



ESG report

Advance every day together™

2025

100

YEARS OF COMMITMENT TO THE
DIABETES COMMUNITY





About embecta™

Empowered by 100 years of innovation, embecta — a global diabetes care company — is focused on improving the lives of people living with diabetes (PWD). embecta is a leading producer of insulin injection devices, manufacturing approximately 8 billion devices annually for an estimated 30 million PWD. Through its approximately 2,000 employees around the world, embecta is working to advance the standard of care in insulin delivery through strong community partnerships, innovative technology and comprehensive care resources.



YEARS OF COMMITMENT TO THE
DIABETES COMMUNITY

embecta has been serving people with diabetes since 1924, when the company’s predecessors developed the world’s first syringe specifically designed for insulin delivery, only two years after insulin was first successfully used to treat people with diabetes. One hundred years later, there are approximately 537 million people worldwide that live with diabetes, and embecta remains committed to making their lives better through innovative solutions, partnerships and education, leveraging its talent and expertise in insulin delivery to empower people with diabetes to live their lives with fewer limitations.

~30 million
people with diabetes reached

a leading producer
of insulin injection devices

~8 billion
injection devices produced annually

~800,000 sq ft
of manufacturing space across the
United States, Ireland and China

\$1.1 billion
in annual revenue (FY'24)

~2,000 employees globally

>100 countries served



mission

To develop and provide solutions that make life better for people living with diabetes.

vision

A life unlimited by diabetes.



values



Innovative



Results oriented



Hungry mindset



External focus



Integrity



Team players



Authentic & inclusive

Pen needles

embecta offers pen needles, which are sterile, single-use and designed to be used in conjunction with pen injectors used for insulin and other diabetes medications. embecta also offers safety pen needles, which have shields on both ends of the cannula that automatically deploy after the injection to help prevent needlestick exposures and injuries during injection and disposal.



Insulin syringes

embecta offers a portfolio of sterile, single-use insulin syringes in varying needle lengths and barrel sizes for people with diabetes who draw from an insulin vial, as well as safety insulin syringes, which have a sliding safety arm that can be activated with one-hand after the injection to help protect healthcare workers from needlestick injuries.





A letter from our President & Chief Executive Officer: Dev Kurdikar

As I reflect on 2024, I am struck by the powerful sense of purpose that drives our work at embecta. Every day, we are united by a shared mission: to develop and provide solutions that make life better for people living with diabetes. This mission is more than a business objective—it is deeply personal for many of us, whether through loved ones', colleagues', or even our own experience with diabetes. The progress we have made this year is all the more meaningful because it reflects our commitment to making a difference for the millions of people with diabetes.

Alongside embecta's strategic business priorities, sustainability remains a central focus. Our Environmental, Social, and Governance (ESG) strategy guides how we operate. It is centered around our commitment to improve the lives of people with diabetes and includes efforts to support our team, programs to address environmental sustainability, and governance to shape our business practices, all of which provide a foundation for long-term, responsible growth.

This year, we also celebrated embecta's 100-year legacy in diabetes care. To honor this milestone, our employees around the world participated in 100 Acts of Kindness, giving back to the global diabetes community in ways that embody our company's values. This initiative reflects our ongoing commitment to creating positive social impact.

As we look to the future, embecta remains determined to innovate with purpose, operate sustainably, and continue to deliver the products, education and support that enable more people to live their lives unlimited by diabetes.

Thank you,

Devdatt (Dev) Kurdikar
President and Chief
Executive Officer

embecta's strategic business priorities



Strengthen core business

- Brand transition
- Growth opportunities



Expand product portfolio

- Global commercial channel
- High-volume manufacturing



Increase financial flexibility

- Operational efficiency
- Net leverage/debt reduction



Twelve Months Fiscal Year 2024 Results

Revenues by geographic region are as follows:

Dollars in millions	Twelve months ended September 30									
	2024			2023			% Increase (Decrease)			
	Reported Revenues	Adjustment	Adjusted Revenues	Reported Revenues	Adjustment	Adjusted Revenues	Reported Revenue Growth	Currency Impact	Adjustment Impact	Adjusted Constant Currency Revenue Growth
United States	\$ 607.2	\$ —	\$ 607.2	\$ 601.4	\$ —	\$ 601.4	1.0%	—%	—%	1.0%
International*	\$ 515.9	\$ (4.1)	\$ 520.0	\$ 519.4	\$ —	\$ 519.4	(0.7)%	(1.2)%	(0.8)%	1.3%
Total	\$ 1,123.1	\$ (4.1)	\$ 1,127.2	\$ 1,120.8	\$ —	\$ 1,120.8	0.2%	(0.5)%	(0.4)%	1.1%

* In 2024, International includes the recognition of incremental Italian payback accruals resulting from the two July 22, 2024 rulings by the Constitutional Court of Italy relating to certain prior years since 2015 in order to arrive at Adjusted Revenues.



ESG strategy & reporting approach

embecta is committed to a multi-year ESG strategy that began in 2022 with an initial evaluation of the company's ESG landscape. This included a sustainability materiality assessment and an alignment review with the United Nations Sustainable Development Goals (UNSDGs) to identify the areas most relevant to embecta's mission and impact. Our structured approach to advancing these initiatives is outlined on this page.

Sustainability materiality assessment

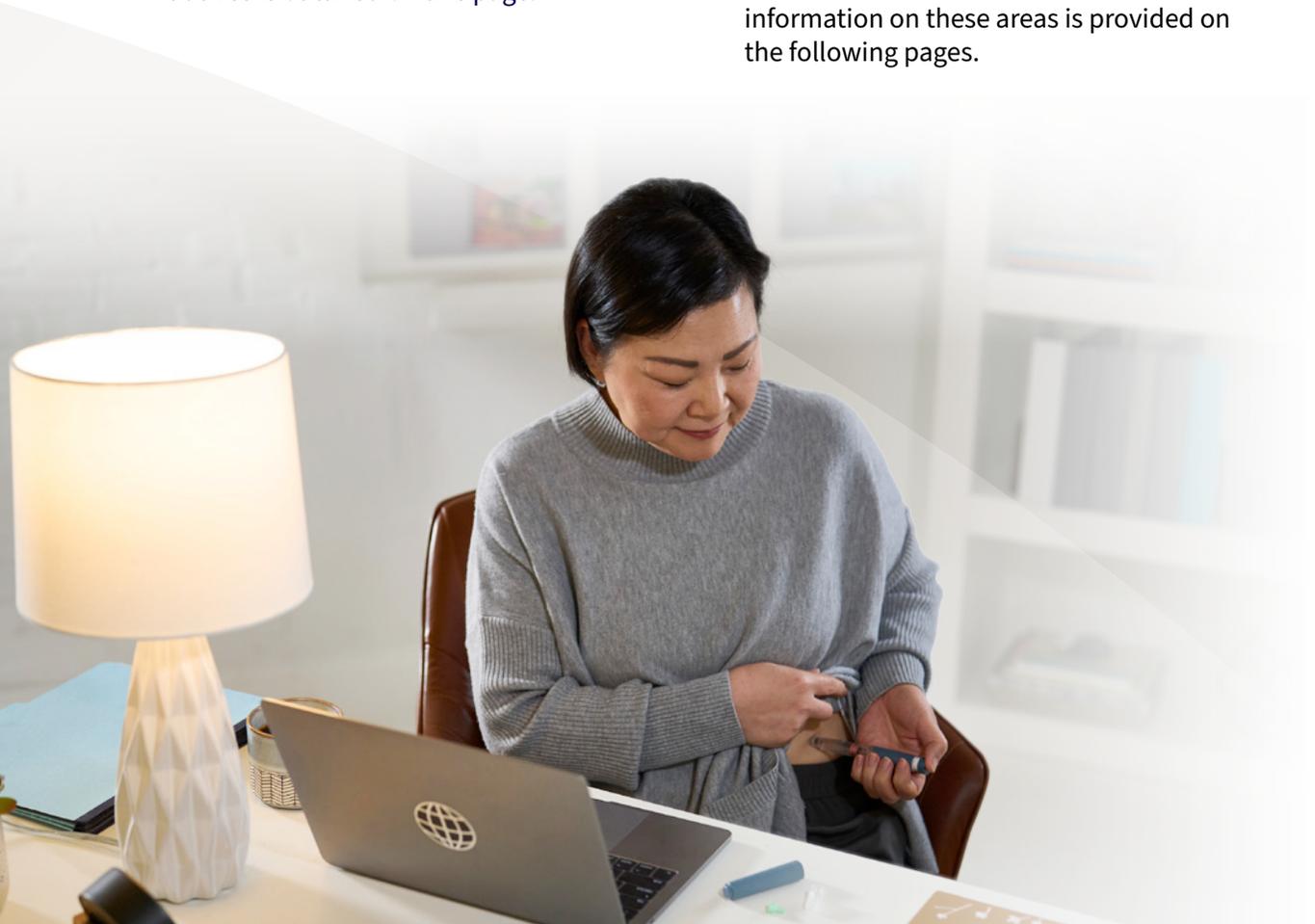
embecta collaborated with Business for Social Responsibility (BSR) to incorporate industry insights and best practices into our ESG strategy development. Through a series of interviews and surveys conducted with key internal and external stakeholders, we identified four strategic areas that will anchor our ESG priorities and reporting. These focus areas align with embecta's long-term vision and reflect the ESG topics most important to our stakeholders. More information on these areas is provided on the following pages.

UN Sustainable Development Goals

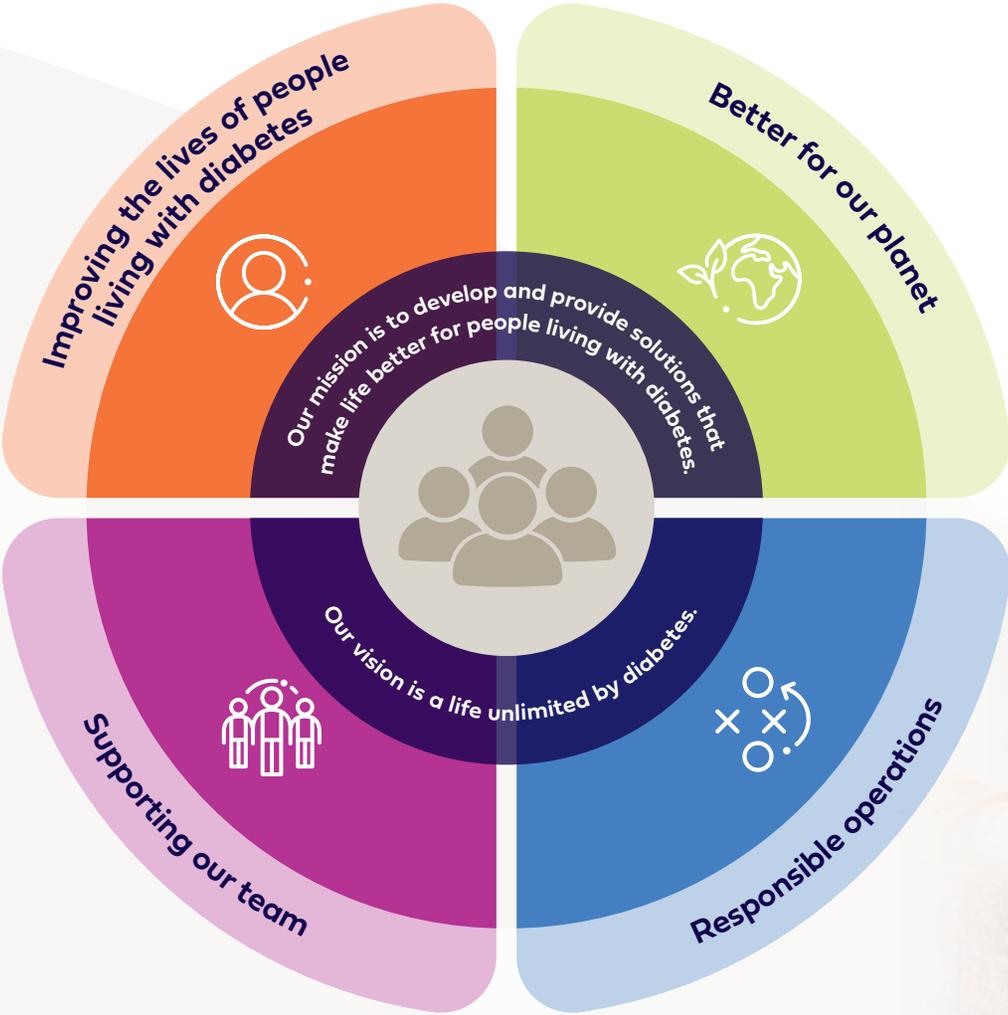
embecta is also assessing its efforts in alignment with the 17 UNSDGs, established under the 2030 Agenda for Sustainable Development. Adopted by all UN Member States in 2015, this agenda offers a collective blueprint for achieving peace and prosperity for people and the planet, now and in the future.



embecta supports the Sustainable Development Goals



ESG strategic focus areas



- **Improving the lives of people living with diabetes**
 - Product quality and safety
 - Access and improved care
 - Patient advocacy

- **Better for our planet**
 - Design and life cycle management
 - Climate and energy

- **Supporting our team**
 - Occupational health, safety and wellness
 - Diversity, equity and inclusion
 - Talent, recruitment and retention

- **Responsible operations**
 - Governance
 - Regulatory compliance
 - Data security and privacy
 - Supply chain





Putting people with diabetes at the center of our ESG strategy

A foreword from Declan Cunningham, Director of Sustainability, embecta

At embecta, our commitment to improving the lives of people with diabetes is at the heart of everything we do. This mission guides the product innovations and solutions we deliver to our customers and is also at the center of our ESG strategy. We believe that our work in this space, alongside our three other priorities which include supporting our team, operating sustainably and upholding strong governance, are continuously strengthening embecta as a responsible and future-ready company.

Our ESG strategy is focused on driving progress across critical areas of our business. In 2024, we made significant strides in aligning our operations, policies and initiatives to the core pillars of our strategy. These accomplishments, which are outlined in this report, provide a strong foundation for our continued impact, as we measure and evolve our efforts in the years ahead.

This year, we also marked embecta's 100-year legacy in diabetes care. Our 100 Acts of Kindness initiative, exemplified our commitment to making a positive difference—not only for the diabetes

community, but also for the broader communities in which we live and work. This initiative highlights the passion and dedication that drive our ESG strategy forward. As we continue to build on this century-old foundation, the work outlined in this report demonstrates our ongoing commitment to advancing our ESG goals, supporting the diabetes community and continuing to drive meaningful change in the years to come.



ESG management

The management of the ESG strategy at embecta is shared across the organization through a cross-functional working team; senior leadership team (CEO and direct reports) engagement; and Board of Directors (Board) oversight.



Board oversight

The Corporate Governance and Nominating Committee is a subset of the Board, and takes the lead on oversight of the strategy and annual reporting, with input from all relevant committees throughout the year. The full Board receives updates on the strategy and its progress.



Management oversight

The Enterprise Risk Committee comprises several members of embecta's senior leadership team and directs the ESG strategy, alongside the enterprise risk management process, and provides reports to the Board. The senior leadership team receives regular updates regarding the strategy and its progress.



ESG working group

The ESG Working Group comprises leaders from across the organization tasked with shaping and driving the ESG strategy throughout the year. Senior representatives from the working group are also a part of the Enterprise Risk Committee.

Board governance policy

It is embecta's policy that the Board be composed predominantly of independent directors, thereby ensuring their availability to serve on the Audit, Compensation and Management Development and Corporate Governance and Nominating Committees. No more than two members of embecta's management, or persons who held embecta management responsibilities within the preceding three years, may be members of the Board at any given time. The size of the Board, its operational principles, compensation practices and ethical codes, among other Board topics, are covered in our **Corporate Governance Principles**.





Improving the lives of people living with diabetes

Over half a billion people are living with diabetes worldwide, and prevalence is expected to keep rising. To realize our vision of a life unlimited by diabetes, we collaborate closely with the global diabetes community, payors and regional health authorities. Our goal is to ensure that our products and solutions are developed and delivered to meet our high standards, enhance diabetes care and remain accessible to people with diabetes worldwide.



A commitment to product quality & safety

To ensure the safety, efficacy and quality of our products from design and development to manufacturing, distribution and post-market surveillance, we maintain a robust quality management system (QMS) and policy that encompass various processes and procedures to ensure the safety, effectiveness and reliability of our products. This begins with a risk management process to identify, assess and mitigate risks associated with our devices and to identify proactive measures to reduce potential hazards and ensure patient safety. The efforts around quality are led by our Vice President of Global Quality. The company seeks to create a quality mindset that permeates every level of our organization, so we have invested in training and education for all employees that takes place throughout the year to reinforce this philosophy.

“All of us in the diabetes community — in industry, advocacy, patient care and beyond — share a commitment to equitable, accessible, compassionate and high-quality care, and together we are moving ever closer to achieving embecta’s vision of a life unlimited by diabetes. Thank you to the Diabetes Foundation for recognizing embecta and the impact we’re having, and thank you to everyone who inspires us and encourages us to develop even more impactful innovations for people living with diabetes.”

*— Ginny Blocki
SVP, Global Marketing
and Product Management*

Our team in action

2024 Corporate Diabetes Champions

In 2024, embecta was proud to be honored with the 2024 Corporate Diabetes Champion Award at the Diabetes Foundation’s Visions of Hope Gala. Ginny Blocki, SVP, Global Marketing and Product Management accepted the award.



Regulatory compliance & document control

embecta adheres to global quality and safety guidelines and regulations that include the following:

ISO 13485	Quality Management Systems for medical devices
ISO 14971	Application of risk management to medical devices
ISO 11607-1 ISO 11607-2	Packaging for terminally sterilized medical devices
ISO 10993	Biological evaluation of medical devices
ISO 8537	Sterile single-use syringes, with or without needle, for insulin
ISO 11608	Needle-based injection systems for medical use
ISO 11137	Sterilization of health care products

embecta has a structured document control system to manage procedures, work instructions, specifications and other critical documents for the quality management system. Our document control processes ensure that employees have access to up-to-date information and can track changes and revisions to processes and products.

Clinical trial conduct & post marketing surveillance

Clinical trials are conducted in accordance with the relevant harmonized standards and applicable international and national legal requirements (e.g., ISO 14155). Clinical data of clinical investigations are collected and documented with regulatory authorities.

Once those products reach the market, embecta monitors patient safety data through frequent post-market surveillance reporting, and diligently collects and analyzes information on device performance, adverse events and customer feedback to identify

promptly any potential safety concerns. This proactive approach allows us to take swift and appropriate action to ensure the continued safety and well-being of the people who rely on our products. Reportable product issues are disclosed to the appropriate regulatory bodies to ensure public health and safety.



Audits, inspections and corrective actions

embecta diligently monitors recalls and regulatory findings in collaboration with the relevant regulatory bodies to ensure compliance and prioritizes the safety and satisfaction of our customers. embecta reviews and monitors key performance indicators through careful data collection, analysis and evaluation to identify areas of improvement and deliver the highest level of quality for our customers.

embecta has regular internal and external audits conducted to assess the effectiveness of our QMS and ensure compliance with regulations, and follows a systematic approach to address non-conformities, customer complaints and other quality issues related to our products. Our Corrective and Preventive Actions (CAPA) processes involve root cause analysis, corrective actions and preventive measures to continuously improve product quality for our customers.

The company monitors product recalls, adverse events related to our products as reported to the regulatory bodies and any correspondence related, but not limited to, the activities above.

Training and competency

embecta empowers our employees to maintain our standards of compliance by equipping them with the necessary knowledge and skills to meet regulatory requirements and uphold industry practices. We provide our employees with regular assessments, training modules and ongoing professional development to foster a culture of accountability.

embecta holds an annual Quality Week hosted by our primary manufacturing facility in the European Union that showcases our performance against key quality goals and initiatives and emphasizes our commitment to maintaining a culture of quality and continuous improvement.



Making connections to improve access to diabetes care

embecta has a number of programs in place to foster connection with and offer support to people with diabetes who inject insulin. We launched a social media campaign in 2024 focused on key topics in proper injection techniques, including common injection errors, selecting the right needle length, proper site rotation to reduce risk of lipohypertrophy and the importance of single needle use. Videos and educational resources that support these topics are available on **embecta.com** to ensure that all people living with diabetes can access the support and education they need to inject their insulin correctly.

embecta is also proud to support the Fitter Forward initiative, which is a collaborative effort among diabetes experts from all continents dedicated to enhancing diabetes care. Its primary goal is to improve the lives of people living with diabetes by providing recommendations on insulin injection techniques to guide healthcare professionals, caregivers and the people who need this therapy. The initiative is committed to embracing diversity and inclusion in its approach, while advocating for responsible and sustainable practices that benefit both people and the planet.

Our team in action

educating others about diabetes

In 2024, our team in Asia launched emERGE, which is a diabetes educational program developed in partnership with Diabetes Singapore and the Association of Diabetes Educators Singapore. The program seeks to enhance the skills and knowledge of healthcare professionals with the latest insights and best practices in diabetes care.



Community support & volunteerism

As a company focused on improving the lives of people living with diabetes, we share a sense of urgency to advance diabetes care together with those who are similarly focused on this goal. embecta has a long history of supporting the diabetes community and continues its social investing in areas such as grants and volunteerism, as well as product donations.



100 Acts of Kindness

In 2024, and to recognize our 100th anniversary since developing the first insulin syringe, we launched an internal campaign designed to capture the creativity and heart of our embecta teams. We called the campaign 100 Acts of Kindness and asked our team members to give back to the global diabetes community that has motivated and inspired us over the past century. Employees were encouraged to perform acts of kindness that resonated with our company's mission, vision and values. These acts ranged from community service, educational workshops, charitable donations, to personal gestures of kindness towards colleagues, customers or people living with diabetes. Examples of these acts of kindness are detailed within this report.



Our team in action

riding to support diabetes research

The embecta Together Team in Andover braved torrential downpours to complete its 11th New England Tour de Cure in support of the American Diabetes Association. Nine riders completed the 60-mile tour and 13 riders completed the 30-mile tour, while many more remote and live riders participated in the event virtually. embecta was recognized as one of the top 10 teams based on the amount of money raised, exceeding \$10,000, and was also acknowledged for its efforts in recruiting riders for the race.



Patient assistance programs

embecta has a number of programs in place to help people with diabetes who are in need obtain affordable access to our products. Depending on the region, rebates and patient assistance programs may be available based on certain conditions.

Donating products and providing grants to those in need

We work with non-profit partners such as Direct Relief to help provide access to our products in times of crisis. In addition, we work with non-profits across the world who are helping to support people in times of natural disaster. For example, this past year, heavy rains caused widespread flooding in the southern Brazilian state of Rio Grande do Sul. To express our solidarity to this dramatic situation, we mobilized the donation of pen needles and syringes to the Instituto da Crianca com Diabetes (Institute of Children with Diabetes) which supports more than 5,000 people with diabetes in the region. This is one of many groups embecta supports with product donations throughout the year.

Employee matching gifts

To support employee engagement and enhance the company's charitable giving efforts, embecta has an employee matching gift program. For employee donations to the American Diabetes Association, Breakthrough T1D (formerly JDRF), Life for a Child, Direct Relief or the Diabetes Education & Camping Association, embecta matches that donation up to \$5,000 per employee per year.

Our team in action

walking for diabetes awareness

More than 120 members of embecta's Holdrege team embraced the spirit of our 100 Acts of Kindness campaign by splitting into four teams to raise money and awareness for type 1 diabetes in the community. These dedicated employees raised more than \$3,000, while embecta also served as a corporate sponsor for the walk. All funds raised benefit Breakthrough T1D, formerly JDRF, the leading global type 1 diabetes research and advocacy organization.





Community support

embecta is committed to addressing the needs of people with diabetes by partnering with organizations that share our mission. Together, we work to raise awareness, provide education and support efforts to prevent and manage this chronic condition effectively. Below are some of the key partnerships that help us make a meaningful impact in the diabetes community.



A nonprofit whose mission is to improve the health and wellness of individuals living with or at-risk of diabetes through equitable, accessible, compassionate, high quality care.

embecta supports their efforts to offer free education and support programs to ensure that individuals with prediabetes, type 1, type 2 or gestational diabetes have the knowledge and tools necessary to reduce the risk of developing diabetes or to delay or avoid the long-term complications. In 2024, embecta was honored as the Corporate Diabetes Champion at their Visions of Hope Gala.



A nonprofit dedicated to preventing and curing diabetes and to improving the lives of all people affected by diabetes.

embecta served as a corporate sponsor for the 11th year of the New England Tour de Cure and was one of the top 10 teams in money raised in 2024. At a local level, employees held fundraisers and participated in local ADA Tour de Cure events.



A nonprofit that serves as a global resource for support, education and inspiration to empower families and all people living with diabetes to enjoy healthy, enriched lives.

embecta is a member of the advisory board of Children with Diabetes and supports a needs based scholarship to a family for the Friends for Life conference.



Breakthrough T1D, formerly JDRF, is a leader in global type 1 diabetes research and advocacy. They are committed to advancing treatments, influencing policy, and improving access to care for all those impacted by T1D.

Many embecta employees across our sites walked in Breakthrough T1D Walk, the largest global event for the T1D community, driving research, advocacy, and support to improve lives while funding cures research. embecta participates in their Industry Advisory Panel and provides educational resources through corporate grants and sponsorships.



Diabetes Education and Camping Association (DECA) camps serve people living with diabetes and their families.

embecta provides grants, scholarships and financial assistance to DECA, member camps and campers, as well as organized volunteers to help with camp intake days at Camp Neveda in New Jersey.



world diabetes day

World Diabetes Day and National Diabetes Awareness Month

To raise awareness and improve education around diabetes, embecta has started an annual tradition of ringing the NASDAQ opening bell to recognize National Diabetes Awareness Month in November and World Diabetes Day (November 14), inviting advocacy groups, people with diabetes, caregivers and healthcare professionals in celebration of their work to raise awareness, improve access, provide education and drive research forward.



Better for our planet

Our operations at embecta are managed with environmental sustainability principles in mind. We are in the process of setting clear and positive environmental goals for our operations and products, and anticipate reporting those in the near future. We recognize the impact associated with our entire value chain and plan to continue to work with partners and vendors to understand and manage impacts related to products and services they provide to us.



Managing our operations efficiently

Unlocking environmental change hinges on the strategic and efficient management of our operations. Our unwavering adherence to robust policies and standards underscores our commitment to reducing waste, harnessing renewable energy sources where possible and overseeing energy and water consumption. These practices reflect our enduring principles and propel us toward an even more sustainable future. We are proud that all of the embecta manufacturing sites carry ISO 14001 certification — a globally accepted standard that signals embecta has sought to manage our environmental responsibilities in a systematic manner that contributes to the environmental pillar of sustainability.

Across our manufacturing sites, we actively monitor and strive to reduce impacts associated with the following:

- Waste volumes – hazardous and non-hazardous
- Electricity consumption
- Gas consumption & diesel fuel usage
- Water consumption
- Solvent consumption and volatile organic compounds (VOCs) emissions

Product design & life cycle management

Our intention is to design our products in a sustainable manner while still meeting the criteria for effective usage and the required quality standards to which we adhere. We seek to responsibly source materials and keep excessive packaging and disposability in mind with the goal of reducing waste. We also look for opportunities to reduce material intensity, particularly around plastics.

As we develop new products and innovations, sustainable engineering practices and product design considerations have been embedded into our process. We are also working to develop products and packaging that are more sustainable by incorporating principles and practices that minimize environmental impact, promote resource efficiency and support long-term ecological and social well-being.

Our team in action

sustainability and efficiency enhancement at Dun Laoghaire: driving operational excellence through process innovation

Our recent process optimization has leveraged cutting-edge technology to drive greater efficiency and sustainability across key production lines. By implementing a streamlined design that eliminates the need for seals in the solvent fluid path, we have significantly reduced maintenance complexity and addressed potential fugitive emission concerns. Additionally, the integration of a recovery mechanism has minimized waste, contributing to a more sustainable operation. This project has successfully reduced solvent consumption by ~4% and optimized resource usage, further reinforcing our commitment to environmentally responsible practices.



Compliance with environmental standards

As governments work to manage the environmental footprints of their respective territories, embecta is closely monitoring local, national and global standards to ensure compliance with all relevant regulations such as these examples listed below:

Section 1502 of the US Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010 - Conflict Minerals

REACH (Regulation (EC) No 1907/2006), a European Regulation concerning the Registration, Evaluation, Authorisation and Restriction of Chemicals

EU Packaging and Packaging Waste Directive 94/62/EC

California Safe Drinking Water and Toxic Enforcement Act of 1986, also known as California Proposition 65

Regulatory compliance to Integrated Pollution Control License, granted under Environmental Protection Agency Act 1992 as amended

Raw material use

As we work to infuse sustainability measures into our manufacturing processes and product design efforts, we have begun to monitor and measure the weight and/or volume of raw materials used to produce our products. The company has several initiatives underway to reduce material usage that are detailed below:

- Through incremental improvements, we have reduced assembly line waste that has resulted in reductions in resins, moldings, adhesives, cannulas and packaging materials.
- Through a combination of engineering projects and ongoing continuous improvements, we have also made significant reductions in our quality waste (non-conforming product). We are reducing quality waste by defining pre-screening processes on materials and complex components and building test programs for sub-assemblies.

Recycling and reuse

embecta employs a global recycling program to address waste generated across our sites. We take a multi-faceted approach by focusing on source reduction, waste minimization and use waste disposal alternatives such as beneficial use and recycling improvements. Typically this is done at both the site and regional level by establishing targets to reduce the generation of waste.





Supporting our team

Our talented employees are an integral reason for our standing as one of the world's leading diabetes care companies. Our success is dependent on our ability to attract, engage and retain the best talent that reflects our diverse communities. Therefore, supporting the health and well-being of our team, maintaining a safe and healthy workplace and driving a culture that embraces learning and inclusion is at the center of our business.



Occupational health and safety

With manufacturing and R&D facilities in the United States, Ireland and China, we have a strong workplace safety program that is part of our broader environmental, health and safety management system and includes consistent policies, training and tracking, along with a significant focus on hazard reduction and safety culture development to minimize workplace injuries.

Our **Environmental, Health, Safety and Sustainability Policy** provides a foundation for this training and calls for strong leadership at every site to ensure employee safety is a focus of daily operations. To drive consistency, we have implemented the Safe Start® training program, which is focused on reducing injuries through increased engagement and culture

improvements, across our sites. As part of this program, our leaders perform daily safety walkdown meetings; flag and track safety observations; and share safety stories across the teams and sites so employees can learn from each other and continually improve our workplace safety results.

The sites have a robust incident reporting and investigation system where corrective and preventive actions are identified and tracked to closure. Safety alerts are issued to sites to share learnings and engage all associates in our continuous improvement efforts.

Our team in action

welcoming families to embecta

To show our appreciation for the loved ones who play such a vital role in supporting our employees, we hosted a special event at our new Singapore office. Spouses, partners, children, parents and significant others were invited to join us for a day of celebration. Our Board Room and campus were transformed into vibrant spaces filled with games, delicious food and fun activities for all ages. It was a heartfelt way to bring our extended family together and celebrate the connections that make our community stronger.



Employee wellness

embecta supports the physical, emotional, financial and social well-being of our employees — and empowers their lives — through a number of programs detailed below.



Physical

- Medical plan options
- Health savings accounts
- Tobacco- and smoke-free work environments
- Maternity support
- Well-being incentive program
- Diabetes and chronic condition management
- Supplemental critical care insurance
- Dental and vision plans



Financial

- 401K plan
- LifeFlex accounts
- Money-saving accounts
- Additional insurance plans for accidents, disability, auto and home
- Group legal plan
- College savings plans
- Financial counseling and education
- Adoption assistance/fertility support



Social

- An inclusive and engaging culture
- Employee resource groups, Wellbeing, Culture, Women in STEM (science, technology, engineering and mathematics), LGBTQ+*, Biodiversity
- Annual Partnership with a charity employees choose
- Opportunities to give back to their communities through volunteerism and giving**



Emotional

- Employee assistance program
- Paid time off
- Paid parental leave
- Flexible work arrangements

**The term Lesbian, Gay, Bisexual, Transgender, Queer, and others (LGBTQ+) is used to represent the diverse spectrum of sexual orientations and gender identities. Throughout this report, we will use LGBTQ+ for brevity.
**Please see our Community Support section for details.*

Our team in action

screenings to get people with diabetes the help they need

Members of our Singapore team participated in a community health screening in conjunction with Diabetes Singapore, together contributing 53 hours of volunteerism. The health-screening was attended by Minister Chee Hong Tat, who serves as the Minister of Trade and Second Minister of Finance. The Executive Director of Diabetes Singapore, Mr. Tiwari Satyaprakesh, recognized the embecta team for their steadfast support and passionate efforts in corporate social responsibility.



Attracting, recruiting & retaining top talent

The passion and commitment to our mission demonstrated by our employees makes it possible for embecta to advance hope in the communities we serve around the world.

To recruit and retain our talent, we work across our locations to ensure employees are compensated fairly and at a competitive level; can access training and development; and work in a safe and inclusive environment. We conduct employee surveys to collect feedback which helps us to understand employee preferences for consideration in program development.

Equitable pay practices

embecta provides competitive base pay, plus opportunities for eligible employees to earn an annual incentive bonus based on achievement of key short-term objectives through individual contributions to embecta's overall company financial results.

We are committed to ensuring that our employees are compensated fairly and equitably for their contributions to the company. Our pay decisions are made without regard to race, ethnicity, gender, age, sexual orientation, gender expression, disability, protected veteran status or any other status protected by law. We assess compensation through regular audits and

make adjustments when necessary to ensure that pay is equitable. We believe our focused approach to gender diversity, in terms of pay, benefits, gender-focused recruitment processes and development opportunities helped us to achieve our goals.

Training and development

Since our very first day as an independent company, we wanted to provide a way to “feed the hungry mindset” of our employees, which is one of our core values. As we work to develop a long-term learning and leadership development strategy, we are happy to offer training courses through our LinkedIn Learning program, which is an online learning platform that offers more than 18,000 courses that employees and managers can customize to each individual employee's needs.

We have also launched a manager training program to grow and develop our people managers, who we believe are the lifeblood of our company, as they play such a critical role in helping to maintain employee engagement and overall job satisfaction. Manager Essentials is a new program offered to managers at all levels across embecta. The program is designed to provide a foundation for all managers, to build capabilities and provide tools for effective management.

Our team in action

training LGBTQ+ allies

During Pride Month, the embecta LGBTQ+ associate resource group in Dun Laoghaire, Ireland, invited all employees to a virtual training around how allyship works and how it can make a difference for those in the workplace as well as in everyday life.



Building a culture of diversity, equity and inclusion

Our commitment to diversity, equity and inclusion (DE&I) is embedded in our values and is a priority across the business. We believe our workforce should reflect the communities in which we operate and the customers and PWD we serve. We also know that diversity within our teams will drive opportunity identification and problem solving in support of our mission. The goal is to create an environment where everyone can bring their best authentic self to work and where a broad range of thoughts and experiences are recognized and encouraged. This starts at the top of our organization with our leadership teams and is being driven throughout the company.

In 2024, CEO Dev Kurdikar signed the CEO Action for Diversity & Inclusion pledge, the largest CEO-driven business commitment to advance diversity, equity and inclusion within the workplace. We are also proud to report that our Board is 67% ethnically and/or gender diverse and our senior leadership team is 44% ethnically and/or gender diverse.

Developing inclusive leaders

embecta operates in more than 100 countries and our people managers are exposed to diversity training in the manager effectiveness program, which was started in 2023 to support our efforts to build an inclusive environment. We also piloted a cross-culture agility course in 2023 and have additional course work planned for the future.

Our senior leaders are highly engaged in leading by example when it comes to promoting diversity among our teams. In support of International Women's Day, our CEO and other top leaders hosted a panel discussion focused on "Equity versus Equality," engaging our teams on this important topic.

Our team in action

International Women's Day

To celebrate International Women's Day, a global day commemorating the social, economic, cultural and political achievements of women, embecta's teams, like our Parsippany office, came together to share stories of the inspiring women in their lives. Colleagues shared their experiences and lessons learned in their professional careers and committed to supporting inclusiveness in the workplace.

"At embecta, we believe every team member brings unique value through their authenticity, diverse perspectives and lived experiences. By fostering an inclusive environment where everyone feels empowered to contribute, we ensure that our innovation reflects the needs of the people with diabetes who depend on us."

**-Jean Casner
SVP and Chief Human
Resources Officer**





Responsible operations

With a century of experience, embecta's core values of honesty and integrity continue to shape our approach to business. Since 1924, we have built a strong foundation rooted in responsible governance and effective management systems that support ethical and sustainable practices across the organization. Our long-standing commitment to accountability and integrity drives us to uphold high standards in everything we do. Details on some of our core governing policies are provided within the following pages.



Code of Conduct

embecta's Code of Conduct sets the foundation for operations across the business, consistent with the company's core values. To the extent that the **Code of Conduct** requires a higher standard than required by applicable laws, rules or regulations, embecta adheres to these higher standards. Everyone at embecta, from directors to officers and employees, must follow the Code of Conduct. It applies equally to everyone, no matter their position or level. This is a condition of employment and every employee goes through an annual training.

Reporting concerns

embecta is committed to an environment where open, honest communications are the expectation, not the exception, and is committed to taking seriously all reports of violations of laws, embecta policies and our high ethical standards. We promptly, fairly and thoroughly investigate all reports and encourage and expect all employees to speak up and report actual or suspected violations of laws, the Code of Conduct, embecta policies or relevant industry codes. There are several mechanisms in place to report such concerns including accessing our anonymous **Ethics Helpline**; contacting our Ethics Office directly through email or phone; reporting concerns through the online portal; or speaking to a supervisor, member of management or Human Resources.

Anti-corruption / anti-bribery

An important part of achieving our objectives is interacting and collaborating with government officials, healthcare professionals (HCPs) and healthcare organizations. Collaboration with these parties in both the public and private sector must be ethical, compliant and must not have (or appear to have) an improper influence on government official decisions, medical judgment, purchasing decisions or product recommendations. Therefore, embecta trains all employees to conduct their activities in full compliance with all applicable anti-bribery and anti-corruption laws, including local laws and industry codes in the countries where embecta operates, as well as laws with cross-border implications, and require our external business partners to adhere to these same ethical standards.

Our team in action

living out our values

Each year, we take time to celebrate the employees and teams worldwide who are delivering results in line with our strategic objectives and who exemplify our values. For example, more than 200 employees were honored with Hungry Mindset Awards over the past year. Employees who acted with urgency and persisted in the face of adversity while continually seeking to improve their work were recognized. This is one example of how we reward employees for their contributions to our mission and for their commitment to bringing our values to life.



Our work with health care professionals

embecta interacts with HCPs for various business reasons, such as enhancing the safe and effective use of embecta medical technologies; conducting research and educational programs; and developing new products. We train our employees and business partners to follow global standards to help ensure that our interactions with HCPs are conducted ethically to meet a legitimate business need and not for any actual or perceived improper, unethical or illegal purpose. All product communications with HCPs must be truthful, not misleading, on-label and approved. With the exception of certain limited communications from Medical Affairs and Health Economics Outcomes Research (HEOR), all communications made about embecta products must be consistent with the approved or cleared labeling for the products. Promotion of any embecta product for an off-label purpose is strictly prohibited.

Working with medical device regulators

embecta's products are approved, registered and distributed in more than 100 countries worldwide and as a result, the company maintains healthy and strong relationships with medical device regulators across the world. Starting in 2022 and continuing through 2023, embecta made progress on the European Union's Medical Device Regulation (MDR) requirements, submitting all product files to MDR Notified Bodies. The company's first MDR certificate was issued in December 2022. In addition, embecta's quality management system has been certified to support more than 100 countries and includes the fulfillment of the following regulations:

- U.S. Food and Drug Administration 21 CFR 820
- International Organization for Standardization (ISO) 13485
- European Union MDR
- International Medical Device Regulators Forum Medical Single Audit Program (MDSAP)

Responsible supplier partnerships

At embecta, we collaborate with a diverse network of suppliers worldwide, prioritizing partnerships with those who share our commitment to responsible and sustainable operations. Our **Expectations for Suppliers Code** outlines clear policy requirements to ensure that all suppliers align with our standards. We expect suppliers to notify embecta immediately if they, or their own suppliers, fall short of these expectations. To uphold accountability, our suppliers undergo regular site inspections, audits, and surveys to confirm adherence to our standards. Suppliers who fail to meet these expectations may face changes in our business relationship, as embecta remains dedicated to partnering only with those who support our mission and values.



Human rights

embecta is committed to operating in a way that respects all human rights of employees and the communities in which we operate our business. This commitment is actively guided by the principles outlined in the United Nations Universal Declaration of Human Rights and the International Labor Organization’s Declaration on Fundamental Principles and Rights at Work.

We are committed to conducting our business in a manner consistent with these principles and in accordance with applicable employment and human rights laws and regulations wherever we have operations.

To meet our responsibilities with respect to human rights, embecta makes the commitments outlined on this page below.

We are committed to applying this policy across all of our operations and expect our business partners to do the same. More details can be found in our **Global Human Rights Policy**, the principles of which are also captured in our **Modern Slavery Statement**, to address the UK Modern Slavery Act of 2015 and the Criminal Law (Human Trafficking) Act 2008, and the Criminal Law (Human Trafficking) (Amendment) Act 2013 for the Republic of Ireland.

Our team in action

celebrating Black History Month with a diabetes pioneer

During Black History Month, embecta held a special event with doctor, scientist, advocate, educator—and diabetes trailblazer—James R. Gavin III, MD, PhD. Dr. Gavin grew up in Mobile, Alabama, overcoming the challenges of racism and discrimination en route to becoming a pioneering researcher and leader in American medicine, including serving as president of the American Diabetes Association.

WE DO NOT...

- ✗ Use child labor.
- ✗ Use forced, prison, indentured, bonded or involuntary labor.
- ✗ Discriminate in our hiring and employment practices.
- ✗ Threaten, physically abuse or harass our employees.

WE DO...

- ✓ Provide a safe and healthy workplace for our employees.
- ✓ Support the freedom of association and the rights of workers and employers to bargain collectively.



Protecting our data

embecta is committed to keeping data secure and has a comprehensive data security and privacy plan centered around confidentiality, integrity and availability. Security risks to the company and its customers are constantly evaluated and monitored. All embecta employees and contractors are trained to maintain data security appropriately and we actively monitor security 24 hours a day and seven days a week through our global Security Operations Center. We have implemented a multi-layered defense-in-depth approach using industry-leading technologies. Additionally, we expect our vendors to adhere to our data privacy and security standards and we evaluate their ability to comply as part of our vendor assessment process.

embecta's cyber program is part of embecta's comprehensive Enterprise Risk Management program. Risks are regularly monitored and reported to key leaders throughout the company to ensure appropriate attention is given to top risks for embecta, our customers and our partners. In addition to the security defenses, we have a robust governance approach built upon the ISO 27001 framework, which incorporates the National Institute of Standards and Technology (NIST) and Center for Internet Security (CIS) frameworks to build a comprehensive approach to cybersecurity.

Protecting the privacy of our employees, customers and stakeholders

As embecta pursues its mission to improve the lives of people with diabetes, we are committed to safeguarding the privacy of the individuals we interact with—our employees, customers, and stakeholders. We take seriously the trust they place in us, and we recognize that respecting and protecting their data privacy is essential to our business integrity and success.

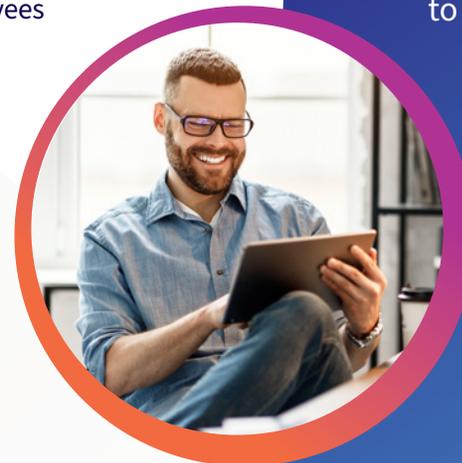
Our approach to privacy is rooted in data minimization, privacy-by-design principles and a steadfast commitment to transparency. We adhere to all applicable privacy and data protection laws and promptly address requests and legal requirements from regulators and authorities. Our practices are also aligned with transparency laws that govern our interactions with HCPs.

To learn more about our privacy practices, please refer to our **Privacy Policy** Statement. All embecta employees and contractors are required to follow our published data security policies, standards and procedures, ensuring that we uphold the highest standards of data protection throughout our operations.

Our team in action

employees learn to be hyper-vigilant during Cybersecurity Awareness Month

In October each year, the Information Security team at embecta holds informational sessions, posts videos and shares tips from their expert staff to share best practices and help employees better protect their own and the company's data. Over the course of three weeks, all employees are reminded of the importance of being hypervigilant when it comes to dealing with customer data and guarding themselves against phishing attempts.



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For more information, visit [embecta.com](https://www.embecta.com)

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