

Measuring and addressing our emissions

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

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

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

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

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

2019-PRESENT, SUSTAINABILITY METRICS – ENERGY/GHG

	2019 (BASELINE)	2021	'19-'21 % Change
Revenue (million USD)	26,145 ¹	46,385	77%
Employees	30,000 ¹	32,200	7%
ENERGY USE (million gigajoules, unless otherwise noted)			
Scope 1 – Direct Energy	4.1	3.9	(7%)
Scope 2 – Indirect Energy	1.8	1.6	(9%)
Total Energy Use – Scope 1 & 2	5.9²	5.4	(7%)
GREENHOUSE GAS (GHG) EMISSIONS (metric tons of CO₂ equivalent, unless otherwise noted)			
Scope 1 – Direct GHG from Operations	218,186	204,271	(6%)
Scope 2 – Indirect GHG from Operations (Market-Based)	118,574	166,250	40% ³
Scope 3 – Indirect GHG from Value Chain	–	1,889,555	–
Category 1 – Purchased Goods & Services	–	1,641,931	–
Category 2 – Capital Goods	–	18,050	–
Category 3 – Fuel & Energy Related Activities	–	82,560	–
Category 4 – Upstream Transportation & Distribution	–	76,969	–
Category 5 – Waste Generated in Operations	–	4,442	–
Category 6 – Business Travel	103,300	10,862	(89%)
Category 7 – Employee Commuting	–	54,740	–
Biogenic Carbon	782	711	(9%) ⁴
Total GHG from Operations – Scope 1 & 2	336,759²	370,521	10%³
Total GHG – Scope 1, 2 & 3	–	2,260,075	–

¹ Includes Celgene results from November 20, 2019 through December 31, 2019.

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

³ Increase attributed to expiration of a renewable electricity supply contract.

⁴ Direct CO₂ emissions from biologically sequestered carbon, reported separately from the scopes; per GHG Protocol Corporate Accounting and Reporting Standard.