

Environmental, Social and Governance Report



Welcome to the Environmental, Social and Governance (ESG) report from Curia.

At Curia, we are dedicated to life-changing life science, driven by our mission to improve patients' lives. As a leading contract development and manufacturing organization, we work at the forefront of scientific and technological advances. Our approach to environmental, social and governance (ESG) improvements serves as a platform for us to deliver science that scales.

We believe that a sustainable and responsible long-term growth strategy for our company must include criteria and metrics that demonstrate our commitment as a global corporate citizen, including our commitment to employees, customers, suppliers, and investors, along with the communities where we work and live.

The goal of our Corporate Responsibility Committee is to integrate ESG initiatives with our business strategies and develop a framework of performance-based metrics. This report is a product of that committee's initial efforts and includes a variety of activities throughout our global operations. In effect, it sets a baseline for future reporting and performance.

I invite you to read more about how we work. You will learn how we have played a pivotal role in the face of COVID-19, supporting prevention and treatment efforts while safeguarding our colleagues around the world who continued their life-saving work throughout the pandemic.

Find out more about our environmental, health and safety management system, which is grounded on eight pillars and delivering measurable

improvements. Our sustainable procurement policy is designed to ensure that our suppliers initiate and implement actions that reduce the environmental impact of the materials they provide.

As Curia grows, we are focused on recruiting and retaining great people, and giving them the tools to perform exceptionally. Our People Excellence strategy celebrates our differences while aligning us with common goals. Our employees grow with us and make a difference in the communities in which we serve.

Each day, we work hard to earn the trust of our customers, employees and stakeholders with a profound commitment to ethical and compliant practices, supported by a system of governance that enables us to do the right thing in the right way.

We are increasing our impact as we advance customers from curiosity to cure. Being a leader in today's competitive business environment requires exceptional performance at every level. I'm proud of what our Curia team has accomplished so far, and I look forward to sharing more about our progress with you in the future.



John Ratliff
Chairman & CEO

About Curia

Curia Global, Inc., formerly Albany Molecular Research, Inc. or AMRI, is a leading contract research, development and manufacturing organization providing products and services from discovery through commercial manufacturing to pharmaceutical and biopharmaceutical customers. Curia's 3,700 employees at 29 locations across the United States, Europe and Asia help our customers advance from curiosity to cure.

Founded 30 years ago in Albany, New York, our global team includes more than 600 chemists, 230+ biologists, 285+ senior scientists and 435+ quality and regulatory specialists. Curia has more than 565 active patents and supports the production of more than 20 treatments listed as essential medicines by the World Health Organization.



Addressing the pandemic, locally and globally

In early 2020, it became clear that the emerging COVID-19 pandemic was going to present myriad challenges for our employees, customers, suppliers, and for Curia's business. Answers to never-before experienced questions were needed. Solutions to the pandemic also were needed. In fact, several customers saw how Curia's expertise and capabilities could offer game-changing solutions in what are now successful efforts to produce vaccines and other potential treatments to protect and address symptoms of people worldwide.

Of course, success in this fight was always going to be dependent on maintaining business continuity. Quickly, a Curia COVID-19 Taskforce was created and given a straightforward mission: devise a strategy and make recommendations to address the evolving global situation. The Taskforce rapidly identified actions necessary to continue meeting the needs of our customers while maintaining a safe workplace for our employees. Everything including time off, remote working, quarantine procedures and health checks was on the table, to name a few. The team addressed these and other issues directly, swiftly submitting recommendations to the leadership team for each situation based upon careful research and deliberation, most of which were quickly implemented.

Being a multi-site international company added to the complexity. Federal, state, and local mandates in the US along with orders in other countries where we have facilities all needed to be considered. Local action-items ranged from conducting 7,300 PCR tests at our Albuquerque, New Mexico facility, to providing nearly 1,300 vaccines for our employees and many of their family members in Aurangabad and Hyderabad, India. Globally, we distributed 2.1 million masks.

Despite many challenges, our employees and site teams were masterful in adapting. Customer commitments were met, projects remained on schedule, and in several locations, many new hires came on board to help meet additional production requirements.

Environmental stewardship



“With 29 facilities in the US, Europe, and Asia that include research, manufacturing and offices, environmental responsibility is a significant priority at Curia. It represents a commitment to our employees, our customers and our local communities.”

—Dan Maychack, Sr. Director Environmental Health & Safety (EHS)

Our EHS Policy statement, endorsed by our Chairman & CEO and the global leadership team, outlines the corporate principles and commitment to managing and improving Curia's EHS performance. In April 2019 we began implementing a global EHS Management System, modeled after ISO 14001 and 45001, the global standards for environmental management systems and occupational health and safety management systems.

This system is grounded in eight key pillars:

- Leadership
- Risk Assessment and Management
- Compliance
- Incident Management
- Communication
- Training
- Performance Evaluation
- Sustainability

These pillars form the foundation that supports our efforts to track compliance with regulatory obligations at all Curia locations. In addition, our global electronic tracking

system helps us to precisely monitor EHS-related activities. Since initiating the EHS Management System, we are pleased to report these notable improvements:

- 100% on-time completion of critical environmental action items, reflecting our commitment to meet regulatory obligations that protect the environment.
- Zero discharge of pharmaceutical compounds into the environment. This includes the capture and treatment of wastewater used in production or cleaning which

may contain trace amounts of pharmaceutical materials.

- Up to 94% of hazardous waste generated at our US locations is used for energy recovery or recycled, including two of our largest facilities in Rensselaer, NY and Springfield, MO. Depending upon local needs and facilities, these solvents are well-suited for use by local companies as a fuel source or as an active component in energy production.

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Environmental stewardship

As part of our EHS Management System, we have established a Sustainability Standard, which outlines a process for going beyond regulatory compliance and taking steps to conserve natural resources, reduce energy use and further minimize our environmental impact.

This effort includes a five-year plan that will start with the collection of data related to our use of natural gas and electricity that will allow us to effectively calculate greenhouse gas (GHG) emissions and analyze related trends. We will then identify small-scale and large-scale projects to improve our energy use practices based on the collected data, leading to a reduction in overall energy consumption and carbon emissions.

Environmental stewardship is a journey of constant improvement. We look forward to providing updates on our progress in future reports.

Sustainable procurement

In 2020, Curia implemented an Environmental and Sustainable Procurement policy, designed to ensure that our suppliers initiate and implement actions that reduce the environmental impact of the materials they provide. Environmental questions are also part of the formal Curia bidding process and a factor in our vendor selection process. Our most significant and environmentally sensitive materials used in manufacturing are various chemical solvents. Our goal for 2022 will be to increase the proportion of recycled solvent used by 5% versus 2021.

Under this policy, Curia favors the purchase of goods and services that:

- Are manufactured, used and disposed of in an environmentally responsible way
- Minimize or eliminate discharges to air, land or water
- Are manufactured with a high recycled content
- Include items that can be recycled or reused
- Have favorable energy usage/cost of operating equipment
- Consider costs and impacts over the life of the product/material



An employer of choice: The winning culture at Curia

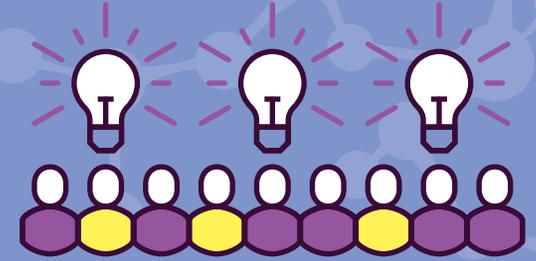


“Our People Excellence strategy is based upon a simple concept: Recruit great people, then give them the leadership and tools necessary to perform exceptionally. The result is a winning culture. That is how you become an employer of choice.”

—Joe Sangregorio, Chief Human Resources Officer

It all starts with recruiting the right people. Then the real work begins as we deliver the tools and programs to support their growth. Attracting, developing, and retaining the best employees is critical to our business success, so we invest in all three areas to build and maintain our talented workforce. Across our industry, the demand for scientific, quality and manufacturing talent is outpacing the supply, but Curia has emerged as an employer of choice.

Why do prospective employees choose Curia? We offer a globally competitive, market-based total rewards program that attracts candidates and rewards employees for their contributions to the organization, including compensation, benefits, and incentives. Beyond financial rewards, we offer a wellness program that features challenges focused on physical activity, nutrition, weight management, stress reduction, health risk assessments, education and biometric screenings for employees and their partners who are enrolled in medical programs, plus mental health awareness programs.



BY THE NUMBERS:

45% of our workforce has been with Curia for five or more years

In the US, our employee referral program was responsible for **23%** of new hires

31% of our executives (Director and above) are female

20% of our US executives (Director and above) are minorities

In 2020, Curia exceeded the pharmaceutical industry benchmarks for female employees (globally) and underrepresented minorities in the United States – a trend we intend to continue

DE&I: Celebrating our differences while aligning with common goals



Our Diversity, Equity, and Inclusion (DE&I) Council, with more than 40 global members representing a range of functions and geographies across the organization, is designed to be a strong voice at Curia, helping to further cultivate a work environment where all employees thrive. The DE&I Council is focused on six key pillars:

- **Recruitment** – Increasing the number of diverse and qualified candidates in the recruitment process, thereby increasing the number of diverse and qualified candidates hired
- **Professional Development** – Promoting career development opportunities for the talent-diverse workforce within Curia
- **Engagement & Recognition** – Internal and external promotion and communication of DE&I activities and achievements
- **Community** – Enhancing our spirit of inclusion, so that every Curia employee feels a sense of belonging and respect
- **Education** – Educating our workforce on the business impact of DE&I to demonstrate the need for expanded inclusive behaviors, and to provide the tools necessary to implement those behaviors
- **Cultural Awareness** – Highlighting, celebrating, and understanding our global workforce

Our efforts will be expanding in the coming year as the team implements a broad-based outreach program designed to increase DE&I engagement and awareness on a global basis.

Experienced leaders have been appointed to each pillar, and they have recruited volunteers to serve with them on the council.



Anish Parikh
Recruitment



Iain MacGilp
Community



Murali Valluri
Cultural Awareness



Heather Ems
Engagement & Recognition



Kelly Jean-Charles
Education



Ana Fernandez
Professional Development

Employees grow with us

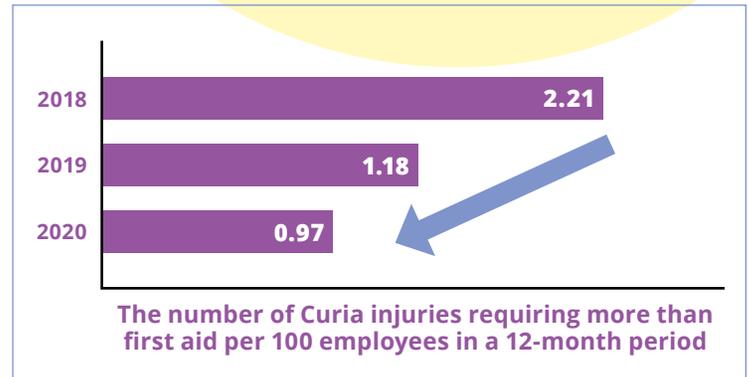
We offer our employees opportunities to broaden their experience on the job, learn from others in the business, and complete specialized training to build their skills. Our many programs and partnerships support employees' growth through practices such as e-learning and in-person courses, mentorship, experiential projects and cross-functional or cross-geography assignments. We also consider existing employees first when hiring for open positions.

Leadership is the foundation that supports our growth and success. We invest in building leadership capabilities at all levels within the organization. This starts by defining the key leadership drivers and expectations within each level of the organization, from individual contributors to enterprise leaders. This model provides employees with expectations for success and advancement.

At Curia, we understand the important role the relationship between an employee and their manager plays in growth and retention. Our ongoing performance management initiative, the Exceptional Performance & Results Process, focuses on continuous open dialogue between manager and employee throughout the year. The ongoing cycle begins with robust goal setting, followed by ongoing monitoring and updates throughout the year, culminating with a review and discussion related to those goals at year end. In a 2021 survey of employees, Curia exceeded pharma industry norms for manager effectiveness and collaboration, each ranking in the top quartile.

Fostering a safe workplace

At Curia, we are committed to providing a safe and healthy workplace for all employees, contractors and guests. We hold monthly global Environmental Health and Safety (EHS) calls with site leadership teams, EHS teams, and key corporate leaders to review and address significant issues relating to workplace health and safety. These calls increase visibility of near-misses and incidents throughout the organization. This process has helped prevent incidents and reduce our total recordable injury rate from 2.21 in 2018 to 1.18 at the end of 2019, versus an industry average of 1.29. This improvement continued as we reported a rate of 0.97 at the end of 2020.



Two programs which have been deployed through our EHS Management System promote a proactive approach to addressing health and safety risks: One-Minute Risk Assessments (OMRA) and EHS Notices. The OMRA process encourages employees to pause before beginning a task to recognize, evaluate, and mitigate any associated hazards to ensure their safety and the safety of their coworkers is maintained. EHS Notices are periodic global communications highlighting high-risk activities or significant near-miss events. These communications include recommended best practices that are discussed during monthly global EHS calls. The information presented is then shared with employees to maintain high awareness of best practices. Both initiatives help reduce the possibility of injuries and foster continued improvement in our overall safety performance.

Community engagement – Making a difference

Curia employees join in a variety of community engagement activities designed to address local needs and support organizations that are making a difference. Just a few of those initiatives are included here:

- **ACS National Chemistry Day:** Curia scientists spent time with school children making “Magnetic Slime,” a glue/Borax mix infused with iron powder, the result being slime that could be manipulated with magnets.
- **Front-Line Worker Break:** Curia staff delivered refreshments to local hospitals for staff working during the pandemic. Hundreds of beverages were distributed at Albany Medical Center, Saint Peter’s and Samaritan hospitals.
- **Street Medicine:** Curia staff worked with UB Heals, a street medicine organization run by the University of Buffalo, which provides medical care to the homeless or medically underserved population of downtown Buffalo, NY.
- **Open Heart Magic:** Curia is a corporate supporter of this initiative. Open Heart Magic’s Hospital Bedside Magic programs bring one-to-one laughter, hope and strength to sick children at their bedside. Open Heart Magic’s volunteer Hospital Magicians are trained to work with all kids in a hospital — regardless of their medical conditions or physical abilities.
- **Bike Day:** To promote both wellness and environmental responsibility, Curia staff in Frankfurt participated in Bike Day, where everyone is encouraged to commute via bike!
- **Hospice Support:** A team from Curia Glasgow and their family members supported the local Accord Hospice by participating in their Rainbow Ramble, a very colorful fund-raising walk!

Individual contributors making a difference

Many Curia employees have personal connections to organizations or activities that make a difference in their communities. Here are three of their stories.



AN EXTRA EFFORT FOR THE ENVIRONMENT

Subrhamanyam Mattaparthi leads the engineering and facilities

functions at our research center in Hyderabad, India. But in addition to his regular duties, he has been a local champion for environmental improvements in waste reduction, material reuse, reduced energy consumption and the conservation of natural resources. Subrhamanyam is also engaged in the “Green Belt” initiative, under which local sites commit to landscape 33% of their land with native plants and grasses that will provide shade, prevent erosion, improve soil fertility and reduce carbon emissions.



FORTY-TWO YEARS OF GIVING

As part of a charity week exercise while a student in 1979, Tony

Carlin, EHS Manager in Scotland, donated a pint of blood. After learning he had a high platelet count, he switched to making the more involved donation of platelets, the tiny cells in your blood that form clots and stop bleeding. Platelets are most often used by cancer patients and others facing life-threatening illnesses and injuries. It became a personal initiative, as Tony explained: “Shortly after I started giving platelets, I lost a very close cousin to leukemia. She and I grew up together as our mothers were sisters. This made me more and more determined to help other people.” Over 42 years, his donations have added up to more than 312 pints. Tony currently donates every fourth Friday, on a daytrip to Glasgow with his wife.



A DIFFERENT KIND OF RACE AT THE SPEEDWAY

When NASCAR comes to the Texas Motor Speedway in Denton,

Texas, up to 180,000 fans watch 20-plus cars race at nearly 200 miles per hour. On a chilly February 2021 morning, Accounts Payable supervisor Maria Duran from our Dallas office was at the track where 16 lanes of cars lined up for COVID vaccines. She was one of 400 health professionals and volunteers that helped administer 27,000 doses in three days. Maria was among the first to greet attendees, helping explain the process and making certain their paperwork was complete. Later, she volunteered at another Denton County event, where she helped people with check-in and assisted those with mobility issues.

Awards and Recognition

BEST EMPLOYER RECOGNITION

Curia was named in “America’s Best Mid-Sized Employers 2021” list published by *Forbes*. Our company was included in the Drugs and Biotechnology industry category of the ranking. America’s Best Employers 2021 is presented by *Forbes* and Statista Inc. Companies are selected through an independent survey applied to a sample of more than 50,000 employees working for companies with more than 1,000 employees in America.



CMO LEADERSHIP AWARDS

Curia was recognized in every category of the 2021 CMO Leadership Awards, presented by *Outsourced Pharma* and *Life Science Leader*. The CMO Awards recognize contract manufacturing organizations (CMOs) using direct feedback from sponsor companies. Curia received six CMO Leadership Awards across all performance categories: capabilities, compatibility, expertise, quality, reliability, and service based on small pharma respondents in primary market research conducted by Industry Standard Research (ISR).



Oversight

Curia is owned by two private equity companies, GTCR and The Carlyle Group, and is governed by a Board of Managers. Curia's Board is led by John Ratliff, Chairman & CEO, and consists of three managers from GTCR, three managers from The Carlyle Group, and seven independent managers. The managers have a combined wealth of experience and expertise, leading companies in the financial, consulting, healthcare, medical equipment, and pharmaceutical sectors. Several are current or former executives, including CEOs, at some of the most prominent companies in healthcare. The Board holds quarterly meetings and spends significant time with Curia's senior management to understand dynamics, issues and opportunities. The Board makes decisions and oversees matters such as mergers and acquisitions, high value transactions, material commitments, enterprise risk, and ESG-related metrics and programs. The Board has two subcommittees: **Audit & Compliance** and **Compensation**, which are charged with assisting the Board in fulfilling its oversight responsibilities.

AUDIT & COMPLIANCE SUBCOMMITTEE

The Audit & Compliance Subcommittee assists the Board with respect to Curia's accounting and financial reporting practices and the audit process; the quality and integrity of Curia's financial statements; the independent auditors' qualifications, independence and performance; Curia's internal audit function and compliance function; certain areas of legal and regulatory compliance; and the establishment of an enterprise risk management (ERM) platform, including major financial and cybersecurity risk exposures.

COMPENSATION SUBCOMMITTEE

The Compensation Subcommittee assists the Board in carrying out the Board's responsibilities relating to the compensation of Curia's executive officers and management team; reviews, approves and administers the incentive compensation plans in which any executive officer or management team member of Curia participates and Curia's equity-based plans; and engages compensation consultants to provide counsel and advice on compensation or benefit plan matters.

Ethics and Compliance



“Successful businesses are built on trust, and the key to earning—and maintaining—the trust of our employees, customers and other stakeholders is to demonstrate ethical behavior and integrity in the way we do business.”

—Mariesa Coppola, Vice President, Deputy General Counsel & Compliance Officer

Our commitment in this effort is defined in Curia’s **Code of Ethics and Business Conduct**. Published in six languages — English, French, German, Italian, Mandarin and Spanish — the code applies to all employees, directors, officers, and agents, and includes expectations of conduct from third-party partners. All individuals are required to read, understand, and adhere to the principles of the code. In addition, employees are required to complete a training program and acknowledge their understanding of the code. Recertification is required annually.

In support of the principles set forth in Curia’s Code of Ethics and Business Conduct, we have established a **Corporate Compliance Committee**, which is responsible for overseeing the development and implementation of corporate policies and procedures and identifying, assessing, and mitigating compliance risks affecting the Company. The Corporate Compliance Committee is responsible for implementing and maintaining Curia’s global corporate compliance program and is a multi-functional committee represented by senior members of the Legal Compliance, Internal Audit, Finance, IT Security, Quality & Regulatory, Environmental, Health and Safety and Human Resources departments within Curia. The Corporate Compliance Officer is the chair of the Committee and reports to Curia’s SVP, General Counsel & Corporate Secretary.

We have adopted an **Anti-Bribery, Anti-Corruption, UK Bribery Act and Foreign Corrupt Practices Act Policy**. This policy strictly prohibits bribery or corruption of any kind in our business activities. The policy sets forth our expectations with respect to anti-corruption compliance and provides guidance for employees and business partners on anti-corruption laws in the countries in which we operate. Most recently Curia issued its **Anti-Money Laundering Statement** outlining its policy, processes and procedures aimed at preventing money laundering in connection with its business operations.

Any employee or third party with concerns regarding Curia’s Code of Ethics and Business Conduct, related policies and standards, or accounting or auditing concerns is encouraged to contact our **global ethics hotline**, which is available via telephone or online and managed by industry leading hotline provider NAVEX Global. Submissions via the hotline are accepted 24 hours a day, 7 days a week, 365 days a year. Employees may also chose to speak with their supervisor, a Human Resources representative, or the legal department with concerns. All reports are reviewed and investigated as appropriate. Curia has a strict non-retaliation policy against anyone making a good faith report of any suspicions or violations of our policies.

Curia has many policies and procedures in place to ensure compliance with laws and regulations in all applicable jurisdictions. The policies discussed in this report are intended as examples to demonstrate the robustness of our overall compliance program.

Anti-Discrimination

We believe in providing a fair and respectful workplace for all. Discrimination based on race, color, religion, sex, age, national origin, disability, sexual orientation, gender identity or any other legally protected status is strictly prohibited at Curia, within our Code of Ethics, Equal Employment Opportunity Policy, Harassment Prevention Policy and other workplace policies. This applies to all areas of employment, including hiring, training, advancement, compensation, discipline, and termination. Mandatory training for all employees makes certain they are familiar with this policy and understand how to report any suspected violations.

Human Rights

We believe that dignity and respect are fundamental rights of every individual and are committed to upholding basic human rights in all areas of our business. In line with our cultural beliefs, DE&I Program and stakeholder feedback, we do not condone human trafficking, forced labor, child labor, harassment, or abuse of any kind, and we expect our vendors and others with whom we do business to operate consistently within these same principles. Our commitment to supporting fundamental human rights is reflected in our Code of Ethics and Business Conduct, as well as our required employee training on these topics.



Cyber Security

Managing cyber threats, vulnerabilities, and risks are top priorities for Curia. Our cyber security program is based on and aligned to the National Institute of Standards and Technology (NIST) Cyber Security Framework (CSF) and Center for Internet Security's (CIS) Twenty Controls. These frameworks provide necessary inputs and outputs to Curia's cyber risk management practice. Under the direction of our Chief Information Security Officer, our Information Security group works closely with Curia's global and local business divisions to ensure cyber risks are tracked, mitigated, and/or remediated in a timely manner. Risk-based decision making is foundational to our continuous strategic and technical security program maturity and development.

Our employees are critical to the success of Curia's cyber security, data protection and assurance practices. Security awareness training is provided when new employees and contractors are on-boarded, and annually for all current employees. In addition, we provide cyber situational awareness messaging as well as simulated phishing training throughout each calendar year.

Curia implements a "defensive in-depth" cyber security program and architecture

that includes various physical, technical, and administrative controls. Examples include various security policies and procedures as well as technical security controls covering access management, data privacy and protection, cyber security monitoring, vulnerability management, incident response (plan, procedures, exercises, and third-party retainer services), acceptable-use, and network security.



CURIA'S CYBERSECURITY PROGRAM INCLUDES:

- Corporate and Production/Manufacturing Network Segmentation
- Continuous Vulnerability Scanning
- Network Intrusion Detection
- Endpoint Detection and Response (EDR)
- Enterprise Backup and Recovery
- Operational Network Monitoring
- Next-Generation Internal and Perimeter Firewalls
- Security Information and Event Management (SIEM) Platforms
- Multi-Factor Authentication
- Threat Information Sharing
- Access Management
- Global User Security Awareness Training Programs with Simulated Phishing Training



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