ESG Report 2021

CENTRIENT™ Pharmaceuticals

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1.1 About this report

Our 2020–2021 ESG report provides an overview of Centrient Pharmaceuticals' environmental, social and governance (ESG) performance. The content of this report reflects the progress we have made across these key focus areas during the period between 1 January 2020 and 31 December 2021, unless otherwise indicated. There have been no significant changes from previous reporting periods in terms of the scope or measurement methods applied as part of this review. We published our most recent (2018–2019) Sustainability Report in 2020 and intend to continue reporting our sustainability performance on a biennial basis.

Reporting guidelines

We evaluate our approach to ESG reporting by referring to the Global Reporting Initiative (GRI), a globally recognised external framework. This report has been prepared in accordance with the GRI Standards: Core option. It includes a GRI content index to indicate the location, within the report or on the corporate website, of information relevant for the 2016 GRI disclosure.

Contact us

For more information, please visit www.centrient.com or email info@centrient.com

1.2 Letter from our CEO, Rex Clements

It is my great privilege to introduce Centrient Pharmaceuticals' first-ever environmental, social and governance (ESG) report. This important publication, which has been developed in line with GRI (Core) standards, supports the shift in our focus from environmental sustainability to a more balanced, holistic approach to ESG topics.

Living up to our purpose

Our ESG approach reflects who we are as a company and our special contribution to the world around us. We are a purpose-led organisation that looks beyond profit, with proven strength in the innovative and sustainable manufacturing of medicines that improve lives. 2020 and 2021 were exceptional years for our company, as the COVID-19 crisis put our activities and ambitions to the test. Yet despite the pandemic's impact on our operations and supply chains, the Centrient community rose admirably to the many challenges we faced. I am proud of the resilience we were able to build, and of the effort and commitment shown by our employees, who went above and beyond to keep our facilities and services running smoothly.

We proved that we are an organisation that genuinely cares as we looked after the health and well-being of our people and their families during this unprecedented crisis. By coming together to support one another in this way, we ensured the continued delivery of our vital medicines, living up to our purpose of improving the lives of patients around the world. Meanwhile, we redoubled our efforts to support our local communities in their hour of need, whether by distributing face masks or donating oxygen concentrators to hospitals in our regions.

Growing our organisation the right way

It was an eventful period for other reasons, too. In August 2021, we completed the acquisition of Astral SteriTech Private Limited, providing us with in-house manufacturing capabilities for high-quality sterile antibiotic powder injectable finished dosage forms, and further strengthening our position as the global business-to-business industry leader in beta-lactam antibiotics. This exciting addition to our portfolio – which now includes sterile injectable semi-synthetic cephalosporin and semi-synthetic penicillin finished dosage forms – will allow us to further meet the needs of customers in these key product segments.

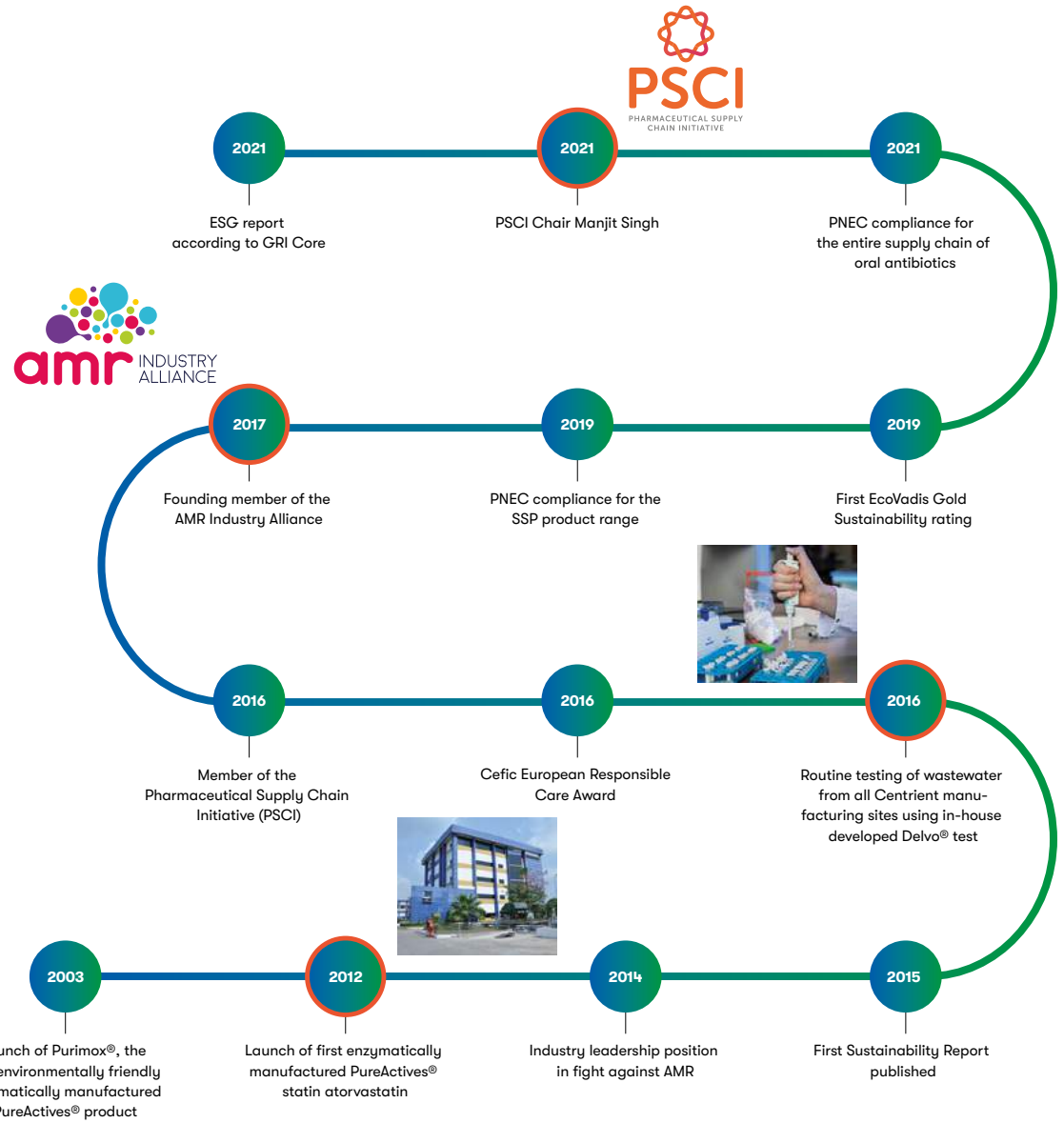
As our business continues to evolve, it is important we continue to give back, conduct ourselves responsibly and contribute positively to society and the environment. During 2020-2021, we completed our sustainability roadmap 2020, realising the majority of the KPIs we set ourselves, and achieved full compliance with predicted no-effect concentration (PNEC) discharge limits at all our active pharmaceutical ingredients (API) production facilities. We also launched new, ambitious targets: by 2030, we aim to halve our carbon emissions (versus 2015), not contribute any solid waste to landfills, and to be 'AMR-free'.

Going forward, our ESG approach provides us with a clear framework to continue upholding our commitment to our stakeholders and to society at large. Moreover, it will allow us to realise our Vision to be the partner of choice for enzymatic development and manufacturing, with a leading cost position, optimal value chain integration, and a growing diversified portfolio.

Our ambitions and recent achievements are explored in detail in this report, which I hope you enjoy reading.

Rex Clements
Chief Executive Officer
Centrient Pharmaceuticals

Our sustainability journey (2003—2021)



1.3 2020—2021 ESG performance highlights

Environmental

Achieved key targets in line with Sustainability Roadmap 2008–2020
In 2021: 14% carbon emission reduction* and 10% solid waste reduction*

50% improvement in relative CO_2 efficiency

45% energy reduction

25% water reduction

*against base year (2015)

Integrated sustainability assessment into project management and capital expenditure approval processes

Launched ESG Ambition 2021–2030 to halve our carbon emissions, repurpose waste and reduce landfill to zero, and achieve supply chain compliance with existing Framework and PNEC target values

Ensured Centrient and supplier operations fully PNEC compliant

100% PNEC COMPLIANT

Launched project to eliminate single-use plastic from offices

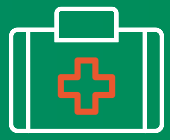
Awarded Gold rating in EcoVadis Supplier Assessment in 2020 and 2021

GOLD 2021 ecovadis Sustainability Rating

Overall:
Introduced a refined purpose, vision and strategy for our company

Social

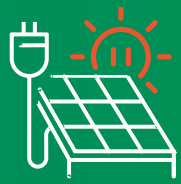
Supported our employees and communities during COVID-19; donated nearly 60,000 face masks to frontline healthcare workers in Europe and China and installed two oxygen plants in hospitals in India



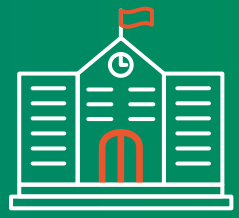
Reached 100,000 people in 100 hospitals throughout China with an awareness campaign on AMR and the appropriate use of antibiotics, together with local partners

Increased female representation on Executive Committee and Board of Directors

Helped install 280 solar-powered streetlights in four villages near our Toansa plant that were without electric lighting



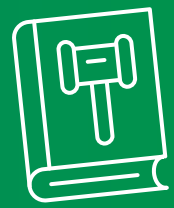
Renovated two schools in Toansa, India, adding new classrooms, dining rooms, offices and drinking water facilities (2021)



Facilitated 1.5 billion patient treatments globally (2021)

Governance

Introduced new Centrient Code of Conduct for employees and Business Partner Code of Conduct for suppliers and partners



Introduced SpeakUp, through independent third-party platform, for reporting breaches of the Code of Conduct

Established Human Rights Committee

Delivered training and communication focusing on ethics-related topics, i.e. anti-bribery and corruption, conflicts of interest and competition law

1.4 About our business

Centrient Pharmaceuticals is the global business-to-business leader in sustainable, enzymatic antibiotics, next-generation statins and anti-fungals.

Our presence

We are headquartered in Rijswijk, the Netherlands, the country where the company was founded in 1869, more than 150 years ago. Our global network of manufacturing sites comprises seven facilities across North America, Europe and Asia. Our acquisition of Astral SteriTech Private Limited (Astral SteriTech), a leading international manufacturer specialising in sterile antibiotic injectable finished dosage forms (FDFs), was completed in August 2021. We have sales offices in seven countries, with operations spanning 60 countries around the world.

Our people

Centrient is led by Rex Clements, Chief Executive Officer. Our Supervisory Board of Directors is chaired by Benjamin Kunstler, Managing Director Bain Capital, with three additional directors including one female external director (Manja Boerman since September 2021). We have 1,854 permanent employees across our manufacturing sites and offices.

Our business

We are specialised in producing and selling intermediates, active pharmaceutical ingredients (APIs) and FDFs. Centrient has been owned by Bain Capital Private Equity, a leading global private investment firm, since 2018.

Employee information (2021)

Permanent employees by gender

356	1,498	1,854
Female	**Male**	**Overall**

Full-time employees (FTE) by gender

350	1,492	1,842
Female	**Male**	**Overall**

Consolidated FTE and temporary employee information by region

Region	Permanent	Temporary	
EMENA*	325	22	
Americas	356	43	
Asia	512	101	
IBAP**	661	280	
Total	**1,854**	**446**	**2,300**

* Europe, Middle East and North Africa
** India, Bangladesh, Africa and Pakistan

Employee data is updated, tracked and reported by the corporate Human Resources function. Numbers include Astral SteriTech employees.

External initiatives and associations

Centrient works with external platforms and associations on matters related to ESG. These include the AMR Industry Alliance, the Pharmaceutical Supply Chain Initiative (PSCI), the Responsible Antibiotics Manufacturing Platform (RAMP), Medicines for Europe (M4E) and the European Chemical Industry Council (CEFIC). In Mexico, we are a member of the National Transformation Industry Association, the National Pharma Chemical Association and the Ramos Arizpe Industrial Association. In China, we are a member of the NAP Process Industry Network and the China Pharmaceutical Industry Association.

Our 150-year history

2021 – Aquisition of Astral SteriTech Pvt Ltd

2019 – Announcement to expand statins production in India

2018 – Company renamed Centrient Pharmaceuticals; wholly owned by Bain Capital Private Equity

2017 – Installation of a new fermenter for sustainable 7-ADCA production in Delft

2016 – One of the first three companies in the world to offer generic Rosuvastatin in Europe, using fully backward-integrated process; joined the PSCI; appointed to the board of the newly formed AMR Industry Alliance

2014 – Assumes leadership position to address manufacturing industry's role in combatting the global health threat of anti-microbial resistance (AMR)

2012 – Introduction of world's first enzymatically produced statin Atorvastatin, as well as the first finished dosage form, made exclusively using high-quality enzymatic PureActives® API

2011 – DSM Sinochem Pharmaceuticals (DSP) – a 50/50 joint venture between Chinese state-owned company, Sinochem, and DSM – is formed

2005 - 2010 – Global roll-out of enzymatic technology for beta-lactam antibiotic APIs across all sites

2003 – Introduction of Purimox®, first member of the PureActives® family of enzymatically produced, environmentally friendly antibiotic APIs – and the world's first enzymatically produced amoxicillin

1998 – DSM acquires Gist-Brocades; newly formed DSM Anti-Infectives becomes the market leader in beta-lactam antibiotics

1990s – Global expansion of production and sales network through acquisitions and joint ventures

1983 – First dedicated anaerobic digestion wastewater treatment facilities built at the Delft site

1970s – Emergence as world's no.1 penicillin G producer, as Gist-Brocades

1940s – Production of penicillin G begins under the code name 'BACINOL'; SSPs and SSCs soon follow

1869 – Founded as the Nederlandsche Gist- en Spiritusfabriek; becomes first Dutch company to establish a workers' council in 1879

Our portfolio

Intermediates

We manufacture the intermediates for semi-synthetic penicillins (SSPs; 6-APA) and semi-synthetic cephalosporins (SSCs; 7-ADCA) in house. This backward integration is one of our unique strengths, securing the supply of high-quality key ingredients for our beta-lactam antibiotics.

Active pharmaceutical ingredients

These include our amoxicillin trihydrate SSP beta-lactam antibiotics sold under the PureActives® brand (product names Purimox® and Puricillin®), as well as a range of SSCs (product names Purilex®, Puridrox®, Puridin® and Puriclor®), penicillin G and isoxasole anti-infectives.

Semi-synthetic penicillins

Purimox®

Puricillin®

Number of patient treatments facilitated by Centrient Pharmaceuticals

	2020 (million treatments)	2021 (million treatments)
SSPs API	833	850
SSPs FDF	12.9	7
SSCs API	558	531
Statins API	105 (monthly)	109 (monthly)
Statins FDF	9.4 (monthly)	8.4 (monthly)
Nystatin	16	16
Total	1.62 billion patient treatments	1.51 billion patient treatments

Acquisition of Astral SteriTech

The acquisition of Astral SteriTech was completed on 31 August 2021. With two US FDA-approved production lines, Astral SteriTech brings in-house manufacturing capabilities for high-quality sterile antibiotic injectable FDFs, further strengthening our position as the global B2B industry leader in beta-lactam antibiotics.

Semi-synthetic cephalosporins

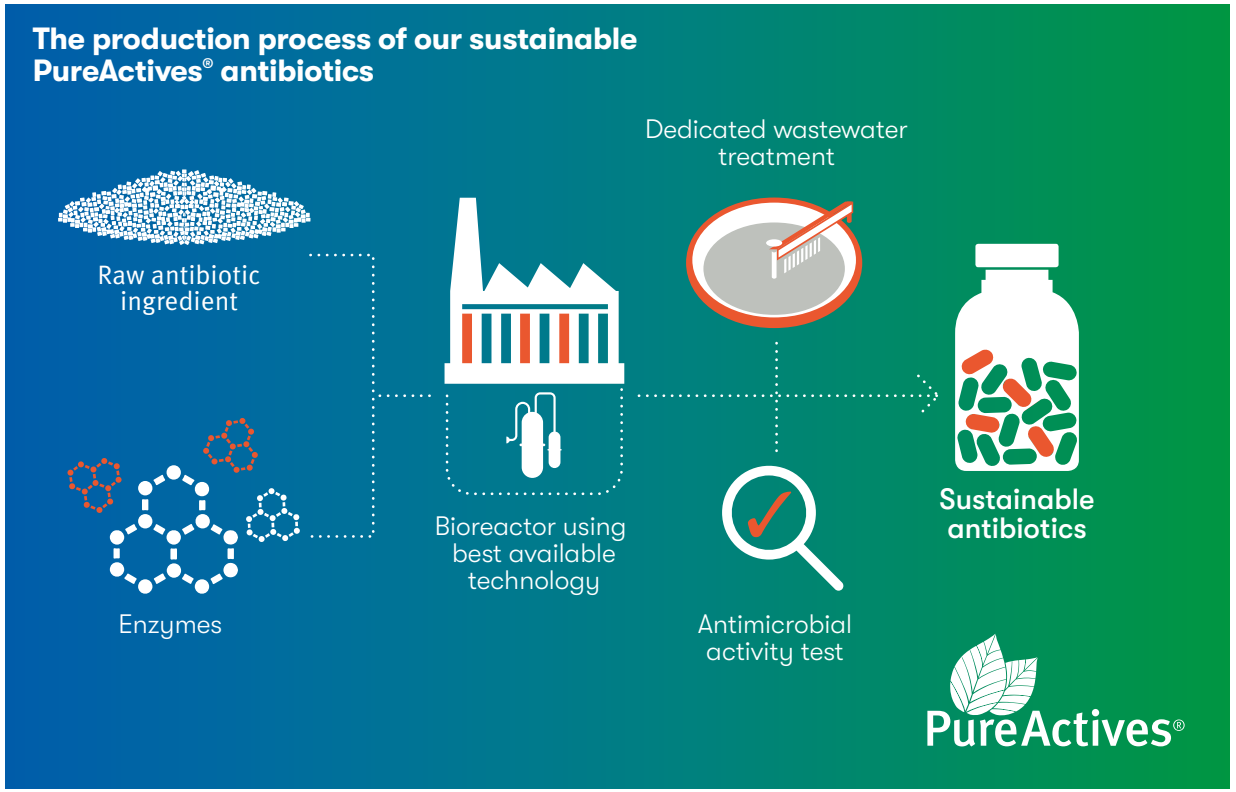
Puridrox®

Puridin®

Purilex®

Puriclor™

As a manufacturer of essential medicines, Centrient has a significant impact on the health of patients around the world. The table above includes the number of antibiotic treatments (single course, as per standard treatment guidelines) and monthly statins treatments, to determine the total patient treatments facilitated by Centrient in a single year.



Completing our API portfolio are the cholesterol-lowering statins atorvastatin and rosuvastatin, and the anti-fungal nystatin.

Finished dosage forms

Our FDFs are largely produced from our high-quality manufactured PureActives® APIs, which we develop in-house.

The APIs and FDFs we manufacture using our green, enzymatic technology are marketed under the PureActives® name. Our proprietary enzymatic platform replaces the traditional 13-step production process for antibiotics with more efficient, natural processes, thereby reducing our carbon footprint by up to 65% and eliminating the use of solvents and other chemicals.

Our PureActives® range includes oral antibiotic applications and sterile injectable antibiotic formats, the statins atorvastatin and rosuvastatin, and the anti-fungal caspofungin.

See www.centrient.com/our-products

A company with global impact

One of our core product ranges is the penicillin family of antibiotics. Alexander Fleming's discovery of penicillin in 1928 paved the way for modern healthcare, making surgery, cancer treatments, organ transplants and other major interventions possible.

During the Second World War, a group of Dutch scientists working for the Nederlandsche Gist- en Spiritusfabriek (Netherlands Yeast and Spirit Factory) – Centrient Pharmaceuticals' previous brand identity – worked on creating an industrial fermentative process for making penicillin in large quantities under the code name 'Bacinol'. These scientists leveraged the company's long heritage in fermentation and yeast production to help address the growing demand for penicillin in the post-war period. By 1949, the Nederlandsche Gist- en Spiritusfabriek was one of the largest global producers of penicillin, with exports around the world.

1.5 ESG Governance

Environment

Minimising environmental impact

Social

Improving human health and social impact

Governance

Acting responsibly

Each ESG pillar is overseen by a member of the Centrient Executive Committee, which includes the Chief Quality & Technical Operations Officer for Environment, the Chief Human Resources, Communication & Sustainability Officer for Social, and the General Counsel for Governance.

Four levels of the organisation are involved in developing and executing Centrient's ESG strategy.

ESG governance at Centrient

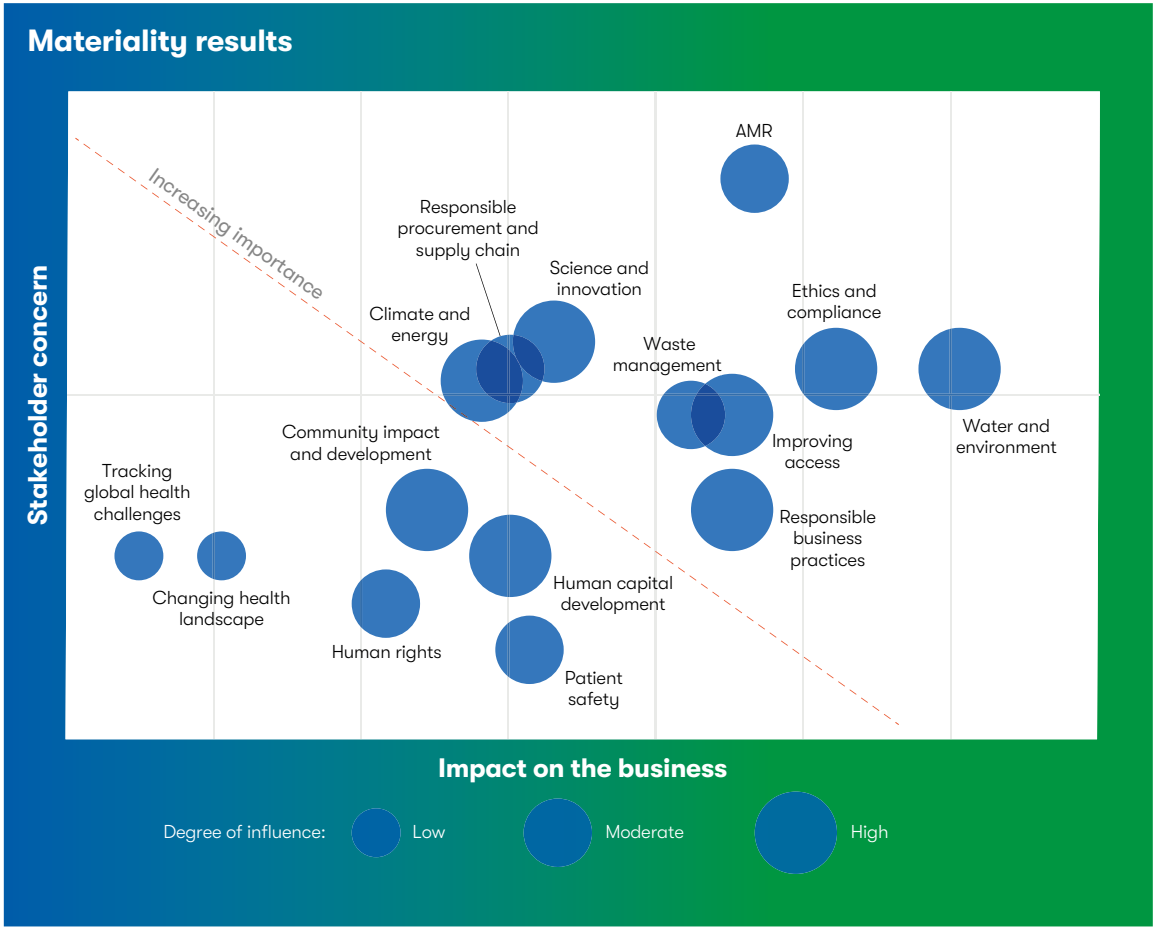
	Who	Frequency	Main responsibilities
Centrient Executive Committee	Executive Committee members	4x/year	Executive Committee approves the sustainability strategy and receives regular updates on key projects and ongoing performance.
Sustainability Governance Steering Group	**Global functions impacting sustainability** + Chief Human Resources Officer (Chair) + Director Sustainability & Public Affairs + Director Sustainability Operations + Director Branding & Communications + Director Global Human Resources + Director Risk & Compliance + Director Safety, Health & Environment + Director Global Process Development + Director DSCM & Procurement + Director Marketing FDF	4x/year	Governance Steering Group responsible for implementing, monitoring and reporting on key functional contributions to Sustainability. Feedback from Steering Group serves as input to Core Group for strategic decisions.
Sustainability Core Group	+ Director Sustainability & Public Affairs + Director Sustainability Operations + Director Branding & Communications + Marketing Sustainabilty Lead + Sustainability Performance Lead + Sustainable Procurement Lead	2x/month	Core Group responsible for designing and implementing the strategy across Centrient, including reporting to the Executive Committee and Steering Group. Two resources fully dedicated to sustainability.
Regional Champions and Functional Leads	**Members of Sustainability Core Group, plus** + China Advocacy Lead + India Advocacy Lead + FDF Marketing Lead	2x/month	Regional sustainability champions and functional leads responsible for operational tasks related to the implementation, monitoring and reporting of sustainability.

1.6 Our material topics

In 2019, we partnered with consulting firm SustainAbility to conduct our first materiality assessment. We began this exercise by developing a long list of SustainAbility issues that might be material to Centrient; namely, those that present risks or opportunities for the business and/or are of most interest to stakeholders.

A series of interviews was conducted with internal and external stakeholders to gather views on the most relevant sustainability topics for the business. This engagement returned a range of perspectives on these issues, particularly around their impact on the business (in terms of commercial, reputational and operational risks and opportunities), the company's influence over the issues, and the company's impact on the issues themselves. By undertaking this process, we ensured that we can not only respond to our stakeholders' expectations around ESG, but we also maximise our positive impact on the environment and society. The findings of the materiality exercise have since been reviewed and validated by our senior leadership team.

The priority material topics of **Antimicrobial Resistance, Water and Environment, Improving Access, Science and Innovation, Climate** and **Energy and Responsible Procurement** are explored in detail in this report. The boundaries, management approach and disclosures related to each topic are provided in the respective sections.



In 2021, we performed an internal review of the materiality assessment as input for our new ESG Ambition 2021–2030. The outcome of the review with our internal stakeholders was to retain the material topics as previously identified, with two exceptions: **Product Stewardship** was determined to be adequately captured in other material topics and has been removed from the list, while **Waste Management**, a key topic in our ESG Ambition 2021–2030, has been added, after its importance was confirmed by internal and external stakeholders. The new set of material topics has been validated by Centrient's Sustainability Governance Board and Executive Committee.

1.7 2030 ESG goals

Our new ESG Ambition 2021–2030 strengthens our focus on the topics we view as most critical to Centrient's business and stakeholders in areas where we can make the greatest impact. Clear goals and concrete targets drive our strategy to achieve a highly sustainable business for the long term. Targets have been developed under 'E' and 'S', and we are in the process of developing equivalent long-term targets under the 'G' pillar.

E: Minimising environmental impact

- 35% reduction in carbon emission intensity (2025) and 50% by 2030
- 90% of waste repurposed by 2030 and landfill only when no viable alternative available
- Source 50% renewable electricity by 2030
- 5% reduction in water consumption (intensity), maximise water recycling and look for options to reduce ground water use by 2030
- Sites and suppliers compliant with AMR IA Common Manufacturing Framework and Predicted No-Effect Concentration targets
- R&D projects pass Sustainability assessment (2025)

S: Improving human health and social impact

- Increasing access of our life-saving antibiotics to 2 billion patients by 2030
- 50,000+ lives touched by Centrient global community programme annually by 2030
- High level of employee engagement - in top 10% for our industry (2025)
- 50% gender balance in sènior management roles (2025)
- Inclusive leadership with less than 8% voluntary attrition
- Certified human and labour rights compliance in our operations (2024)

G: Acting responsibly

- Several diverse members at Board level, reflecting a balanced composition in accordance with legal requirements (2025)
- 100% of eligible employees committed to Code of Conduct (2024)
- High standard of compliance for data privacy and security according to EU GDPR
- Continued stakeholder collaboration on ESG topics such as AMR
- High standard of compliance for ESG and financial transparency and disclosure (2025)
- 75% of top suppliers meet sustainability standards (2025)

1.8 Our commitment to the United Nations Sustainable Development Goals

The 17 Sustainable Development Goals (SDGs) were set out by the United Nations as part of the 2030 Agenda for Sustainable Development. They lay the foundation for ending poverty and hunger, maintaining a sustainable environment and spreading peace and well-being to all people globally.

We continue to link our material topics and related efforts to the SDGs. Our focus is on four areas: goals 3, 6, 12 and 13 (see the SDG progress index). These will guide us in contributing to a healthier and more sustainable future for all.

SDG 3: Good Health and Well-Being underpins our purpose to improve lives through the innovative, sustainable manufacturing of medicines. We work continuously to improve the health and well-being of patients, communities and employees.

SDG 6: Clean Water and Sanitation are key to our sustainable manufacturing approach, as evidenced by our site-based wastewater treatment plants, water recycling programmes, and projects supporting local communities with clean water.

SDG 12: Responsible Consumption and Production encapsulates our belief in the prudent use of antibiotics and stringent environmental standards. Preventing the release of AMR activity from production into our surroundings is a key priority.

SDG 13: Climate Action is driven by our efforts to minimise carbon emissions and energy use in our manufacturing processes.

1.9 Stakeholder engagement

Our partnerships and collaborations

We partner with a range of organisations that share our purpose, values and commitment to creating innovative solutions that have a positive impact on the world. These include industry partners, regulatory bodies, civil society organisations and customers (see 'External initiatives and associations').

Stakeholder groups

We engage with diverse stakeholder groups to better understand the material issues that affect them and to create and share value for more people.

Stakeholder engagement on this report

Internal stakeholders from across Centrient's various functions and regions provided input for this report, and the content has been closely reviewed by members of the Executive Committee.

Overview of Centrient's key stakeholder groups and engagement approaches

Stakeholders	Engagement approach	Frequency	Key issues raised
Suppliers	Audits, surveys and feedback sessions	Every 1–3 years	Climate action and resilience; emissions, effluents and waste; business ethics, anti-bribery and anti-corruption; inclusion and diversity; human and labour rights; quality manufacturing; pharmaceuticals in the environment; responsible supply chain
Customers	Audits, surveys, visits and feedback sessions	Continuous	Climate action and resilience; emissions, effluents and waste; business ethics, anti-bribery and anti-corruption; inclusion and diversity; human and labour rights; security of supply; quality manufacturing and patient safety; corporate governance
Employees	Engagement survey, townhalls, functional meetings, performance reviews and training sessions	Continuous	Employee engagement; development and retention; human and labour rights; inclusion and diversity; employee health, safety and well-being
Community & civil society	Joint community projects and public-private projects	Continuous	Environment; water; community welfare projects; patient safety
Investors	Board and investor meetings	Biannual	Business strategy; pricing; quality manufacturing and patient safety; corporate governance; sustainability; inclusion and diversity; employee engagement; talent recruitment, development and retention; intellectual property
Regulators	Product registration, licences, consultations, and legal compliance	Continuous	Quality manufacturing and patient safety; business ethics, anti-bribery and anti-corruption; human and labour rights; emissions, effluents and waste; other legal compliances
Media	Press briefings and interviews	As required	Environmental topics related to water and air; access to medicine; safety; new products; security of supply; contribution to society; new investments
Industry platforms	Events and working groups with AMR Industry Alliance, PSCI and M4E events and working groups	Continuous engagement	Climate action and resilience; environmental topics related to water and air; emissions, effluents and waste; business ethics, anti-bribery and anti-corruption; inclusion and diversity; human and labour rights; quality manufacturing; pharmaceuticals in the environment; responsible supply chain; safety; security of supply

1.10 Our response to COVID-19

The COVID-19 pandemic tested our organisation and its stakeholders in every conceivable way. From the pandemic's impact on our business environment and market demand to the disruption to our global supply chains and our ongoing concerns for our employees' safety.

When the crisis first broke in late 2019, we defined three clear priorities: 1) protecting the health and safety of our employees, 2) securing the supply of our medicines to patients and 3) supporting our communities. To support these ambitions, we set up local and global task forces, consisting of Centrient's local management teams as well as health experts and members of our Executive Committee.

The role of the task forces was to identify the potential impact of the pandemic on our people and operations, while keeping our Supervisory Board informed of these emerging risks.

Despite the impact of COVID-19 on our global teams and ways of working, Centrient's employees showed steadfast resilience and adaptability throughout this uncertain and fast-evolving period. This included showing immense discipline in adhering to local guidelines, and going above and beyond to ensure an uninterrupted supply of our medicines to customers and patients around the world. Closer to home, we worked hard to support those in need, offering much-needed assistance to our local communities by donating vital equipment and much more.

Mission oxygen

In India, an acute shortage of oxygen threatened the treatment of critically ill COVID-19 patients. To save lives and support people through this challenging time, Centrient donated 25 oxygen concentrators to Civil Hospital SBS Nagar in Punjab, in addition to supplying two oxygen production plants to nearby district hospitals. Together, the equipment provides enough oxygen to support up to 75 patients.

Donation of protective masks

In response to equipment shortages and the challenging working environment facing healthcare workers around the world, Centrient donated face masks to local hospitals located near our facilities.

At the beginning of the pandemic, in March 2020, we donated 28,500 protective masks to local health authorities in Yushu, China. Following this, thanks to the collaboration between our employees in Europe and China, we were able to deliver 20,000 face masks to front-line healthcare workers in intensive care departments in Delft and The Hague, the Netherlands. In Barcelona, Spain, we provided 10,000 protective masks, helping to ensure a safer working environment for countless at-risk healthcare workers.

Support provided by Centrient during the COVID-19 crisis

Protecting the health and safety of our employees

- Working-from-home policies
- Face-to-face meetings replaced by virtual meetings
- Business travel restrictions
- Protective and hygenic measures in sites and offices: social distancing, hand-washing & sanitising protocols, mask-wearing, and enhanced workplace cleaning
- Vaccination drives
- Employee engagement and recognition programmes
- Employee assistance programmes for people and their families
- Delivering face masks and disinfectants to employees' homes

Securing the supply of our medicines to patients

- Global supply chain task force for detecting and mitigating supply chain issues, from raw materials supply and manufacturing to transportation
- Protective and hygenic measures in manufacturing sites

Supporting our communities

- More than 60,000 face masks donated to hospitals and health authorities across China, India, the Netherlands and Spain
- Sanitising liquid and medical scrubs donated to hospitals in India
- Oximeters and oxygen concentrators donated to hospitals in India
- Two Indian Red Cross societies supported financially
- Groceries supplied to local Indian families

Top: Bellvitge University Hospital Barcelona, via Twitter

Left: Yushu, China


Only use PerkinElmer's GCHS Vials Caps &
PerkinElmer
TurboMatrix 40

2. Protecting our environment

2.1 Aspiring to be a leader in environmental performance

Environmental protection has emerged as a serious societal concern, with leaders from government, civil society organisations, non-governmental organisations and industry drawing up action plans to prevent climate change. As a responsible corporate citizen, Centrient aims to support the fight against climate change and its impacts in a concerted and structured manner. Since adopting this stance, we have implemented targets in line with our Sustainability Roadmap 2008–2020 and achieved significant success in reducing our environmental footprint.

In 2020, following close consultation with our stakeholders and the approval of the Executive Committee, Centrient developed a new long-term plan: our ESG Ambition 2021–2030. The plan came into force in January 2021 and includes firm environmental targets with deadlines of 2025 or 2030.

We aspire to be an ESG leader in the sphere of generic medicine. This will enable us to significantly minimise the environmental impacts of our manufacturing sites and offices, contributing both to our local surroundings and to global initiatives to tackle climate change. Our three leading key performance indicators (KPIs) – 1) reducing greenhouse gas (GHG) or carbon emissions, 2) limiting solid waste and 3) combating antimicrobial resistance (AMR) – form the cornerstone of our approach. Progress on the KPIs is reviewed and monitored by the Corporate Sustainability Governance Board and the Corporate Sustainability Core Group, and during Executive Committee meetings. By producing sustainably, we not only safeguard the quality and reliability of our products, business and brand, but we also help support the well-being of the planet and all those who live on it.

ISO 14001 accreditation of all Centrient sites

All Centrient sites are now certified to ISO 14001: 2015 standard for Environmental Management Systems, after we received certification for our sites at Zibo (China) in November 2020, and at Yushu (China) in April 2021. Our Toansa (India) and Ramos Arizpe (Mexico) sites both successfully renewed their certifications in 2021. These certifications are in addition to successful periodic audits at all our sites with no major findings by the certification agencies. Our Delft (Netherlands) site will be recertified in June 2022.

All our sites are ISO-14001 accredited (see above), which assures the presence of an established Environment Management System including a thorough assessment of environmental aspects. We are equally committed to helping our supply chain partners to reduce their own footprint. At Centrient, data is collected and reported at both a site and corporate level, according to our internal procedures.

Implementation of Sustainability Roadmap 2008–2020 (base year 2008)

In 2020, Centrient completed the execution of its Sustainability Roadmap 2008–2020. We not only achieved the target KPIs we set for ourselves, but also overachieved on a number of fronts (see the figure below), and are outperforming the benchmark set by the leading pharmaceutical players on several levels. We made big strides in process improvements thanks to our enzymatic technology, continuous process optimisation in our Science & Process Technology (S&PT) function, continuous improvement (CI) programmes, output increases and the deployment of smart, energy-efficient equipment at our facilities.

Along the way, we also reduced air-polluting emissions of volatile organic compounds and reached the predicted no-effect concentration **(PNEC) target values** (safe discharge targets for residual antibiotics in wastewater) for all wastewater streams, including at our supplier sites, by the end of 2021. In fact, in 2019, our largest antibiotics portfolio range, semi-synthetic penicillins (SSPs), met the PNEC targets two years ahead of schedule, setting the bar for our industry in the fight against AMR.

Introduction of ESG Ambition 2021–2030 (base year 2015)

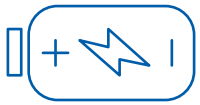
Following the successful implementation of the Sustainability Roadmap 2008–2020, and using the learnings gained from this experience, Centrient has set its sights higher, aiming to become an ESG leader in the generic pharmaceutical industry. In 2021, we announced our long-term ESG Ambition 2021–2030. Among various ESG-related targets, we defined three leading KPIs that will elevate Centrient to a leadership position at the forefront of sustainability in our sector:

1. 50% reduction in carbon emission intensity by 2030
2. 90% of waste repurposed by 2030 and landfill only when no viable alternative available
3. Ensure compliance, across our entire supply chain, with the Common Antibiotic Manufacturing Framework, PNEC target values and the standards proposed by the AMR Industry Alliance

Sustainability Roadmap 2008–2020: Overview of key achievements

Relative CO_2 efficiency
(CO_2 emissions)

Target 2020	Achievement 2020
-49% between 2008–2020 (CO_2 from energy)	-50% since 2008 (CO_2 from energy)

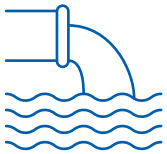


Energy use

Target 2020	Achievement 2020
-43% between 2008–2020	-45% since 2008

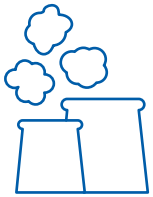
Water withdrawal

Target 2020	Achievement 2020
-33% between 2008–2020	-25% since 2008



COD emissions to the water
(chemical oxygen demand)

Target 2020	Achievement 2020
-60% between 2010–2020	-63% since 2010



VOC emissions to the air
(volatile organic compounds)

Achievement 2020
-63% since 2010

Project PNEC*
Full compliance with safe discharge limits of antibiotics in the liquid waste streams

Target 2020	Achievement 2020
Meeting the PNEC target values for all wastewater streams including at our supplier sites	Our largest portfolio, SSP production line meets the PNEC targets as of 2019.

*Predicted no-effect concentration

In 2021, we began implementing our 2030 ambition by executing projects with a significant positive impact on the environment, several of which are presented in this chapter.

Overview of achievements of the Sustainability Roadmap 2008–2020

Installing advanced MVR equipment in Toansa

At our Toansa site in India, we replaced our traditional multi-effect evaporator (MEE) technology with advanced mechanical vapour recompressor (MVR) technology for treatment of our wastewater streams. The previous MEE unit used large volumes of steam for heating. However, because the condensate it generated contained high levels of pollutants, it was not suitable for recycling for use in steam boilers. This meant fresh water and fossil fuels were consumed to generate steam for each use of the technology.

In contrast, MVR technology uses electricity for the recompression of vapours generated from effluents. The condensate generated from the steam is recycled back to boilers, allowing 30,000m^3 of water to be recycled at Toansa each year. Furthermore, minimisation of the site's consumption of fossil fuels for steam generation reduced its CO_2 emissions by 4,000 metric tons and its SO_2 emissions by 40 metric tons per annum, while also ensuring a cleaner environment and better air quality around the site.

Cooling tower at the Toansa manufacturing site

2.2 Water and environment

Water pollution and increased water scarcity are growing issues around the world. As indicated by our materiality analysis, **Water and Environment** is a material topic for Centrient Pharmaceuticals and its stakeholders. Our global manufacturing sites use water for manufacturing operations, and wastewater is treated and discharged into the environment according to the domestic laws appli-cable to each site. Our water stewardship includes well-established policies, procedures and assessments for using water responsibly at all times. Centrient has set targets to reduce water consumption and prevent adverse impact in line with our ESG Ambition 2021–2030. All our sites are regulated by national laws for water management, and we monitor and report water management as stipulated by relevant regulations in each region.

Key targets and achievements

Timeline	Target	Achievement
Sustainability Roadmap 2008–2020 (see below)	Reduce water onsumption by **30%** (base year 2008)	25%
KPI for 2025 (part of ESG Ambition 2021–2030)	**5%** reduction in water consumption (intensity), maximise water recycling and look for options to reduce ground water use by 2030	Work in progress

Recycling wastewater at the Toansa manufacturing site

We recycle treated wastewater for use in our India site's cooling towers. In 2020 and 2021 we were able to avoid extracting 86,313 kl of water from the ground. The water saved through this direct method of conservation is enough to meet the needs of 2,500 people for a full year.

Increase in water recycling at Toansa site cooling towers

	Unit	Year 2019	Year 2020	Year 2021
Treated water recycled in cooling towers	kl	27,695	38,848	47,470
	%	30.2	41.1	50.5

Increase in water recycling at the Toansa site cooling towers

New MVR installation at Toansa wastewater treatment plant

New MVR installation at Toansa wastewater treatment plant

Recycling and reusing wastewater

We seek opportunities for water reuse and recycling wherever possible to preserve this precious natural resource. The following projects are the outcome of water assessments and other long-term plans.

Protecting biodiversity and preserving water for local communities in India

At Centrient we are committed to biodiversity. Centrient's sites are not located close to any animal habitat and therefore do not negatively impact endangered species and land-protected areas. In the village of Mooton (about 10 km from our Toansa site), our CSR team has revitalised a pond containing stagnant and polluted water, and installed a treatment plant to treat wastewater from the village through natural processes. The plant has enough capacity to treat 400,000 litres per day using its own wind and solar power, leaving the processed water clean and odourless. Meanwhile, the pond has been transformed into a beautiful, clear lake that naturally recharges the aquifer. The local farming community will use this water for its crops, saving a potential 87,000 m^3 of fresh water each year.

For information on our water withdrawal, see Annex 2.

Revitalised pond in Mooton

2.3 Antimicrobial resistance

Centrient Pharmaceuticals has developed a comprehensive, integrated approach to eliminate the chances of AMR developing as a result of our wastewater treatment operations. Wastewater is tested using a sophisticated analytical method to measure residual antibiotic concentrations, determine the predicted environment concentration and monitor compliance with the PNEC target values set by the AMR Industry Alliance.

Our approach goes beyond standard antibiotic manufacturing practices. In many cases, untreated wastewater streams are still sent to municipal or other common treatment facilities, where they mix with other industrial and household waste. Such processes may contribute to the emergence and spread of AMR.

In 2020 and 2021, we conducted a comprehensive global AMR risk assessment of all our effluent streams to eliminate potential oversights and residual risks. All our sites are compliant with PNEC as well as the Common Antibiotic Manufacturing Framework CAMF), a methodology and set of minimum requirements provided by the AMR Industry Alliance to help companies conduct site-based risk evaluations of both macro- and micro-controls in their supply chains (see table below). We also monitor our contract manufacturing organisations to ensure they meet the same high standards for AMR prevention.

Part of the wastewater treatment facility installed in Spain

Three main causes of antimicrobial resistance

Site	Product	Common antibiotic manufacturing framework compliance	PNEC compliance
Delft	SSC Intermediate*	+ ✓	+ ✓
Asia	SSP	+ ✓	+ ✓
Spain	SSC	+ ✓	+ ✓
Toansa	SSP	+ ✓	+ ✓
Yushu	SSP Intermediate*	+ ✓	+ ✓
Zibo - North	SSP	+ ✓	+ ✓
Zibo - South	SSP	+ ✓	+ ✓

** Centrient developed limits for intermediates in-house*

2.4 Waste management

Full PNEC compliance: Spain takes Centrient over the line

A recent investment at our Santa Perpetua facility in Spain provided the missing piece of the puzzle in Centrient's ambition to become 100% PNEC compliant. One of the site's effluent stream matrixes contained measurable residual antibiotics combined with high concentrations of inorganic salts, making it difficult to treat this stream in a conventional way. To eliminate the residual antibiotics, the Centrient S&PT laboratory developed an innovative solution based on bio-catalysis. The infrastructure for this difficult-to-treat stream was installed to meet the PNEC target value. We are making modifications in another facility to produce the biocatalyst for this purpose. As a result, all our manufacturing sites are now PNEC target-value compliant as per the AMR Industry Alliance.

Our manufacturing operations include the handling of raw materials, processing and packaging of our products. The manufacturing process culminates in the finished product plus waste (including solid waste). This solid waste includes by-products, salts and packaging material and is categorised into hazardous and non-hazardous waste. At Centrient sites we follow applicable local regulations and internal procedures for reporting, treating, recycling and disposing of solid waste to minimise adverse impacts, for example by deploying best practices like waste repurposing, energy recovery and recycling. This immensely reduces our impact on the environment. Information about waste is collected through internal monitoring and recording procedures, which are aligned to local requirements (where these exist).

Third-party contractors who handle solid waste undergo due diligence checks and are obliged to adhere to applicable regulations and internal procedures.

Our performance

During the reporting period, most of our waste (90% in 2021) was recycled and recovered for other uses, either internally or externally.

In 2021, our S&PT team made a break-through in eliminating a step in the synthesis of one of our active pharmaceutical ingredients (APIs). The step in question involved the production of a high quantity of inorganic salts, which are classified as hazardous waste. Previously, after being recovered by the wastewater treatment plant, these salts were sent to a secure, government-authorised, leach-proof landfill site. By removing this step, we were able to reduce our hazardous waste output by around 10% in 2021.

For more information on waste management, see Annex 3.

Key targets

- **90%** of waste is repurposed by 2030 and landfill only when no viable alternative available
- No **single-use plastic** in our offices and canteens by 2023
- **Hazardous waste** reduced by 16% by 2025

2.5 Climate and energy

Energy and emission reductions remained a key focus area during 2020 and 2021 as we worked towards our vision and continued our commitment to addressing climate change as a sustainable manufacturer. In 2021, we set out our long-term goals for energy and emissions as an integral part of our ESG Ambition 2021–2030. **Climate (Emissions) and Energy** was also identified as a material topic in our materiality assessment.

By becoming energy- and carbon-efficient through continuous innovation and improvement, we are steadily minimising the impact we have on our immediate surroundings and the wider environment. At Centrient, data on this topic is collected and reported at both the site and corporate level, as per our internal procedures.

Energy consumption

Our primary energy sources include electricity, natural gas, steam, oil and coal. In 2021, our energy efficiency was 5.2% better than in 2015. This was mainly due to a reduction in our fuel consumption resulting from more efficient handling of the biomass-drying process at our Yushu site in China, and other process improvements across several of our sites. In the coming years, we will implement additional energy-efficiency projects that will help us reduce our energy consumption further.

Switching to solar energy at Toansa

As part of our Toansa (India) site's sustainability journey, we have replaced 180 streetlights with solar lights, as well as converting the full Centrient Administration Block electrical supply to solar energy generated by roof-mounted solar panels. Our office and streetlights now run on renewable energy, reducing our fossil fuel energy consumption by 70,000 kWh and eliminating 65,000 kg of CO_2 emissions every year.

Emissions to air

Our GHG emissions are directly linked to the energy consumed by our operations globally under scopes 1 and 2 (as defined by the Greenhouse Gas Protocol). As part of our ESG Ambition 2021–2030, we aim to reduce our emissions by 35% and 50% by 2025 and 2030 respectively, versus the baseline year, 2015. This builds on the 49% reduction in our scope 1 and 2 GHG emissions between the beginning and end of our Sustainability Roadmap 2008–2020. Emission factor calculations are primarily derived from the Greenhouse Gas Protocol, though locally defined guidelines are considered wherever applicable. Centrient's GHG emissions mainly comprise CO_2; other gases have a negligible contribution to our total emissions and are therefore not included in our reporting.

For further information on our energy consumption and GHG emissions, please refer to Annexes 4 and 5.

Roof-mounted solar panels on the administration office at Toansa

2.6 Continuous improvement

At Centrient, we are committed to further strengthening our leadership position in our markets by increasing the efficiency of our processes and reducing production costs across our organisation.

Our continuous improvement (CI) approach is embedded within our operations through our global CI programme and accelerated through the fundamental principles and tools we have developed. We aim to reduce process variability and to embed and reinforce the use of CI fundamentals, including performance management and standard problem-solving tools.

In 2020 and 2021, we trained 90 members of Centrient's operations team as Lean Six Sigma Green Belts. To achieve certification, candidates implemented projects that substantially enhanced the robustness of processes and improved efficiencies.

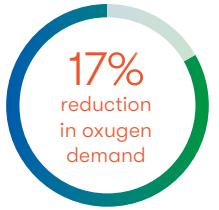
Based on our CI maturity assessments, site-specific plans have been created to increase the maturity of our plants. Centrient operations team members around the world are working in close alignment to support the CI programme. We maintain regular contact between our different plants, enabling them to learn from each other and build synergies.

CI project team meeting in Yushu

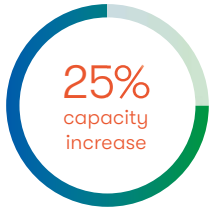
The following projects also helped to enhance environmental sustainability:

- Yushu, China: Boiler operation optimisation, leading to a 2% **reduction in coal** per metric ton of steam produced

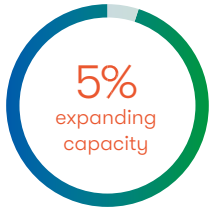
- Yushu, China: Operation parameter optimisation for our wastewater treatment plant carousel, leading to a reduction in raw material consumption and an average **reduction in chemical oxygen demand** of 17%



- Zibo, China: 25% **capacity increase** for our mechanical vapour compressor, resulting in increased production capacity



- Toansa, India: Reduction in methanol distillation time, **expanding capacity** by 5%



2.7 Science and innovation

Innovation with an environmental focus

Since 1940, Centrient has applied state-of-the-art biotechnology to produce its life-saving medicines. We were one of the first companies to produce penicillin commercially and, more recently, helped pioneer enzymatic processes for the production of beta-lactam antibiotics and statins. Our processes are based on fermentation, selective enzymatic catalysis and eco-friendly science, resulting in high-quality generic pharmaceuticals with significantly lowered environmental footprints. We are fully integrated across the value chain, from sugar and intermediates to APIs and patient-ready finished dosage forms (FDFs). Our project management process tool enables us to assess environment-related impacts and optimise our technology.

Process optimisation underpinned by global Science & Process Technology

Centrient has a well-established S&PT function in place to oversee process development, with environmental expectations for this department set out in our ESG Ambition 2021–2030. Each production site is equipped with an S&PT lab to oversee local process improvements and the transfer of technology between sites. This ensures a good understanding of local needs, supports troubleshooting

New bioprocess development lab in Delft

Our global bioprocessing lab in Delft is helping to further strengthen our position in the field of biotechnology and drive our partnerships with leading CROs. The lab is a collaborative space where Centrient scientists specialising in bioprocessing and enzymatic processes work closely with experts from CROs to develop new, improved biotech processes.

This lab is fully equipped to support the development of enzymatic- and fermentation-based processes.

Located on Biotech Campus Delft, the lab is at the centre of the Dutch biotech ecosystem (Delft-Leiden University of Life Sciences), giving Centrient's S&PT team access to local biotech companies as well as the universities of Delft and Leiden.

We plan to expand the lab's development capabilities over the coming years, building on our internal expertise and strengthening our relationship with the CRO community.

Bioprocess development lab in Delft

and improvements and enables effective solutions. At a corporate level, the S&PT function is supported by a global expert team that coordinates overall technology development and ensures harmonisation by sharing innovations between sites. Our S&PT approach supports quick learning and the swift roll-out of new technologies and processes throughout our organisation.

Improved efficiencies for better environmental performance

The highly integrated set-up of the S&PT function enables us to drive continuous efficiency improvements in our processes. During 2020 and 2021, we executed several major projects for this purpose at our production sites. These projects focused on reducing waste and using advanced enzymes and membrane technology to improve reaction yields. Examples of these projects included:

- Eliminating a synthesis step in the manufacturing of one of our APIs at our Toansa site. This resulted in a 10% reduction in hazardous waste as well as increasing efficiency, improving wastewater quality and conserving natural resources.
- Reducing the consumption of disinfectants and avoiding washing in the filtration system for manufacturing of one of our products, resulting in significant water savings and a reduction in wastewater.
- Eliminating the use of acetone during the production of one of our APIs, thereby significantly reducing the use of isopropyl alcohol and catalyst. As a result, we are not only conserving natural resources and reducing our environmental impact, but also increasing our cost-efficiency.

Biotechnology collaborations for greater impact

Our strategic collaborations with contract research organisations (CROs) and universities help us to remain up to date with the latest developments in the growing field of biotechnological tools. In 2021, we opened a dedicated bioprocess development lab in Delft, the Netherlands, that builds on our strong track record of scaling up biotechnological processes (see case study).

New Innovation team and expansion of our product pipeline

While the S&PT team continues to drive process development for our existing product portfolio, in 2021 we established an independent Innovation department to support our 2030 ESG Ambition. The aim is to apply Centrient's biotechnology capabilities to build a robust new product pipeline and support our transition to becoming a global, vertically integrated generic pharmaceuticals company. The innovation programme began in the second half of 2021 with the identification of six molecules, and the team has a target to commission pilot and registration batches in 2022.

Intellectual property and ensuring customers' freedom to operate

Our ambition to continuously improve as an organisation and provide sustained value to society has resulted in the creation of a valuable intellectual property portfolio. We possess close to 500 individual patents across nearly 80 patent families. At Centrient, we do not believe in limiting the transfer of essential healthcare technologies between parties. We therefore actively enforce our patents to ensure our customers have full freedom to operate. As such, our customers can rest assured of the reliable delivery of our products without unexpected legal complications resulting from potential patent infringements.

Through licence agreements, we provide partners with non-exclusive, worldwide licences for certain patents, and grant them the freedom to operate, develop and commercialise their products. With these agreements, Centrient enables its partners to produce new enzymes that support the sustainable manufacturing of antibiotics.

3. Caring for people

3.1 Human capital development

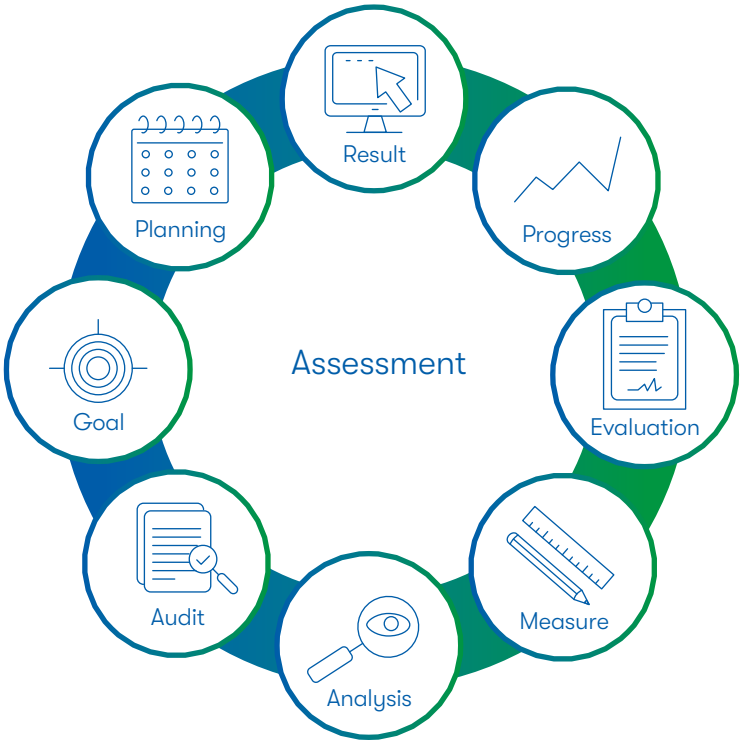
At the end of 2021, Centrient Pharmaceuticals had 1,856 permanent employees globally, of which about 19.5% were non-male employees. The company has a diverse multinational workforce operating from our sites and offices around the world. Human capital development is a hugely important part of our vision, strategy and ESG ambition 2030. It is identified as a material topic. Management has developed a comprehensive set of policies, principles and programmes for development, which are carefully tracked, monitored and reported.

Guiding people principles

With a clearly articulated Purpose, Values and Employee Value Proposition, we advance efforts to embed and drive people principles with ongoing improvements and initiatives born of our business strategy.

Centrient Pharmaceuticals' guiding people principles and beliefs

- Our **talent management strategy** enables the realisation of high performance.
- Our **Global Employee Value Proposition** of #NotJustAnotherJob, #ExploreLearnGrow, #RewardsThatMatter, #WeGenuinelyCare and #Empowerment, provides a unique employee experience.
- Our **purpose-driven development curriculum** builds critical capabilities, especially in leadership and business, that deliver high performance and enable our employees to be the best.
- We believe **authentic leaders lead with values and integrity**. Identification of leadership potential and nurturing this talent will enhance business excellence and sustainability.
- **Diversity, Equity, and Inclusion** are important to us, and balanced representation at all levels is encouraged and recognised.
- We believe in **inclusive value creation driven by the ESG** and integrated into people practices.
- Our employees possess talents that, when utilised in the right roles, enable both them and the organisation to thrive.



Talent acquisition and staffing

The focus for 2021 was on simplification and streamlining of people processes, building critical capabilities and further expanding the value proposition to attract and retain talent. Making sensible and practical investments in systems and key people have created value by improved efficiencies. Our new talent acquisition is based on the skill, knowledge and capability requirements of Centrient. Our acquisition process and requirements are backed up by the insights acquired through more than 100 independent capability gap assessments.

Talent pipeline and development

Centrient offers a wide array of training opportunities focused on leadership, capability and employee skill development to achieve high performance, engagement and job satisfaction. **Our learning philosophy is built on key learning pillars: Personal Effectiveness, Value Behaviours, People Process Support and our Leadership Success Model.** We have created world-class learning solutions around these four pillars, based on a 70:20:10 learning principle. This approach truly came to life in 2020–21.

- LEAP (Learning Experience Accelerator Platform): 27 development topics, empowers self development, 58 Leaders participated.
- HPL (High Performance Leadership) Programme: 64 high-potential leaders were trained.
- CEO Mentoring Programme: 6 high-potential women leaders coached and mentored.
- CATALYST (Career Leader Programme): 24 young leaders acquired advanced skills

We also deploy IT-enabled learning and trainings which build capability on specific functional needs, cybersecurity, ethics and business. These initiatives enable large numbers of Centrient employees to develop the essential skills and knowledge they need to perform their roles.

Training hours completed at Centrient

Overall, on an average ~**3,000 hours invested** in training and development in 2021. ~**1.5 hours** invested **per person** in 2021.

In hours	Q1 2021	Q2 2021	Q3 2021	Q4 2021
Compliance	443	441	437	441
On-boarding	16	15	32	28
E-learning	295	294	290	294
Overall	**754**	**750**	**759**	**763**

Summary of Online Training

Performance and Development Review (PDR) and Transition Assistance

Centrient has digitised the PDR process. Our PDR cycle consists of mid- and end-year reviews and provides transparent feedback. In 2020–21, about 92% of our employees received regular performance and career development reviews, enabling tailored development plans to be actioned for all employees.

Centrient has a transition assistance programme in place to provide employees with assistance based on their eligibility and needs. In 2021, more than 50 employees made use of this assistance.

Performance and development review completion

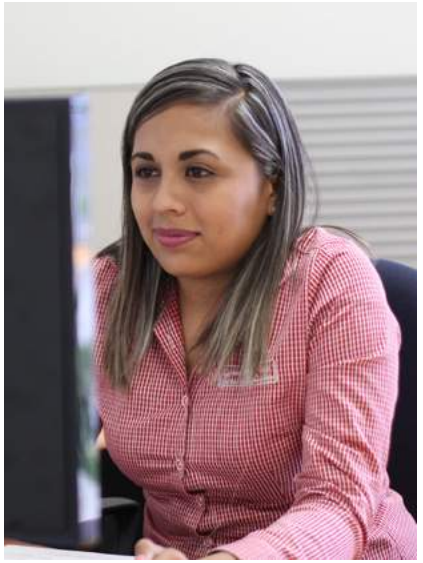
% of employees completed PDR

H1 2021 – 92%

H2 2021 – 92%

Our human capital policies and ambitions

	Centrient social and governance policies and KPIs
Gender and inclusion	Ambition: To foster diversity and nurture inclusion **Target** + 50% women in leadership positions at Centrient by 2025
Employee engagement	Ambition: A highly engaged workforce **Targets** + Regarded as an employer of choice, indicated by top-10% industry benchmark position (by 2025) + Conduct employee engagement survey (Thrive) every two years
Working conditions	Ambition: A workplace where everyone is treated fairly, with respect and without bias, and where all employees can speak up and voice issues **Targets** + Achieve certified human and labour rights compliance throughout our operations by 2024 + Zero tolerance with 0% incidents of child labour, forced labour or human trafficking + 100% employee grievance redressal + SpeakUp cases increasing year-on-year and 90% of investigations completed within three months by 2024 + Social dialogue: all eligible employees represented by Works Councils and have freedom of association as applicable + 98% of eligible employees committed to the Centrient Code of Conduct by 2023 and 100% by 2024
Career management and development	Ambition: Continuously upskill our people and ensure progress on development for all **Targets** + 98% of total workforce receive regular performance and development reviews (by 2022) + 100% of eligible employees receive career, skill-related or other necessary training(s) (including leadership trainings, safety, human rights, ABC, etc)
Employee health and safety	Ambition: Facilitate a safe work environment for employees **Target** + Zero recordable injuries



3.2 Human rights

Our approach to human rights

At Centrient, we support and respect the rights of individuals, always and everywhere. We adhere fully to the employment laws in the countries where we operate, and uphold and support human rights in our sphere of influence. **Human Rights** is a material topic for Centrient, as per our materiality assessment.

Centrient has a set of clearly defined human rights principles, which are firmly embedded within all levels of our organisation, beginning with our management team. In our regular engagement surveys, we include specific questions on our human rights principles, to gather feedback from our people upholding human rights. Furthermore, Centrient's production sites are evaluated on their human rights performance as part of the Pharmaceutical Supply Chain Initiative audit protocol. Our sites audited in 2020 and 2021 were found to be compliant.

All Centrient employees are obliged to know and follow the principles of the Centrient Code of Conduct (see www.centrient.com/about-us/corporate-governance), including clearly defined, high standards on human rights, and are required to commit to the recognition of people's fundamental rights on an annual basis. We also expect our business partners to commit to the same high standards.

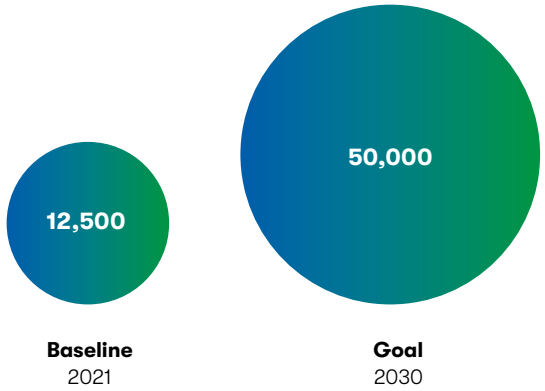
Human rights governance

In 2021, we established our Human Rights Committee to oversee human rights compliance within Centrient. The committee provides support to the cross-functional Human Rights Working Group, which is responsible for implementing our approach to human rights. We also adopted the Centrient Human Rights Position during the year to reinforce our strong commitment to human rights compliance.

No incidents of human rights violations were reported at Centrient Pharmaceuticals during 2020 or 2021, as per our target.

3.3 Community impact

The elements of Community Action



Global community impact goal: 50,000 lives positively impacted annually by 2030
Baseline: 12,500 lives positively impacted in 2021

As outlined by our ESG Ambition 2021–2030, we have made it a priority to have a positive impact on the communities in which we operate. In 2021, we launched Community Action, our global programme that seeks to align our actions in this area and directly support Centrient's purpose and our value of Caring. Through global coordination and improved tracking of our community development programmes, we aim to align our activities to our purpose and, in this way, enhance our collective impact. Furthermore, designing a structured framework around target issues allows us to tie our Community Action interventions to the delivery of our ESG Ambition 2021–2030.

Led by our purpose, Community Action is about creating positive change that will strengthen the communities in which we operate.

Governance of Community Action programme

To successfully execute our Community Action programme, we must make sure that our initiatives are directly relevant to the communities we hope to support. To ensure this, local Community Action teams are present at each of our sites, comprising representatives from different functions, including HR, Safety, Health & Environment, Global Purpose Platform of Young Leaders, site directors and country presidents. The teams are tasked with organising a minimum of two Community Action activities every year, as well as supporting the execution of Centrient's two globally coordinated events focused on our pillars (see below).

A global steering committee has also been set up to oversee the programme, consisting of an Executive Committee member and global leaders from HR, Sustainability and Communications. The committee is responsible for planning global events and consolidating global impact results.

Two targeted Community Action pillars linking to our purpose:

- **Improving Lives:** supporting education; access to healthcare; fighting antimicrobial resistance (AMR)

- **Protecting the Environment:** biodiversity; fighting waste and pollution

Improving Lives

Support for two schools in Toansa

In 2020 and 2021, Centrient adopted two schools near our manufacturing site in Toansa, India. The project included the complete renovation of both schools, with the addition of new classrooms, dining rooms, kitchen, offices and drinking water facilities. We also waterproofed all school buildings, maintained the outdoor courtyard, and introduced a solar power plant in one of the schools to fulfil their energy needs.

In the coming years, Centrient will provide each school with a computer lab, science lab, library, and arts and crafts lab to help students develop important life skills.

Recycling bottle caps to fund children's cancer treatments in Mexico

To date, we have donated approximately 360 kg of bottle caps to the Mexican non-profit organisation JO De la mano contra el Cancer Infantil. Revenues from the recycled caps have helped to pay for chemotherapy treatments and other aid for children battling cancer.

Children's Health Brigade: Educating our communities in Mexico on AMR

Through Colibrí Hospital's 'Children's Health Brigade', a local non-governmental organisation, we participated in 2021 in an action-packed weekend involving a series of initiatives aimed at rebuilding our society and promoting well-being, health protection, community development and inclusion.

Centrient contributed to the event by holding awareness-building sessions, attended by more than 300 families, about the correct use of antibiotics. The audience was informed about the damage antibiotics can cause if not used properly, and about how to be more responsible when using these medicines.

Installing new solar-powered streetlights near Toansa

During 2020 and 2021, Centrient helped to install 280 solar-powered streetlights in four villages near our Toansa plant, Bholewal, Majra, Jattan and Paniali villages, which previously had no electric street-lighting. As part of Project Navtej, Centrient has installed a total of more than 400 solar streetlights in nearby villages over the past five years.

Protecting the environment

Pond renovation for farmland in Mooton, India

In 2021, Centrient's Toansa site partnered with the local community to restore a polluted pond and re-establish its biodiversity. Seepage from the pond was causing damage to the shallow aquifer used for drinking water, raising health concerns. The Toansa team led a project to clean the pond and install a new water treatment system.

One month after the start of the project, the water quality in the pond had already improved drastically, with up to 400,000 litres of sewage water being treated every day. With an area of 2,000 m^2, the restored pond can be used for agriculture and pisciculture and support the rearing of more than 40,000 fish per year.

As well as supporting more than 3,000 community members, the new system for treating the incoming sewage water harnesses renewable wind and solar energy, preventing around 7,200 kg of potential CO_2 emissions annually.

Employee engagement: supporting our wider Centrient community

Centrient's employee engagement programmes touch on multiple issues, ranging from employee health and well-being to addressing wider challenges such as the environment, inclusion and diversity, and social deprivation.

Many programmes focus on our local communities, and during 2020–2021, Centrient employees around the world found ways to donate clothing and other much-needed resources to those in need. These included our 'Dress for Success' and 'Todos Abrigados' clothing drives in the Netherlands and Mexico, respectively. Meanwhile, Centrient colleagues in Mexico also donated toys to children in low-income families and contributed their used dining furniture to local community centres.

Turning their attention to wider social issues, in 2021 colleagues Mexico and the Netherlands took part in our 'Less car, more bike' carbon reduction programme. Meanwhile, around the world, Centrient employees took time out to celebrate international events such as Women's Day and Children's Day.

Increasingly, employee health is also top of mind across our global locations. In India, Centrient organised a company doctor to perform health check-ups on employees, while in Mexico, we arranged free medical tests for employees as part of our prostate and breast cancer awareness programmes.

4. Improving health

4.1 Access to medicines

Making vital medicines available to those who need them improves the health of patients; however, growing demand makes ensuring this access a major global challenge. **Improving Access** was therefore re-identified as a priority topic during our latest Centrient materiality assessment.

As a business-to-business supplier, Centrient Pharmaceuticals relies on its customers to deliver the final product to patients, though we still play an important role in ensuring the reliable manufacturing of these critical products and their delivery to those who need them. By ensuring stable supplies of critical active pharmaceutical ingredients (APIs), we can contribute directly to increasing access to medicines.

Facilitating access through a reliable supply chain

Our long-term commitment to patients

In the 1940s, Centrient Pharmaceuticals became one of the first large-scale producers of antibiotics. More than 75 years later, we remain committed to providing the highest-quality APIs and finished dosage forms (FDFs). Worldwide, countless patients rely on our antibiotic and statin formulations, as well as the FDFs prepared from the APIs we supply, to prevent infections and facilitate other medical treatments. We pledge to continue producing our portfolio of life-saving antibiotics and statins.

COVID-19 and supply chain vulnerability

The already vulnerable generic medicines supply chain was impacted by COVID-19 during 2020 and 2021. At the start of the pandemic many of the world's economies went into lockdown, shutting down or limiting internal and external trade and logistics. The manufacturing, supply and distribution of medicines were not immune to these effects, which led to breakages in the global medicines supply chain.

Demand also increased for certain medicines used to treat COVID-19 patients, further contributing to antibiotics shortages. Centrient safeguarded the continuous

Drug shortages: a growing barrier to generic medicines access

According to the World Health Organization, shortages of essential medicines are a global issue, affecting high-, middle- and low-income countries alike. **Antibiotics shortages, in particular, are the result of a fragile supply chain, which is increasingly characterised by a lack of players at each stage of the chain, including the provision of raw materials and key intermediates.**[1] In this scenario, an issue with a single factory or manufacturer can lead to a potential gap in supply.

Steep price competition in the sector can influence business decisions and result in the prioritisation of other products at the expense of antibiotics. At Centrient, we engage with stakeholders from all sectors to raise awareness of the vulnerability of the supply chain. In 2021, we participated in public dialogues and contributed to the EU Pharma Strategy, which is aimed at improving the security of medicinal supplies.

[1] *Access to Medicines Foundation*

production of antibiotics during the pandemic to assure a consistent supply to our customers and patients.

Safeguarding security of supply

Centrient's multi-supplier strategy ensures we are not dependent on a single supplier for our raw materials and intermediates. Our production is mostly backward-integrated, which delivers efficiencies in production and allows greater control over our supply chain, as well as enabling us to produce and deliver our APIs from multiple production sites. **Centrient remains one of the last remaining manufacturers of certain compounds, including base penicillin G, in the Western Hemisphere.**

With the addition of piperacillin tazobactam as part of Centrient's acquisition of Astral SteriTech in September 2021, we have other high-demand products in our portfolio that are facing historic shortage issues. With our expanded portfolio, we can take steps to increase patient access to critical life-saving medicines.

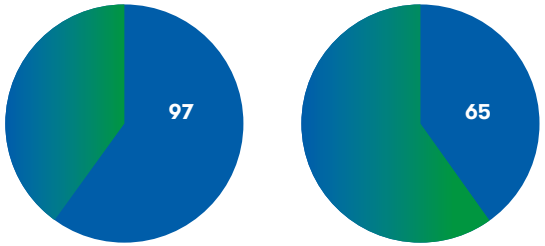
Improving product availability

We aim to enhance our supply footprint and ensure our pharmaceutical products are registered to reach patients around the world. The long-standing regulatory coverage of our API business enables us to sell in virtually any market worldwide, and we continue to scale up the regulatory reach of our newer FDF business.

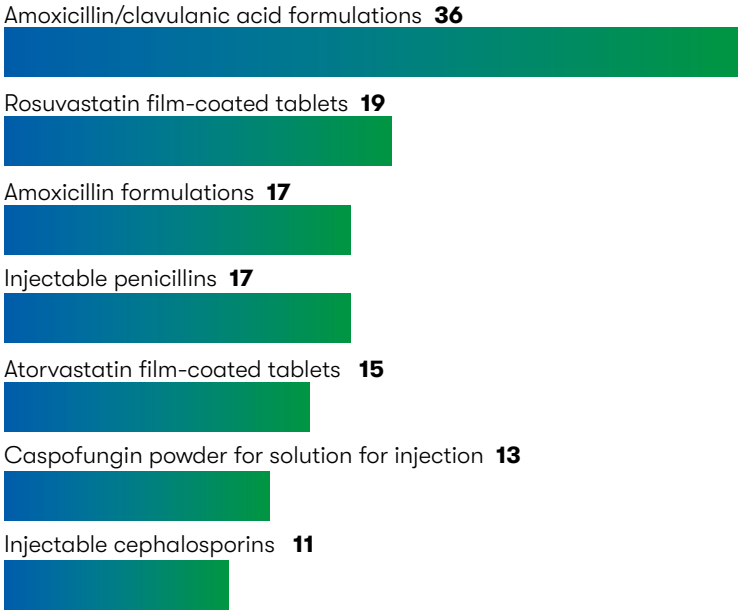
Continuing to launch and register new products

We continue to gain new approvals for registrations of our FDFs. Below and at the right we detail the number of new product and market approvals for FDFs we received in 2020 and 2021, as well as our overall FDF portfolio figures:

New FDF marketing authorisations



Number of registered countries per FDF formulation
(as of end 2021)



4.2 Tackling global health challenges: antimicrobial resistance and non-communicable diseases

Demographic shifts and societal changes are putting pressure on health systems around the world. As life expectancies increase, ageing populations drive demand for healthcare in both emerging and developed nations. According to the United Nations, the global population will grow by an additional billion people between now and 2025. By the same year, about 15% of the total population (1.3 billion people) will be aged 65 or older and require additional healthcare resources to ensure their long-term well-being. At the same time, developing countries are experiencing rapid growth in incomes and living standards, with the Brookings Institute projecting that 65% of global citizens will be middle class by 2030. These changes will further fuel healthcare demand, as urbanisation and access to middle-class comforts promote sedentary lifestyles that inevitably lead to increased incidence of obesity, diabetes and other resource-intensive health conditions.

The threat of anti-microbial resistance

Antimicrobial resistance (AMR) is one of the biggest health threats of our lifetime. This naturally occurring phenomenon is accelerated by human conduct, including the overuse and misuse of antibiotics, poor sanitation infrastructure, insufficient measures to prevent and control infection, pharmaceutical pollution at the point of manufacturing, and certain food production practices. Without urgent action against AMR, we may face a future in which antibiotics no longer work for the patients who need them. Conservative estimates in the Review on AMR (2016) put the current global number of deaths due to AMR at 700,000 per year, with a staggering 10 million people projected to die annually by 2050 unless drastic action is taken.

AMR is a priority for Centrient's stakeholders. Accordingly, we regard AMR as one of our key material topics and are committed to preventing the growth of this global threat. Since 2014, through our Sustainable Antibiotics programme, we have advocated for the responsible manufacturing and use of antibiotics to limit AMR.

Setting standards for antibiotic production

The AMR Industry Alliance (of which Centrient is a founding member) developed the Common Antibiotic Manufacturing Framework to provide antibiotic producers with a clear methodology and a set of minimum requirements for conducting site-based risk evaluations to ensure sustainable manufacturing. The Alliance members and their supply chains have been informed of the expectations placed on them, and are being supported in following effective and responsible waste management practices. The Pharmaceutical Supply Chain Initiative (PSCI) included an AMR assessment in its sustainability self-assessment questionnaire. In addition, the Alliance has developed science-based safe liquid discharge targets, also known as predicted no-effect concentration (PNEC) targets, for residual antibiotic concentrations in wastewater discharged from manufacturing operations.

PNEC refers to the concentration of antibiotics in water at a level where there are unlikely to be adverse environmental effects or risks of AMR developing. To this end, in 2018–2019 Centrient developed and validated a method of analysis with a third party, and in 2021 we fulfilled our objective of meeting the PNEC target values for all Centrient's oral antibiotic wastewater streams. This includes our supplier sites and our contract manufacturing organisation network for producing FDFs.

Increased interest from antibiotics buyers

Meanwhile, buyers of pharmaceutical products are also demanding greater production accountability. Sweden and Norway are leading the sustainable

procurement drive by including sustainability-related criteria in their tender processes, with the aim of increasing supplier standards. In 2021, German procurement organisation AoK also included PNEC criteria in its tendering processes.

Promoting appropriate use in China

As the world's second-largest antibiotics consumer, China is ground zero in the global battle against AMR. Here, the misuse of antibiotics is a key driver of this growing health problem, with doctors sometimes going against the recommended national guidelines and directly prescribing newer-generation antibiotics to patients.

Working with our local partners in China, we are tackling AMR by promoting the appropriate use of antibiotics at a local level. Our focus is on driving education and awareness: by teaching doctors and patients about the importance of appropriate antibiotic use, we are helping to drive behavioural change throughout China's healthcare system. In particular, the programme seeks to reduce unnecessary usage of newer-generation antibiotics when first-generation antibiotics are the recommended treatment. Thanks to our partner, the China Association of Health Promotion and Education, this extensive nationwide campaign (which concluded in 2020 due to the COVID-19 pandemic) reached approximately 100,000 people in 100 hospitals throughout 15 provinces and cities across the country, addressing one of the root causes of antibiotic misuse and AMR.

Non-communicable diseases

High cholesterol increases the risk of heart disease and strokes and is responsible for one-third of ischemic heart disease cases worldwide. These conditions cause an estimated 2.6 million deaths (4.5% of the global total) each year and 29.7 million disability-adjusted life years (2.0% of the global total), making them a major burden in both the developed and the developing world. Cardiovascular disease, however, is growing especially quickly in low- and middle-income countries, and the global access agenda is increasingly looking at non-communicable diseases in these locations. Centrient's portfolio includes statins, which work to decrease cholesterol levels in patients and are a strategic product for us. Our rosuvastatin and atorvastatin products are forward-integrated, with FDFs available in all strengths.

Expanding our statins facility in Toansa

To meet growing need, in 2021 we doubled our production capacity for atorvastatin and rosuvastatin at our Toansa facility in India by building a new statins API manufacturing unit. The process by which Centrient Pharmaceuticals produces statins is one of the most sustainable in the industry: we eliminate harmful solvents, generate less waste and have reduced our carbon footprint by 32% compared with traditional manufacturers. By using backward-integrated manufacturing methods and dedicated production facilities, Centrient offers its customers security of supply for these vital products.

PureActives® in Centrient's FDF portfolio

In 2012, Centrient developed the PureActives® brand: a revolutionary enzymatic platform that replaces the traditional production process for our antibiotics and statins with more efficient, natural processes. Our new enzymatic process uses less energy and water and avoids the use of harmful solvents and other chemicals, thereby improving our environmental footprint.

We are proud that all Centrient's oral FDFs contain PureActives® APIs. By forward-integrating our proprietary PureActives® APIs, we have further broadened the global reach of these sustainable ingredients, allowing healthcare professionals and patients to make a sustainable choice. We retain a relentless focus on serving an increasing number of patients around the globe with our oral dosage forms containing PureActives®.

New statins manufacturing unit in Toansa

5. Managing our business responsibly

5.1 Responsible business practices

Centrient's business practices are guided by our purpose of 'Improving lives through innovative and sustainable manufacturing of medicines.' Our actions are motivated by our brand promise of Quality, Reliability and Sustainability. Centrient's purpose and vision outline our responsibility to deliver on this promise. Our commitment to our customers, suppliers, communities and employees, as well as the environment, steers our decision-making processes and way of working.

As a market leader in life-saving medicines, we commit to ensuring a high standard of transparency and professional ethics. Our work is delivered via a framework of sound governance and responsible practices supported by a responsive hierarchy of processes, documentation and values. This framework enables us to have a positive impact on our customers by delivering products of higher quality and with a smaller environmental footprint at competitive prices, contributing positively to the lives of patients and communities.

Centrient adheres to governmental regulations, quality and environmental standards accreditations and industry platform guidelines, such as the Pharmaceutical Supply Chain Initiative (PSCI). To remain up to date with our responsibilities, we constantly monitor contemporary global ESG challenges, while working to mitigate antimicrobial resistance (AMR), climate change and other pressing industry concerns.

5.2 Patient safety through quality management and regulatory affairs

Quality management

Quality is a key driver of Centrient's continued commercial success, and the starting point for our brand promise of Quality, Reliability and Sustainability. Offering high-quality products and services is a guiding principle for our organisation. We define this as the degree to which our products and services transfer value to customers and provide care for patients sustainably.

Our commitment to quality begins at the very top of our organisation, with our CEO and Executive Committee. It is cascaded down throughout Centrient by the Chief Quality & Technical Operations Officer and Vice-President Global Quality, with the support of the Corporate Quality Group and our on-site quality managers and their teams.

Quality implementation, monitoring, reviewing and improvement

The objectives of our quality management system are to achieve the required product quality, to establish and maintain a state of control and compliance and to facilitate continuous improvements. We achieve this through two important pillars: 1) knowledge management and 2) quality risk management. In addition to our implementation processes, we strive to maintain quality through a continuous process of monitoring, reviewing and improving.

Our approach to quality management

This process is supported by the following four elements:

1. Our process performance and product quality monitoring system
2. Our corrective action and preventive action (CAPA) system
3. Our change management system
4. The management review of process performance and product quality

The system for evaluating process performance and product quality is based on a series of KPIs, which are monitored on a weekly, monthly and quarterly base. Centrient's Quality Group reviews performance based on facts, and works to maintain both processes and product quality within the predefined specifications.

Quality compliance monitoring

Our annual Global Quality Assurance of Good Manufacturing Practices Audit Plan helps to prepare our sites for regular inspections and observations by health authorities. These are supplemented by regular customer audits and visits to our facilities throughout the year. We also perform regular site-based quality assessments, to ensure full and consistent adherence with internal and external quality regulations and policies.

Five regulatory inspections were held in both 2020 and 2021. In 2020, 33 customer audits were performed, with 58 in 2021. Due to the COVID-19 pandemic, the number of audits that could be performed in either year was significantly lower than planned.

Overview of performed inspections and audits

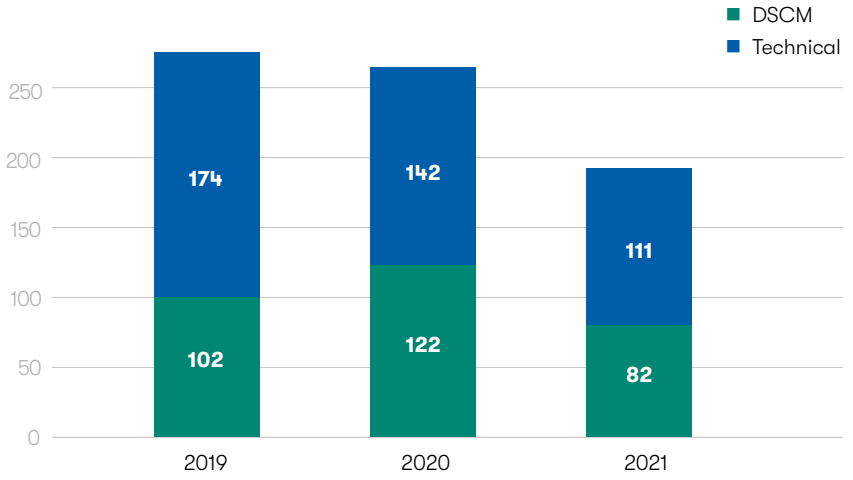
Year	2018	2019	2020	2021
Regulatory inspections	12	4	5	5
Customer audits	94	106	33	58

Customer complaints and product recalls

Assuring high-quality products and services is an overall guiding principle at Centrient. Part of this process involves responding more quickly to customer complaints. We have standard operating procedures (SOPs) in place to address this, written in line with international guidelines and applied across all our global sites. Supporting our focus on the entire product life cycle, Centrient also has SOPs in place to perform a product recall in case this is required.

Due to our high quality standards and our rigorous application of policies, in 2021 the number of both supply chain (Demand and Supply Chain Management) and product quality (technical) complaints decreased considerably (see figure below).

Supply chain and product quality complaints, 2019–2021



Regulatory Affairs: ensuring safe and compliant drugs

One of the keys to operating sustainably is ensuring global compliance with product and manufacturing regulations. Centrient's Regulatory Affairs team ensures that all our products are approved for global sales by the relevant regulatory authorities, and consequently comply with the highest quality standards. In addition, Regulatory Affairs plays an important role in helping to maintain and improve the quality of medicines around the world.

Setting the standard

Centrient has contributed to many reference standards in the world's two leading pharmacopeias: the European Pharmacopeia and the United States Pharmacopeia. Many of our drug substances are now accepted as the official reference standard in these pharmacopeias.

Raising standards through expert groups, industry organisations and regulatory intelligence

Through our active involvement in expert groups and industry associations, we use our expertise to help set and maintain standards within the pharmaceutical industry. We are a member of the expert group for antibiotics at the European Pharmacopeia.

We also provide industry associations with advice and feedback. For instance, we work closely with the Active Pharmaceutical Ingredients Committee (APIC), one of the sector groups of the European Chemical Industry Council that represents the European bulk pharmaceutical industry. Centrient is represented on the APIC Executive Committee as well as on numerous task forces overseeing different topics.

Marketing authorisations

In 2020 and 2021, we were granted more than 155 new marketing authorisations for finished dosage forms (FDFs) across 36 countries. Most of these were issued in Europe, with others granted in Africa, the Middle East, Asia, New Zealand and South America.

Selected key developments

A nitrosamine-impurity-free API and drug product portfolio

In September 2019, the European Medicines Agency requested that holders of marketing authorisations for human medicines containing chemically synthesised active substances assess the possible presence of nitrosamines in these medicines and test all at-risk products. Our individual active pharmaceutical ingredient (API) and FDF portfolios accordingly underwent a thorough risk assessment during 2020 and 2021 and the determined outcome was 'No Risk'.

Pharmacovigilance

At Centrient, patient safety is always awarded the highest priority, alongside quality, when it comes to access to pharmaceutical products. We therefore have a robust pharmacovigilance system in place to help ensure the safety of those who use our medicines.

We provide the very latest drug information by implementing good pharmacovigilance practices as prescribed by the European Medicines Agency. This enables us to determine potential safety issues that may arise from literature screenings, clinical studies or other market reports. Any relevant findings are included in our subsequent patient leaflets.

5.3 Ethics and compliance

Centrient's business practices are guided by our purpose of 'Improving lives through innovative and sustainable manufacturing of medicines'. As a market leader in life-saving antibiotics, it is important that we lead by example and maintain our strong culture of transparency and professional ethics. We feel a strong sense of responsibility to all our stakeholders – employees, customers and suppliers, shareholders and society at large. We commit to being a reliable partner that conducts business according to high ethical standards. This requires us to continuously evaluate, improve and expand our ethics and compliance programme.

Compliance governance framework

Centrient applies a robust compliance governance framework to ensure that our business is managed responsibly. Our ethics and compliance programme is supported by Centrient's Board of Directors, Executive Committee and Supervisory Board, which work together to oversee its implementation and effectiveness.

Our strong compliance culture is fostered by our Global Risk & Compliance department on a day-to-day basis through the implementation of up-to-date policies and procedures, continuous training and advice. The department also ensures that the compliance programme is as efficient and effective as possible, taking into account our unique characteristics as an organisation.

Centrient Code of Conduct

Centrient commits to conducting business in an ethical way, with respect for the law and our shared values of Passion, Accountability, Collaboration, Innovation and Caring. The Centrient Code of Conduct (CCoC) reflects our high ethical standards and full commitment to doing the right thing, and provides an overview of the laws, regulations and company policies that apply to the work of all Centrient employees (see www.centrient.com/about-us/corporate-governance). Most of our sites and key suppliers undergo anti-bribery and corruption assessments through PSCI audits.

In 2020, we launched our renewed CCoC, which reiterates our commitment to doing the right thing and covers topics such as trade control compliance, competition law compliance, anti-bribery and corruption (ABC), data privacy compliance, human rights, information security and Centrient's Safety, Health and Environment (SHE) Policy.

All Centrient employees are required to know and follow the principles of the CCoC, and to confirm on an annual basis that they have read the CCoC and understand their resulting responsibilities. **In 2021, 96% of employees confirmed via our training tool that they commit to the principles set out in the CCoC.** The 2021 yearly acknowledgement cycle began with an engaging video, which re-emphasised that, at Centrient, we do the right thing.

Business Partner Code of Conduct

In 2021, we launched our updated Business Partner Code of Conduct, which emphasises that we also expect our business partners to do the right thing and to uphold ethical standards equivalent to ours.

Our SpeakUp procedure

We believe an effective reporting system will help us foster a culture of integrity and high ethical standards. Employees and third parties are therefore encouraged to raise any concerns about possible misconduct via our **SpeakUp** mechanism, which we put in place in 2020. It provides multiple channels through which people can report their concerns, anonymously if desired.

We use the independent SpeakUp website and hotline, hosted by Navex Global. Employees are trained on Centrient's SpeakUp policy, which sets out the procedures to follow when making a report. We apply strict principles of non-retaliation, anonymity and privacy during investigations into SpeakUp complaints, and all reports relating to possible misconduct are investigated promptly, scrupulously and confidentially. If reports are substantiated, disciplinary action is taken as appropriate, in line with Centrient's Guidelines for Disciplinary Sanctions that we apply consistently across all our regions.

Ensuring up-to-date policies and procedures

We continuously update our compliance policies and procedures. In 2020, we introduced company-wide **guidelines on how to handle gifts and hospitality**. All employees are required to record any gifts and/or hospitality with a value exceeding EUR 25 in the new **Gifts and Hospitality Register**. Instructions on when and how to register are included in the guidelines. Since the launch of the register, **12 registrations have been received**.

In March 2021, the **Centrient Conflicts of Interest Policy** was launched globally, setting out procedures for all Centrient employees. The policy provides a clear explanation of how to avoid conflicts of interest and describes what to do should such an incident occur. In case of the latter, we have implemented the **Conflicts of Interest Register**, in which all employees are required to record all actual, potential or perceived conflicts of interest. Since the implementation of the policy and the register in 2021, we have received **seven registrations**.

Following the launch of the new SpeakUp policy, which was accompanied by continuous communication about the SpeakUp mechanism within Centrient, we saw a notable uptick in the number of SpeakUp complaints received in 2021. In total, we received **20 SpeakUp complaints** across all regions where we are active, resulting in **seven confirmed CCoC breaches** and **five dismissals or disciplinary actions**.

At Centrient, we respect the privacy of our employees, customers and other stakeholders, and we apply relevant laws and our own internal privacy rules to ensure personal data is handled with the greatest care. In 2021, we updated our **Global Privacy Policy, Employee Privacy Notice, Third-Party Privacy Notice and Protocol Notification Data Breach**, which were first implemented when the EU's General Data Protection Regulation came into force in 2018.

In 2021, we also adopted and implemented several new information security policies and rules, as part of our aim to further strengthen employees' awareness on this topic.

We updated our **Global Antibribery and Corruption (ABC) Compliance Policy** and **Manual**. These documents now align with the Centrient Conflicts of Interest Policy and accompanying Conflicts of Interest Register, as well as the Gifts and Hospitality Register. In addition, they set out the more mature third-party management process within Centrient, which requires background checks on third parties to ensure their authenticity, good reputation and qualifications, and to mitigate potential bribery- and corruption-related risks.

Employees also receive **Compliance Guidelines**, which are short dos and don'ts on commonly arising topics, to give them further guidance where needed. We regularly publish informative communications to our employees to keep them abreast of relevant developments in the compliance field.

Compliance training programme

Continuous training is a key component of Centrient's compliance programme. We provide dedicated, mandatory training on various compliance-related topics, including ABC, competition law, trade controls policy and privacy.

Anti-bribery and corruption

One of the principles of our CCoC is that Centrient employees should refrain from being party to any form of bribery or corruption when conducting business. Furthermore, we do not offer or accept gifts or hospitality that could potentially compromise the decisions we make or those made by our partners.

To ensure our employees live up to this principle, we provide continuous training to a specific group of Centrient employees (the ABC target group). For example, every year, these employees complete an e-learning course that includes a knowledge test. In early 2021, we launched a short video on ABC and requested all relevant employees to sign the annual declaration to confirm that they had not participated in any actions constituting a violation of any ABC laws in 2020. This was followed by the introduction of more in-depth ABC online training, including a knowledge test, which was **completed by 92% of invited participants** (see the table for further details).

Overview of performed inspections and audits

ABC online training (2020–2021)	
Total number of persons	581
Centrient Executive Committee members participating	100%
Competition law	
Total number of persons	389
Centrient Executive Committee members participating	100%
Classroom training (2020–2021)	
ABC target group	300
Competition law target group	160

Every two years, the ABC target group receives a tailor-made classroom-based training session that addresses specific aspects of our Centrient business. In 2020 and 2021, about 300 members of this target group received face-to-face training on ABC topics, with the sessions taking place at all Centrient locations worldwide.

Competition law

Free and fair competition is one of Centrient's essential business principles, and compliance with competition law is integral to our company's success as well as its reputation. According to Centrient's strict **Competition Law Compliance Policy**, management undertakes every reasonable effort to ensure the applicable rules are strictly complied with. To ensure everyone lives up to our competition law principles, we provide continuous training to a specific group of Centrient employees (the competition law target group). These employees complete an annual e-learning course that includes a knowledge test. In 2021, we held an e-learning session on competition law rules that required relevant employees to reconfirm their adherence to competition law. Again, the completion rate was high (see table for further details). The competition law target group also receives biennial classroom-based training, with some 160 members of the group receiving face-to-face training on relevant topics in 2021. These sessions were held at Centrient locations around the world.

In 2020 and 2021, there were no legal actions against Centrient related to anti-competitive behaviour, anti-trust or monopoly practices.

Training on trade controls

With import and export transactions a daily occurrence at Centrient, we must ensure strict compliance with all trade controls applicable to our business. We follow our own strict rules and procedures and provide regular employee training sessions to ensure this. In 2020 and 2021, the Centrient Trade Compliance Officers responsible for trade controls screenings were trained on trade controls specifics and relevant developments via dedicated training sessions and regular communications.

Privacy

In 2021, the global Centrient workforce received several online training sessions on privacy. Face-to-face training or written guidance on Centrient's strict **Privacy Policy** was also provided to relevant Centrient teams, including Human Resources and Information Technology (IT).

Information security

Centrient has implemented an intensified security awareness programme, offering regular computer-based training sessions, as well as educational blogs on IT security and regular tests (for example, simulated phishing email exercises), to all Centrient employees. At the end of 2021, the **security awareness training completion rate was 83%**.

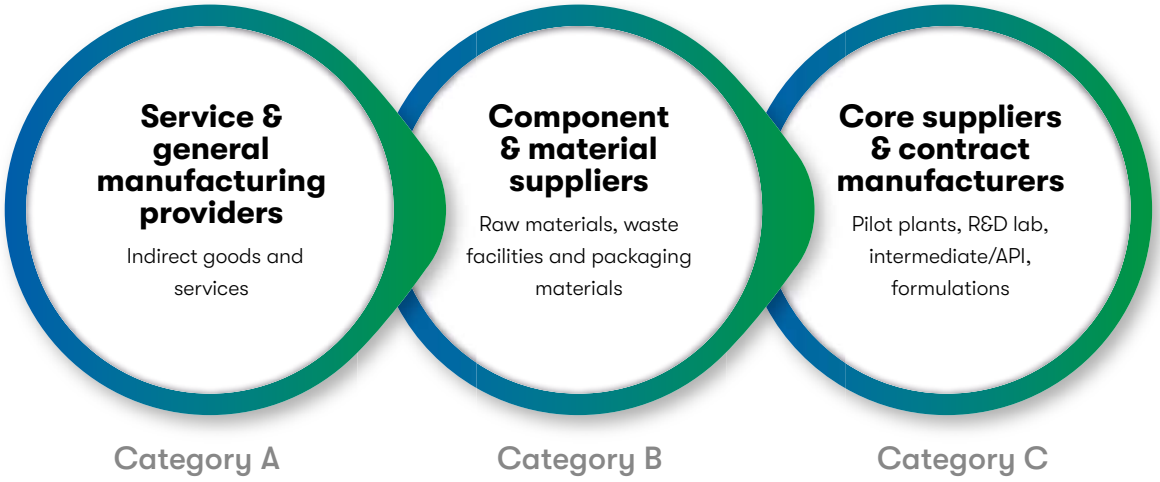
Due diligence

We have standard processes in place to conduct due diligence screenings on our business partners. We also follow our strict rules and procedures when it comes to complying with the various trade control requirements that apply to our business.

5.4 Responsible procurement and supply chain

Centrient's global manufacturing operations are supported by more than 2,500 global suppliers and contract manufacturing organisations (CMOs). To ensure a responsible supply chain, we closely monitor our progress against defined ESG targets. We demand the same commitment from our suppliers and partners. This approach aligns with our recent materiality assessment, which identified Responsible Procurement as a material topic for Centrient. In 2021, we focused on our action plan to build a robust sustainable sourcing model, as approved by the Centrient Executive Committee members.

Classification of Centrient's suppliers



Our suppliers and CMOs are organised into the following three broad categories, as defined by the PSCI classification principles for suppliers:

- Category A suppliers, including indirect goods and services providers;
- Category B suppliers, including common raw materials suppliers, waste facilities and packaging components providers;
- Category C suppliers, including critical vendors, such as providers of intermediates and side chains, as well as CMOs and formulation suppliers.

Our approach to make our supply chain more sustainable is guided by our core value of Collaboration. This entails engaging with our suppliers through regular assessments, audits and feedback sessions. Our primary focus is on our key suppliers of intermediates and APIs, as well as CMOs, and our priority is therefore to complete ESG assessments for all our Category C partners by 2023. We aim to complete sustainability assessments for Centrient's existing Category B suppliers by 2024, followed by limited assessments of our Category A suppliers.

Centrient has defined procedures and policies for the approval of all new suppliers belonging to Category B and C and for the assessment of existing suppliers. More than 75% of our Category B and C suppliers have signed the Business Partner Code of Conduct as part of our contract management policy.

Audit outcomes are followed up with suppliers and CMOs so that adequate corrective and preventative measures are taken to ensure compliance with the sustainability principles.

Centrient's key programmes

Supplier approval based on quality and safety, health and environment

In 2019, Centrient developed a sustainability **self-assessment questionnaire (SAQ)** based on the PSCI principles for the assessment of new suppliers. The SAQ has been incorporated into the International Supplier Qualification and Approval Operating Procedure. All our new suppliers in Categories B and C are assessed based on the SAQ, with **73 suppliers having since passed** and been approved.

PSCI audits

As a member of the PSCI since 2017, Centrient is committed to complying with PSCI principles and audit requirements. In 2021, we held a position on the PSCI Board.

We have developed a multi-year audit plan in which existing key CMOs and suppliers are identified for PSCI audits on an annual basis. Audits are jointly conducted by PSCI-approved audit firms and our internal auditors, with 12 Centrient employees trained as sustainability auditors for this purpose.

At the end of 2021, we had conducted **13 PSCI sustainability audits**, with a further five planned for 2022. We also help our suppliers make improvements after the audits, through CAPA plans to address key findings.

Additionally, suppliers, together with Centrient's sourcing team, receive training on PSCI sustainable sourcing principles. We invite suppliers and CMOs to attend regular PSCI capability-building conferences, particularly those taking place in China and India.

Combatting AMR in our supply chain

As a founding member of the AMR Industry Alliance, Centrient is committed to combatting the spread of AMR across the pharmaceuticals value chain. To help ensure a responsible manufacturing process that does not contribute to AMR, in 2017 we developed an **internal AMR survey** for assessing AMR risks in our antibiotic supply chain. The survey is conducted every three years and covers Centrient's entire global supply chain for antibiotics.

In 2020, we conducted our second AMR survey with our antibiotics suppliers, focusing on wastewater management, solid waste management, predicted no-effect concentration (PNEC) compliance,

AMR awareness and the impact of pharmaceuticals on the environment. The survey indicated that significant progress had been made since the previous study in 2018. The findings were shared with our suppliers, and we have established a clear schedule for our partners to report on their compliance with PNEC targets.

Science-based targets on scope 3 carbon emissions

Of Centrient's carbon footprint, 70% is categorised as scope 3 indirect, covering the extended supply chain of goods and services including partners, customers and suppliers. As we look to establish a leadership position on ESG within the generic pharmaceutical industry, we are working intensively on reducing the scope 3 emissions of our suppliers, to lower carbon emissions and meet climate targets.

We aim to align our climate targets with science-based targets (SBTs) in 2022. As part of this process, we plan to work closely with our leading customers and suppliers to identify and validate our scope 3 emissions calculations. SBTs will then be mutually agreed, with a view to progressively reducing these emissions over the coming years.

5.5 Safety and health

At Centrient Pharmaceuticals, we remain fully committed to our ambition to reach an injury-free work environment and ensure the highest safety standards. This applies to all our employees and contractors, and all other stakeholders we work with. To reinforce our commitment, in 2020 we introduced a new logo and tagline and updated our SHE Policy.

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Our promise:
Everyone safely home every day

Centrient's SHE policy statement

Safety, Health and Environment (SHE) are an inseparable part of how we do business, and directly underline a key Centrient value: Caring. Our leadership team is fully committed to this value and sets high standards for Centrient colleagues to follow. Together, we believe that:

- Work can never be more important than (personal) safety, and our employees have the right to return home safely and healthily after work. It is possible to create an injury-free workplace, and this is our objective.
- We protect our environment and surroundings when doing business. We work responsibly when using natural resources and make sure we contribute to its conservation for future generations.
- This requires the personal commitment and dedicated efforts of our employees and contractors, and all other stakeholders who work with us.

Our SHE requirements, best practices and policies form the foundation of our SHE management system and are implemented globally across all our operations at the regional and site level.

Ensuring the highest safety standards throughout our organisation has always been a top priority. We are working hard to achieve an injury-free work environment through a range of different programmes, including efforts to influence employee behaviour and improve process safety.

Life-Saving Rules

Centrient's 12 Life-Saving Rules are embedded in our daily work routines. With the help of regular training, employees and contractors are expected to follow the rules at all times.

Recordable injury performance during 2020–2021

In 2020, Centrient recorded its best safety performance for 10 years, with five recordable injuries resulting in an injury rate of 0.19% (including employees and contractors) per 200,000 hours worked. In 2021, 10 such incidents occurred, causing the recordable **injury rate to return to 2019 levels (0.33%)**. At the end of 2021, our Yushu site (China) had remained **injury free for more than 1,000 days**, while our Santa Perpetua site (Spain) had remained injury free for over a year.

In 2021, we carried out various safety initiatives. 'Red Tag' events took place at all Centrient sites, aimed at highlighting the key causes of potential incidents. In total, more than 800 site-based improvements were suggested as part of the initiative, the majority of which have already been implemented.

Centrient Pharmaceuticals' Life-Saving Rules

During the year, we also continued to focus on ensuring management visibility, to guide and support shop floor teams and encourage special attention on safety behaviours. As part of this approach, we organised additional 'Gemba rounds', which involve members of Centrient's management team walking the length of sites to observe safety practices and discuss related topics with workers. In total, more than **800 Gemba rounds** took place in 2021, up from about 500 in 2020.

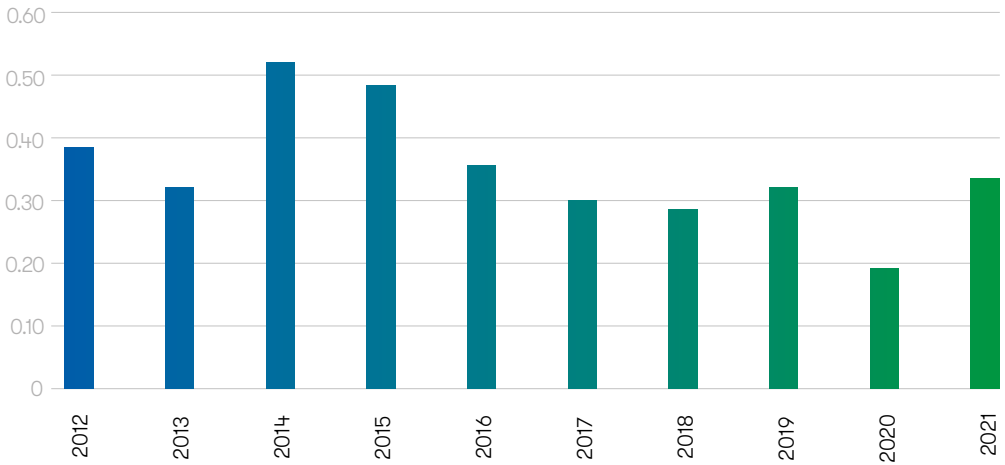
Meanwhile, our sites made further progress on various programmes aimed at improving workforce safety behaviours. These include behaviour sessions held on the shop floor, as well as dedicated SHE sessions held at the start of each new shift. In 2021, we started the process of adopting a formal Behaviour Base Safety Programme. We began preparation work alongside an external consultant, with a view to putting into place a number of key steps in 2022.

Safety performance in 2019–2021 (including employees and contractors)

Year	2019	2020	2021
Total number of recordable injuries	9	5	10
Recordable injury rate (per 200,000 work-hours)	0.33%	0.19%	0.33%

Total recordable injury rates per 200,000 workhours for Centrient employees and contractors

in%



Training and awareness

In line with Centrient's SHE Policy, we believe that developing our people's capabilities around health and safety has an essential role to play in realising our vision. We therefore run various training awareness programmes for our employees and contractors. These include general training sessions as well as customed training for specific roles, such as sessions on job-based risks and controls. All new hires also go through a detailed SHE induction programme as part of their onboarding process.

Learning from each other

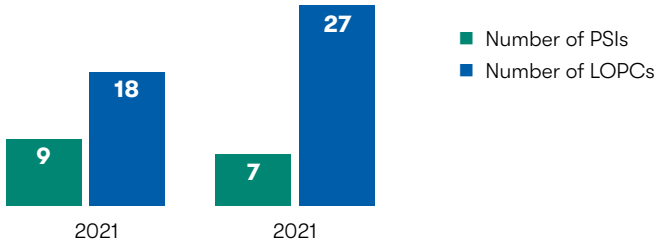
We distribute flyers detailing learnings from recordable injuries and high-potential near-misses to employees at all sites. The flyers help us to learn together, enhancing awareness and preventing similar incidents.

In 2020 and 2021, we continued to drive interactive engagement within professional teams through different platforms, including the **SHE Exchange** and the **Process Safety Network**. These initiatives helped to ensure high levels of collaboration, and a culture of sharing best practices and reviewing performance.

Process safety

During the reporting period, we took further steps to improve our intrinsic process safety across all our manufacturing facilities. Our global process safety expert supported sites with awareness, evaluated process safety and guided sites to identify key process safety risks and prioritise actions in response.

Process safety



We also maintained our focus on reducing losses of primary containment (LOPCs) and process safety incidents (PSIs). We were successful in reducing our PSIs, which meant we were able to minimise our LOPCs with hazardous chemicals and higher impacts. We recorded nine PSIs in 2020 and seven PSIs in 2021. However, reducing the number of LOPCs remains an ongoing challenge: we experienced 27 LOPCs in 2021, compared with 18 in 2020. Special programmes will remain in place to address the root causes, which are principally related to operational controls and mechanical failures.

Employee health

2020 and 2021 were especially challenging years from an employee health perspective due to the COVID-19 pandemic. Across Centrient, we took a proactive stance towards the situation through our special work protocols, including through changes to our work practices to support the safety and health of our people and ensure our life-saving products continued to reach patients. Furthermore, we encouraged employees and contractors to receive COVID-19 vaccinations and facilitated this as per local regulations. Some of sites facilitated vaccination camps for employees. We will continue to respond to the situation as it progresses.

Our approach to health and well-being is primarily developed on a regional basis and carried out at site level. In this way, individual regions are encouraged to design local programmes according to their specific needs. Examples of these initiatives include healthy food options in canteens and health awareness and fitness programmes. In 2021, our Mexico site arranged a special health and fitness event offering advice on diet and exercise, with many employees taking part.

Implementing health risk assessments is mandatory for all our working units. These assessments provide the basis for controlling and mitigating a wide range of possible hazard-exposure situations.

Centrient's COVID-19 vaccination camp in India

Annexes

Annex 1: Information disclosure on employees

Employee gender information

Permanent employee by gender	F	M	Overall
Total	356	1,498	**1,854**

Employee gender information

Full-time employee (FTE) by gender	F	M	Overall
Total	350	1,492	**1,842**

Consolidated: FTE & temporary employee information

Region	FTE	Temporary	
EMENA	325	22	
Americas	356	43	
Asia	512	101	
IBAP	661	280	
Total	1,854	446	**2,300**

Annex 2: Information disclosure on water withdrawn by source (including description of water stress areas and total dissolved solids)

Disclosure on water withdrawn by source

Source	Unit	2015	2016	2017	2018	2019	2020		2021	
							Water stressed	All area	Water stressed	All area
Potable water (< 1,000 mg/L total dissolved solids)	ML	1,298	1,370	1,367	1,324	1,269	0	1,243.4	0	1,236.6
Surface water	ML	0	0	0	0	0	0	0	0	0
Ground/well water (< 1000 mg/L total dissolved solids except with asterisk)	ML	1,829	2,270	2,152	2,336	2,369	329*	2,095.5	369.4*	2,131.2
Third-party water	ML	0	0	0	0	0	0	0	0	0
Produced water	ML	0	0	0	0	0	0	0	0	0
Sea water	ML	0	0	0	0	0	0	0	0	0
Total water	ML	3,127	3,640	3,519	3,660	3,638		3,338.9		3,367.8

ML: Megalitre

*water with total dissolved solids > 1000 mg/L.

Annex 3: Information disclosure on waste generation and disposal management under different categories

Description	Unit	2018	2019	2020	2021
Repurposed hazardous waste	MT	3,734	2,679	2,646	2,253
Repurposed non-hazardous waste	MT	119,949	93,838	85,357	88,530
Total repurposed waste	MT	123,683	96,517	88,003	90,783
Not-repurposed hazardous waste	MT	3,270	3,795	3,651	2,846
Not-repurposed non-hazardous waste	MT	3,048	2,633	1,153	1,577
Total non-repurposed waste	MT	6,318	6,428	4,804	4,423
Hazardous waste to landfill	MT	2,803	3,133	2,926	2,087
Non-hazardous waste to landfill	MT	2,860	1,592	1,052	1,521
Total waste to landfill	MT	5,663	4,725	3,978	3,608
Repurposed waste	%	91	90	91	92

Note: The majority of our waste (92% in 2021) was recycled and recovered for other uses. MT: Metric ton

Annex 4: Information disclosure on energy consumption

Scope	Source	Unit	2018	2019	2020	2021
Scope 1	Natural gas	TJ	484	376	104	200
	Coal	TJ	877	709	635	642
	Fuel oil	TJ	199	218	221	225
	On-site renewable energy generation (solar energy, plus biogas at Delft)	TJ	86	73	71	67
Scope 2	Total electricity purchased	TJ	1,241	1,197	1,137	1,195
	% purchased renewable electricity/used electricity	%			16	14
	Renewable electricity (part of total electricity purchased)	TJ	0	0	655	602
	External purchased steam	TJ	183	191	181.9	167.3

TJ: Terajoule

Annex 5: Information disclosure on greenhouse gas emissions

Scope	Source	Unit	2018	2019	2020	2021
Scope 1	On-site fuel use (coal, natural gas and fuel oil)	MT	121,708	101,965	81,942	87,494
	Total scope 1 emissions	MT	121,708	101,965	81,942	87,494
Scope 2	Electricity (market-based emissions)	MT	231,434	223,189	178,151	191,641
	External steam	MT	10,997	11,469	11,518	11,244
	Total scope 2 emissions (market-based)	MT	242,430	234,657	189,669	202,885
Total	**Scope 1 + scope 2**	MT	364,138	336,622	271,611	290,379
Intensity	GhG intensity (tCO_2/ton of product)		20.58	20.61	17.55	18.75

GRI content index

The content index below details the GRI standards and sub-standards that have been reported.

Disclosure number	Description	Location
GRI 102: General Disclosures 2016		
Organisational Profile		
GRI 102-1	Name of the organisation	Page 6, About our business
GRI 102-2	Activities, brands, products and services	Page 8-9, Our portfolio
GRI 102-3	Location of headquarters	Page 6, About our business
GRI 102-4	Location of operations	Page 6, About our business
GRI 102-5	Ownership and legal form	Page 6, Our business
GRI 102-6	Markets served	Page 6, Our presence
GRI 102-7	Scale of organization	Page 6, Our people; for net sales and capitalization information refer to bitly https://bit.ly/3SX55J3
GRI 102-8	Information on employees and other workers	Page 6, Our people
GRI 102-9	Information on supply chain	Page 8-9, Our portfolio
GRI 102-10	Significant changes to the organisation and its supply chain	Page 2, Letter from our CEO
GRI 102-11	Precautionary principle or approach	We support the precautionary approach introduced by the United Nations in Principle 15 of the Rio Declaration on Environment and Development and act to protect against environmental degradation.
GRI 102-12	External initiatives	Page 7, External initiatives and associations
GRI 102-13	Membership of associations	Page 7, External initiatives and associations
Strategy		
GRI 102-14	Statement from senior decision-maker	Page 2-3, Letter from our CEO
Ethics and Integrity		
GRI 102-16	Values, principles, standards, and norms of behavior	Page 6, About our business; Page 47-49, Ethics and compliance
GRI 102-18	Governance Structure	Page 10, ESG Governance

Stakeholder Engagement

GRI 102-40	List of stakeholder groups	Page 13, Stakeholder engagement
GRI 102-41	Collective bargaining agreement	Page 32, Human capital development
GRI 102-42	Identifying and selecting stakeholders	Page 13, Stakeholder engagement
GRI 102-43	Approach to stakeholder engagement	Page 13, Stakeholder engagement
GRI 102-44	Key topics and concerns raised	Page 11, Our material topics

Management Approach GRI 103

Reporting Practice

GRI 102-45	Entities included in the financial statements	Includes facilities owned and operated by Centrient
GRI 102-46	Defining report content and topic boundaries	Page 11, Defined under our material topics
GRI 102-47	List of material topics	Page 11, Our material topics
GRI 102-48	Restatements of information	No information restated except the material topics
GRI 102-49	Changes in reporting	Report (disclosures) prepared as per GRI core
GRI 102-50	Reporting period	Page 2, About this report
GRI 102-51	Date of most recent report	Page 2, About this report
GRI 102-52	Reporting cycle	Page 2, About this report
GRI 102-53	Contact point for questions regarding the report	Page 2, About this report
GRI 102-55	GRI content index	Page 57-60, GRI content index
GRI 102-56	External assurance	Our report is not externally verified. However, information is verified through our in-house four-eyes principle before publishing

Economic GRI 200

GRI 203 – Indirect Economic Impacts

GRI 103	Management approach	Page 47-49, Ethics and compliance; compliance governance framework
GRI 203-1	Infrastructure investments and services supported	Page 33-36, Community action
GRI 203-2	Significant indirect economic impacts	Page 2-3, Letter from our CEO; Page 6-9, About our business; Page 38-41, Improving health

GRI 205 – Anti-Corruption 2016

GRI 103	Management approach	Page 47-49, Ethics and compliance; compliance governance framework
GRI 205-1	Operations assessed for risk related to corruption	Page 47, Compliance governance framework; Page 47-48, SpeakUp

Disclosure number	Description	Location	
GRI 205-2	Communication and training about anti-corruption policies and procedures	Page 48-49, Ensuring up to date policies and procedures, compliance training program	
GRI 205-3	Confirmed incidents of corruption and action taken	Page 47-48, SpeakUp	
GRI 206 Anti-Competitive Behaviour 2016			
GRI 103-1,2,3	Management approach disclosure	Page 47-49, Ethics and compliance	
GRI 206-1	Legal action for any competitive behaviour, anti-trust, and monopoly practices	Page 49, Competition law and trading practices. No legal action is pending against Centrient.	
GRI 302 – Energy 2016			
GRI 103-1,2,3	Management approach disclosure	Page 18, Aspiring to be leader in environment performance	
GRI 302-1	Energy consumption within the organisation	Page 24, Climate and energy	
GRI 302-4	Reduction of energy consumption	Page 24, Climate and energy; annexure-4	
GRI 303 – Water and Effluents 2016			
GRI 103-1,2,3	Management approach	Page 20, Water and environment	
GRI 303-1	Interaction with water as shared resource	Page 20-21, Water and environment; we have set targets for water consumption and recycling	SDG - 6 & 12
GRI 303-2	Management of water discharge impacts	Page 20-22, Water and environment; antimicrobial resistance	SDG - 6 & 12
GRI 303-3	Water withdrawal	Page 55, Annex 2 Water withdrawal	SDG - 12
GRI 305 – Emissions 2016			
GRI 103-1,2,3	Management approach	Pages 18-19, Aspiring to be leader in environment performance	
GRI 305-1	Direct (Scope 1) GHG emissions	Page 24, Climate and energy; emissions; Annex 5 GHG emissions	SDG - 3 & 13
GRI 305-2	Energy Indirect (Scope 2) GHG emissions	Page 24, Climate and energy; emissions; Annex 5 GHG emissions	SDG - 3 & 13
GRI 305-4	GHG emission intensity	Annex 5 GHG emissions is calculated per tonne of product produced	SDG - 3 & 13
GRI 305-5	Reduction of GHG emission	Page 24, Climate and energy; Annex 5 GHG emissions; Page 25 Continuous improvement	SDG - 3 & 13

GRI STANDARDS

GRI 306 – Waste 2020

GRI 103	Management approach	Page 18-19, Aspiring to be a leader in environmental performance Page 23, Waste management	
GRI 306-1	Waste generation and significant waste related impacts	Page 23, Waste management	SDG - 6 & 12
GRI 306-2	Management of significant waste related impacts	Page 18-19, Aspiring to be a leader in environmental performance; Page 23, Waste management; Page 26-27, Science and innovation	SDG - 6 & 12
GRI 306-3	Waste generated	Annex 3 Waste generation and disposal management	SDG - 6 & 12

GRI 308 – Supplier Environmental Assessment

GRI 103-1,2,3	Management approach	Page 50, Responsible procurement and supply chain	SDG - 12 & 13
GRI 308-1	New suppliers screened using environmental criteria	Page 51, Centrient's key programmes	SDG - 12 & 13
GRI 308-2	Negative environmental impacts in the supply chain and actions taken	Page 50, Responsible procurement and supply chain. No significant environment impacts found in the assessments and no supplier is blacklisted due to adverse impact on environment.	SDG - 12 & 13

Social GRI 400

GRI 404 – Training and Education 2016

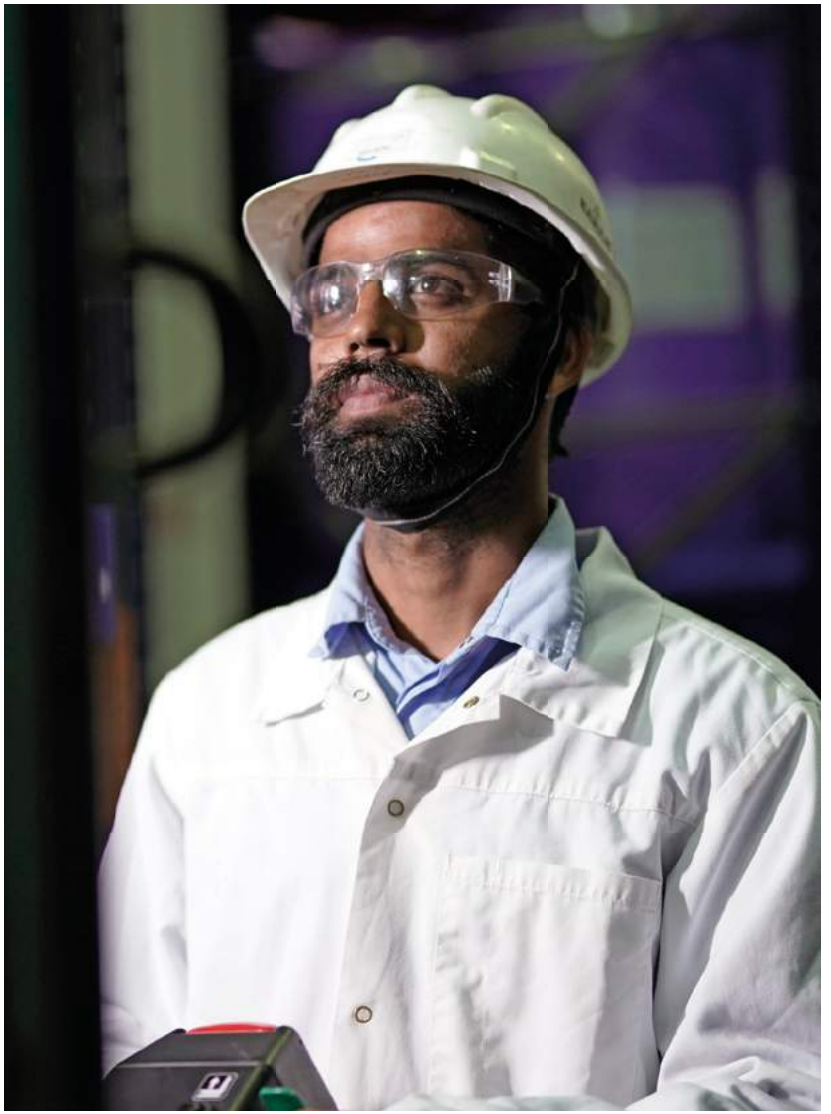
GRI 103-1,2,3	Management approach	Page 30-32, Human capital development
GRI 404-1	Average hours of training per year per employee	Page 30-32, Human capital development; Page 31, Training hours completed
GRI 404-2	Programs for upgrading employee skills and transition and assistance program	Page 30-32, Human capital development
GRI 404-3	Percentage of employees receiving regular performance and careers development reviews	Page 31, Performance and development review completion

GRI 412 – Human Rights Assessment

GRI 103-1,2,3	Management approach	Page 33, Our approach to human rights
GRI 412-1	Operations that have been subject to human rights reviews or impact assessments	Page 33, Human rights
GRI 413-2	Employees training on human rights policies or procedures	Page 47, Ethics and compliance
GRI 413-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Page 33, Human rights

List of abbreviations

ABC anti-bribery and corruption
7-ADCA 7- aminodeacetoxy-cephalosporanic acid
AMR antimicrobial resistance
API active pharmaceutical ingredient
CAMF Common Antibiotic Manufacturing Framework
CAPA corrective action and preventive action
CCoC Centrient Code of Conduct
Cefic European Chemical Industry Council
CEO Chief Executive Officer
CI continuous improvement
COD chemical oxygen demand
CMO Contract Manufacturing Organisation
CRO Contract Research Organisation
CSR corporate social responsibility
EMENA Europe, Middle East and North Africa
ESG environmental, social and governance
ExCom Executive Committee
FDF finished dosage forms
FTE full-time equivalent
GHG greenhouse gas
GRI Global Reporting Initiative
HPL High Performance Leadership
HR Human Resources
IBAP India, Bangladesh, Africa and Pakistan
IT information technology
kl kilolitre
KPI key performance indicator
kWh kilowatt-hour
LEAP Learning Experience Accelerator Platform
LOPC loss of primary containment
M4E Medicines for Europe
MEE multi-effect evaporator
ML megalitre
MT metric ton
MVR mechanical vapour recompressor
PA Public Affairs
PDR performance and development review
PNEC predicted no-effect concentration
PSCI Pharmaceutical Supply Chain Initiative
PSI process safety incident
Q quarter
RAMP Responsible Antibiotics Manufacturing Platform
SBT science-based target
S&PT Science & Process Technology
SDG Sustainable Development Goal
SHE Safety, Health and Environment
SOP standard operating procedure
SSC semi-synthetic cephalosporin
SSP semi-synthetic penicillin
TJ terajoule
UN United Nations
VOC volatile organic compounds



Contact

For its sustainability reporting, Centrient Pharmaceuticals uses an approach inspired by GRI standardised guidelines and performance indicators.

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