is minimal (driven by additional cogen @ LVL and efficiency improvements across the network).

<sup>4</sup> Increased Scope 1 emissions due to increased energy consumption (see Note #2) coupled with higher fugitive emissions from refrigerants.

<sup>5</sup> Major drivers for decreased PG&S emissions were: a) lower EEIO emissions factors (as published by U.S. EPA), b) lower overall spend (adjusted for inflation); additional factors include: c) reassignment of a handful of suppliers to other appropriate Scope 3 categories (e.g., UT&D), d) accounting for 100% of spend with appropriate EEIO factors, e) increased CDP response from suppliers.

<sup>6</sup> Negligible absolute increase.

<sup>7</sup> Decrease in FERA emissions from Well-to-Tank and T&D associated with reduced electric power consumption.

<sup>8</sup> Major drivers for increased UT&D emissions: a) reassignment of additional suppliers to be included in UT&D, b) increased spend within the category (adjusted for inflation).

<sup>9</sup> Negligible decrease.

<sup>10</sup> Increased travel - post-pandemic.

<sup>11</sup> Increase purely driven by increased number of employees, per 10-K statement.

<sup>12</sup> Increased Biomass usage at Boudry.





# 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 and we are on track to achieve this goal. Through 2022, BMS has diverted ~83.5% of our waste-to-landfill. While our waste volumes increased year over year due to a return to pre-pandemic levels and network expansion, additional

recycling and reuse implementation helped to increase our overall recycling/reuse rate. In 2022, BMS recycled/reused ~46% of the total waste generated.

For example, we began a food compost/anaerobic digestion effort at our Princeton Pike, New Jersey, facility in late 2022. Our team is also partnering with many suppliers to continue to evolve and grow our waste diversion program.

## 2021 to Present Sustainability Metrics – Waste<sup>1</sup> (Metric Tons CO<sub>2</sub>e)

Topic	2021	2022	% Change
Hazardous <sup>2</sup>	1,820	1,835	0.8%
Nonhazardous <sup>3</sup>	4,134	5,435	31.5%
Recycled/Reused <sup>4</sup>	5,366	6,185	15.3%
<b>Total Waste Generated<sup>5</sup></b>	<b>11,320</b>	<b>13,455</b>	<b>18.9%</b>

<sup>1</sup> Our 2023 Proxy Statement includes preliminary data for reductions in GHG emissions and waste-to-landfill. The numbers reflected in this ESG Report are the final, verified and assured 2022 numbers for these metrics.

<sup>2</sup> Hazwaste generation rate has been consistent through the pandemic.

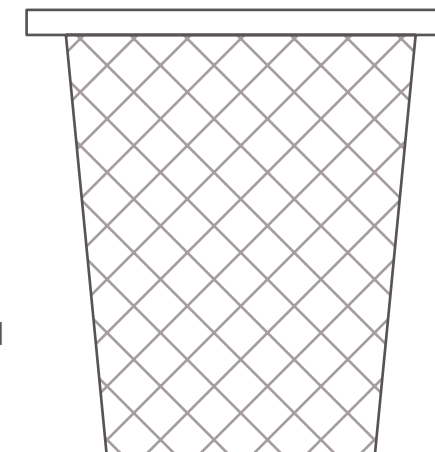
<sup>3</sup> Non-Haz waste generation rate returns to pre-pandemic level (return to office work environment) and recent increase in employee population contributed to year-over-year increase.

<sup>4</sup> Additional recycling/reuse options identified and implemented which increased overall recycling/reuse rate.

<sup>5</sup> Total waste generation rate returns to pre-pandemic level (return to office) and recent increase in employee population contributed to year-over-year increase.

<sup>6</sup> HPE Circular Economy Annual Report.

<sup>7</sup> Not all recoverable materials will necessarily be actually recovered through recycling for a given end-of-life product; our estimates are based on the likely proportion of materials that would stem from a flow of IT equipment waste material sent to recycling using modeled assumptions about the material that will likely be returned into commerce instead of landfilled or otherwise disposed of.



## Reducing E-Waste, Lab and Landfill Waste

We diligently manage and track our waste, including e-waste from office and laboratory equipment. For more than 10 years, we have partnered with the Hewlett Packard Enterprise (HPE) Circular Economy program to refurbish and/or recycle electronic office equipment. This circular approach drives more effective use of energy and materials and allows for us to manage our IT assets in a secure, compliant and environmentally responsible manner.

According to HPE, by refurbishing and recycling IT products, “we enhance productivity, capture new value from retired assets and additionally, reduce environmental impact.” The projected impacts for 2022 are shown below.

### Recycling<sup>6,7</sup>

Through the HPE program, the recoverable raw materials contained in the products we returned included:

**2.5mt**

plastic  
This is the equivalent of 60,501 plastic bottles

**1.0mt**

non-ferrous metals  
This is the equivalent of 0.5 commercial jet engines

**1.8mt**

ferrous metals  
This is the equivalent of 3.7 cars

## The BMS Asset Disposition Program

The BMS Asset Disposition program, which removes equipment no longer needed in our labs and manufacturing areas, helps ensure that used equipment stays out of landfills. BMS programs continue to seek out opportunities for the donation, reuse and recycling of lab and manufacturing equipment.





# Water Stewardship 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 2022, BMS mobilized its sites to continue driving water efficiency to help achieve its water reduction goals. As a result, the business saw a 4.1% decrease year over year in total water withdrawal. Examples of water efficiency projects that BMS implemented in 2022 include prioritization and updating water balances at several facilities with the largest water use and a pilot installation of smart water metering systems at our campus in Lawrenceville, New Jersey. These projects are expected to increase understanding of water use and lead to additional water savings.

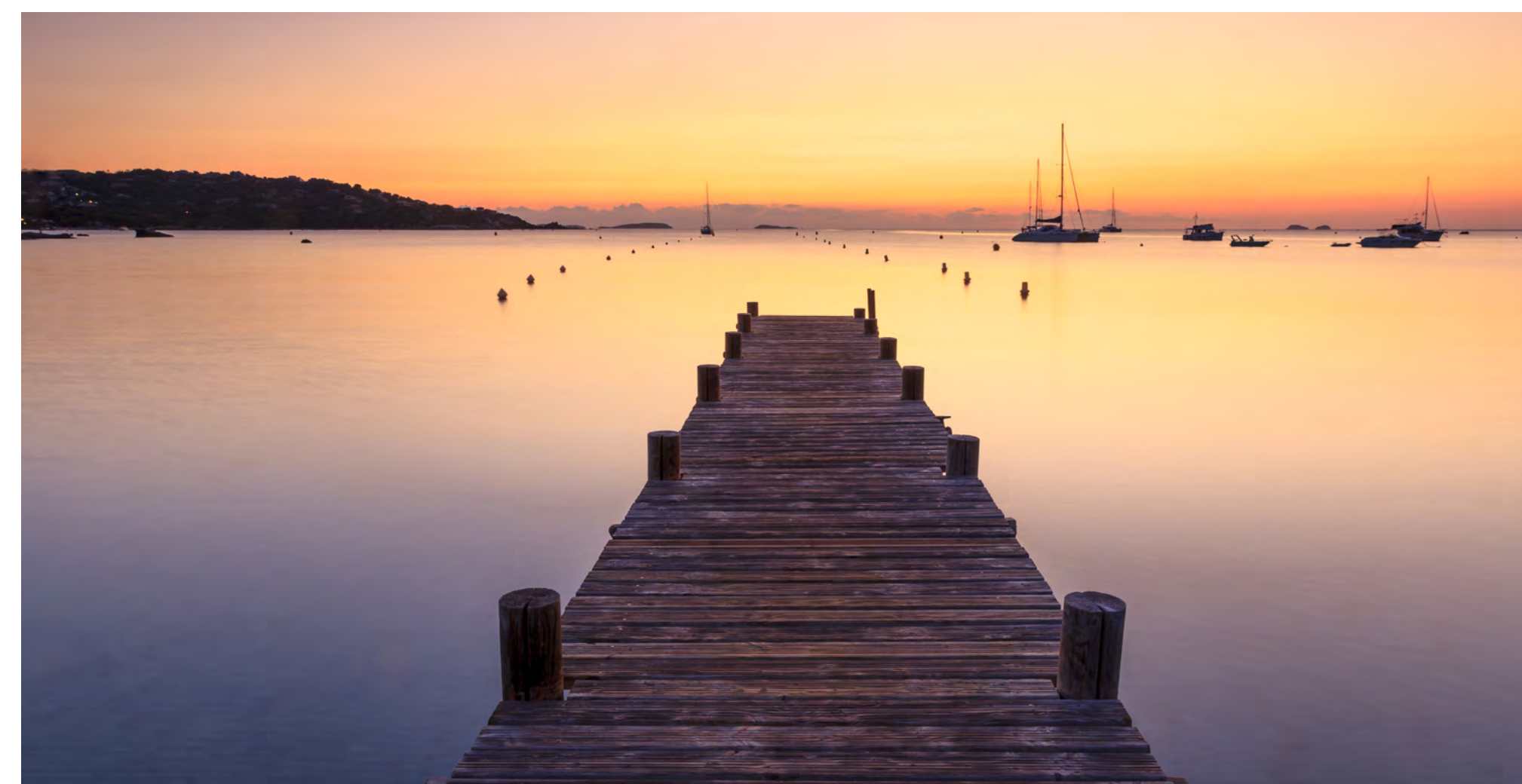
In 2022, BMS established the first phase of our Water Reduction Roadmap to baseline our current water usage.

BMS is also in the process of evaluating multiple water conservation technologies (e.g., cooling tower water vapor capture, engineering cooling tower makeup treatment, side stream chilled water treatment, and optimization of water for injection generation systems) and implementing two water efficiency projects: a condensed water collection project of steam outsourcing and improved rainwater collection. BMS also began a systematic review of the water metering at our largest water-using sites to better understand and proactively manage its water use.

Projects contributing to these efforts in water conservation include a rainwater collection and treatment system for irrigation in Shanghai, China, and active water consumption monitoring in Ruel, France, which provides alerts of overconsumption and reuse of sprinkler flush waters.

## 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 minimize the 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.



## 2021 to Present, Sustainability Metrics – Water (Megaliters)

Topic	2021	2022	% Change
Total Water Withdrawal—Municipal, Groundwater, Surface <sup>1</sup>	2,880	2,762	-4.1%

<sup>1</sup> Decrease in water withdrawal due to water use efficiency improvements, with largest improvement at Summit West, New Jersey, Lawrenceville, New Jersey and Phoenix, Arizona.





# Pharmaceuticals in the Environment (PIE)

To help advance the science on pharmaceuticals in the environment, BMS participates in the Prioritization and Risk Evaluation of Medicines in the Environment project as part of the Innovative Medicines Initiative in Europe, a public-private research partnership between the E.U. and the European pharmaceutical industry.

Sharing environmental data transparently is important for stakeholders and is a key outcome of this project. Additionally, this project also seeks to foster greener pharmaceutical design processes.

We work to **design pharmaceutical manufacturing processes** that are **clean and efficient**, with safe discharge concentrations.

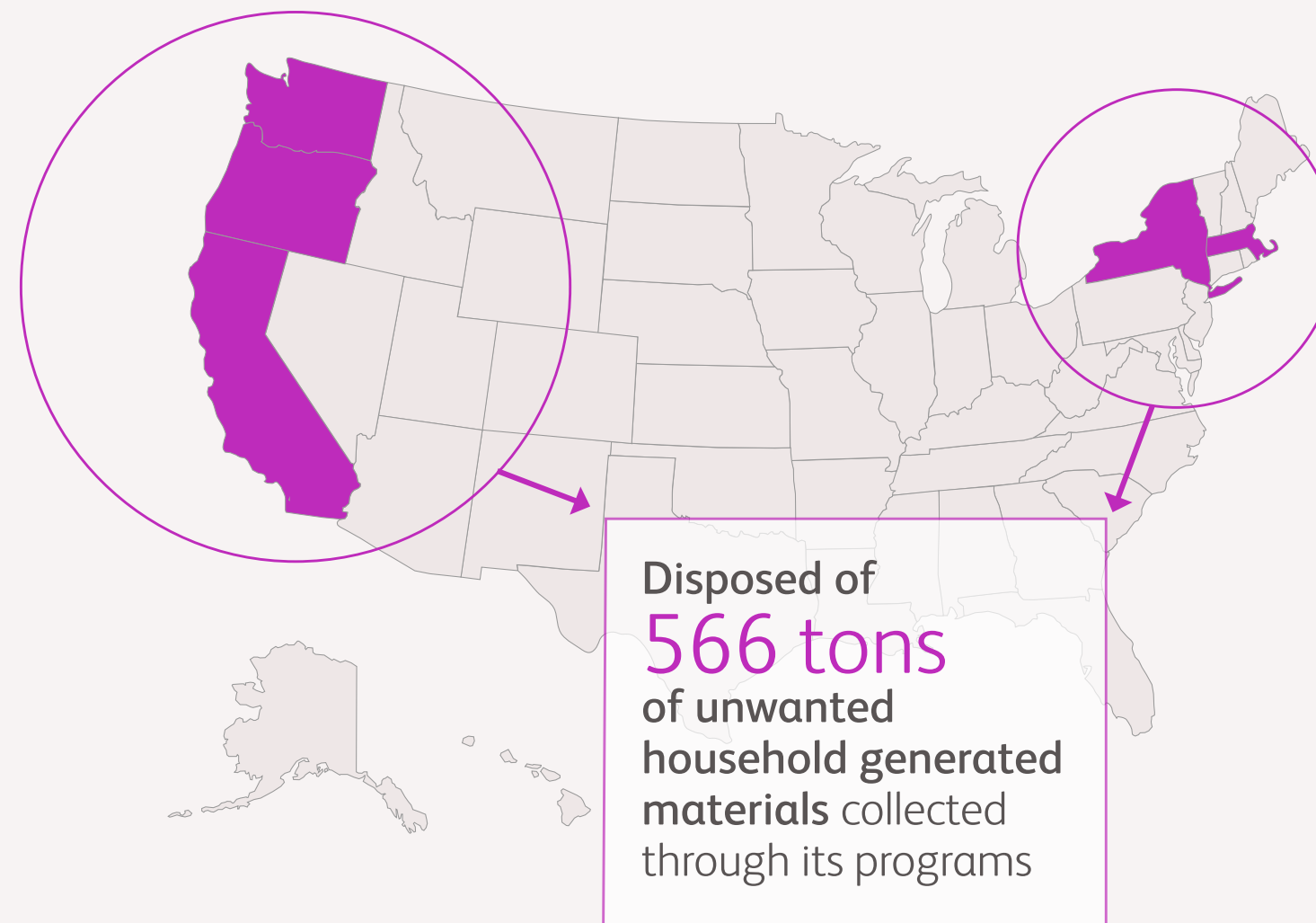
Shifts in our portfolio to certain biologics (for example, monoclonal antibodies) have produced new medicines that more readily biodegrade in the environment, further reducing impacts. In addition, our team is committed to identifying ways to minimize potential environmental or human health impacts from discharge. For more details on how we encourage suppliers and third-party manufacturers to adopt our commitment to sustainable practices, including compliance, see the [Sourcing Responsible Partners](#) section of this report.

## Tracking Risk Post-Product Launch

In 2022, BMS initiated its Ecopharmacovigilance program to monitor our products post-launch for environmental risks by tracking the scientific literature for emerging data on exposure and effects. As part of this program, we are committed to continuous improvement in this space.

We participate in MED-Project® (Medication Education & Disposal), which independently collects, measures and verifies the amount of unwanted household medications and sharps (i.e., injection needles). During 2022, residents in California, Massachusetts, New York, Oregon and Washington disposed of an estimated 566 tons of unwanted household generated materials collected through MED-Project's programs (approximately 121 tons via sharps programs and 445 tons via unwanted medicine programs).<sup>1</sup> For more information on our drug/sharps takeback programs, please see [page 80](#) of this report.

**MED-Project**<sup>®</sup>  
Medication Education & Disposal



<sup>1</sup> MED-Project® Report, March 17, 2023.







# Green and Sustainable Science

We integrate our sustainability principles into the development of our cutting-edge medicines and use predictive analytics and metrics throughout our design and development process to drive innovation and track our improvements.

This year, we rolled out a new knowledge storage architecture and database to compile key performance indicators for clinical phase drug production. We also created and published details of an Experimental Design by Bayesian Optimization tool, which can aid the rapid development of efficient chemical processes. These new tools accelerate our research and enhance our ability to create more sustainable manufacturing processes by enabling teams to rapidly recall and utilize historical experimental data. We can then use that data to develop accurate predictive models that understand performance statistics through artificial intelligence, ultimately enhancing our scientists' research. When coupled with our established cost estimation and waste tracking and prediction tools, we can holistically incorporate "greener by design" principles to improve the sustainability of our small molecule portfolio throughout development.



## The Impact of our Greener by Design Approach

In 2022, we achieved an average **43% reduction in waste** across the clinical deliveries in our small molecule drug substance portfolio, avoiding the generation of approximately **620 MT** of waste across **10 projects**

## Enhancing Sustainability Through Innovation

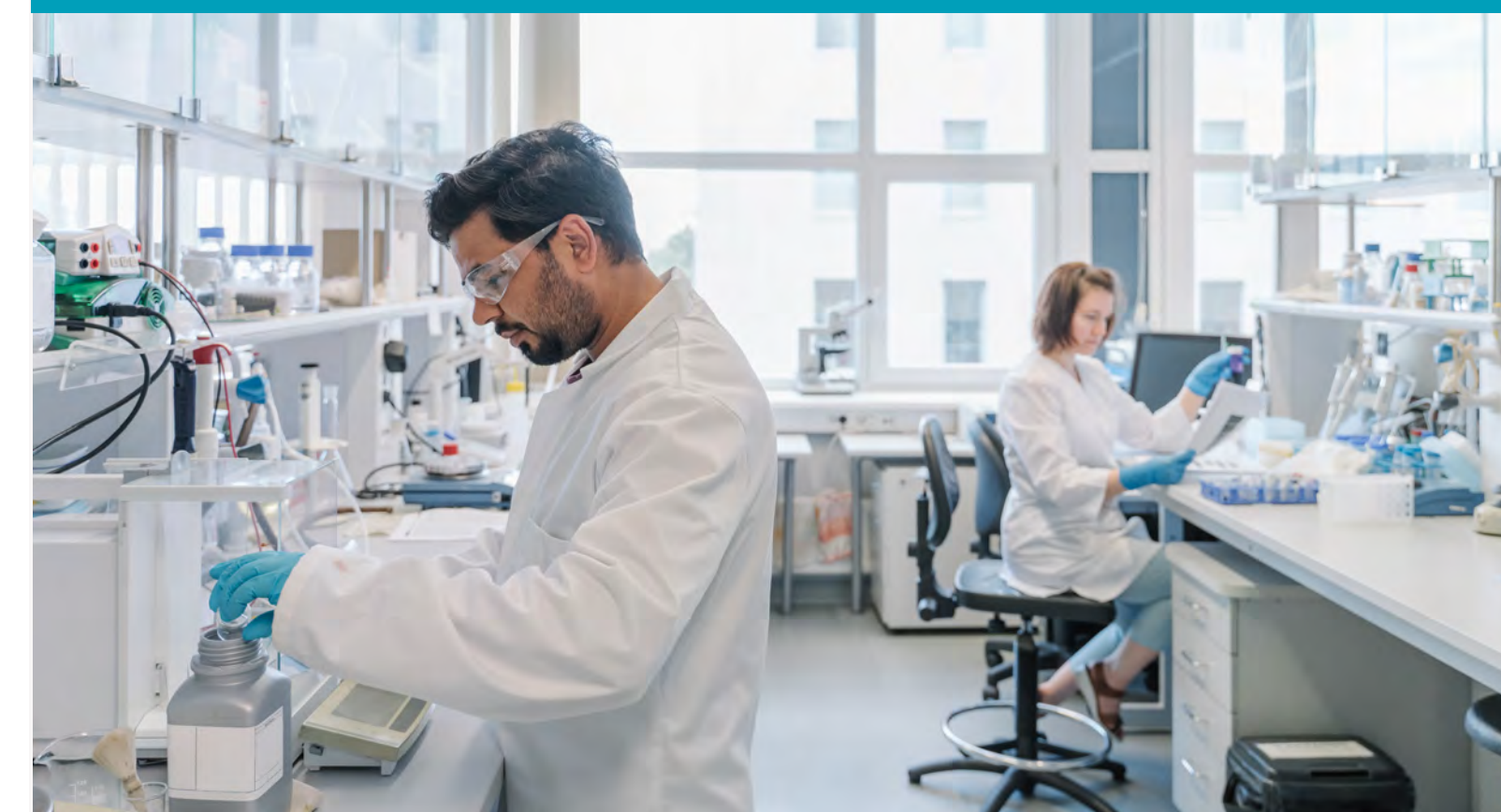
We are committed to creating safe, economical and sustainable processes to supply high-quality active ingredients for patient medicine. Innovation and collaboration are at the core of that mission. We continue to partner with external companies and academics to invent and develop new capabilities both to accelerate our development and to improve our sustainability footprint.

Most notably, we recently partnered with protein engineering experts at Codexis to evolve two enzymes to enable the rapid and efficient manufacture of a key intermediate en route to our LPA agonist BMS-986278, an active pharmaceutical ingredient within our immunology portfolio. This innovation led to dramatic reductions in waste (>80%), cost (>60%) and eliminated use of hazardous halogenated solvents (100% reduction). This work was recognized by the 2023 American Chemical Society Green Chemistry Institute Peter J. Dunn Award for Green Chemistry & Engineering.

In 2022, our collaboration with the Scripps Research Institute enabled the discovery and development of a new and sustainable platform technology to improve our ability to prepare different phosphorous linkages in oligonucleotides, dramatically reducing the number of chemical steps, reagents needed and cost to prepare these important classes of molecules found within the BMS portfolio. This collaboration was recognized with the [Royal Society of Chemistry Robert Robinson Horizon Prize](#) for significant novel discoveries and advancements in the field of synthetic organic chemistry.

Learn more about what we are doing to innovate in the [Scientific Innovation](#) section of this report.

## SPOTLIGHT



## Assessing the Environmental Impact of Clinical Trials

Clinical trials are among the most important work we do, but across the pharmaceutical industry there hasn't been much evaluation of the carbon footprint of clinical trials.

To address these issues, BMS has joined with the Pistoia Alliance, a nonprofit organization that promotes collaboration in life sciences research, as well as several other industry players to launch the Clinical Trial Environmental Impact Project.

The project will first define what variables need to be measured in order to understand the impact of clinical trials. Next, the project will develop a methodology to calculate the carbon footprint of trials and establish publicly-available, industry-standard benchmarks.

We are confident this transparent process will enable us to understand, and in turn mitigate, the carbon footprint of our clinical trials, whether they be centralized, hybrid or decentralized.





# Packaging and Transportation

Our Distribution and Logistics teams review their processes to reduce waste and carbon emissions and to conserve energy.

As we outsource our logistics operations and use service providers for warehousing and transportation, sustainability has become an even greater consideration in our procurement and supplier management process. Vendors are scored against environmental responsibility criteria during the selection process. In addition, we work with selected partners to improve the environmental footprint for the transportation of our products.

Different modes of transportation vary in their environmental impact and levels of sustainability. When we can, we choose sea over air freight to cut carbon emissions. For road transportation, we choose vendors that are able to provide fuel-efficient vehicles. We are expanding our use of electric vehicles (EVs) as part of our roadmap toward our 2040 target to have 100% electric vehicles in our commercial fleet. At the same time, we are also transitioning to Hybrids and PHEVs, which now account for more than 63% of our vehicles in the Asia-Pacific region and 28% of our global commercial fleet.

Our biology-based therapies require cold-chain transport and must remain at a constant temperature (2-8 degrees Celsius) from leaving the manufacturing facility to reaching the patient. Such therapies are shipped almost exclusively in reusable, battery-operated, refrigerated pallet-sized containers. For parcel-sized shipments, we use passive refrigeration in insulated shipper boxes with gel-pack inserts. Following successful trials of parcel containers in Puerto Rico, Mexico and Canada, we plan to expand their use in other markets where possible.

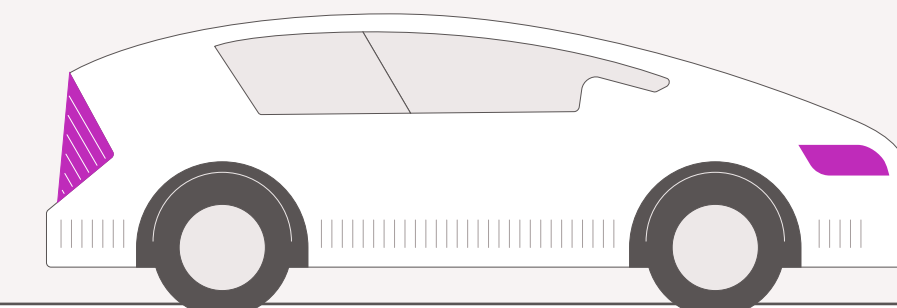
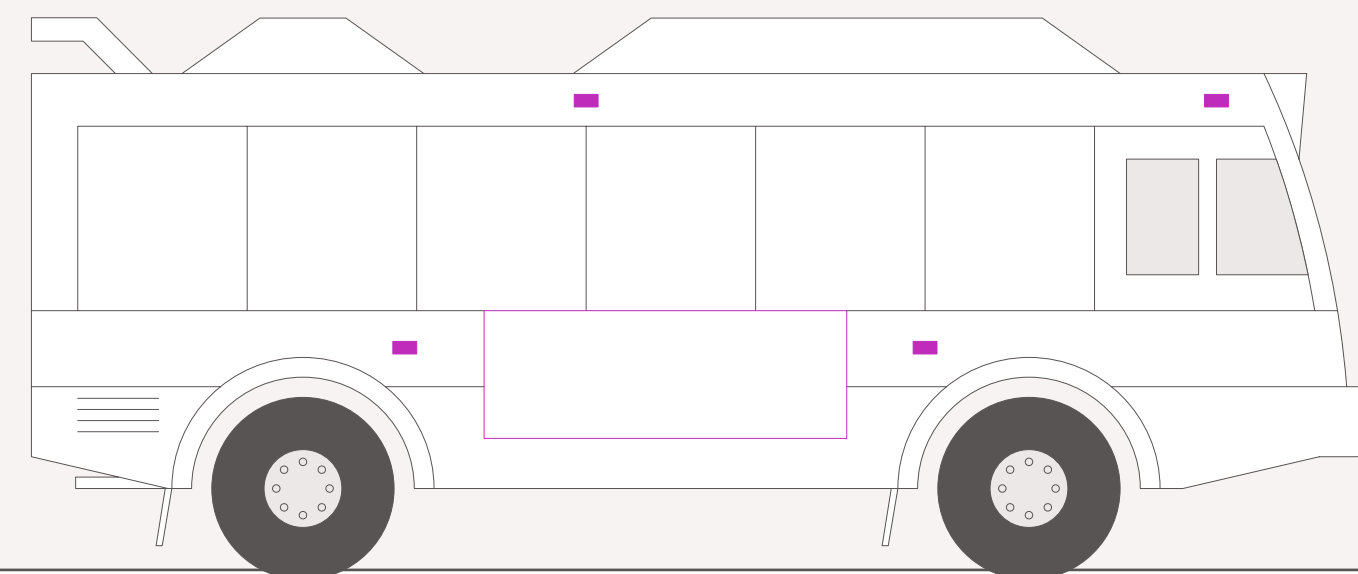
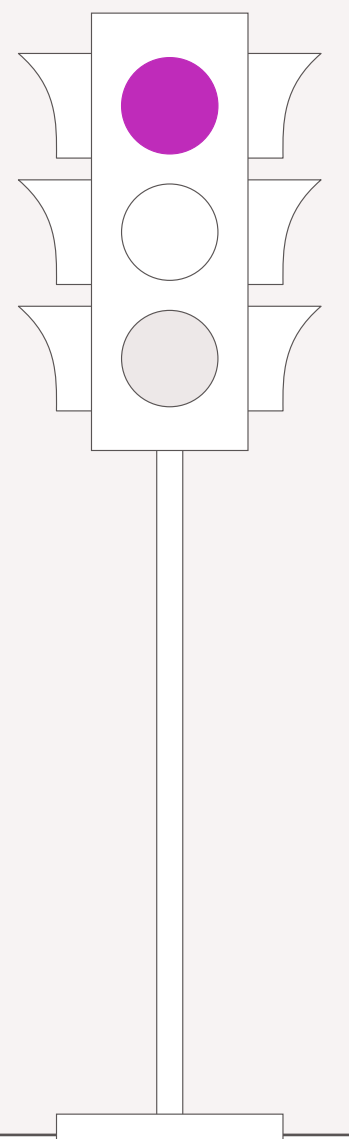
We put considerable effort into supporting our supply chain’s reliability, agility and sustainability, which are also key criteria when appraising our vendors’ performance. Our rigorous Sourcing Responsible Partners process ensures we work with partners who share our commitment to reducing our transportation-related environmental impacts.

In 2022, we continued to deploy sustainable shipping containers in key international shipping lanes by converting RKN lanes to RAP lanes. We also improved truck optimization in the U.S. and Europe by right-sizing trucks with the volume shipped—resulting in an approximate reduction of ~500 tons annually. Looking ahead, we are working on a number of sustainability projects focused on delivering increased efficiency and reduced carbon emissions.

## Enabling Electric Vehicle Use for Our Employees

Supporting our decarbonization strategy is the ongoing transition of our Commercial fleet toward 100% of vehicles being zero emission by 2040. BMS manages an onsite EV charging network that includes 155 EV charging points and more than 500 subscribers across 10 U.S. sites.

In 2022, we experienced increased participation in our charging station program for electric vehicles and hybrid plug-in cars. We will continue to promote employees’ use of EVs by making it easier for them to adopt more sustainable transportation.







# Working with Responsible Partners

Our global supply chains present us with the opportunity to derive great value through improvement and optimization while mitigating environmental risks associated with supply chain activities. As part of our near-term Scope 3 supplier engagement target, we will expand our supplier engagement program—encouraging suppliers to set their own Science-Aligned or formal Science Based Targets.

Taking a comprehensive engagement approach is anticipated to translate into science-aligned emission reductions and we will continue to support suppliers in their efforts to establish and achieve advanced decarbonization targets.

Our Strategic Sourcing and Procurement team has created a holistic risk and performance benchmarking process that animates and informs initiatives that aim to reduce negative environmental impacts across our supply chain. This commitment is included in our sustainable procurement strategy, which guides our approach to our supplier partnerships. See the [Sourcing Responsible Partners](#) section on page 78 of this report.

Our intention is to create a clear line of site for our procurement teams when making decisions on supplier selections or managing existing supplier relationships. We are increasingly integrating sustainable practices and considerations in our supplier selection and relationships. Sustainability is integrated into the supplier relationship and the products/services it provides just as quality, logistics, price and other characteristics.

## The CDP Supply Chain Initiative



We are a member of the [CDP Supply Chain program](#), which helps companies understand, manage and mitigate the risks associated with global supply chains and provides a platform to engage with suppliers to enhance efforts to minimize environmental impact. Using CDP’s questionnaires, we request the disclosure of environmental information and data from a number of our strategic suppliers to improve visibility of our Scope 3 emissions. In 2022, we also added new factors to our supplier contracts to improve transparency.

### Engaging Suppliers at Our First Supplier Sustainability Summit

We invited our largest suppliers to join us at our inaugural Supplier Sustainability Summit on November 10, 2022, to elicit their suggestions regarding how BMS might accelerate our sustainability agenda. These suppliers were selected based on the scope of their emissions and demonstrated commitment to sustainability. As a result, we were able to generate a robust list of initiatives for impact and actions to take as we continue to enhance our supply chain practices.

The Summit also provided a venue for our suppliers to learn about the latest measures that BMS is taking to reduce our environmental impact, and how they might apply these innovative measures to their own businesses.

We believe that together with our supplier partners, we can make a significant impact on our commitment to the environment and how we serve our patients.

## PSCI: Pharmaceutical Supply Chain Initiative



BMS maintains both representation on the Board and an overall leadership position within our membership in the [Pharmaceutical Supply Chain Initiative](#)

[\(PSCI\)](#). PCSI is a consortium of pharmaceutical companies and their suppliers collaborating to promote Principles for Responsible Supply Chain Management and build capacity in developing countries.

## SPOTLIGHT

# Energize



A program to increase access to renewable energy for pharmaceutical supply chains

Powered by Schneider Electric's Zeigo



## Providing Renewable Energy Education and Access to Our Suppliers

A first-of-its-kind program launched at the United Nations Conference of Parties (COP26) in November 2021, [Energize](#) is a consortium of pharmaceutical companies that joined together to offer renewable energy Education and Access to our respective suppliers. Leveraging the expertise of Schneider Electric, BMS joined in August 2022 and invited our suppliers to participate. Energize provides a unique opportunity to engage our suppliers and leverage the combined technical expertise of the organization’s members to buy renewable energy in a cohort fashion and avoid “going it alone” in the market. This supports both our suppliers’ and our own decarbonization goals.





# Sustainable Facility Design

How we design our workspaces has ecological, economic and social consequences. Sustainable materials, regional sourcing, recycling and the quality of construction all have ecological impacts.

Saving energy, introducing efficiencies and improving alignment with demand all improve our business while comfortable, ergonomic and safe interiors enhance our people's quality of life at work, supporting the inclusion of diverse needs and potentially enhancing our employees' performance. When we construct new facilities or retrofit old ones, we do so with a long-term view—utilizing sustainable construction practices and applying universal green design principles.

In 2021, BMS developed engineering standards to incorporate a sustainability checklist that identifies design elements to enable project teams to embed

environmental considerations through each project's life cycle. In 2022, we integrated these standards into the planning and design of all new projects, as well as retrospective reviews of in-flight projects whenever possible. In addition to the sustainability design criteria, BMS' Global Engineering and Facilities (GEF) employee group has undertaken over 70 projects specifically targeted at near-term sustainability targets—all in support of our company's environmental goals.

## Building Green Criteria and Goals

- Optimize energy efficiency by participating in energy life cycle assessments and identifying alternate fuel source potential
- Minimize water use by creating use-modeling and water balance maps, as well as identifying opportunities to reduce consumption through reuse, repurpose or recycling
- Eliminate waste-to-landfill through rerouting maintenance, demolition and construction waste; adding waste management targets to third-party supplier contracts; and auditing packaging to drive sustainable alternatives to disposal including reuse, recovery and/or recycling
- Encourage the use of zero-emission vehicles by expanding our EV charging station program framework

## Certifications at BMS' Germany Site

Our Germany site is pushing environmental sustainability in creative, impactful ways.

We integrated energy-conserving principles into the construction of our office building in Munich, Germany, to reduce our environmental impacts and create a healthy workplace for our employees. Together with the innovative German real estate company, Vivico, we utilized both state-of-the-art technologies and a holistic approach in the design, construction and use of the building.

A key design feature is the geothermal heating and cooling system—the building is heated 100% by geothermal energy.

- DGNB1 Sustainability Certificate Silver certification for BMS office: conservation of resources, reduction of waste generation and long-term cost reduction
- Certificate for efficient and healthy air humidification
- Total end-use energy consumption for electricity and heat is significantly lower than comparable buildings/categories



## CASE STUDY

### Our R&D Facility Building in the U.K. Exemplifies Sustainability Innovation



Globally, our teams are working to reduce GHG emissions, increase energy efficiency and reduce waste and water use. A synergy of these elements is exemplified in our Moreton, U.K., facility.

Situated on our 12-acre R&D site located between Chester and Liverpool, just three years ago Building 5 had the dubious distinction of being our most expensive site in terms of energy costs. The Facilities team in Moreton set out to change that.

The goal was to significantly increase the building's energy efficiency and reduce its net CO<sub>2</sub>e emissions to zero. The team retrofitted the building with a fabric insulating wrap that made it as thermally efficient as possible, and they installed high-efficiency, low-to-zero carbon heating, cooling and lighting. Next, solar photovoltaic panels were installed on all available roof space.

As a result, Building 5 was recently named one of the top four buildings in England and Wales for energy performance. Moreover, it is the only one of these top four that is occupied and air conditioned.

Our Moreton team, informed by the successful renovation of Building 5, is now planning a new, multi-million dollar building at the site, and outstanding energy performance is just one aspect of sustainability to be built into every facet. The new building is planned to be 60% bigger than the one it will replace, and yet use 68% less energy. While the building is planned to have zero greenhouse gas emissions and reduce energy costs by as much as 82%, the surrounding site is planned to save water, resist flooding and provide an environment that promotes wellness.





### New Technology to Reduce our Environmental Impact

BMS is exploring new technologies to help achieve our environmental goals:

- Heat pump applications are being pursued and installed at multiple facilities to reduce Scope 1 emissions
- At our Moreton, U.K., facility, an air-source heat pump has been installed
- At our Princeton Pike, New Jersey, facility, we are currently evaluating the feasibility of ground-source heat pump technology to completely eliminate natural gas consumption
- At our Aichi, Japan, site, we have installed an electric boiler and heat pump, removing older kerosene-fired equipment

In addition, an Automated Fault Detection & Diagnostics pilot was completed in 2022 and is being rolled out across eight sites in 2023. We have established a task force to evaluate our cogeneration facilities and the feasibility of decarbonization initiatives.

In total, 44 GHG reduction projects were implemented across our enterprise in 2022, resulting in an estimated savings of 8,500 metric tons CO<sub>2</sub>e/year. Most notably, a new, high-efficiency cogeneration system was installed at one of our sites that will reduce GHG emissions at the site by an estimated 3,500 metric tons CO<sub>2</sub>e/year—an estimated 6.7% reduction at the site level and 1.1% at the enterprise level.



#### EPA Energy Star & BMS

BMS is an active partner organization with EPA Energy Star, which advances the goal of portfolio-wide top performance in energy efficiency, and the continued growth and innovation of energy efficiency and decarbonization practices. BMS is pursuing Pharma Energy Performance Indicator for multiple facilities.

**20 sites (nearly 100% of those eligible)** are participating in the Energy Star Challenge for Industry, a global call to action for industrial sites to reduce their energy intensity by 10% within five years.

### EHS Management System

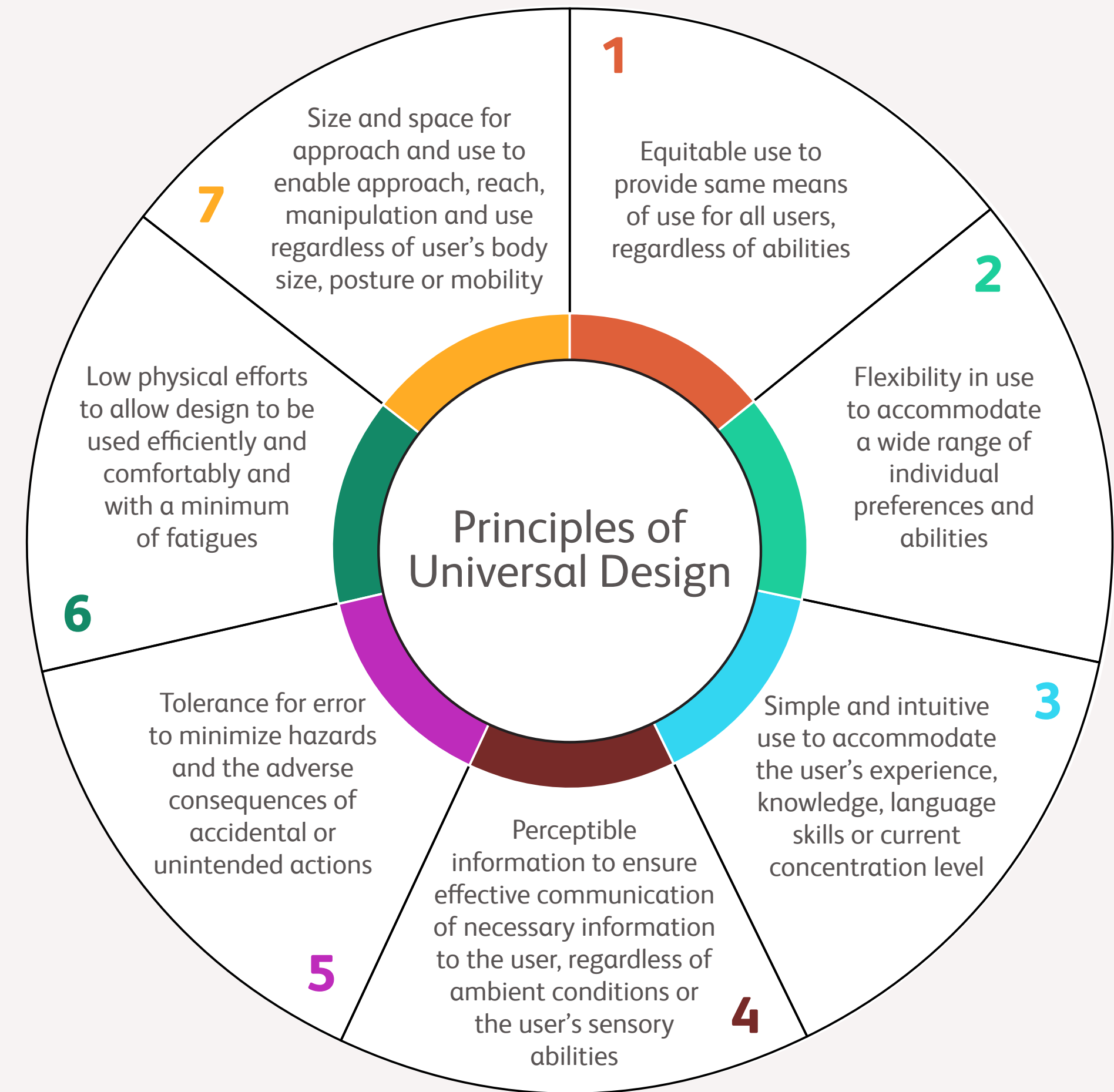
Our Environment, Health and Safety (EHS) management system builds on the foundation of our commitment and our [Principles of Integrity: Standards of Business Conduct & Ethics](#). It provides the structure for implementing proactive sustainable business practices associated with our products and operations. As such, we have effective processes in place for risk identification, monitoring and mitigation, and incident management related to employee and environmental protection. This extends to our facilities and assets, products, compliance, EHS security-related matters, business continuity and communications. Our audit processes include independent and objective corporate audits of environmental, health, safety and transportation compliance, and adequacy of EHS management systems to support ongoing compliance; they also include facility self-assessments of compliance and possible need for changes in site procedures.

### Third-Party Audits of Our EHS Program

All our manufacturing, research and development facilities, as well as distribution and office locations, are evaluated based on a criticality index of risk and maturity of facility management systems. The frequency of audits range from 18 to 24 months for manufacturing facilities to 24 to 36 months for research and development and finishing. In addition, to help maintain a system for the quality assurance of our EHS audit process, we periodically secure the services of an independent, third-party EHS audit firm to conduct an audit of the BMS Audit Program. The objective of this review is to determine if internal BMS EHS audit systems are functioning effectively to maintain and continually improve EHS performance, as well as verify that the EHS Audit Program is conforming with established procedures and selected external consensus standards. We include copies of our most recent [audit attestation letters](#) on our website.

### Integrating Universal Design

To promote our people’s health, safety and wellness, we utilize a set of universal design principles to ensure our buildings are accessible and have the flexibility to accommodate diverse skills, knowledge and needs.







# Employee Engagement in Sustainability

Our people are passionate about enacting positive change, and that is just one of the many reasons they take action to protect the planet.



Just as we do as an organization, many of our employees recognize the links between global health and climate change. We offer opportunities and programs for all employees to get involved in enhancing sustainability across our global operations. Our team members' actions and collective knowledge are a vital part of our efforts to deliver on our environmental commitments.

At BMS, we also recognize that to attract and retain the best and most highly skilled employees, we must demonstrate we are pursuing sustainable initiatives to play our part as a global pharmaceutical company and to provide a safe, comfortable and healthy working environment for our employees.

## Treasure Hunts

One example of how we are using internal programs to improve our environmental profile are our Energy & Water Treasure Hunts, an initiative in which our Facilities teams have access to a real-time app that suggests ways to reduce water use, emissions and other environmental impacts.

In 2022, BMS completed 15 Energy & Water Treasure Hunts, generating 77 endorsed projects across the network that will be implemented in 2023.

**envizi** BMS' Global Energy & Sustainability Services team is rolling out a new software as a service (SaaS) platform, [Envizi](#), to track these projects going forward. Envizi can also compare project-level reductions to "business as usual" energy consumption so BMS can track progress against normal consumption and emissions levels.

## Our Employees' Go Green Initiative

We revamped our Go Green initiative in 2022 with a new business plan and a leadership team who will empower employees to consider BMS' environmental footprint and its connection to human health. The 500+ BMS members of Go Green pursue sustainability goals by harnessing our desire to make a positive difference to the planet. In addition to Earth Day and Earth Hour celebrations, this group hosts information sharing sessions, recycling drives, clean-ups, fundraising events and more.

In 2022, there were more than 10,000 impressions in the Virgin Pulse App for the Sustainability Calendar Challenge. Monthly challenges focused on issues like waste reduction, wellness and biodiversity.

## SPOTLIGHT

### Fresh Food is Linked to Better Health Outcomes



In 2022 BMS volunteers partnered with America's Grow-a-Row. Based near our headquarters in New Jersey, Grow-a-Row plants, picks, rescues and delivers free fresh produce to those in need.

BMS employees participated in the picking of 28,500 pounds (approximately 112,000 servings) of fresh produce at the Grow-a-Row farms in New Jersey.

The harvested produce was distributed to two Grow-a-Row partners: City Harvest, which provides for New York City, and the Mid-Atlantic Regional Cooperative (MARC), which serves communities from Maine to Virginia. Both organizations serve people who otherwise have little or no access to fresh fruits and vegetables.

## BMS Employees' Passion for Helping Our Planet: Go Green Activity in 2022

### 2022 Internal Promotions and Events

- March 15: Global Cookbook sponsored by Global Wellbeing
- March 21: International Day of the Forest
- March 22: Groundwater - Making the Invisible Visible
- March 26: Promoted "An Hour for Earth" at EarthHour.org
- April 22: "Invest in Our Planet" (Internal Earth Day website)

### Global Go Green Activities

- March 18: World Recycling Day (France)
- March 31: ECO Lighthouse Recertification Kickoff (Norway)
- April: Earth Month presentation and environmental impact competition (Devans, Massachusetts, site, U.S.)
- April 19 and 22: Dos and Don'ts of Recycling event; Plant Care event (Florida, U.S.)
- April 28 - 29: Electric Car and Bike Fair (Switzerland)





## CASE STUDY

### Green Labs

Green Labs is a certification program that helps employees reduce their environmental impact at work. Every three years, participating labs complete a survey, the findings of which are used to provide tips for improvement. In 2022, the Green Labs Certification Program expanded to four new BMS sites. We enrolled about 80 new labs, making more than 660 labs certified in the program, and achieving a 99.7% participation rate across the sites enrolled.

### Every Day is Earth Day for BMS Climb Members

CLIMB (Cultivating Leadership and Innovation for Millennials and Beyond) is one of the eight People and Business Resource Groups (PBRGs) at BMS that offers employees a chance to develop leadership skills and collaborate with other passionate colleagues, while supporting our company's mission.

CLIMB partners with our Corporate Sustainability Team (Sustainability Center of Excellence) on an annual Sustainability Calendar Challenge, which encourages employees to prioritize wellbeing and environmental stewardship. Each month, employees receive a unique challenge with prompts for how they can put it into action. During the 12-month challenge, our employees tracked progress toward specific goals through a mobile app or website.

Among the activities CLIMB organized throughout 2022 were:

#### Acts of Change April

##### The Challenge

Do something each week to limit your impact on climate change. Examples include carrying a reusable bag to shops or food stores and using a reusable water bottle for your daily beverages.



**1,392** employees joined the challenge



**1,194** tracked days they took action, resulting in **13,585** total days in action

#### H2October

##### The Challenge

Reduce water consumption every day. Examples of ways to reduce and reuse include checking all plumbing for leaks, fixing leaky areas immediately and reusing pet water; the water can be used to water household plants.



**1,370** employees joined the challenge



**1,227** tracked days they took action, resulting in **18,013** total days in action

#### Biodiversity July

##### The Challenge

Take acts to promote biodiversity, such as planting native trees.



**938** employees joined the challenge



**816** tracked days they took action, resulting in **10,997** total days in action

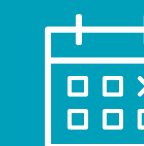
#### No Paper November

##### The Challenge

Use less (or no) paper. Examples of ways to reduce paper use include using electronic documents and using rags or kitchen towels instead of paper towels.



**1,204** employees joined the challenge



**1,117** tracked days they took action, resulting in **11,937** total days in action

Source: Virgin Pulse - Living Life Better Platform.



# Ethics, Integrity, Quality & Governance

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# Governance and Risk Management

Businesses are built on relationships and centered on trust. The way we conduct ourselves reflects our company values of integrity and accountability.

This is shown in how we:

- Practice corporate governance
- Encourage ethical behavior
- Manage our operations and risk
- Safeguard our products and patient
- Protect data privacy
- Plan for business continuity
- Promote health equity
- Advance inclusion and diversity throughout our company and supply chain

Our employees feel confident and take pride in working for a responsible, purpose-driven company. At BMS, we embrace our corporate responsibility and obligations, and we seek to go above and beyond what is required of us, striving to be leaders in our industry.

Our unwavering commitment to developing and delivering innovative medicines that help patients prevail over serious diseases is underpinned by our strong corporate governance and effective risk management practices. Good governance is vital to our success, and we aim to meet or exceed best practices, providing transparency and accountability to all of our stakeholders.

## Active Board Oversight of Our Governance, Strategic Planning and Enterprise Risk

Our business is managed under the direction of our Board, pursuant to the Delaware General Corporation Law and our Bylaws. The Board is responsible for establishing broad corporate policies and for the overall performance of

our company. The Board keeps itself informed of company business through:

- Regular written reports and analyses from management
- Regular discussions with the Chief Executive Officer and other company officers
- Materials provided by management and by outside advisors
- Board and Board committee meetings

Our Committee on Directors and Corporate Governance (CDCG) continually reviews corporate governance issues and related risks and is responsible for identifying and recommending the adoption of corporate governance initiatives. In addition, our Compensation and Management Development Committee (CMDC) regularly reviews our compensation policies and procedures and related risks and, when appropriate, recommends changes that strengthen our compensation practices.

The Board has adopted Corporate Governance Guidelines that govern its operation and that of its committees. Our Board annually reviews the Corporate Governance Guidelines and, from time to time, revises them in response to changing regulatory requirements, evolving best practices and feedback from our shareholders and other constituents.

Our Board is responsible for risk oversight as part of its fiduciary duty of care to monitor business operations effectively. Specifically, the Board plays a critical role in determining the types and appropriate levels of risk undertaken by our company.

Some of the key risks, among others, the Board focuses on relate to:

- Potential legislative or other regulatory actions impacting the pharmaceutical industry in the U.S. and internationally, including drug pricing and access
- Intellectual property protection and upcoming losses of exclusivity
- Competition
- Business continuity
- Key ESG risks, including human capital management and I&D goals
- Cybersecurity

Our Board engages in strategic planning and risk oversight as a whole and through its Board Committees. For example, our CDCG has primary oversight of our company's ESG strategy and reporting and its impact on our employees, shareholders and other stakeholders. The CDCG administers this oversight role in conjunction with other Board committees, including the Audit Committee and the CMDC, and updates are periodically provided to the full Board. The CMDC annually evaluates our incentive compensation programs and determines whether incentive pay encourages excessive or inappropriate risk-taking. Oversight by these committees strengthens our ability to operate with the highest levels of quality, integrity and ethics.

Our Board's dedication to its role is exemplified in many ways by active engagement.



In 2022, Our Board met **11x** with average aggregate attendance of directors at our Board and Board Committee meetings at **over 97%**.

No director attended fewer than 90% of the aggregate number of Board and Board Committee meetings during the period he or she served.

During these meetings, our independent directors also met in executive sessions to discuss many topics, including the execution of our strategy to renew our product pipeline with new life-changing medicines, as well as the ongoing refinement of our ESG strategy, among other things.

The Board and Board Committees also held information sessions throughout 2022, which supplemented the regularly scheduled Board and Board Committee meetings. These information sessions were especially important during 2022 and allowed the Board to provide effective oversight and support to our management team. For 2023, the Board and Committees will continue to supplement their regular meetings with information sessions as needed.





## Shareholder and Director Engagement

Our Board also continues to engage directly with shareholders to gain feedback on our existing governance practices. The Board considers these discussions vital to their deliberations, and actively considers shareholder feedback as it evaluates and adjusts our governance practices, with respect to board composition, executive compensation, ESG and more.

Our Lead Independent Director participated in many of these constructive engagements. Shareholders shared their views on Board composition, succession planning, leadership structure, governance practices, human capital and workforce oversight, ESG priorities and I&D initiatives, and the incorporation of sustainability priorities in our incentive programs for executives. We shared the feedback with our full Board, and we will continue our proactive engagement with our shareholders.

In early 2023, we continued to

### engage with shareholders,

seeking active feedback and offering additional insights on current topics of interest, such as our Board leadership structure, inclusion and diversity, our ESG strategy and executive compensation and corporate governance topics—including the shareholder proposals included in our 2022 Proxy Statement

This group of investors represented

~54% of our shares outstanding and was an increase from 49% representation in 2021



## Our ESG Operating Model and ESG Council

In 2022, we established our ESG Council (Council), a cross-functional management committee that reports to our Chairman and CEO, our Leadership Team (the BMSLT) and the CDCG to assist in developing and executing our company’s overall ESG strategy. The Council’s members bring expertise from their respective areas and help raise awareness and achieve alignment on both managing risks and activating opportunities related to ESG. The Council serves as BMS’ primary governance body for all ESG matters and is led by the Vice President of Purpose and ESG in our Corporate Affairs practice.

In addition, in 2022, we bolstered our ESG oversight by publishing our [ESG Governance Operating Model](#). This model outlines our approach to ESG and defines roles and responsibilities related to sustainability matters at both the Board and management levels. It also communicates details about our ESG Council’s structure and charter, further aligning our sustainability strategy with our business strategy, and promoting accountability.

Council members include representatives from across the breadth of our organization:

Business Insights & Analytics	Cybersecurity	Health Equity
Product Quality	Compliance & Ethics	Engineering & Facilities
Human Resources	Research & Development	Corporate Affairs
Environmental Sustainability	Inclusion & Diversity	Regulatory
Corporate Legal	Finance	Investor Relations
Value, Access, Pricing & Patient Services	Corporate Strategy & Business Development	BMS Foundation <sup>1</sup>
	Information Technology	



The Council meets regularly and operates under a formalized process and protocols, including a dedicated [ESG Council Charter](#).

The Council oversees the work of BMS’ ESG Working Teams, which report to the ESG Council and are responsible for advancing our respective ESG initiatives.

## BMS ESG Council and Working Groups: Areas of Focus

Environmental and societal megatrends

Shifts and developments in areas like climate change and health equity

Investments needed to help contribute to a sustainable economy

The Council reviews and supports progress against our ESG goals, which serve as key performance indicators of our ESG performance.

Finally, the Council is responsible for providing regular updates to the CDCG and full Board to help ensure directors are apprised of matters related to ESG and provides recommendations on ESG-related decision points to the CDCG and the full Board from time to time.

<sup>1</sup> The BMS Foundation is a separate 501(c)(3) nonprofit entity.



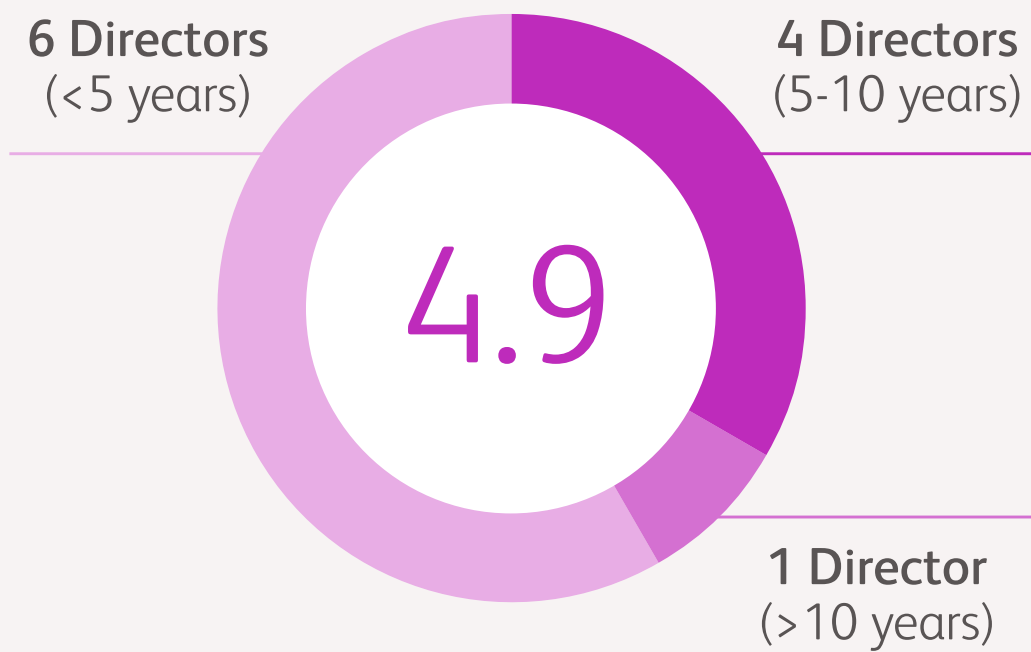


### Board Diversity<sup>1</sup>

We pride ourselves on having a Board with diverse backgrounds, expertise and characteristics that, taken as a whole, help ensure an effective and representative governing body. We regularly review the skills and

composition of our Board and our Committees to ensure we have highly qualified members with the appropriate balance of skills, qualifications and backgrounds to best meet our company’s needs and oversee management’s execution of our company’s strategies.

### Average Director Tenure (years)



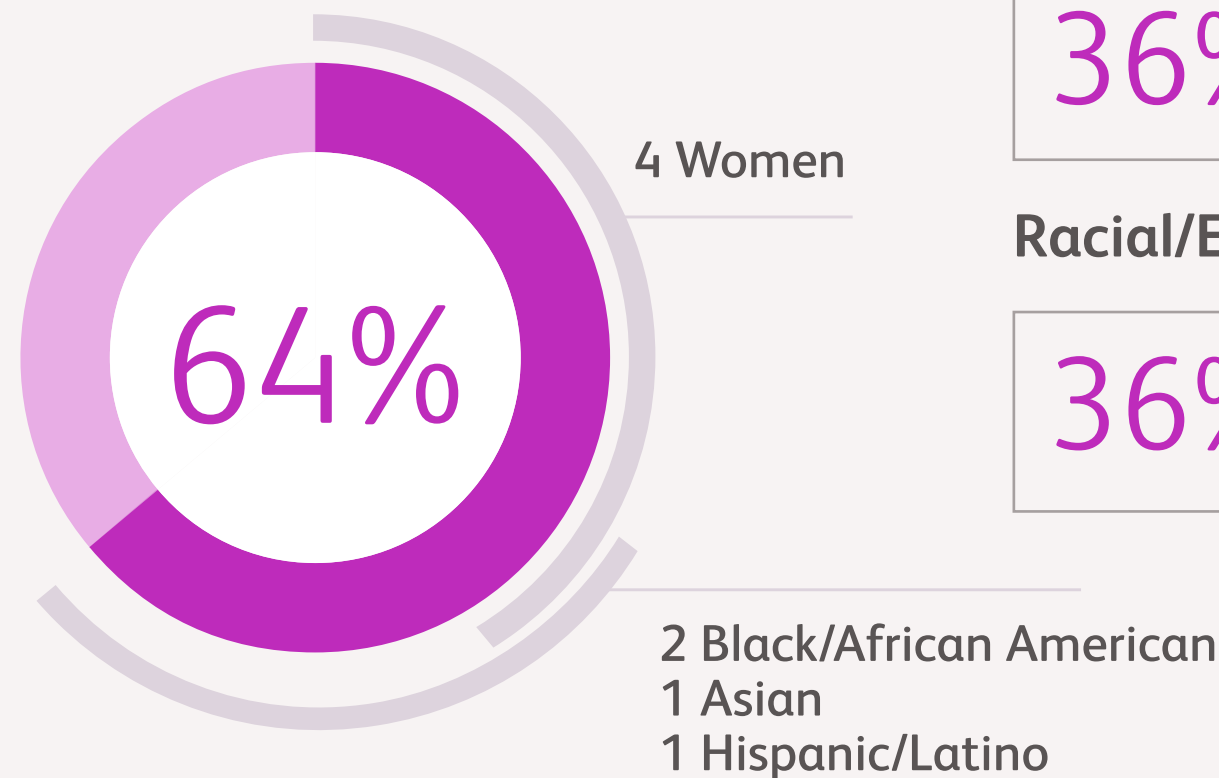
### Board Refreshment

**4** New Directors over the last three years

### Age Distribution

**62** Average Age of Directors (years)

### Women and Underrepresented Racial & Ethnic Groups



### Gender Diversity

**36%** Female Directors

### Racial/Ethnic Diversity

**36%** Racially/Ethnically Diverse Directors

## SPOTLIGHT



### Welcoming our Board Member, Dr. Deepak L. Bhatt

Dr. Bhatt joined the Board on June 14, 2022 and became a member of the Science and Technology Committee. Effective May 2, 2023, he became a member of the Compensation and Management Development Committee. He has served as the director of Mount Sinai Heart and the Dr. Valentin Fuster Professor of Cardiovascular Medicine at the Icahn School of Medicine since 2022. Prior to his current role, Dr. Bhatt was the executive director of interventional cardiovascular programs at Brigham and Women’s Hospital and a professor of medicine at Harvard Medical School.

Dr. Bhatt brings to the Board more than 20 years of research experience in acute coronary syndromes, preventive cardiology, and advanced techniques in cardiac, cerebral and peripheral intervention. He has served as the principal or co-principal investigator for cardiovascular clinical trials focused on interventional cardiology, anti-thrombotic therapy, lipid-lowering therapy, heart failure, obesity and diabetes, among other areas

“Through his role as a physician and leading researcher in cardiovascular medicine, Deepak’s insight and expertise will be beneficial as we continue to progress our long-term strategy, advance our pipeline and bring best-in-class medicines that benefit patients with serious unmet needs.”

**Giovanni Caforio, M.D.**  
Chairman of the Board and Chief Executive Officer at Bristol Myers Squibb

<sup>1</sup> As of May 2, 2023.





### Risk Management and Our Enterprise Risk Management Program

To help us identify and manage risks and opportunities, our Enterprise Risk Management (ERM) program enables us to protect and create value for our stakeholders.

BMS' ERM governance and reporting practice is led by our cross-functional Enterprise Risk Committee (ERC) whose remit includes legal and regulatory compliance and upholding our principles of integrity. The ERC, along with the relevant subcommittee, also provides ongoing updates to our leadership team and Board regarding our company's enterprise risk profile and risk mitigation strategies.

### Enterprise Risk Management Governance

Board Oversight and Corporate Governance

Leadership Team



Enterprise Risk Committee (ERC)



Functional Risk Committees



### ERC Priorities



Capturing, reviewing and monitoring enterprise risk mitigations



Identifying and evaluating emerging risks and risk trends that might impact or inform risk drivers or scenarios



Reviewing the activities of the functional risk committees or risk management functions, reviewing progress and providing input

Our ERM Program Management Office (PMO) within our Global Internal Audit and Assurance office drives risk awareness, manages ERM infrastructure, maintains risk management awareness and facilitates regular discussions on risks.







### ESG in Executive Compensation

In 2022, we added an ESG Scorecard in our executive compensation program that measures achievement against environmental and social goals and better aligns executive bonuses with our company strategy. In 2022, the ESG Scorecard measured our progress across several fronts, including improvements in the diversity of our suppliers, our clinical trials and in our executive ranks. The Scorecard allows leaders to track progress on all ESG goals while also giving BMS the opportunity to update goals annually to mirror our strategic priorities and prior achievements.

In the 2022 annual bonus plan for our employees at the level of Vice President and above (VP+), including our Named Executive Officers (NEOs), 10% of our company performance factor was based on the ESG Scorecard metric.

The selection and evaluation of our ESG metrics were established by the Compensation and Management Development Committee (CMDC), reviewed by our Committee on Directors and Corporate Governance—which has primary oversight responsibility of our ESG strategy, and approved by the CMDC.

<sup>1</sup> Leadership Team

The summary of the 2022 incentive compensation goals to the right is from our 2023 Proxy Statement filed with the SEC on March 23, 2023. For each 2022 goal, the CMDC selected objective and measurable performance metrics linked to our company’s strategy and long-term initiatives. In particular:

- Environmental goals represent incremental milestones toward our longer-term commitments to reduce GHG emissions and zero waste-to-landfill
- Supplier diversity aspirational goals represents incremental progress toward a 2025 goal on diverse supplier spend
- U.S. clinical trial diversity goals for patient participation were established to align with U.S. census representation levels
- Workforce representation aspirational goals for VP+ roles
- Employee engagement score was set based on internal trend data covering employees’ observations of employee experience through quarterly pulse surveys that measure progress, aid in the focus of our talent and workforce investment decisions, and address needed management interventions



### Annual Incentive Targets

Metric	2022 Target	Bonus Program Weight	
		LT <sup>1</sup> & VP+	All Others
Non-GAAP Diluted EPS	\$7.80	30%	40%
Total Revenues (Ex-FX) (\$M)	\$47,182	20%	20%
New Product Portfolio Revenues (Ex-FX) (\$M)	\$2,297	15%	15%
Pipeline	3	25%	25%
ESG Scorecard	3	10%	—
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

For the ESG Scorecard Metric, the CMDC determines performance on a scale of 1 to 5. This scale was based on a quantitative assessment of progress on the 2022 goals, as well as a qualitative assessment of the impact of the goals on a relative basis.

For 2022, based on the results achieved, the CMDC determined that a score of 3 was appropriate for this metric. We are focused on continuously improving our ESG approach and we look forward to doing so in the years ahead.

ESG Matter	Scorecard Element	2022 Goals	Results
Environmental Sustainability	Progress toward environmental commitments on GHG emissions and waste reduction	2% reduction in GHG emissions	6%
		5% reduction in waste-to-landfill	37%
Human Capital Management and Social Responsibility	Progress on clinical trial and supplier diversity	Supplier diversity spending of \$960M	\$1,077M
		Increase diversity of U.S. clinical trials: <ul style="list-style-type: none"> <li>• Ethnicity to 18% (from 16.6%)</li> <li>• Racial to 18% (from 16%)</li> </ul>	16% 22%
	Achievement of executive-level aspirational workforce representation goals	Gender parity VP+ to 50% Black/African American VP+ representation to 6.0% Latino/Hispanic VP+ representation to 7.4%	48.7% 6.1% 6.1%
	Employee engagement trends	Increase employee engagement scores	Partially achieved





# Ethical Business

We are committed to the highest ethical standards in everything we do.

Ethics plays a fundamental role in our business and we believe the best way to honestly serve our patients, communities and employees is to conduct ourselves responsibly. Put simply, we work hard to do the right thing for our patients, every day. This is particularly important in the context of ESG.

We seek transparency and dialogue with our stakeholders to improve our understanding of their needs, and we strive for a culture where all our people feel they can raise issues and voice any concerns. We take our commitment to economic, social and environmental sustainability seriously, and we extend this expectation to our partners and suppliers.

## Our Principles of Integrity: BMS Standards of Business Conduct and Ethics

Our [2022 Principles of Integrity](#): The Bristol Myers Squibb Standards of Business Conduct and Ethics (Principles) provide an important overview of how our principles guide the way we conduct business every day. They establish a framework for how we engage with our colleagues and contractors working on behalf of our company, how we conduct business with our partners and suppliers, and how we serve our patients and our communities.

The Principles are the foundation on which we build our company policies and other BMS procedures and processes, and they comprise a significant element of our Compliance Program. Our Board members, senior management team and all BMS employees pledge to adhere to these Principles.

## Code of Business Conduct and Ethics for Directors

We aim to avoid situations that present conflicts between our personal interests and those of BMS. We understand that even the appearance of a conflict of interest can damage our reputation, so our business decisions are governed by good judgment and objectivity, not by our personal interests. If any of our people are unsure whether a potential conflict of interest exists, they are encouraged to seek guidance from management, Legal, or Compliance & Ethics.

In addition to the Principles, our company also has adopted a Code of Business Conduct and Ethics for Directors, which provides guidance on how to recognize and handle areas of ethical issues, as well as information on how to report unethical conduct. This code applies to all Directors of BMS and is intended to help foster a culture of openness and accountability at our company.

## Code of Ethics for Senior Financial Officers

Additionally, the Audit Committee has adopted a Code of Ethics for Senior Financial Officers that supplements the Principles of Integrity by providing more specific requirements and guidance on relevant topics. This code applies to the Chief Executive Officer, the Chief Financial Officer, the Controller, the Treasurer and the heads of major business units.

## Standards of Business Conduct and Ethics for Third Parties

The Standards of Business Conduct and Ethics for Third Parties ([3P Standards](#)) apply to all third-party entities with whom we have business agreements, such as suppliers, distributors, consultants, agents, service providers, joint ventures, co-promotion and research or licensing partners.

At BMS, we recognize that third parties play an important role in our success, and we strive to conduct business only with those sharing our commitment to the 3P Standards. Our third parties are expected to have processes and systems established to support operating in compliance with all applicable laws, regulations, guidelines and industry codes.

## Employee Training on Ethical Matters

Managers at BMS have additional responsibilities that are described in the Principles of Integrity and procedures. They are expected to foster a culture of compliance and lead by

example, demonstrating a commitment to the Principles and acting with the highest standards of integrity.

Managers also must be clear about the policies and other procedures that specifically affect the activities they manage and ensure that the employees who report to them receive the training needed to do their jobs effectively and with the highest ethical standards. Managers are required to make themselves available to respond to questions and to receive any reports of potential violations.

## Our Pledge to Ethical Business Practices

Over three decades ago—and long before ESG best practices were established—our company formally dedicated ourselves to upholding ethical business practices through the BMS Pledge. Our pledge is to provide products that meet or exceed customer expectations based on excellence in science and innovation throughout our company. We pride ourselves on providing the highest level of service, and everyone at BMS is committed to excellence and improvement underpinned by our values.

This mindset comes from the top through a leadership team that advocates, recognizes and rewards excellence in quality and is reflected in our culture of personal responsibility, where our people uphold the highest standards of quality, ethics and integrity. Quality and integrity are more than any single action or process at BMS, it is the mindset and a way of working that drives all of our decisions, at every level.



## Employee Engagement in Ethical Conduct

**32,123** employees were assigned the Principles of Integrity course in 2022

**98.2%** employees completed Principles of Integrity course in 2022





# A Culture of Integrity

Our Compliance program meets or exceeds guidance and regulations issued by government agencies, including the U.S. Department of Justice, all applicable laws and industry codes. To ensure our Compliance and Ethics program remains in line with the latest best practices, we commission an independent assessment every other year.

## Our Integrity Line: Reporting Concerns and Protecting Whistleblowers

Because of the importance we place on the ability of all our stakeholders to report concerns, we provide our [Integrity Line](#), a 24/7 confidential phone- and web-based reporting system for both employees and third parties. To strive to ensure the independence and integrity of our system, it is hosted by a third-party provider. The system is available in multiple languages to support the reporting of any concerns for individuals around the world. This includes suppliers, service providers, distributors, consultants, co-promotion and research or licensing partners, joint ventures, agents and others.

For both employees and third parties, the Integrity Line provides a means to report concerns related to potential violations of the 3P Standards, or to ask questions about the 3P Standards. Third parties are provided anonymity, if requested, and to the extent possible in a specific situation, where local law permits. BMS has taken steps to prevent caller identification through phone system technology. Third parties who choose to identify themselves are assured that BMS will not retaliate in any manner against anyone who makes reports in good faith. BMS reviews and investigates all reported concerns raised by third parties.

To report any concerns, local telephone numbers can be found on our [website](#), where individuals can also make a web-based report. Our [Integrity Line FAQs](#) provide extensive information on this confidential reporting mechanism.

## Anti-Bribery and Anti-Corruption

Our anti-bribery policies support our anti-corruption program and apply to everyone at BMS as well as the employees of relevant contractors. We run risk assessments, regular monitoring and auditing of our activities to ensure complete compliance with our Code of Conduct and policies. Communication, collaboration and transparency are again key, and we compile reports on actual incidents to raise awareness of how to identify and escalate potential problems.

## Promotional Activities: Responsible Marketing and Advertising

As outlined in the Conducting Our Business section of the [2022 Principles of Integrity](#), we market our products based on their quality, efficacy, safety and value, and we strive to ensure that our promotional materials help healthcare professionals, patients and other stakeholders understand our products, including their health benefits and potential risks. We have employees who oversee advertising and promotion so that the information we provide is accurate, truthful and consistent, and that it aligns with approved product labeling and applicable laws. We also provide training to employees on responsible marketing and advertising.

We only share approved promotional materials with our patients, and we promote the appropriate use of our products directly to healthcare professionals and organizations such as doctors, nurse practitioners, physician assistants, pharmacists, technologists, hospitals, pharmacy benefit managers and managed care organizations. We also provide information about the appropriate use of our products to consumers both inside and outside the U.S. through various channels.

**“2022 was a year of change for compliance and legal. We moved very quickly on organizational change in response to the advancing complexity of the business and the markets in which we operate—evolving as an organization and making changes quickly while preserving business continuity and enhancing compliance effectiveness; it was a very successful transition for compliance.”**

**Cari Gallman**  
SVP, Chief Compliance and Ethics Officer  
at Bristol Myers Squibb

We believe responsible direct-to-consumer (DTC) advertising can foster informed conversations between patients and their healthcare professionals about healthcare, disease and available treatment options. We also believe DTC advertising can help educate patients and encourage compliance with prescription drug treatments.

BMS adheres to the voluntary DTC marketing guidelines set forth by the Pharmaceutical Research and Manufacturers of America (PhRMA). This includes the following guiding principles:<sup>1</sup>

- 1 To be accurate, truthful and not misleading
- 2 To make claims only when supported by appropriate evidence
- 3 To reflect balance between risks and benefits
- 4 To be consistent with the FDA-approved labeling

## SPOTLIGHT

# An Independent Review of Our Ethics and Compliance



Every two years, Ethisphere conducts a rigorous review of our Compliance and Ethics Program and corporate culture. The goal is to benchmark our program against other global companies and to provide actionable recommendations on how to maintain a best-in-class ethical culture.

In 2022, Ethisphere completed their latest review of our program, which involved a 155-question survey, 22 interviews with leaders across the organization and a review of 343 documents. For the sixth consecutive review, we were awarded the Compliance Leader Verification designation, which runs through 2023/2024.

<sup>1</sup> PhRMA Guiding Principles, Direct to Consumer Advertisements about Prescription Medicines, 2018 [https://phrma.org/-/media/Project/PhRMA/PhRMA-Org/PhRMA-Org/PDF/P-R/PhRMA\\_Guiding\\_Principles\\_2018.pdf](https://phrma.org/-/media/Project/PhRMA/PhRMA-Org/PhRMA-Org/PDF/P-R/PhRMA_Guiding_Principles_2018.pdf).





### Sourcing Responsible Partners

Our SS&P unit piloted our Responsible Sourcing Program in 2022, which is intended to support our Scope 3 strategy and address environmental, social and other ESG risks in the supply chain. Emerging due diligence requirements across major markets require a deeper understanding, transparency and proactive approach to managing topics such as the environment and human rights and labor in the supply chain.

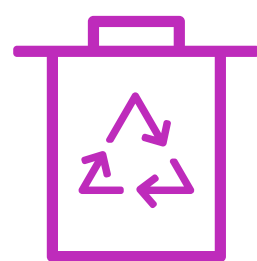
“Our Compliance and Ethics team has significant involvement in industry associations and is a strong voice in the industry and part of ethics workstreams. Our internal policies go above and beyond what is required. We are active leaders in the industry in compliance and ethics.”

**Cheryl Lee**  
VP, Head of Major Markets Compliance and Ethics  
at Bristol Myers Squibb



## Working With Suppliers Sustainably Within an ESG Framework

We actively ensure that our suppliers align with our ESG framework.



### Environmental

The organization’s impact on the environment and its ability to mitigate operational risks that increase its natural resource use and climate footprint.



### Social

An organization’s relationship with its employees, suppliers and communities in which it does business, including its approach toward diversity, human rights and consumer protection.



### Governance

The mechanisms an organization uses (e.g., audits, reporting processes) to ensure internal policy and goal compliance and adherence to external regulations.

## Responsible Sourcing Program (RSP)

We embed our ESG principles into sourcing and procurement by assessing the performance of our suppliers and setting requirements based on results. We then work with these partners to assess their ESG framework, setting targets to foster sustainable development and mitigate risks. Our Responsible Sourcing Program is fundamental to realizing BMS’ ESG procurement strategy and includes:

- Monitoring supply chain sustainability risk 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



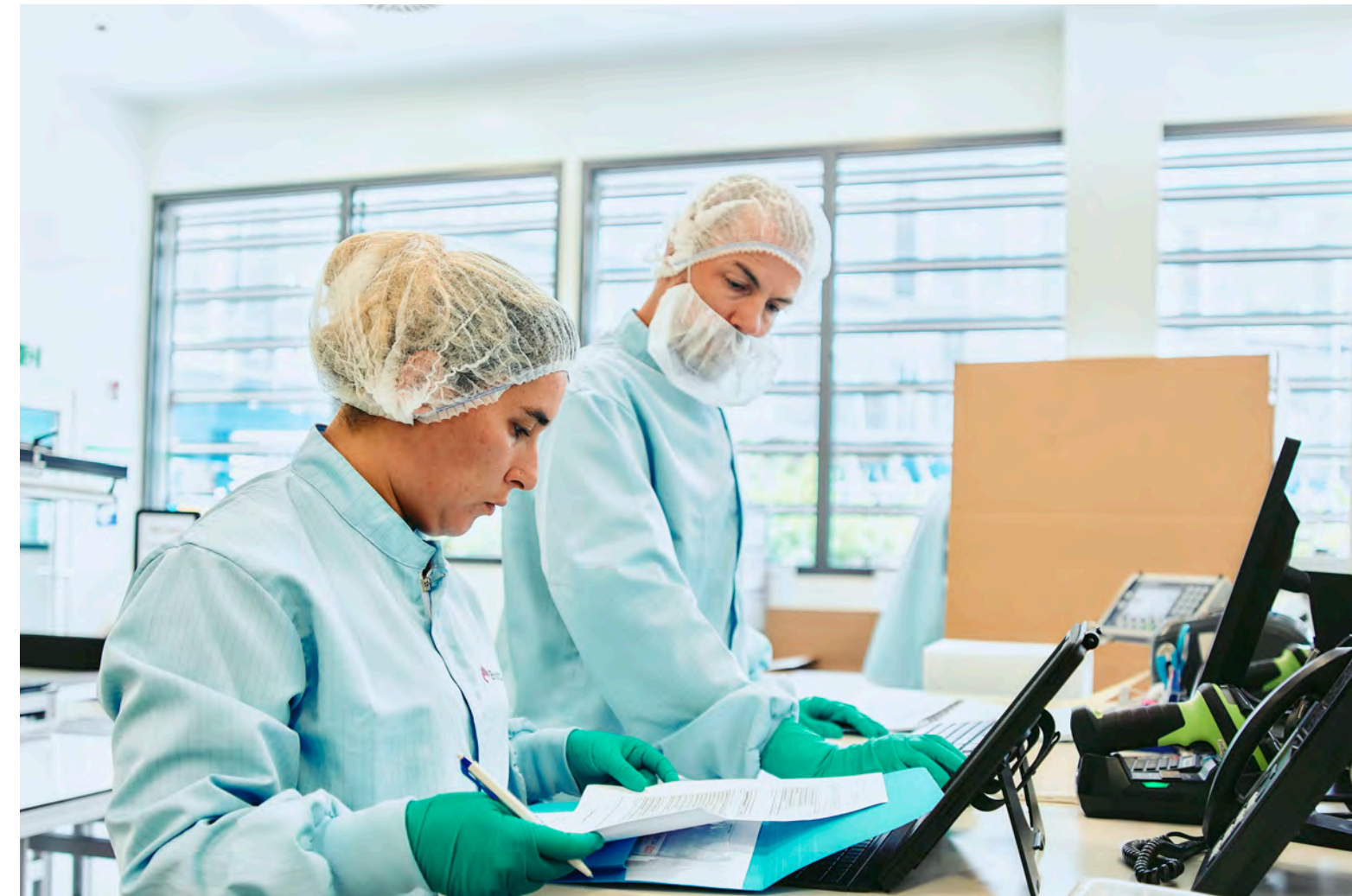




# Product Safety

If the safety of our products is compromised, our stakeholders' trust in our company is compromised, putting lives and our business at risk.

Some of our most important research involves the monitoring and evaluation of the safety and efficacy of our medicines in clinical trials. Any potential or actual adverse events associated with our products must be reported. We are committed to transparency across our business, including the health and safety of our patients, our clinical trials and our people.



## Ensuring Product Integrity

We protect the entire life cycle of our products with a transparent approach that provides consumers and distributors with the information they need to ensure the safe use, transportation, storage and disposal of our products.

## Risk Assessments

BMS performs regular risk assessments to determine the gaps in current internal processes so that new processes can be developed and implemented.

## Cold Chain Support

The need to keep critical supplies at the proper temperature through "cold chain" distribution led us to optimize cold chain support in India this year, in preparation of introducing biological treatments.

**"BMS' safety monitoring during drug development and also after commercialization provides the organization with important information on the wellbeing and outcomes for patients of our medicines."**

### Rich Boucher

Executive Director and Head, GDO Strategy and Operations at Bristol Myers Squibb



Pharmaceutical companies are 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 2022, we completed more than 100 regulatory inspections.

Our Quality Management System (QMS) is designed to meet or exceed global, industry-recognized standards and guidances 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.





## Security Technologies

To help secure products and combat counterfeit drugs, many developing countries are implementing laws and regulations requiring products to be serialized or have tamper-evident features on product packaging. These countries include Argentina, India, China, Turkey and Brazil. We have implemented security technologies to meet this expectation.

In 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 also be used to enable a customer-specific experience and the delivery of patient-specific medicines.

## Takeback, Reuse and Product Disposal

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 (e.g. used needles) takeback programs.

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 2022, residents in California, Massachusetts, Oregon, New York and Washington disposed of 549 tons of unwanted household-generated materials collected through MED-Project's programs. This included more than 109.6 tons of unused medicines disposed of via Med-Project's sharps programs and 439.6 tons disposed via unwanted medicine programs.

We also facilitate takeback, as outlined in our [Household-Generated Sharps Management Plan](#). The websites [myoldmeds.com](#) and [medsdisposal.eu](#) offer an easy way for patients to find a nearby location where they can dispose of unwanted, unused or expired household medicines. These websites also highlight how important it is for patients to securely store household medicines and follow labeling information and medication guides.

## Maintaining Product Traceability, Preventing Counterfeiting

### BMS complies with all track and trace regulations.

Our medicines in serialized markets have a unique identifier in the packaging that allows each saleable unit to be tracked. This involves a unique 2D data matrix on each carton of product. As the product moves through the supply chain, wholesalers, distributors and dispensers can scan this code to confirm the product is legitimate. Serialization data is then exchanged between nodes in the supply chain. The majority of our packaging lines are serialization-capable, and we will continue improving supply chain visibility and enhancing customer experience.

In 2022, there were 20 active unwanted medicine programs and nine sharps programs throughout the U.S. Learn more in BMS' [Household-Generated Sharps Management Plan](#).

## Counterfeit Drugs

BMS works tirelessly to ensure the quality, safety and integrity of our products by taking action against counterfeiting, which includes working with our global supply chain and law enforcement agencies, participating in industry organizations and collaborating with other pharmaceutical companies to identify and reduce the opportunity for counterfeit medicines.

We support the World Health Organization's (WHO) position that fighting against counterfeit drugs should be a focus area to combat the challenge of expanding access to medicines globally.

Our goal is to eliminate product tampering, theft or diversion so that we can always provide our customers with safe, effective and high-quality products. We always work to ensure the quality and integrity of our products within the supply chain and further patient safety. Some of our efforts and resources include:

- An integrated team dedicated to addressing counterfeiting, product tampering, theft and diversion issues
- Security measures and technologies to decrease the vulnerability of our packaging and products to counterfeiting risks
- Participation in industry coalitions addressing counterfeiting and collaboration with law enforcement agencies, supply chain vendors and organizations on product security matters. Examples of organizations are:
  - The FDA: Counterfeit Medicines
  - The U.S. Department of Homeland Security
  - The Partnership for Safe Medicines
  - The Pharmaceutical Security Institute
  - The Centers for Disease Control and Prevention







# Protecting Our Patients: Scientific and Research Integrity

## Scientific and Research Integrity

We are committed to scientific excellence in biopharma research and development to advance innovative, high-quality medicines that address the unmet medical needs of patients. We conduct research and development with uncompromised ethical integrity and that is consistent with applicable laws, regulations and practice guidelines.

Our commitment to ethical R&D and how we identify and manage bioethical issues and risks is outlined in our [Bioethics Policy Statement](#). To maintain our integrity and independence, before starting any BMS sponsored or supported interventional clinical studies and enrolling subjects, we require a qualified Independent Ethics Committee/Institutional Review Board review and approval.

We strive for transparency in our research endeavors, registering and disclosing results from all qualifying R&D clinical studies. We implement best practices for publishing and follow the requirements of the International Committee of Medical Journal Editors (ICMJE) on authorship and other related matters.

## Quality

At BMS, we are committed to providing products and services that meet or exceed customer expectations as well as applicable laws and regulations. Everyone at BMS is dedicated to achieving quality excellence, the relentless pursuit of continuous improvement underpinned by our BMS Values. We fulfill this commitment to quality by:

- Fostering excellence in science and innovation
- Ensuring superior design and the continuous, proactive improvement of products and processes
- Integrating and aligning quality into strategic business plans

- Creating an environment where quality is more than any one action or process; it is a mindset and way of working at every level, throughout every function and a driver of every decision
- Ensuring appropriate regulatory and technical training that fosters a quality and compliant culture
- Striving to use the best fit-for-purpose quality methods, tools and technology to reach evidence-based decisions
- Ensuring that we are patient- and customer-focused, doing things right the first time and continuously pursuing process improvements
- Taking personal responsibility for upholding the highest standards of quality, ethics and integrity, along with legal and regulatory compliance
- Enabling enterprise-wide leadership that advocates, recognizes and rewards excellence in quality
- Ensuring quality supervision and oversight of our internal and external networks

Our Quality Management System, governance structure, metrics and dedicated resources ensure system effectiveness and continuous improvement.

## Risk Assessments of Clinical Trial Sites

When developing a protocol for our clinical trials, we make sure it is designed to minimize the burden of the sites conducting the study and patients participating. A multi-step process occurs to assess risks of our clinical trial sites. Our Manage Principal Investigator and Investigational Site Selection guides the process for BMS to select Principal Investigators (PIs) and to study specific investigational sites to successfully prepare and execute clinical trials in compliance with the protocol, Good Clinical Practice (GCP) and all legal and regulatory requirements, where applicable. After the site is selected for participation in a BMS clinical trial, ongoing assessments are conducted by monitoring practices, onsite and remotely, to evaluate safety and data integrity. The data collection, review and query processes allow us to gain further insight into the conduct at an individual site/country level to assess trends or areas of concern.

## Commitment to Protect Vulnerable Clinical Trial Participants

The protection of our clinical trial participants is a core responsibility that is taken seriously and begins with the development of a protocol, which remains rooted throughout the entire study conducted, even after trial completion. We monitor the ongoing data for trends that may indicate potential safety signals and take appropriate actions to address them. Through our Diversity in Clinical Trial efforts, we seek to include patients of every age, gender, race, ethnicity, sexual orientation and disability status to ensure that our study population reflects the patient population with the disease or condition being evaluated. We are also working with our local country teams to better understand the meaning of diversity and to expand our footprint.







# Cybersecurity and Data Privacy

Our patients, partners, employees, suppliers and other third parties trust us to store their information securely.

This is fundamental to our values of Accountability and Integrity and crucial to our business success. Our cybersecurity and data privacy programs are aligned to the U.S. National Institute of Standards and Technology Cybersecurity Framework and are informed by and tailored to address a specific set of cyber risk scenarios.

## Board Oversight

With respect to Board oversight of cybersecurity risk, the Audit Committee receives regular updates from management on matters related to cybersecurity incidents. Our Chief Information Security Officer also provides updates on significant threats to our systems, risk mitigation strategies, program assessments, planned improvements and the status of information security initiatives.

## Data Integrity and Privacy

We focus on the integrity, privacy and appropriate use of the data that we have access to, in accordance with regulations and laws across countries.

Some of the data may include sensitive information that may pertain to the health of employees, customers, consumers, research subjects, vendors and competitors. We have a Chief Privacy Officer, a Global Privacy Office and policies and procedures designed to ensure and support the integrity, privacy, protection and appropriate use of data. If any of our stakeholders have questions about data integrity and privacy, we encourage them to contact our Global Privacy Office.

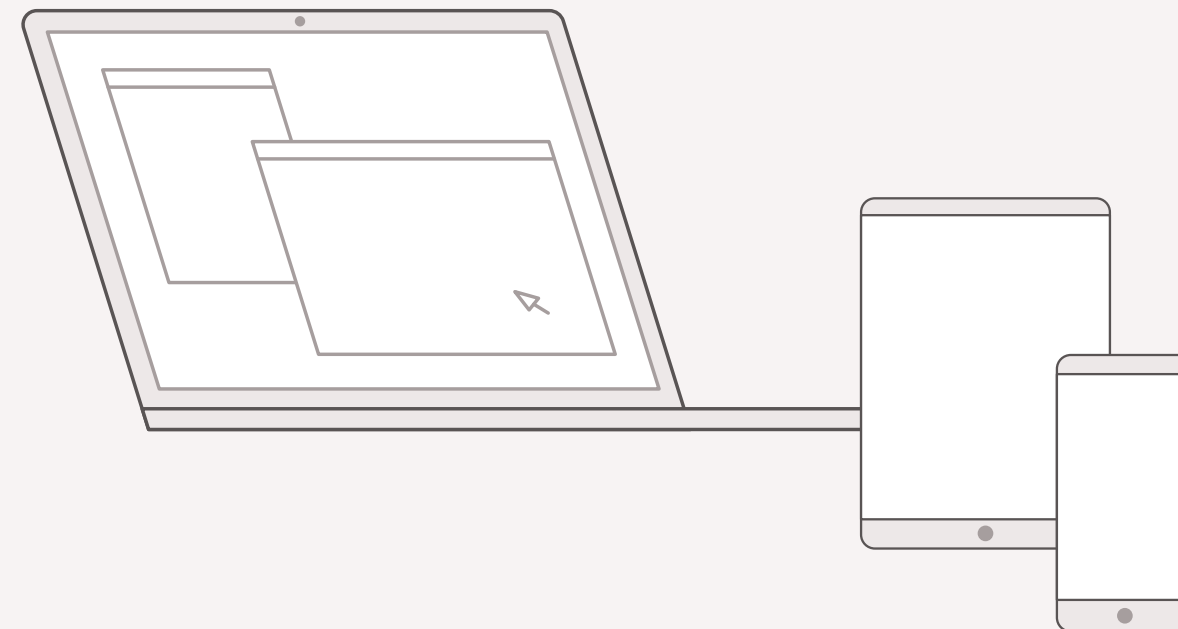
## Advanced Defenses Against Cyber Threats

We use data analytics and AI to help identify and defend against cyber threats and learn how these threats evolve. We maintain strong industry relationships and collaborate to defend against cyber threats. Partners include third-party providers, law enforcement and government agencies.

We are evolving our cyber defenses to minimize impact from a cyber threat by using a multi-pronged approach that helps safeguard our assets and data.

## Employee Education on Cybersecurity

To further mitigate security and privacy risks related to cyber threats, we engage in real-time education of our workforce. In many regions, our people receive a monthly snapshot of their cyber behaviors and are given a rating for their cyber vigilance. Following a gamification approach, we have seen improvement in employees' behaviors and increased dialogue on cyber vigilance.



## Addressing Emerging Cybersecurity Risks



### Geo-political Risk

Tensions and conflicts around the world are accompanied by an increase in sabotage, espionage and cyberattacks.

### Our Response

We have evolved our operating model and, when necessary for the security of the company and safety of our employees abroad, transitioned operations to third parties. We have also bolstered our cybersecurity and are closely monitoring known and novel threats.



### 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 due to the potential impact.

### Our Response

We have honed our crisis management decision-making and response capabilities. We are continuing to evolve our third-party risk management program and we conduct tabletop exercises to identify gaps in our supply chain resilience so we can implement improvements.



### 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

We rolled out cybersecurity snapshots to the U.S., Canada and Puerto Rico. The snapshots provide a cyber vigilance score, much like a credit report, to our employees, based on various behavior categories (e.g., reporting phishing emails, visiting, risky websites). We are expanding the cybersecurity snapshot program globally.





In response to the new cybersecurity rules adopted by the SEC, 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 required. This includes assessing the impact of these new practices on our reporting requirements and exploring options for addressing existing gaps.

### Managing Human Risk in Cybersecurity

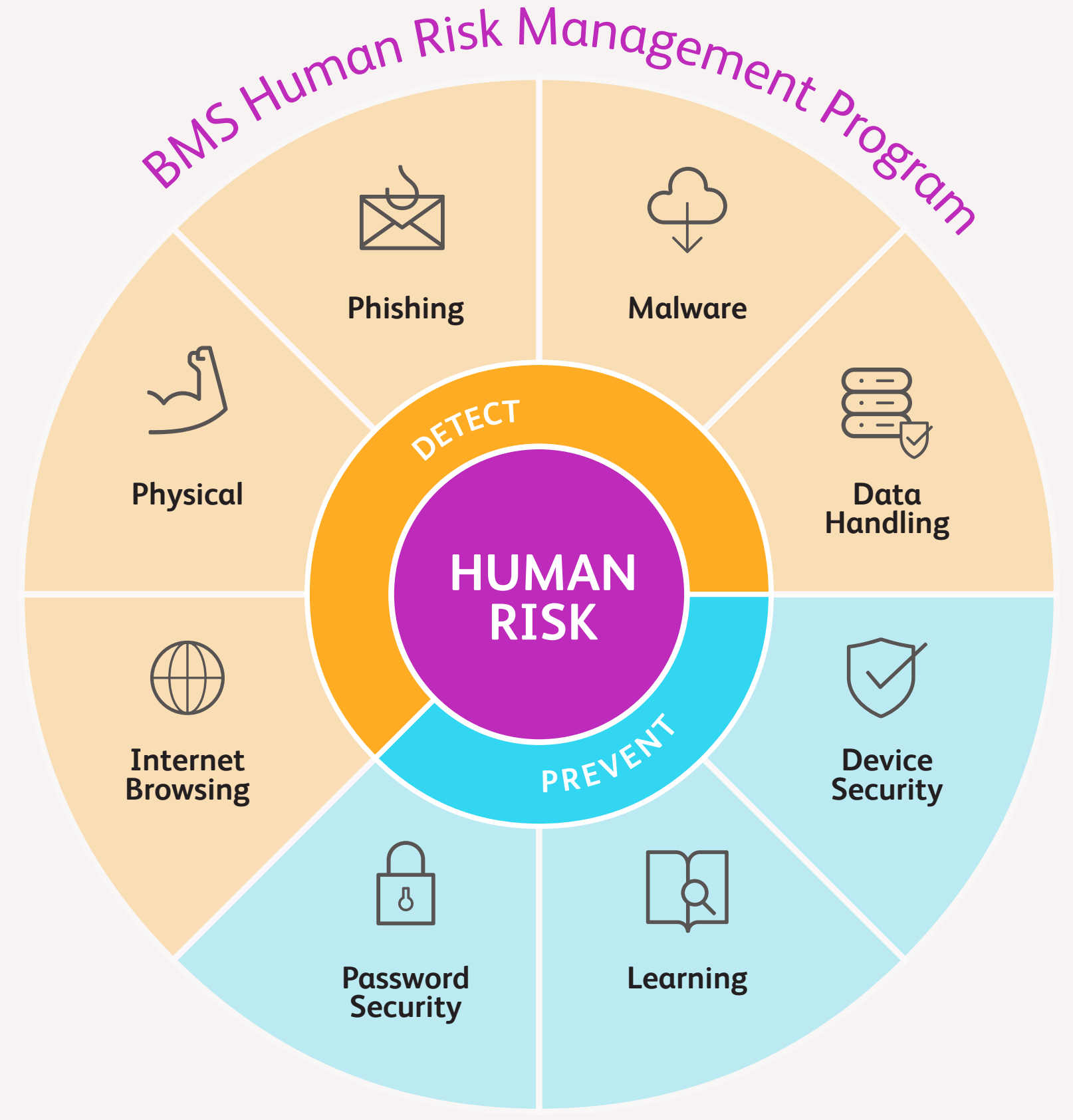
Organizations of all kinds struggle to deal with the human element of cybersecurity and adaptation of secure

behaviors. To pinpoint human security risk, we have 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 organizational, departmental and individual levels. The results are used by the BMS cybersecurity team to achieve a change in behavior and communicate expectations to all employees through targeted learning.

## Addressing the Human Element of Cybersecurity at BMS

	<b>Cyber Vigilance Program</b>	Improving cyber hygiene of our workforce through data-driven cybersecurity awareness campaigns, global educational courses and an activated Champion network
	<b>Phishing Protection Program</b>	Enabling our workforce to better identify and report suspicious emails, leveraging simulations that reflect the increasingly complex nature of real-life attacks
	<b>Cyber Resiliency Tabletop Exercises</b>	Stress testing cyber resilience and our ability to respond in a cyber event through collaborative preparedness exercises across business units
	<b>Data Protection &amp; Insider Risk Program</b>	Safeguarding BMS information to reduce risk of intellectual property and our most important data from being exfiltrated from the organization



### Responsible Adoption of AI

AI tools and generative chatbots, including ChatGPT, have captivated the attention of the world. We are excited about the potential of these and other similar technologies to drive efficiencies, continue to deliver world-class customer service and advance our mission to help patients prevail over serious diseases.

These technologies are in their infancy, so while we are empowering our employees to experiment with these emerging technologies on behalf of our patients and customers, we do so carefully, understanding their limitations and adhering to the laws, regulations and policies that govern our company and industry as well as protect our interests.



# Looking Ahead



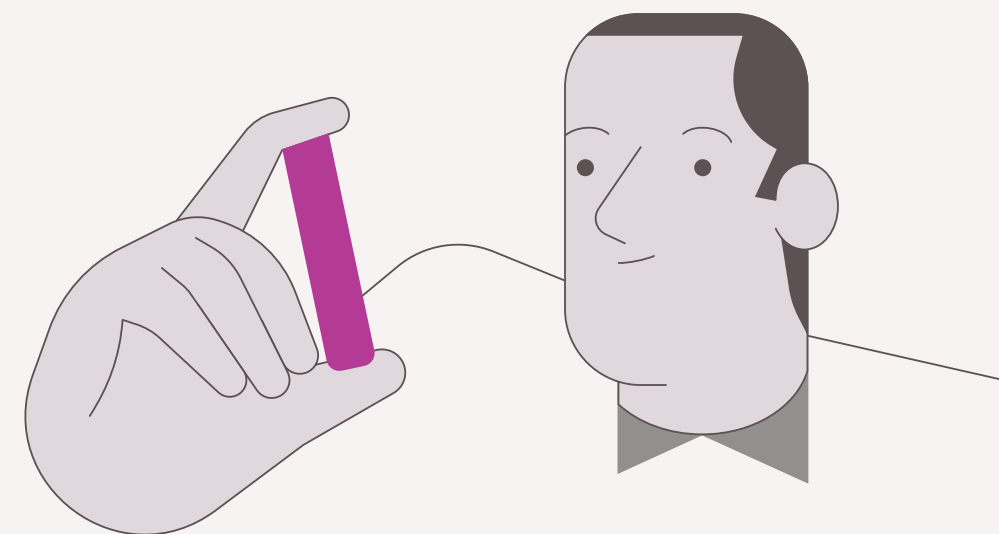




# Looking Ahead

For over a century, our mission at Bristol Myers Squibb has been the same: to discover, develop and deliver innovative medicines that help patients prevail over serious diseases. While we are proud of our legacy, we haven't lost our sense of urgency. Our teams around the world continue to work tirelessly to fulfill their responsibilities; they know our patients are waiting.

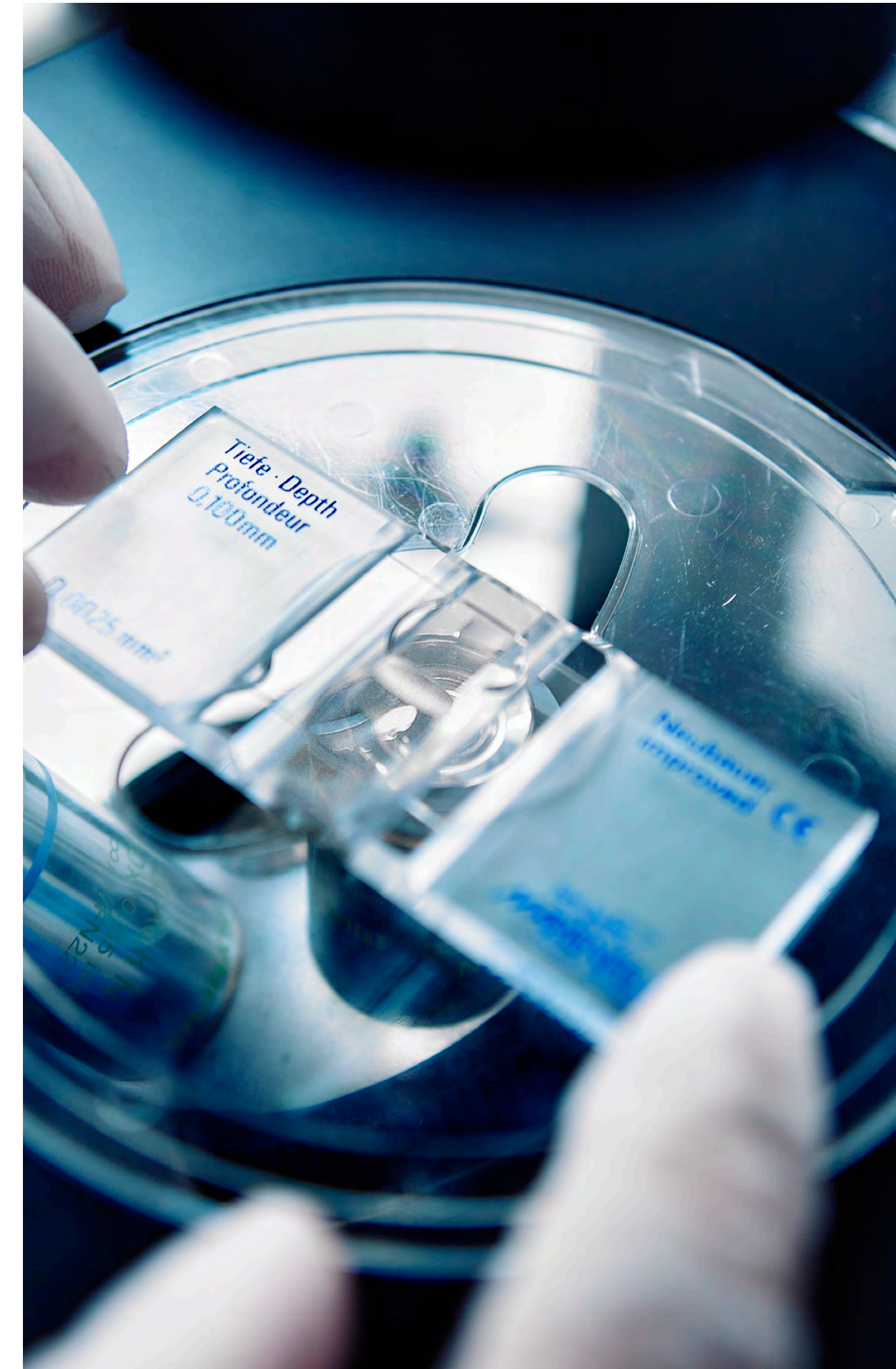
Just as we continue to push the boundaries of science to advance our tradition of innovation, we also seek to improve in areas like inclusion and diversity, health equity and access, and environmental responsibility. While we have made progress, we acknowledge that we have more work to do. In addition, we recognize that we live in an era of monumental dynamism and change, and we know we must stay nimble to quickly respond and adapt our business to ongoing regulatory and reporting developments, shifting stakeholder perceptions and other rapidly evolving issues that are part of the overall ESG landscape.



2023 has been a year of change for our company as we transition to new leadership with the appointment of Chris Boerner as our new CEO. Because we believe in continuous improvement, we also are holistically reviewing our current ESG strategy and initiatives. To better align our stakeholders' views with our ESG priorities, we conducted a global, double ESG materiality assessment that solicited feedback from all our stakeholder groups to understand what ESG topics they consider to be most important. We look forward to sharing the results of this extensive process in due course, as well as our updated ESG strategy and commitments.

As we look ahead to what's next for our company, we are optimistic about the future. We know that Bristol Myers Squibb and the products we create have a crucial role to play in the pharmaceutical industry and the world more broadly. These include the profound positive effects that our products have on people's lives, as well as the positive impacts our company catalyzes in the way in which we conduct our business and contribute to the communities we serve.

Importantly, we continue to take steps to further integrate our business strategy and our ESG strategy. In our view, this is non-negotiable as we recognize that, now more than ever, the future of our corporations, our communities and our planet are inextricably linked. We are motivated by the opportunities and challenges ahead, and we look forward to sharing our progress with you in the months and years to come.





# Appendix

## IN THIS SECTION

- 87 Forward-Looking Information and Non-GAAP Financial Information
- 88 Environmental Data
- 89 Assurance Certificates
- 91 Global Reporting Initiative (GRI) 2022 Index
- 101 Sustainability Accounting Standards Board (SASB) 2022 Index







# Forward-Looking Information and Non-GAAP Financial Information

*This report contains statements about Bristol Myers Squibb’s (“BMS,” “we,” “our,” “us” or “the company”) 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. This report also contains certain forward-looking statements, including statements regarding our corporate social responsibility and environmental, social and governance targets, goals, objectives, commitments and programs and other business plans, initiatives and objectives.*

*These statements are typically accompanied by the words “anticipates,” “believes,” “estimates,” “expects,” “forecasts,” “intends,” “plans,” “projects,” “may,” “will,” “should,” “would,” “could” or other similar expressions. Such forward-looking statements are based on our current expectations and projections about future goals, plans and objectives and involve inherent risks, assumptions and uncertainties, including internal or external factors that could delay, divert or change any of them in the next several years, and could cause our goals, plans and objectives to differ materially from those expressed in, or implied by, the statements.*

*All statements that are not statements of historical facts are, or may be deemed to be, forward-looking statements. Actual results may differ materially from those expressed in, or implied by, these statements as a result of various important factors, discussed in the company’s most recent Annual Report on Form 10-K and Quarterly Report on Form 10-Q, as well as applicable Current Reports on Form 8-K. These documents are available on the U.S. Securities and Exchange Commission’s (SEC) website, on the company’s website or from Bristol Myers Squibb Investor Relations. No forward-looking statements can be guaranteed. Although we believe that we have been prudent in our plans and assumptions, no assurance can be given that any goal or plan set forth in forward-looking statements can be achieved and readers are cautioned not to place undue reliance on such statements. In addition, any forward-looking statements included herein are presented only as of the date hereof. Except as otherwise required by applicable law, the company undertakes no obligation to publicly update any of the provided information, whether as a result of new information, future events, changed circumstances or otherwise.*

*This report includes certain financial measures that use non-generally accepted accounting principles (non-GAAP) to describe the company’s performance.*

*The non-GAAP information presented herein provides investors with additional useful information, but should not be considered in isolation or as a substitute for the related financial measures prepared in accordance with GAAP. 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 in-progress research and development (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 SEC. For the 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](https://bms.com/investors).*

*This report covers BMS’ business and does not address the performance or operations of our suppliers, contractors or partners. The objectives, plans, targets and commitments are aspirational; as such, no guarantees or promises are made that they will be met or successfully executed. Furthermore, data, statistics and metrics included in this report are non-audited estimates, are not prepared in accordance with GAAP, continue to evolve and may be based on assumptions believed to be reasonable at the*

*time of preparation, but may be subject to revision.*

*This report uses certain terms including those that GRI or SASB refer to as “material” to reflect the issues or priorities of BMS or its stakeholders. Used in this context, however, these terms are distinct from, and should not be confused with, the terms “material” and “materiality” as defined by or construed in accordance with securities or other laws or as used in the context of financial statements and reporting.*







# Environmental Data

## Limited Assurance

Apex, an independent third party, audited and provided limited assurance of our 2022 greenhouse gas emissions, water usage and waste generation data. To view these limited assurance statements, please see the following pages of this report.

### 2021 to Present, Sustainability Metrics - Energy / GHG<sup>1,2</sup>

	2021	2022	% Change
<b>Energy Use (Terajoules)<sup>3</sup></b>			
Scope 1	3,612	3,754	3.9%
Scope 2	1,469	1,464	-0.4%
<b>Total GHG from Operations—Scopes 1 &amp; 2</b>	<b>5,082</b>	<b>5,217</b>	<b>2.7%</b>
<b>GHG Emissions (Metric Tons of CO<sub>2</sub> equivalent)</b>			
Scope 1—Direct GHG from Operations <sup>4</sup>	192,092	202,290	5.3%
Scope 2—Indirect GHG from Operations (Market-Based)	162,492	161,907	-0.4%
Scope 3—Indirect GHG from Value Chain	1,889,554	1,696,100	-10.2%
Category 1—Purchased Goods & Service <sup>5</sup>	1,641,931	1,354,700	-17.5%
Category 2—Capital Goods <sup>6</sup>	18,050	19,900	10.2%
Category 3—Fuel & Energy-Related Activities <sup>7</sup>	82,560	76,700	-7.1%
Category 4—Upstream Transportation & Distribution <sup>8</sup>	76,969	137,300	78.4%
Category 5—Waste Generated in Operations <sup>9</sup>	4,442	4,400	-0.9%
Category 6—Business Travel <sup>10</sup>	10,862	44,800	312.4%
Category 7—Employee Commuting <sup>11</sup>	54,740	58,300	6.5%
Biogenic Carbon <sup>12</sup>	711	876	23.2%
<b>Total GHG from Operations—Scopes 1 &amp; 2</b>	<b>354,584</b>	<b>364,197</b>	<b>2.7%</b>
<b>Total GHG—Scopes 1, 2 &amp; 3</b>	<b>2,244,138</b>	<b>2,060,297</b>	<b>-8.2%</b>

<sup>1</sup> Syracuse has been removed from 2021 and 2022 data.

<sup>2</sup> Our 2023 Proxy Statement includes preliminary data for reductions in GHG emissions and waste-to-landfill. The numbers reflected in this ESG Report are the final, verified and assured 2022 numbers for these metrics.

<sup>3</sup> Increase in Scope 1 consumption driven by Fleet (post-COVID return to normal), and Natural Gas usage (site growth @ Devens & NBR, additional cogen @ LVL); decrease in Scope 2 consumption is minimal (driven by additional cogen @ LVL and efficiency improvements across the network)%.

<sup>4</sup> Increased Scope 1 emissions due to increased energy consumption (see Note #2) coupled with higher fugitive emissions from refrigerants.

<sup>5</sup> Major drivers for decreased PG&S emissions were: a) lower EEIO emissions factors (as published by U.S. EPA), b) lower overall spend (adjusted for inflation); additional factors

include: c) reassignment of a handful of suppliers to other appropriate Scope 3 categories (e.g., UT&D), d) accounting for 100% of spend with appropriate EEIO factors, e) increased CDP response from suppliers.

<sup>6</sup> Negligible absolute increase.

<sup>7</sup> Decrease in FERA emissions from Well-to-Tank and T&D associated with reduced electric power consumption.

<sup>8</sup> Major drivers for increased UT&D emissions: a) reassignment of additional suppliers to be included in UT&D, b) increased spend within the category (adjusted for inflation).

<sup>9</sup> Negligible decrease.

<sup>10</sup> Increased travel - post-pandemic.

<sup>11</sup> Increase purely driven by increased number of employees, per 10-K statement.

<sup>12</sup> Increased Biomass usage at Boudry.

### 2021 to Present Sustainability Metrics – Waste<sup>1</sup> (Metric Tons CO<sub>2</sub>e)

Topic	2021	2022	% Change
Hazardous <sup>2</sup>	1,820	1,835	0.8%
Nonhazardous <sup>3</sup>	4,134	5,435	31.5%
Recycled/Reused <sup>4</sup>	5,366	6,185	15.3%
<b>Total Waste Generated<sup>5</sup></b>	<b>11,320</b>	<b>13,455</b>	<b>18.9%</b>

<sup>1</sup> Our 2023 Proxy Statement includes preliminary data for reductions in GHG emissions and waste-to-landfill. The numbers reflected in this ESG Report are the final, verified and assured 2022 numbers for these metrics.

<sup>2</sup> Hazwaste generation rate has been consistent through the pandemic.

<sup>3</sup> Non-Haz waste generation rate returns to pre-pandemic level (return to office work environment) and recent increase in employee population contributed to year-over-year increase.

<sup>4</sup> Additional recycling/reuse options identified and implemented which increased overall recycling/reuse rate.

<sup>5</sup> Total waste generation rate returns to pre-pandemic level (return to office) & recent increase in employee population contributed to year-over-year increase.

### 2021 to Present, Sustainability Metrics – Water (Megaliters)

Topic	2021	2022	% Change
<b>Total Water Withdrawal—Municipal, Groundwater, Surface<sup>1</sup></b>	<b>2,880</b>	<b>2,762</b>	<b>-4.1%</b>

<sup>1</sup> Decrease in water withdrawal due to water use efficiency improvements, with largest improvement at Summit West, New Jersey, Lawrenceville, New Jersey and Phoenix, Arizona.





# Assurance Certificates

## Greenhouse Gas Emissions

### INDEPENDENT LIMITED ASSURANCE STATEMENT



To: The Stakeholders of Bristol Myers Squibb Company

#### Introduction and objectives of work

Apex Companies LLC (Apex) has been engaged by Bristol Myers Squibb Company (Bristol Myers Squibb) to provide limited assurance of select environmental data to be incorporated into its corporate social responsibility report (the Report). This Assurance Statement applies to the related information included within the scope of work described below.

This information and its presentation are the sole responsibility of the management of Bristol Myers Squibb. Our sole responsibility was to provide independent assurance on the accuracy of information included.

#### Scope of work

The scope of our work was limited to assurance over the specific data presented below for the period January 1, 2022 to December 31, 2022 (the 'Subject Matter'). Our assurance does not extend to any other information reported by Bristol Myers Squibb.

Bristol Myers Squibb requested Apex to provide assurance of the following:

- o Direct Greenhouse Gas (GHG) emissions (Scope 1) associated with global manufacturing and R&D facilities, U.S. and Canada sales vehicle fleet, Distribution Centers, and Offices
  - o Indirect GHG emissions (Scope 2) associated with global manufacturing and R&D facilities, Distribution Centers, and Offices
  - o GHG emissions (Scope 3) associated with Purchased Goods and Services, Capital Goods, Fuel and Energy Related Activities, Upstream Transportation and Distribution, Waste Generated in Operations, Business Air Travel, and Employee Commuting
  - o Total Energy Consumption associated with Manufacturing and R&D Facilities, Distribution Centers, Offices, and U.S. and Canada sales vehicle fleet
  - o Total Water Withdrawal associated with global manufacturing and R&D Facilities, Distribution Centers, and Offices
- Appropriateness and robustness of underlying reporting systems and processes used to collect, analyse, and review the reported environmental information;
  - Evaluation of the reported data against Bristol Myers Squibb's internal reporting procedures; and
  - Evaluation of the GHG emissions data against the requirements of the World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) Greenhouse Gas Protocol Corporate Accounting and Reporting Standards.

#### Reporting Boundaries

The following are the boundaries used by Bristol Myers Squibb for reporting sustainability data:

- Operational Control
- Worldwide Operations

#### Limitations and Exclusions

Excluded from the scope of our work is any assurance of information relating to:

- Activities outside the defined assurance period;
- Global office, warehouse and distribution facilities under 100,000 sq ft.;
- Global R&D facilities under 50,000 sq ft.;
- Bristol Myers Squibb sales fleet vehicles outside of the U.S. and Canada; and
- CO<sub>2</sub> gas and dry ice used in labs and research facilities.

This limited assurance engagement relies on a risk based selected sample of sustainability data and the associated limitations that this entails. The reliability of the reported data is dependent on the accuracy of metering and other measurement arrangements employed at site level, not addressed as part of this assurance. This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist.

#### Responsibilities

This preparation and presentation of the data are the sole responsibility of the management of Bristol Myers Squibb.

Apex was not involved in the development, tracking, or reporting of the environmental sustainability data. Our responsibilities were to:

- obtain limited assurance about whether the Subject Matter has been prepared in accordance with the Reporting Criteria;
- form an independent conclusion based on the assurance procedures performed and evidence obtained; and
- report our conclusions to the Stakeholders of Bristol Myers Squibb.

#### Assessment Standards

- We performed our work in accordance with Apex's standard procedures and guidelines for external Assurance of Sustainability Reports and International Standard on Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements Other than Audits or Reviews of Historical Financial Information (effective for assurance reports dated on or after Dec. 15, 2015), issued by the International Auditing and Assurance Standards Board. A materiality threshold of ±5-percent was set for the assurance process.

#### Summary of Work Performed

As part of our independent assurance, our work included:

1. Assessing the appropriateness of the Reporting Criteria for the Subject Matter;
2. Conducting interviews with relevant personnel of Bristol Myers Squibb;
3. Reviewing the data collection and consolidation processes used to compile Subject Matter, including assessing assumptions made, and the data scope and reporting boundaries;
4. Reviewing documentary evidence provided by Bristol Myers Squibb;
5. Agreeing a selection of the Subject Matter to the corresponding source documentation;
6. Reviewing Bristol Myers Squibb systems for quantitative data aggregation and analysis; and,
7. Assessing the disclosure and presentation of the Subject Matter to ensure consistency with assured information.





# Greenhouse Gas Emissions (continued)



### Reported Data

Type	Units	Value
Purchased Fuels (Scope 1)	Terajoules	3,754
Purchased Indirect Energy (Scope 2)	Terajoules	1,464
Total Energy Consumption (Scope 1 and 2) <sup>1</sup>	Terajoules	5,217
Scope 1 Direct CO2e Emissions	MT CO2e	202,300
Scope 2 Indirect Purchased Energy Location Based CO2e Emissions	MT CO2e	155,100
Scope 2 Indirect Purchased Energy Market Based CO2e Emissions	MT CO2e	161,900
Total Scope 1 and Scope 2 Location Based CO2e Emissions	MT CO2e	357,300
Total Scope 1 and Scope 2 Market Based CO2e Emissions	MT CO2e	364,200
Scope 3 CO2e Emissions – Purchased Goods and Services	MT CO2e	1,354,700
Scope 3 CO2e Emissions – Capital Goods	MT CO2e	19,900
Scope 3 CO2e Emissions – Fuel and Energy Related Activities	MT CO2e	76,700
Scope 3 CO2e Emissions – Upstream Transportation and Distribution	MT CO2e	137,300
Scope 3 CO2e Emissions – Waste Generated in Operations	MT CO2e	4,400
Scope 3 CO2e Emissions – Business Air Travel	MT CO2e	44,800
Scope 3 CO2e Emissions – Employee Commuting	MT CO2e	58,300
Total Water Withdrawal	Mega Litres	2,763

MT CO2e = metric ton carbon dioxide equivalent  
<sup>1</sup> Due to rounding, value does not add up exactly

### Conclusion

On the basis of our methodology and the activities described above:

- Nothing has come to our attention to indicate that the Subject Matter is not fairly stated in all material respects; and

It is our opinion that Bristol Myers Squibb has established appropriate systems for the collection, aggregation and analysis of quantitative data.

### Statement of Independence, Integrity and Competence

Apex is an independent professional services company that specializes in Health, Safety, Social and Environmental management services including assurance with over 30 years history in providing these services.

Apex has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities.

No member of the assurance team has a business relationship with Bristol Myers Squibb, its Directors or Managers beyond that required of this assignment. We have conducted this assurance assignment independently, and there has been no conflict of interest.



The assurance team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, has over 20 years combined experience in this field and an excellent understanding of Apex's standard methodology for the assurance of sustainability data.

### Attestation:

Jessica Jacobs, Lead Verifier  
ESG – Senior Project Manager

July 10, 2023

David Reilly, Technical Reviewer  
ESG - Principal Consultant





# Global Reporting Initiative (GRI) 2022 Index

This index aligns with the Global Reporting Initiative's Sustainability Reporting Standards, published June 30, 2022. This report in has been prepared in reference to GRI. Our index facilitates access to Core reporting elements as well as additional Comprehensive level elements, where available. We have also indexed, where applicable, the relevant U.N. Sustainable Development Goals.

GRI Standard	Disclosure Number	Description	Disclosure
<b>GRI 2: General Disclosures 2021</b>	2-1	Organizational details	<a href="#">2022 10-K</a> , pg. 1 (Item 1. Business)
	2-2	Entities included in the organization's sustainability reporting	<a href="#">2022 10-K</a> , pg. 1 (Item 1. Business)
	2-3	Reporting period, frequency and contact point	Bristol Myers Squibb aims to publish an ESG Report annually. The 2022 ESG Report mainly covers information from the fiscal year ending December 31, 2022, unless otherwise indicated. Questions and inquiries on the reported information can be submitted through our <a href="#">Sustainability Feedback</a> website.
	2-4	Restatements of information	<a href="#">About This Report</a>
	2-5	External assurance	<a href="#">Verification Statements</a>
	2-6	Activities, value chain and other business relationships	<a href="#">2022 10-K</a> , pg. 1,13-5 (Item 1. Business)
	2-7	Employees	<a href="#">2022 10-K</a> , pg. 20-22 (Item 1. Business) BMS has 34,520 employees worldwide. Please see the Our People chapter in our <a href="#">2022 ESG Report</a> , beginning on pg. 36.
	2-8	Workers who are not employees	Information unavailable
	2-9	Governance structure and composition	<a href="#">2022 ESG Report</a> , pg. 70 (Ethics, Integrity, Quality & Governance) <a href="#">2023 Proxy Statement</a> , pg. 28 (How We Are Organized)
	2-10	Nomination and selection of the highest governance body	<a href="#">2023 Proxy Statement</a> , pg. 12 (How We Are Selected and Elected)
	2-11	Chair of the highest governance body	<a href="#">2023 Proxy Statement</a> , pg. 6 (Item 1. Election of the Board of Directors)
	2-12	Role of the highest governance body in overseeing the management of impacts	<a href="#">2022 ESG Report</a> , pg. 70 (Ethics, Integrity, Quality & Governance) <a href="#">2023 Proxy Statement</a> , pg. 16-17 (How We Govern and Are Governed) <a href="#">Board Committees and Charters</a>
	2-13	Delegation of responsibility for managing impacts	<a href="#">2022 ESG Report</a> , pg. 70 (Ethics, Integrity, Quality & Governance)





## Global Reporting Initiative (GRI) 2022 Index (continued)

GRI Standard	Disclosure Number	Description	Disclosure
GRI 2: General Disclosures 2021 (continued)	2-14	Role of the highest governance body in sustainability reporting	<a href="#">2022 ESG Report</a> , pg. 70 (Ethics, Integrity, Quality & Governance) <a href="#">ESG Governance Operating Model</a>
	2-15	Conflicts of interest	<a href="#">2023 Proxy Statement</a> , pg. 65 (BMS Compensation Program Design Process)
	2-16	Communication of critical concerns	<a href="#">2022 ESG Report</a> , pg. 70 (Ethics, Integrity, Quality & Governance)
	2-17	Collective knowledge of the highest governance body	<a href="#">2023 Proxy Statement</a> , pg. 4 (Who We Are: 2023 Director Nominees)
	2-18	Evaluation of the performance of the highest governance body	<a href="#">2023 Proxy Statement</a> , pg. 15 (Annual Evaluation Process) <a href="#">2023 Corporate Governance Guidelines</a> , pg. 6 (Evaluating the Board's Performance)
	2-19	Remuneration policies	<a href="#">2023 Proxy Statement</a> , pg. 8-86 (Executive Compensation) <a href="#">Governance &amp; Executive Compensation Policies</a>
	2-20	Process to determine remuneration	<a href="#">2023 Proxy Statement</a> , pg. 38-86 (Executive Compensation) <a href="#">Governance &amp; Executive Compensation Policies</a>
	2-21	Annual total compensation ratio	<a href="#">2023 Proxy Statement</a> , pg. 86 (Pay Ratio)
	2-22	Statement on sustainable development strategy	<a href="#">2022 ESG Report</a> , pg. 6-7 (A Letter from Our Chairman and CEO) <a href="#">2022 10-K</a> , pg. 39 (Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations)
	2-23	Policy commitments	<a href="#">2022 ESG Report</a> , pg. 70 (Ethics, Integrity, Quality & Governance) <a href="#">Position on Human Rights</a> <a href="#">Principles of Integrity: Our Standards of Business Conduct and Ethics</a> , pg. 9 (Protecting Our Employees) <a href="#">Standards of Business Conduct and Ethics for Third Parties</a> , pg. 6 (II. Human Rights and Labor)





## Global Reporting Initiative (GRI) 2022 Index (continued)

GRI Standard	Disclosure Number	Description	Disclosure
<b>GRI 2: General Disclosures 2021 (continued)</b>	2-24	Embedding policy commitments	<a href="#">2022 ESG Report</a> , pg. 70 (Ethics, Integrity, Quality & Governance) <a href="#">Position on Human Rights</a> <a href="#">Principles of Integrity: Our Standards of Business Conduct and Ethics</a> , pg. 9 (Protecting Our Employees) <a href="#">Standards of Business Conduct and Ethics for Third Parties</a> , pg. 6 (II. Human Rights and Labor)
	2-25	Processes to remediate negative impacts	<a href="#">2022 ESG Report</a> , pg. 70 (Ethics, Integrity, Quality & Governance) <a href="#">Position on Human Rights</a> <a href="#">Principles of Integrity: Our Standards of Business Conduct and Ethics</a> , pg. 9 (Protecting Our Employees) <a href="#">Standards of Business Conduct and Ethics for Third Parties</a> , pg. 6 (II. Human Rights and Labor)
	2-26	Mechanisms for seeking advice and raising concerns	<a href="#">Principles of Integrity: Our Standards of Business Conduct and Ethics</a> , pg. 13 <a href="#">2022 ESG Report</a> , pg. 70 (Ethics, Integrity, Quality & Governance)
	2-27	Compliance with laws and regulations	<a href="#">2022 10-K</a> , pg. 106-113 (Item. 8 Financial Statements and Supplementary Data--Note 20. Legal Proceedings and Contingencies)
	2-28	Membership associations	<a href="#">Stakeholder Engagement</a> —Business Association Memberships
	2-29	Approach to stakeholder engagement	<a href="#">2022 ESG Report</a> , pg. 6-7 (A Letter from Our Chairman and CEO)
	2-30	Collective bargaining agreements	<a href="#">2022 ESG Report</a> , pg. 40 (Our People)





## Global Reporting Initiative (GRI) 2022 Index (continued)

GRI Standard	Disclosure Number	Description	Disclosure
GRI 3: Material Topics 2021	3-1	Process to determine material topics	<a href="#">2022 ESG Report</a> , pg. 6-7 (A Letter from Our Chairman and CEO), pg. 10
	3-2	List of material topics	<a href="#">2022 ESG Report</a> , pg. 6-7 (A Letter from Our Chairman and CEO), pg. 10 <a href="#">BMS Priority Assessment</a>
	3-3	Management of material topics	<a href="#">2022 10-K</a> , pg. 39 (Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations) <a href="#">2022 ESG Report</a> , pg. 6-7 (A Letter from Our Chairman and CEO), pg. 10 <a href="#">BMS Priority Assessment</a>
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	<a href="#">2022 10-K</a> , pg. 36-64 (Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations)
	201-2	Financial implications and other risks and opportunities due to climate change	<a href="#">2023 CDP Climate Change Disclosure</a> <a href="#">2022 ESG Report</a> , pg. 56 (Environmental Responsibility)
	201-3	Defined benefit plan obligations and other retirement plans	<a href="#">2022 10-K</a> , pg. 100, 102-103
	201-4	Financial assistance received from the government	<a href="#">2022 10-K</a> , pg. 66-114 (Item 8. Consolidated Financial Statements)
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	<a href="#">2022 ESG Report</a> , pg. 14 (Health Equity & Access to Healthcare) <a href="#">Bristol Myers Squibb Foundation</a>
	203-2	Significant indirect economic impacts	<a href="#">2022 ESG Report</a> , pg. 14 (Health Equity & Access to Healthcare), pg. 15-17 <a href="#">Bristol Myers Squibb Foundation</a>





## Global Reporting Initiative (GRI) 2022 Index (continued)

GRI Standard	Disclosure Number	Description	Disclosure
GRI 205: Anti-Corruption 2016	205-1	Operations assessed for risks related to corruption	<a href="#">2022 10-K</a> , pg. 23 (Item 1A. Risk Factors) <a href="#">2022 ESG Report</a> , pg. 70 (Ethics, Integrity, Quality & Governance), pg. 77 <a href="#">Principles of Integrity: Our Standards of Business Conduct and Ethics</a> , pg. 10 (Anti-Corruption) Standards of Business Conduct and Ethics for Third-Parties, pg. 4 (Anti-Bribery and Corruption)
	205-2	Communication and training about anti-corruption policies and procedures	<a href="#">2022 ESG Report</a> , pg. 70 (Ethics, Integrity, Quality & Governance), pg. 77 <a href="#">Principles of Integrity: Our Standards of Business Conduct and Ethics</a> , pg. 10 (Anti-Corruption) <a href="#">Standards of Business Conduct and Ethics for Third-Parties</a> , pg. 4 (Anti-Bribery and Corruption)
GRI 301: Materials 2016	301-1	Materials used by weight or volume	Information unavailable
	301-2	Recycled input materials used	<a href="#">2022 ESG Report</a> , pg. 56 (Environmental Responsibility), pg. 60, pg. 88
	301-3	Reclaimed products and their packaging materials	Information unavailable
GRI 302: Energy 2016	302-1	Energy consumption within the organization	<a href="#">2022 ESG Report</a> , pg. 56 (Environmental Responsibility), pg. 59, pg. 88 <a href="#">Energy Conservation ENERGY STAR AWARD</a> <a href="#">2023 CDP Climate Change</a> <a href="#">EPA</a>
	302-2	Energy consumption outside of the organization	<a href="#">2023 CDP Climate Change</a>
	302-3	Energy intensity	<a href="#">2023 CDP Climate Change</a>
	302-4	Reduction of energy consumption	<a href="#">2023 CDP Climate Change</a>
	302-5	Reductions in energy requirements of products and services	<a href="#">2023 CDP Climate Change</a>





## Global Reporting Initiative (GRI) 2022 Index (continued)

GRI Standard	Disclosure Number	Description	Disclosure
<b>GRI 303: Water and Effluents 2018</b>	303-1	Interactions with water as a shared resource	<a href="#">2022 ESG Report</a> , pg. 56 (Environmental Responsibility), pg. 61, pg. 88 <a href="#">2023 CDP Water Security</a>
	303-2	Management of water discharge-related impacts	<a href="#">2022 ESG Report</a> , pg. 56 (Environmental Responsibility), pg. 61, pg. 88 <a href="#">2023 CDP Water Security</a>
	303-3	Water withdrawal	<a href="#">2022 ESG Report</a> , pg. 56 (Environmental Responsibility), pg. 61, pg. 88 <a href="#">2023 CDP Water Security</a>
	303-4	Water discharge	<a href="#">2023 CDP Water Security</a>
	303-5	Water consumption	Information unavailable
<b>GRI 304: Biodiversity 2016</b>	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Information unavailable
	304-2	Significant impacts of activities, products and services on biodiversity	<a href="#">Biodiversity and Land Use</a>
	304-3	Habitats protected or restored	<a href="#">Biodiversity and Land Use</a>
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Information unavailable





## Global Reporting Initiative (GRI) 2022 Index (continued)

GRI Standard	Disclosure Number	Description	Disclosure
<b>GRI 305: Emissions 2016</b>	305-1	Direct (Scope 1) GHG emissions	<a href="#">2022 ESG Report</a> , pg. 56 (Environmental Responsibility), pg. 59, pg. 88
	305-2	Energy indirect (Scope 2) GHG emissions	<a href="#">2022 ESG Report</a> , pg. 56 (Environmental Responsibility), pg. 59, pg. 88
	305-3	Other indirect (Scope 3) GHG emissions	<a href="#">2022 ESG Report</a> , pg. 56 (Environmental Responsibility), pg. 59, pg. 88
	305-4	GHG emissions intensity	<a href="#">2022 ESG Report</a> , pg. 56 (Environmental Responsibility), pg. 59, pg. 88 <a href="#">2023 CDP Climate Change</a>
	305-5	Reduction of GHG emissions	<a href="#">2022 ESG Report</a> , pg. 56 (Environmental Responsibility), pg. 60, pg. 88
<b>GRI 306: Waste 2020</b>	306-1	Waste generation and significant waste-related impacts	<a href="#">2022 ESG Report</a> , pg. 56 (Environmental Responsibility), pg. 60, pg. 88 <a href="#">2023 CDP Climate Change</a>
	306-2	Management of significant waste-related impacts	<a href="#">2022 ESG Report</a> , pg. 56 (Environmental Responsibility), pg. 60, pg. 88 <a href="#">2023 CDP Climate Change</a>
	306-3	Waste generated	<a href="#">2022 ESG Report</a> , pg. 56 (Environmental Responsibility), pg. 60, pg. 88 <a href="#">2023 CDP Climate Change</a>
	306-4	Waste diverted from disposal	<a href="#">2022 ESG Report</a> , pg. 56 (Environmental Responsibility), pg. 60, pg. 88 <a href="#">2023 CDP Climate Change</a>
	306-5	Waste directed to disposal	<a href="#">2022 ESG Report</a> , pg. 56 (Environmental Responsibility), pg. 60, pg. 88 <a href="#">2023 CDP Climate Change</a>
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1	New suppliers that were screened using environmental data	<a href="#">2022 ESG Report</a> , pg. 70 (Ethics, Integrity, Quality & Governance), pg. 76
	308-2	Negative environmental impacts in the supply chain and actions taken	<a href="#">2022 ESG Report</a> , pg. 70 (Ethics, Integrity, Quality & Governance), pg. 76





## Global Reporting Initiative (GRI) 2022 Index (continued)

GRI Standard	Disclosure Number	Description	Disclosure
<b>GRI 401: Employment 2016</b>	401-1	New employee hires and employee turnover	This information is confidential.
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<a href="#">2022 ESG Report</a> , pg. 35 (Our People), pg. 39 <a href="#">Benefits</a>
	401-3	Parental leave	<a href="#">2022 ESG Report</a> , pg. 35 (Our People), pg. 39 <a href="#">Benefits</a>
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1	Occupational health and safety management system	<a href="#">2022 ESG Report</a> , pg. 56 (Environmental Responsibility) <a href="#">EHS Management System</a>
	403-2	Hazard identification, risk assessment, and incident investigation	<a href="#">2022 ESG Report</a> , pg. 56 (Environmental Responsibility) <a href="#">EHS Management System</a>
	403-3	Occupational health services	<a href="#">2022 ESG Report</a> , pg. 35 (Our People), pg. 45
	403-4	Worker participation, consultation, and communication on occupational health and safety	<a href="#">Principles of Integrity: Our Standards of Business Conduct and Ethics</a> pg. 7 (Protecting Our Employees)
	403-5	Worker training on occupational health and safety	<a href="#">2022 ESG Report</a> , pg. 45 (Safety and Our People)
	403-6	Promotion of worker health	<a href="#">2022 ESG Report</a> , pg. 45 (Safety and Our People)
	403-8	Workers covered by an occupational health and safety management system	<a href="#">Standards of Business Conduct and Ethics for Third Parties, pg.7</a> (Health & Safety)
	403-9	Work-related injuries	<a href="#">2022 ESG Report</a> , pg. 45 (Safety and Our People)
	403-10	Work-related ill health	Information unavailable





## Global Reporting Initiative (GRI) 2022 Index (continued)

GRI Standard	Disclosure Number	Description	Disclosure
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	<a href="#">2022 ESG Report</a> , pg. 35 (Our People)
	404-2	Programs for upgrading employee skills and transition assistance programs	<a href="#">2022 ESG Report</a> , pg. 35 (Our People) <a href="#">BMS Leadership Development Programs</a>
	404-3	Percentage of employees receiving regular performance and career development reviews	<a href="#">2022 ESG Report</a> , pg. 35 (Our People)
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	<a href="#">2023 Proxy Statement</a> , pg. 5 (Diversity Matrix) <a href="#">2022 ESG Report</a> , pg. 46 (Inclusion & Diversity), pg. 50
	405-2	Ratio of basic salary and remuneration of women to men	This information is available for our operations in the U.K. and Ireland. <a href="#">2022 BMS U.K. Gender Pay Gap Report</a> <a href="#">BMS Ireland Gender Pay Gap Report</a>
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk of incidents of child labor	<a href="#">Standards of Business Conduct and Ethics for Third Parties</a> , pg. 6 (Human Rights and Labor) <a href="#">Position on Human Rights</a> <a href="#">Bristol Myers Squibb U.N. Global Compact Communication on Progress</a>
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	<a href="#">Standards of Business Conduct and Ethics for Third Parties</a> , pg. 6 (Human Rights and Labor) <a href="#">Position on Human Rights</a> <a href="#">Bristol Myers Squibb U.N. Global Compact Communication on Progress</a>
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	<a href="#">Workplace Policies—Security</a>





## Global Reporting Initiative (GRI) 2022 Index (continued)

GRI Standard	Disclosure Number	Description	Disclosure
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social data	<a href="#">Standards of Business Conduct and Ethics for Third Parties</a> <a href="#">Position on Human Rights</a> <a href="#">Bristol Myers Squibb U.N. Global Compact Communication on Progress</a>
	414-2	Negative social impacts in the supply chain and actions taken	<a href="#">Standards of Business Conduct and Ethics for Third Parties</a> <a href="#">Position on Human Rights</a> <a href="#">2022 U.K. Anti-Slavery and Human Trafficking Statement</a>
GRI 415: Public Policy 2016	415-1	Political Contributions	<a href="#">2022 State and Other Corporate Political Contributions</a>
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	<a href="#">2022 ESG Report</a> <a href="#">Clinical Trials and Research</a> <a href="#">Sharps Management Plan</a>
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	<a href="#">FDA Data Dashboard</a>
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	<a href="#">Our Medicines</a>
	417-2	Incidents of non-compliance concerning product and service information and labeling	<a href="#">2022 10-K</a> , pg. 27 (Item 1A. Risk Factors)
	417-3	Incidents of non-compliance concerning marketing communications	<a href="#">2022 10-K</a> , pg. 13 (Item 1. Marketing, Distribution and Customers)





# Sustainability Accounting Standards Board (SASB) 2022 Index

The following index aligns with SASB standards for the Sustainable Industry Classification System® (SICS ®) Health Care Sector, and the Biotechnology and Pharmaceuticals Industry.

Topic	Code	Description	FY2022 Response
Activity Metrics	HC-BP-000.A	Number of patients treated	<p>Our Mission is to discover, develop and deliver innovative medicines that help patients prevail over serious diseases. We track the number of patients treated across various categories and geographies and we are committed to providing access to medicines for underserved populations and in LMICs. In our latest Global Access Report, we detailed the 2.1M patient years of treatment across 122 countries that we provided as part of our agreement with the Medicine Patient Pool (MPP) for the generic manufacturing of the HIV product atazanavir.</p> <p>For more information, please see our <a href="#">Global Access Report</a>.</p>
	HC-BP-000.B	Number of drugs (1) in portfolio and (2) in research and development (Phases 1-3)	<p>BMS currently has 7 In-Line products, 9 products in our New Product Portfolio, and 10 products in our mid- to late-stage pipeline. As of April 27, 2023, we have over 50 compounds in our early-stage development pipeline. More information can be found in the <a href="#">Pipeline</a> section of our website, and on pg. 7 of our <a href="#">2022 10-K</a>.</p> <p>Please also see the <a href="#">Scientific Innovation</a> section of this report.</p>
Safety of Clinical Trial Participants	HC-BP-210a.1	Discussion, by world region, of management process for ensuring quality and patient safety during clinical trials	<p>BMS monitors and evaluates the efficacy of our medicines in clinical trials and any potential or actual adverse events are reported. Additionally, in drug development, we engage the services of physicians, hospitals, medical schools and other research organizations worldwide to conduct clinical trials to establish the safety and effectiveness of new products. In order for a new drug to reach the market, industry practice and government regulations in the U.S., the E.U. and most foreign countries provide for the determination of a drug's effectiveness and safety through preclinical tests and controlled clinical evaluation.</p> <p>For more information, please see the Health Equity and Access to Healthcare section of this report beginning on <a href="#">pg. 14</a>, Product Safety in the Ethics, Integrity, Quality &amp; Governance section beginning on <a href="#">pg. 70</a> of this report, and our <a href="#">2022 10-K</a>.</p>
	HC-BP-210a.2	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)	None
	HC-BP-210a.3	Total amount of monetary losses as a result of legal proceedings associated with clinical trials in developing countries	<p>This is not material to BMS and will not have an adverse effect on our financial position or liquidity, unless note in our Annual Report or other company filings. However, the outcomes of legal proceedings are inherently unpredictable and subject to significant uncertainties. Unless specifically noted in our Annual Report or other company filings, BMS is unable to assess the outcome of respective matters nor is it able to estimate the possible monetary impact that could result for such matters.</p> <p>For more information, please see our <a href="#">Annual Report on Form 10-K</a>, pg. 106 (Item 8. Financial Statements and Supplementary Data—Note 20. Legal Proceedings and Contingencies) and <a href="#">Quarterly Reports on Form 10-Q</a>.</p>





## Sustainability Accounting Standards Board (SASB) 2022 Index (continued)

Topic	Code	Description	FY2022 Response
Access to Medicines	HC-BP-240a.1	Description of actions and initiatives to promote access to health care products for priority diseases and in priority countries as defined by the Access to Medicine Index	<p>BMS has several initiatives to promote access to health care products—and health equity overall—for priority diseases and in priority countries as defined by the Access to Medicine Index.</p> <p>In 2022, we launched a LMIC Governance Committee, comprised of a cross-functional team, to focus on addressing the unique challenges in LMIC markets, such as underdeveloped healthcare infrastructure, logistical challenges for distribution and supply, regulatory and affordability challenges. We are developing tailored LMIC access solutions to expand patient access and to address the challenges that are specific to each country.</p> <p>In addition, BMS products are evaluated with a market access strategic review that culminates in an intensive and in-depth cross-market assessment, with the BMS Board Chair and CEO responsible for the final decision. Typically, this process begins early in the development of new products during the design phase of the registration trials. This process is led by the Senior Vice President &amp; Head of Worldwide Value, Access, Pricing and Health Economics and Outcomes Research, who sits on BMS' governance committees for access, including: the Commercialization &amp; Development Operating Committee, Research &amp; Early Development Operating Committee, the Pipeline Steering Committee and the Global Pricing Strategy Governance Committee. Several criteria that go into determining product specific access decisions and strategies including the degree of unmet needs in disease and treatment, as well as individual country considerations (e.g., clinical trial design, overall state of the healthcare system, ability and willingness to pay, healthcare and pharmaceutical budgets). During the process, input is also collected from BMS Global Policy &amp; Government Affairs, Global Product Development &amp; Supply, BMS Health Equity and Global Advocacy.</p> <p>Importantly, BMS has forged both formal and informal partnerships with numerous organizations around the world—including supporting over 37,000 advocacy groups globally—in our effort to address health care inequities. This includes BMS partnerships and initiatives in LMICs, including priority countries as defined by the 2022 Access to Medicine Index, including Botswana, Brazil, Cameroon, Cote d'Ivoire, Ethiopia, Ghana, Kenya, Lesotho, Nigeria, South Africa, Tanzania and Uganda.</p> <p>For more information, please see the Health Equity and Access to Healthcare section of this report, beginning on <a href="#">pg. 14</a>, in addition to our <a href="#">Global Access Report</a> and <a href="#">Access to Medicines in the Developing World</a>.</p>
	HC-BP-240a.2	List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Program (PQP)	<a href="#">Daclatasvir (dihydrochloride)</a>





## Sustainability Accounting Standards Board (SASB) 2022 Index (continued)

Topic	Code	Description	FY2022 Response
Affordability & Pricing	HC-BP-240b.1	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	<p>This is not material to BMS and will not have an adverse effect on our financial position or liquidity, unless noted in our Annual Report or other company filings. However, the outcomes of legal proceedings are inherently unpredictable and subject to significant uncertainties. Unless specifically noted in our Annual Report or other company filings, BMS is unable to assess the outcome of respective matters nor is it able to estimate the possible monetary impact that could result for such matters.</p> <p>For more information please see our <a href="#">Annual Report on Form 10-K</a>, pg. 106 (Item 8. Financial Statements and Supplementary Data—Note 20. Legal Proceedings and Contingencies) and <a href="#">Quarterly Reports on Form 10-Q</a>.</p>
	HC-BP-240b.2	Percentage change in: (1) average list price and (2) average net price across U.S. product portfolio compared to previous year	<p>We believe that everyone who requires prescription medicines should have access to them. We have been, and remain, committed to facilitating access to our medicines, and to furthering our mission to help patients prevail over serious diseases. We price our medicines based on a number of factors, including, among others, the value of scientific innovation for patients and society in the context of overall healthcare spend; economic factors impacting the healthcare systems' capacity to provide appropriate, rapid and sustainable access to patients; and the necessity to sustain our R&amp;D investment in innovative, high-quality medicines that address the unmet medical needs of patients with serious diseases. We take a thoughtful approach to pricing our products and have internal processes and controls in place to ensure that pricing decisions are thoroughly and appropriately vetted with the highest levels of management prior to implementation.</p> <p>Our average net selling price increase for 2020, 2021 and 2022 for our products was approximately 1%, 2% and 4%, respectively.</p> <p>For more information please see our <a href="#">2023 Proxy Statement</a>, pg. 23 (Responsible Drug Pricing Strategy &amp; Transparency) and <a href="#">2022 10-K</a>, pg. 15 (Item 1. Pricing, Price Constraints and Market Access).</p>
	HC-BP-240b.3	Percentage change in: (1) list price and (2) net price of product with largest increase compared to previous year	<p>For more information about our pricing strategy and transparency please see our <a href="#">2023 Proxy Statement</a>, pg. 23 (Responsible Drug Pricing Strategy &amp; Transparency) and <a href="#">2022 10-K</a>, pg. 15 (Item 1. Pricing, Price Constraints and Market Access).</p>
Drug Safety	HC-BP-250a.1	List of products listed in the Food and Drug Administration's (FDA) MedWatch Safety Alerts for Human Medical Products database	<p>No products listed in the FDA MedWatch Safety Alerts for Human Medical Products <a href="#">database</a>.</p>
	HC-BP-250a.2	Number of fatalities associated with products as reported in the FDA Adverse Event Reporting System	<p>In 2022, we continued to achieve strong product safety performance and results, maintaining the quality of our products for the patients who rely on them. We reported no fatalities in the FDA Adverse Event Reporting System.</p> <p>Please visit the <a href="#">FDA MedWatch</a> page for more information.</p>
	HC-BP-250a.3	Number of recalls issued, total units recalled	<p>In 2022, BMS did not issue any recalls. FDA Compliance Actions can be found at <a href="#">FDA Data Dashboard</a>.</p>





## Sustainability Accounting Standards Board (SASB) 2022 Index (continued)

Topic	Code	Description	FY2022 Response
Drug Safety	HC-BP-250a.4	Total amount of product accepted for takeback, reuse, or disposal	<p>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.</p> <p>Due to state-sanctioned 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 2022, residents in California, Massachusetts, Oregon, New York and Washington disposed of 549 tons of unwanted household-generated materials collected through MED-Project's programs. This included more than 109.6 tons of unused medicines disposed of via Med-Project's sharps programs and 439.6 tons disposed via unwanted medicine programs.</p> <p>In addition to our work with MED-Project, we collaborate with other organizations to facilitate takeback in our industry. Examples include the websites <a href="https://myoldmeds.com">myoldmeds.com</a> and <a href="https://medsdisposal.eu">medsdisposal.eu</a>, 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.</p> <p>In 2022, there were &gt;20 active unwanted medicine programs and nine sharps programs throughout the U.S. Learn more in <a href="#">BMS' Household-Generated Sharps Management Plan</a>.</p>
	HC-BP-250a.5	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	In 2022, BMS was not involved in any FDA enforcement actions in response to violations of cGMP. FDA Compliance Actions can be found at <a href="#">FDA Data Dashboard</a> .
Counterfeit Drugs	HC-BP-260a.1	Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting	<p>We have efforts in place to help ensure the quality and integrity of our products within the supply chain and further patient safety: an integrated team that addresses counterfeiting, product tampering, theft and diversion issues; security technologies to make our packaging and products less vulnerable to counterfeiting and to secure their movement within the supply chain; participation in industry coalitions and organizations addressing this issue; and collaboration with supply chain vendors and law enforcement agencies on product security matters.</p> <p>One example is 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.</p> <p>More information can be found on the <a href="#">Counterfeit Drugs</a> section of our website and also in the Ethics, Integrity, Quality, &amp; Governance section of this report on <a href="#">pg. 70</a>.</p>





## Sustainability Accounting Standards Board (SASB) 2022 Index (continued)

Topic	Code	Description	FY2022 Response
Counterfeit Drugs (continued)	HC-BP-260a.2	Discussion of process for alerting customers and business partners of potential or known risks associated with counterfeit products	<p>We take the risks related to counterfeit medicines very seriously and do all we can to build safety into our medicines and into our supply chain. We evaluate potential risks across the value chain and apply scientific and technical controls to reduce the production of counterfeits, and 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.</p> <p>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 regulatory authorities.</p>
	HC-BP-260a.3	Number of actions that led to raids, seizure, arrests, and/or filing of criminal charges related to counterfeit products	BMS currently does not disclose this metric as it does not have a material impact on our business. However, we cooperate with law enforcement, regulatory agencies, other pharmaceutical companies and industry organizations, to proactively combat against counterfeit products.
Ethical Marketing	HC-BP-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	<p>This is not material to BMS and will not have an adverse effect on our financial position or liquidity, unless note in our Annual Report or other company filings. However, the outcomes of legal proceedings are inherently unpredictable and subject to significant uncertainties. Unless specifically noted in our Annual Report or other company filings, BMS is unable to assess the outcome of respective matters nor is it able to estimate the possible monetary impact that could result for such matters.</p> <p>For more information please see our <a href="#">Annual Report on Form 10-K</a>, pg. 106 (Item 8. Financial Statements and Supplementary Data—Note 20. Legal Proceedings and Contingencies) and <a href="#">Quarterly Reports on Form 10-Q</a>.</p>
	HC-BP-270a.2	Description of code of ethics governing promotion of off-label use of products	<p>As outlined in our <a href="#">Principles of Integrity: Our Standards of Business Conduct and Ethics</a>, we commit to our advertising and promotion being accurate, truthful and consistent with approved product labeling and applicable law. We use only approved promotional materials with healthcare professionals or patients.</p> <p>In addition, BMS has taken significant steps to address the off-label use of products, including pilot projects and new technologies. For example, in 2022, BMS began a project to monitor off-label prescribing through artificial intelligence (AI) tools. Like all pharmaceutical companies, BMS is required to conduct “post-market surveillance” to find out if any patients are experiencing adverse reactions or unusual side effects that didn’t arise during the clinical trials, as well as be aware of any signs that the medicine is being prescribed “off-label” or that people are abusing the medicine. While there are official channels for reporting adverse reactions, discovering off-label uses and abuse is much more difficult. Therefore, BMS partnered on a pilot project with Cortical.io, a company that specializes in natural language processing software. The company uses a technique called semantic folding—which is based on a theory about how part of the brain, the neocortex, represents information. The technique represents words with similar meanings close to one another on a two-dimensional grid, with each word having a unique “semantic fingerprint.” This differs from other natural language techniques, with one advantage being that Cortical’s method takes less data and less computing power to train and run the AI system than would be the case with an ultra-large language model.</p> <p>For more information, please see our <a href="#">Principles of Integrity: Our Standards of Business Conduct and Ethics</a>.</p>





## Sustainability Accounting Standards Board (SASB) 2022 Index (continued)

Topic	Code	Description	FY2022 Response
Employee Recruitment, Development & Retention	HC-BP-330a.1	Discussion of talent recruitment and retention efforts for scientists and research and development personnel	<p>Our mission to enhance the lives of patients requires an investment in a strong learning culture.</p> <p>We continue to attract, develop and retain top talent by offering development programs that allow employees to engage with instructors and fellow students for half-day or three-day programs in a virtual or classroom setting. More information can be found on our <a href="#">Careers</a> page and in the 2022 ESG report, <a href="#">pg. 35</a> (Our People).</p>
	HC-BP-330a.2	(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) midlevel managers, (c) professionals, and (d) all others	<p>We believe that our employees around the world embody our mission to discover, develop and deliver innovative medicines that help patients prevail over serious diseases. Together, their unyielding focus on patients defines our culture. Our People Strategy is designed to foster an inclusive and engaging work experience to attract, develop and retain the most talented workforce which reflects the diverse cultures, backgrounds and experiences of our patients and communities around the world.</p> <p>While our turnover rate is confidential, you may find more details on our talent recruitment, retention and development strategy, please see our <a href="#">Annual Report on Form 10-K</a>, pg. 20 (Item 1. Human Capital Management and Resources).</p>
Supply Chain Management	HC-BP-430a.1	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	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	HC-BP-510a.1	Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery	<p>This is not material to BMS and will not have an adverse effect on our financial position or liquidity, unless note in our Annual Report or other company filings. However, the outcomes of legal proceedings are inherently unpredictable and subject to significant uncertainties. Unless specifically noted in our Annual Report or other company filings, BMS is unable to assess the outcome of respective matters nor is it able to estimate the possible monetary impact that could result for such matters.</p> <p>For more information please see our <a href="#">Annual Report on Form 10-K</a>, (pg. 106) Item 8. Financial Statements and Supplementary Data—Note 20. Legal Proceedings and Contingencies) and <a href="#">Quarterly Reports on Form 10-Q</a>.</p>
	HC-BP-510a.2	Description of code of ethics governing interactions with health care professionals	<p>We interact with healthcare professionals, patient advocacy groups, payers and others in a way that does not have, or appear to have, an improper influence on their decisions.</p> <p>More information on how BMS interactions with healthcare professional and patient organizations can be found on page 10 of our <a href="#">Principles of Integrity: Our Standards of Business Conduct and Ethics</a>.</p>





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