
Committed to Making a Difference

2020 SUSTAINABILITY REPORT



REPLIGEN
INSPIRING ADVANCES IN BIOPROCESSING

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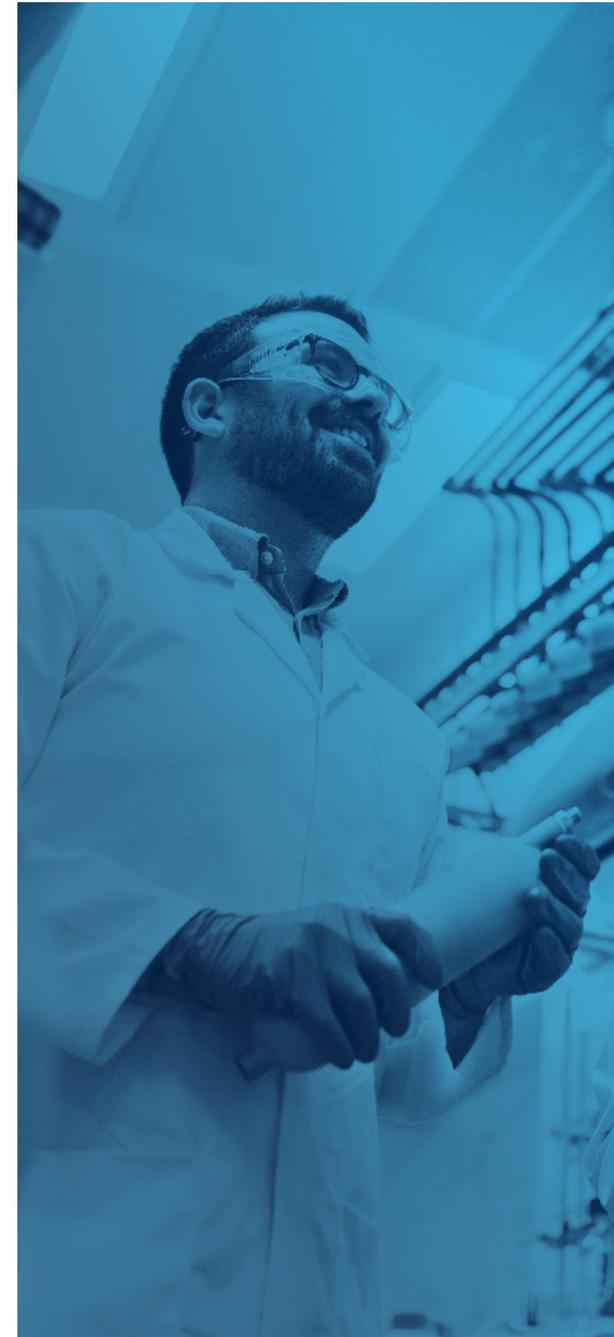
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REPLIGEN SUSTAINABILITY CONTACT

For more information about Repligen's approach to ESG reporting, please contact our Corporate Responsibility Team via email: sustainability@repligen.com.



A Message From Our CEO

I am very pleased to share with you our company's inaugural Sustainability Report. The intent of this report is to provide a review of Repligen's current performance regarding environmental, social and governance (ESG) matters, recognizing their rising importance to the long-term success of our company and to our stakeholders.

Our ESG Pillars

Principles, People, Product, Planet

This report is organized into four pillars that reflect our ESG priorities: Principles, People, Product and Planet. Our "4Ps" embody the belief shared by our Board and the executive leadership team that corporate responsibility is essential to sustaining business and economic growth in a manner that can also deliver positive environmental and social impact. At Repligen we are embracing sustainability as a mindset that encompasses and enhances our ESG profile.



Our 4Ps reflect a culture in which all employees are encouraged to share their experiences and ideas to advance sustainability initiatives for the benefit of our team, customers, shareholders, communities and our environment.

Under each of our four ESG pillars, we address our material topics and discuss progress made in 2020 and into 2021. Here are some brief touchpoints to the more in-depth content of this report:

- We refreshed our Codes of Conduct to better reflect our commitment to ethical and fair business practices and compliance (see [Principles](#)).
- We introduced new leadership development programs and launched initiatives to support diversity, equity and inclusion (DE&I) both inside and outside of the organization (see [People](#)).

- We introduced lower impact packaging and shipping solutions for key products (see [Product](#)).
- We reduced water and electricity use at several of our larger plants, including our Repligen Sweden site that has achieved carbon neutrality in manufacturing, and along with Repligen Germany, now uses 100% renewable energy across site operations (see [Planet](#)).

Focused on Innovation

As an innovation-focused company serving the expanding biopharmaceuticals industry, we have enjoyed healthy growth by staying true to our tagline, "inspiring advances in bioprocessing." We accomplish this as a trusted partner to biopharmaceutical developers and manufacturers, providing high-value tools and technologies that enable production efficiencies — indirectly impacting the lives of patients worldwide who benefit from remarkable scientific advances in drug development. **The ongoing COVID-19 pandemic has further underscored the importance of our mission to help bring critical medicines to market and has intensified our call to action.**

Meeting The COVID-19 Challenge

Priority #1 in 2020 was to protect the health and safety of our employees. As it became apparent that COVID-19 was fast becoming a global challenge, we established a COVID-19 Task Force that worked to minimize traffic within our sites. We proceeded with urgency to establish new safety protocols at all sites. We worked rapidly



to ramp up hiring and add shifts, expand our manufacturing capacity, secure critical materials supply and reinforce our IT infrastructure to support a larger remote workforce. While it was a difficult, trying year for our team, productivity and employee engagement reached an unprecedented high as we delivered critical bioprocessing solutions to COVID-19 vaccine and therapy manufacturers. It was a year that reflected our strong passion and sense of responsibility to support one another and our customers.

Formalizing Our Approach to ESG Management

In establishing a formal approach to ESG, in 2020 we joined the United Nations Global Compact (UNGC) in support of its Ten Principles related to human rights, labor, the environment, and anti-corruption. The actions we have taken over the past 18+ months as we built our ESG strategy demonstrate our longer-term commitment to being a responsible global corporate citizen. We formed a Corporate Responsibility Team (CRT) with Board oversight, which is led by a member of our operations leadership team and represents multiple disciplines within the organization. We completed our first materiality assessment, gleaned insights from internal and external



I regularly share with employees that taking ‘good’ and upshifting to ‘great’ defines our success as an innovation-focused company. While we may be at the initial stages of documenting our ESG journey, I believe you will find in this report that we are well on our way in many respects. A strong culture of responsibility and caring will continue to drive and define Repligen.

stakeholders, and we established and are populating a financial grade ESG software platform to inform current and future ESG-related reporting and decisions.

We have partnered with a variety of highly respected external organizations to inform our work, including the Bio-Process Systems Alliance (BPSA) as a vocal member of its Sustainability Committee and the UNGC SDG Ambition Accelerator Program as part of its first cohort.

We have aligned to key reporting frameworks (SASB and GRI) and reinforced our commitment to embed the UN Global Compact Ten Principles into our core business strategies and operations to advance the Sustainable Development Goals (SDGs).

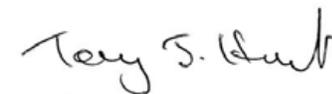
We have also become an active participant in the sustainability reporting ecosystem through membership with the Sustainability Accounting Standards Board (SASB), now part of the Value Reporting Foundation, and the Global Reporting Initiative (GRI). By extension and through their own efforts to integrate reporting standards, these organizations also keep us connected to guidance and criteria of the Greenhouse Gas Protocol, the Science Based Targets initiative (SBTi) and the Task Force on Climate-related Financial Disclosures (TCFD), among others.

Building on this foundation, our first Sustainability Report for Repligen Corporation reflects a combination of materiality assessment, data collection and documentation, inspiration and aspiration. **We recognize this report as an important first step in communicating our plans and vision as we continue to consider ESG impacts and embed sustainability strategies into our daily operations.**

Building on Strong Business Growth

Repligen has earned recognition for strong growth and financial performance, including, for example, our five-year revenue compound annual growth rate (CAGR) of over 35% — but **ours is not only a financial growth and technology innovation story. It is a story of cultural growth, diversity and responsibility as individuals and as an organization.** It is a story about inspiring positive change and committing to make a difference in our world, beyond — and supported by — our ability to deliver strong long-term business performance.

It is our hope that this report demonstrates **our commitment to responsibility and transparency as we continue to embed sustainability into our business decisions and operations.** We encourage feedback from all stakeholders — including our investors, employees, customers, suppliers and community members — through our Corporate Responsibility Team at sustainability@repligen.com.



Tony J. Hunt
President and CEO

About Repligen

At Repligen, we are inspiring advances in bioprocessing, as a trusted partner to biopharmaceutical and life sciences customers worldwide. We deliver advanced technologies and solutions that enable our customers to efficiently manufacture a broad range of biological drugs including monoclonal antibodies, recombinant proteins, vaccines and gene therapies. An unyielding focus on innovation allows us to deliver effective, flexible bioprocessing solutions that meet critical market needs and make a positive impact on human health.

Who We Are

At Repligen, we are a diverse team of over 1,400 individuals (as of June 30, 2021) with a shared mission to inspire advances in bioprocessing as a trusted partner in the production of biological drugs that improve human health worldwide. Our success as a company is defined by the quality and attributes of our team. We value innovation, ambition, dedication and integrity — creating a unique culture of caring that serves as a solid foundation for our commitment to sustainability.

OUR PRODUCT FAMILY

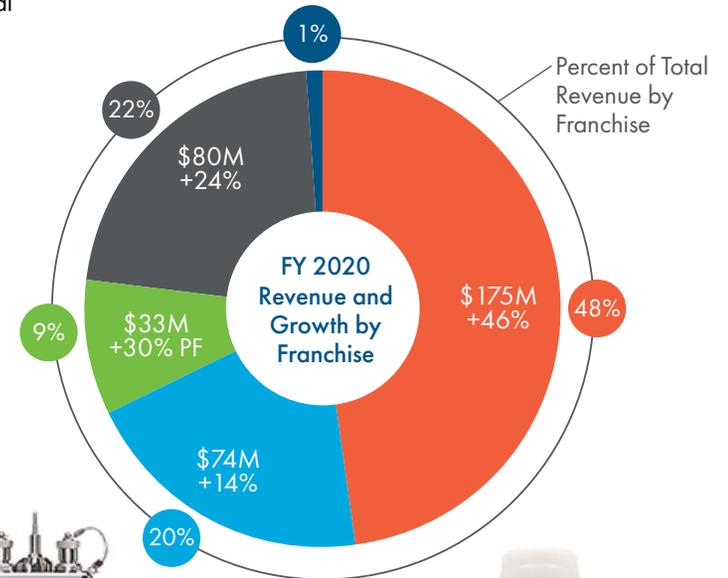
Four main businesses, or franchises, make up our product portfolio: Filtration, Chromatography, Process Analytics and Proteins. Filtration is our largest business with the broadest product offering covering upstream and downstream technologies. Our Chromatography business focuses on downstream solutions, and Process Analytics focuses on at-line and in-line drug concentration measurement solutions. Our Proteins business is focused on affinity ligands and growth factor solutions. All offer exciting, differentiated solutions for bioprocessing workflows and are experiencing above-industry average growth. Read more about our products in our [2020 Annual Report](#).

What We Do

We offer high-value, highly differentiated systems and solutions that help biopharmaceutical manufacturers optimize their workflows to maximize productivity. Our bioprocessing tools and single-use technology offerings enable our customers to produce biological drugs more efficiently. Efficiencies can include reduced “impact” in facility size, time and labor requirements and environmental footprint. The closed nature of many of our products can also minimize the risk of drug contamination during the manufacturing process.

We Make a Difference, by Being Different

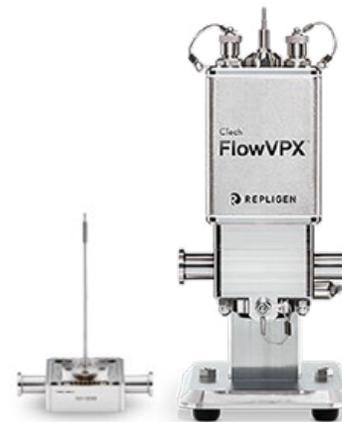
The products we bring to market through internal innovation and acquisitions are typically unique and often game changing. The relative absence of commodity and “me-too” offerings sets us apart.



FILTRATION



CHROMATOGRAPHY



PROCESS ANALYTICS



PROTEINS

Repligen's Global Footprint 2020*

20
locations

501K
square feet

1,128
employees

4
business units



2020 BUSINESS PERFORMANCE*

\$366.3M
Total Revenue

36%
Revenue Growth
(year-over-year)

3
Acquisitions
(7 new sites)

3
New Product Launches

\$46M
COVID-19 Related Revenue

* As of December 31, 2020.

Who We Serve

Repligen's primary customers are biopharmaceutical drug developers and contract development and manufacturing organizations (CDMOs), as well as other life sciences companies. We view these relationships as symbiotic from an ESG lens. With our focus on cost and process efficiencies, we continuously monitor and improve our own manufacturing and distribution processes, while the products we sell enable our customers to do the same. Our ESG commitment has heightened our awareness and prompted conscious action, internally and in consideration of our customers' needs, to ensure social and environmental impacts are being considered at every step of doing business.

How We Think

Embedded in our culture and encouraged by our leadership team is the freedom to **think** independently, **share** ideas and **act** to affect positive change. This helps us to remain a nimble organization, prepared to pivot as situations present and to take action on behalf of our stakeholders.

OUR COVID-19 RESPONSE

In 2020, this way of thinking quickly directed our actions beyond the next acquisition, product launch or financial report. In March of 2020, when the World Health Organization declared the COVID-19 outbreak to be a pandemic, this presented a clear and immediate call to action for our team.

With the health and safety of our employees as our top priority, we created a COVID-19 Task Force that quickly established on-site COVID-19 testing, on-site restrictions and protocols, vaccine awareness and education, and flexible work environments. Read more about our response in the [People](#) section of this report.

The well-being of our employees was essential to our critical participation in global efforts to bring critical COVID-19 vaccines to the market. While COVID-19 needs presented a challenging pace for us and our industry, our team was driven to make a difference and keep pace. Through our team's tremendous efforts, we were able to keep all manufacturing sites operative, delivering critical bioprocessing equipment and consumable products to all our customers, while upscaling our operations to keep pace with accelerated demand.

This is a remarkable accomplishment that mirrors a strong sense of shared purpose and caring. Individuals not only supported one another inside of Repligen but they played a vital role in supporting the teams of scientists and production engineers outside of the company who continue to work tirelessly to advance and produce COVID-19 vaccines and therapeutics.

Read more about our COVID-19 response in each of the [Principles](#), [People](#) and [Product](#) sections of this report.

Building For Growth

With accelerating demand for our products, in 2020 we implemented a five-year capacity expansion plan while continuing to execute on our overarching goal to drive sustainable growth through acquisitions, R&D and new applications. We invested in our operations to expand capacity across several product lines and also ramped hiring to increase our employee base by approximately 48%.

To further strengthen our technology leadership positions, in 2020 we expanded our Filtration and Chromatography businesses through three strategic acquisitions: Engineered Molding Technologies (EMT), Non-Metallic Solutions (NMS) and ARTeSYN Biosolutions.

We are proud to be considered a real innovator that our stakeholders can depend on to be transparent, reliable and collaborative.



Repligen was swift in creating on-site restrictions and protocols, quickly pivoting to virtual work environments for all employees non-critical to manufacturing, quality control and distribution functions.

Our Approach to ESG Reporting

Transparency can help foster understanding and confidence, which is particularly important to Repligen's mission as a trusted partner in the production of biological drugs that improve human health worldwide. Repligen regards this inaugural Sustainability Report as demonstrative of the value we place on transparent communications and our increased emphasis on disclosure around environmental, social and governance (ESG) issues that we believe are most relevant to the company. We have committed to issuing periodic sustainability reports that may evolve in content and format to reflect the emerging needs and interests of our business and key stakeholders.

Report Structure: Our ESG Pillars

Repligen prioritizes ESG issues that fall under four key pillars: **Principles, People, Product** and **Planet**. These pillars serve as an organizational structure for this report and were developed to align with the company’s business strategy and stakeholder priorities, as informed by our first-year materiality assessment.

Through this report, we are sharing our ambition, notable progress and data that are relevant to each of our four pillars. Our strategic initiatives and investments across these pillars can help guide sustainable growth that delivers for its shareholders and customers while promoting positive impacts for people and the planet.



Our ESG Pillars

- Principles**
Working Responsibly
- People**
Caring About Our Employees and Communities
- Product**
Innovating Through a Sustainability Lens
- Planet**
Protecting the Environment



I’m delighted to be overseeing and participating in the company’s ESG initiatives. This year our Sustainability Report highlights the steps we are taking to embrace ESG and to commit to programs that heighten our positive – and minimize our negative – impacts on society and our environment, with a view toward a stronger global economy, more equitable societies and a healthier planet.

Karen A. Dawes | Chairperson of the Board,
Chair of the Nominating & Corporate Governance Committee



Materiality Assessment

OUR APPROACH TO MATERIALITY

In 2019, we began to inventory and assess a range of issues deemed potentially relevant to the company and its broad range of stakeholders. We established a core Corporate Responsibility Team (CRT) to set our ESG strategy and conducted an assessment to inform our approach. This led our prioritization of work, including updating Codes of Conduct, launching our Diversity, Equity and Inclusion (DE&I) initiative and building a set of baseline environmental data. To initiate and help guide our ESG work, we engaged a third-party consultancy late in 2019 and through 2020. This work considered:

- A range of ESG-related issues considered by our Board and leadership team to be material to our company
- A review of ESG-related issues considered material to the industry by leading ratings and rankings agencies, industry groups and associations, and key reporting frameworks, including Sustainability Accounting Standard Board (SASB) Standards and the Global Reporting Initiative (GRI)
- Discussions with key stakeholders, most notably our leading institutional investors
- Interviews with and insights from additional stakeholders, including customers and employees
- Input received as part of the company’s participation in the United Nations Global Compact (UNGC) SDG Ambition Accelerator Program
- Comparative analyses of peers and other companies

OUR MOST MATERIAL ESG TOPICS

These and other insights helped our CRT identify and prioritize the ESG issues of greatest interest to the company and its stakeholders. We further clustered material topics to align with our four key ESG pillars.

See our full list of [Materiality Touchpoints](#) on the following page.

Materiality Touchpoints

The table below summarizes our materiality assessment to date, capturing those topics that ranked as having highest relevance to the company and its stakeholders. We then chart each pillar, indicating those topics of highest importance to each stakeholder group: customers, employees and investors (as informed through our interviews, discussions and surveys), as well as communities and suppliers (as informed by insight and anecdote).

Principles Working Responsibly

	Communities	Customers	Employees	Investors	Suppliers
Business Ethics & Compliance	●	●	●	●	●
Enterprise Risk Management	●	●	●	●	
Financial Integrity			●	●	
Cybersecurity & Data Privacy		●	●		●
Partner (Supplier) Ethics & Compliance		●			

People Caring About Our Employees and Communities

	Communities	Customers	Employees	Investors	Suppliers
Health, Safety & Well-Being	●	●	●		●
Diversity, Equity & Inclusion	●		●	●	
Employee Attraction, Development & Retention			●	●	
Community Engagement & Impact	●		●		
Labor Practices	●	●	●	●	●

Repligen appreciates the benefits of continually monitoring emerging issues and assessing existing areas of focus for their relative importance to our business and stakeholders. As part our corporate sustainability strategy, we are committed to periodic materiality assessments to further inform our strategy and reporting efforts over time.

Product Innovating Through a Sustainability Lens

	Communities	Customers	Employees	Investors	Suppliers
Innovation		●	●	●	●
Supply Chain Management		●		●	●
Product Quality & Safety		●	●		
Product Design & Lifecycle Management		●	●	●	●

Planet Protecting the Environment

	Communities	Customers	Employees	Investors	Suppliers
Environmental Impact	●	●	●	●	●
Energy Use & Climate Impact	●	●	●	●	●
Water Use	●		●		
Solid Waste Management	●		●	●	

Reporting Frameworks and Guidelines

Repligen’s CRT consulted the UN Global Compact Ten Principles on human rights, labor, the environment and anti-corruption and several leading global reporting frameworks to guide the development of this report. As a result, Repligen chose to align our disclosures to three key frameworks. These are the SASB Medical Equipment and Supplies Standards, maintained under the auspices of the Value Reporting Foundation, the GRI Standards: Core option and the SDG framework as each relates to our materiality assessment topics.

As a participant of the UNGC since July 2020, Repligen is utilizing this report to fulfill its first Communication on Progress (COP) commitment. SDG and the We Support logos are used in this report with express permission of UNGC. Learn more about our disclosures in our [GRI Standards Index](#), [SASB Standards Index](#) and [UNGC Index](#).



WE SUPPORT



Our SDG Priorities

Through our assessment process of the 17 SDGs, we determined the following seven to be most relevant to Repligen.



BIOPROCESSING INDUSTRY

In assessing Repligen’s ESG performance, it’s important to note that our industry, bioprocessing, does not fit neatly into existing rating and reporting framework categories.

WE DON'T

When considering Repligen’s ESG performance, note that we do not develop or sell biopharmaceuticals. With the exception of a small product line representing approximately 1% of our 2020 revenue, we also do not sell medical equipment or supplies to the medical community. Products representing approximately 99% of our 2020 revenue are not sold to patients, dependent on payor reimbursement or marketed to the medical community. Our product development and testing, being technology focused, does not involve human or animal studies. In 2020 and into 2021, we engaged with key reporting frameworks and ratings firms to clarify our business model and will continue to partner with these organizations.

WE DO

As a bioprocessing technology company, we do develop and sell technologies and systems that improve the process of manufacturing biopharmaceuticals. Our direct customers are global biopharmaceutical developers and manufacturers, as well as other life sciences companies. We are proud of our indirect impact on improving human health, by bringing innovation to biopharmaceutical production processes. Read more about our business in [About Repligen](#).

Scope of Report

FACILITIES AND GEOGRAPHIES

This report covers manufacturing facilities across all geographies in which Repligen was operating as of June 30, 2021, as shown in [About Repligen](#).

TIMEFRAME

This report narrative covers the period of January 1, 2020 through June 30, 2021. Unless otherwise noted, **all data** sets in this report cover the period of January 1, 2020 through December 31, 2020, including data disclosures that align with GRI and SASB reporting frameworks. All financial information in this report is limited to continuing operations and is reported in U.S. dollars, with exception of water usage chart on [page 48](#).

METHODOLOGIES

Data collection

The global Repligen team has worked to provide a full view of the company's baseline data and progress on a range of ESG issues, including energy use, greenhouse gas emissions and water consumption, using the following processes and methodologies.

- Our 2019 baseline data set for Scope 1 and Scope 2 emissions and water consumption was collected for eight (of eight) legacy manufacturing sites that we owned or leased from January 1, 2019 through December 31, 2019.
- Our 2020 data set for Scope 1 and Scope 2 emissions was collected from 15 (of 15) manufacturing sites that we owned or leased from January 1, 2020 through December 31, 2020, that in aggregate accounted for approximately 100% of the company's total facilities and 100% of our production site workforce.
- Our 2020 data set for water consumption was collected from 11 (of 15) sites that we owned or leased from January 1, 2020 through December 31, 2020, that in aggregate accounted for approximately 74% of the company's facilities and 92% of its production site workforce.

- The employee-related data set in this report covers all Repligen sites, unless otherwise indicated; for example, certain demographic data was available for U.S. sites only.
- The energy usage and GHG emissions metrics are based on purchased energy invoices and estimates of fuel consumed on-site.
- Repligen separately accounts for offsets in calculating emissions. See our [SPOTLIGHT ON PROGRESS IN EUROPE](#) for an example.
- Disclosures related to Repligen's potential impacts from water effluent, solid waste and hazardous waste generation will be addressed in future reporting.

Data monitoring

Through our network of ESG Ambassadors at each manufacturing site around the globe, we are committed to ongoing collection and monitoring of data to address reporting framework topics, including environmental data. In 2020 we invested in and now employ robust sustainability reporting software for easier collection and detailed reporting, allowing us to monitor overall progress and inform our ESG-related decision and plans.

Data considerations

The data set we report herein on energy use, GHG emissions and water consumption is, where relevant, normalized to revenue in U.S. dollars.

While Repligen has made every effort to validate the data presented in this report, some degree of uncertainty is inherent in large volumes of data collected from a wide range of facilities and operations in a global company. Other than audited financial data, the content included in this report is a good faith estimate and has not been externally assured. Repligen seeks to continually evolve its processes for collecting and disclosing accurate, meaningful and consistent data.

Any financial data sets in this report are historical only and have been fully audited by our independent registered public accounting firm based on criteria established in Internal Control — Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 Framework).

REPLIGEN SUSTAINABILITY CONTACT

For more information about Repligen's approach to ESG reporting, please contact our Corporate Responsibility Team via email: sustainability@repligen.com.



This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.





PRINCIPLES

Working Responsibly

Our core principles guide how we operate, respecting that our stakeholders depend on us to conduct business honestly, fairly and responsibly. We are committed to upholding these principles, as embodied in our policies and corporate governance structures. This extends through our commitment to business ethics and compliance, financial integrity, data security and privacy, and risk management.

Our Core Principles

Supporting each of our People, Product and Planet pillars are our Principles. This pillar reflects five core principles that guide how we operate, respecting that our stakeholders depend on us to conduct business honestly, fairly and responsibly. We are committed to upholding these principles, as embodied in our policies and corporate governance structures.

OUR CORE PRINCIPLES

- Trustworthiness
- Respectfulness
- Responsibility
- Fairness
- Corporate Citizenship

Read more on page 3 of our [Code of Business Conduct and Ethics](#).

Corporate Governance

The Board of Directors is Repligen’s governing body, with responsibility to oversee, direct and advise management, monitor performance and engage in strategic planning. Our Board provides input as short- and long-term strategic plans are set and implemented, and as they potentially evolve. The Board routinely monitors the performance of our CEO, executive officers and the company as a whole.

Our [Corporate Governance Guidelines](#) provide a framework and policies for our Board and its committees to effectively govern our company to create long-term value for our shareholders, employees, customers and other stakeholders. These guidelines cover Board composition and membership criteria, Board responsibilities including adherence to our [Code of Business Conduct and Ethics](#), Board committee responsibilities, and access by security holders to the Board and its members.

BOARD COMMITTEES

The Board currently has three standing Committees: Audit Committee, Compensation Committee and Nominating and Corporate Governance (N&CG) Committee. Each Committee has a formal written charter, approved by the Board, describing the Committee’s general authority and responsibilities. These charters are available [here](#), in the Investors section of our website.

A report by each of these committees is published annually in our proxy statement. Read our latest committee reports on pages 29 and 31 of our [2021 Proxy](#).

STRONG GOVERNANCE PRACTICES

We believe our Corporate Governance guidelines represent best-in-class practices including, but not limited to: separation of the positions of Chairperson and CEO; independence for non-employee Directors; nominating standards that place value on diversity; shareholder rights, including proxy access; Board compensation mix of cash and equity; executive compensation based on corporate and individual performance; and executive compensation programs designed to create long-term shareholder value, including stock ownership requirements, performance-based long-term equity incentive, a clawback policy, double-trigger severance benefits, and anti-hedge and pledge rules.

See our 2020 Corporate Governance Highlights on page 3 of our [2021 Proxy](#), and an overview of 2020 executive compensation practices on page 6 of the same document.

ESG Oversight

BOARD OVERSIGHT OF ESG MATTERS

At the Board of Directors (Board) level, our Nominating and Corporate Governance (N&CG) Committee oversees environmental, social and governance (ESG) matters and practices, as set forth in the N&CG Committee charter. This Committee reports to the full Board on ESG matters and the company’s progress on sustainability initiatives.

OUR BOARD OF DIRECTORS



Members, left to right: Karen A. Dawes, Chairperson; Nicolas M. Barthelemy; Carrie Eglinton Manner; Tony J. Hunt; Rohin Mhatre, Ph.D.; Glenn P. Muir; Thomas F. Ryan Jr.

INTERNAL OVERSIGHT OF ESG MATTERS

At the company level, our 2020 sustainability work was led by our Corporate Responsibility Team (CRT), comprised of senior leaders in business operations, supply chain management and packaging engineering, investor relations and corporate communications, and legal affairs and corporate compliance.

The CRT’s broader support network included our 16-person executive leadership team with the close involvement of our President and CEO, plus 15 site-level ESG Ambassadors around the globe who provided local input and data.

At least on a quarterly basis, the CRT and N&CG Chair meet to review progress against ESG objectives and sustainability reporting.

2020 Areas of Focus

FOCUS ON DIVERSITY

Board Diversity

In addition to diversity of skills and experience, we believe that establishing and maintaining a Board that includes diverse demographics is important to provide varying perspectives that improve the quality and depth of dialogue — resulting in more effective decision-making on behalf of the company and our stakeholders.

The N&CG Committee looks for qualified candidates who represent a diversity of viewpoints, background, experience and other characteristics, such as gender, race, ethnicity, culture, nationality and sexual orientation, as outlined in our [Corporate Governance Guidelines](#).

During 2020, we appointed two new members: Carrie Eglinton Manner, Senior Vice President, Advanced Diagnostics at Quest Diagnostics and Rohin Mhatre, Ph.D., Senior Vice President, Product and Technology Development for Biogen. Carrie and Rohin bring a wealth of operations and business experience while adding to the diversity profile of our Board.

Management Team and Company-wide Diversity

The value of diversity that we recognize at the Board level also extends to our internal management team, which at year-end 2020 was 47% represented by women and people of color. We continue to promote diversity of skills, experience and demographics in our hiring at all levels. Repligen supports the values of diversity, equity and inclusion (DE&I) with a steadfast commitment to cultivating a culture of belonging and purpose that can drive performance for the company and our stakeholders.

Read about our company-wide commitment to advancing DE&I, along with company-wide diversity statistics, within the [People](#) section of this report.

Business Ethics and Compliance

How we conduct our day-to-day work directly influences our long-term success as we aim to set new standards in bioprocessing. At Repligen, compliance, safety and proper governance of our company is every employee’s

responsibility. Respect for each other and doing the fair and right thing is of the utmost importance, and this starts with individual and collective commitments from our executive leadership and Board.

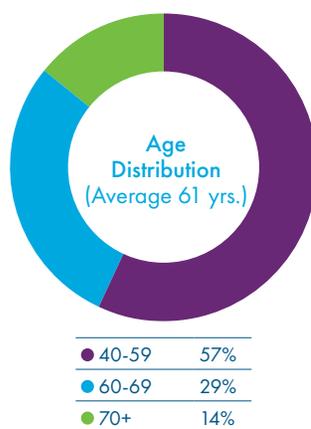
GOVERNANCE DOCUMENT UPDATES

In 2020, we reviewed our existing policies and made updates to reflect current best-in-class practices. In April 2021, the following revised or new documents were formalized and posted to our website.

- [Corporate Governance Guidelines](#)
- [Code of Business Conduct and Ethics](#)
- [Business Partner Code of Conduct](#)
- [Insider Trading Policy](#)

Board Composition Data

7 Board members



* Segments of data do not add to 100% due to rounding.

Corporate Governance Guidelines

As previously mentioned, our [Corporate Governance Guidelines](#) provide a framework and policies for our Board and its committees to effectively govern our company to create long-term value for all stakeholders.

Our Corporate Governance Guidelines now highlight the importance of diversity in the makeup of our Board and include additional Board membership criteria such as sufficient time and availability of directors and a history of active contribution to other boards, as applicable. These guidelines also expand the procedures for recommending nominees by stockholders to include proxy access.

Code of Business Conduct and Ethics

Our [Code of Business Conduct and Ethics](#) reflects Repligen's five core principles — trustworthiness, respectfulness, responsibility, fairness and corporate citizenship. Structured in a user-friendly Q&A format, it covers topics such as diversity, equity and inclusion (DE&I) and anti-bribery and anti-corruption. It also expands on how we define our responsibilities as corporate citizens, including how we address our impacts on the communities where we operate, the environment and human rights.

This Code of Conduct applies to all Repligen employees, including those who are integrated into the company through acquisitions.

As part of our comprehensive onboarding process, all new employees are required to acknowledge review of, and commit their adherence to, the Code and the principles it represents.

Insider Trading Policy

Our [Insider Trading Policy](#) includes guidelines for trading in Repligen's securities and the disclosure of confidential information concerning the company or our customers and collaborators. All new employees and Board members are required to acknowledge receipt and agree to comply with the policy terms, and as of early 2021, we require all new employees and those at or above functional director level to complete an interactive insider trading training course annually.



Compliance Hotline

This Code of Conduct also highlights multiple channels — direct and anonymous — for all employees to report any concerns of improper conduct. When a situation does not feel right, we encourage and provide avenues for employees to speak up, knowing that any concern raised will be treated seriously, confidentially and without fear of retribution. See more in the "[See Something, Say Something](#)" section of People.

Business Partner Code of Conduct

In April 2021, we introduced our [Business Partner Code of Conduct](#), reflecting our expectations of our business partners to conduct business fairly and ethically. The policy highlights the core principles under which Repligen

operates and that we expect our suppliers, manufacturers, distributors, vendors, service providers and other business partners and representatives to adhere to.

Our new Business Partner Code of Conduct covers a broad range of topics, including integrity and compliance with all international anti-corruption conventions and trade regulations; human rights, labor rights including child labor, and employment; environmental protections and compliance; fiscal accuracy and controls; responsible sourcing; intellectual property and data protections; non-retaliation for reporting violations; fair and equal treatment; animal welfare; workplace health and safety; business continuity; management systems and compliance reporting.

Enterprise Risk Management

At Repligen, we continuously manage the inherent risks we face as a fast-growing, innovative bioprocessing business serving the global biopharmaceutical market.

Our internal management team oversees day-to-day risk, reporting periodically to our Board and its committees. At the Board level, our N&CG Committee has overall responsibility for risk management, and our Audit Committee has responsibility for financial accountability and risk management. Our CRT and management teams engage site-level managers who are closest to risks that each site may uniquely face to determine steps forward and to gain a global view of risk topics and trends.

We understand that taking risks and managing risks are essential to our business success and to sustaining shareholder value. Annually at minimum, we evaluate and identify our most significant risk areas — whether related to operations, financial reporting and performance, data security and information systems, intellectual property, business strategy or other risk areas. This allows us to calibrate our risk management actions and take countermeasures to build resilience in the organization and to protect our company and its stakeholders.



2020 was our first full year as Repligen, and I couldn't ask for a better transition. The culture we built over many years at C Tech remains intact, balanced with a sense of camaraderie with the global organization. We are a stronger process analytics company today and recognized as a key contributor to the Repligen innovation engine.

Craig Harrison | Senior Vice President,
Process Analytics
Founder, C Technologies, Inc.



Cybersecurity — Protecting our Information Systems and Data

Cybersecurity has become a high priority for many companies, including Repligen. Data security and privacy are important elements of our enterprise risk management. We continue to invest strategically in this area for the protection of the company and all stakeholders.

CYBERSECURITY OVERSIGHT

Our cybersecurity programs are led by our Senior Director of Global Information Services, under the leadership of our Senior Vice President of Global Operations and Information Technology. At the Board level, the Audit Committee evaluates and regularly briefs the full Board on potential information technology and data security risk exposure, at minimum on a quarterly basis. The Audit Committee directs the guidelines and policies that govern the process by which cybersecurity risk is assessed and managed. In addition, the full Board receives periodic briefings from management on our cybersecurity status, programs and processes.

As part of our annual risk evaluation process for 2021, we identified the following areas of risk management focus:

- **Cybersecurity — Protecting our Information Systems and Data** (Read more in [Principles](#))
- **Attracting, Developing and Retaining Talent** (Read more in [People](#))
- **Workplace Health and Safety** (Read more in the [Health, Safety and Well-Being](#) section within [People](#))
- **Engaging Stakeholders** (Read more in [Principles](#))
- **Supply Chain Management and Responsible Sourcing** (Read more in [Product](#))
- **Business Continuity** (Read more in [Supply Chain Management and Responsible Sourcing](#) section within [Product](#))
- **Manufacturing Capacity** (Read more in the [Scaling to Meet Demand](#) section within [Product](#))
- **M&A Integration**
Through the integration process, we are very attentive to the expectations, needs and cultures of our acquired companies. We believe our efforts to engage with these leaders and employees have been critical to our integration success.
 - We have formal processes for onboarding new employees that include committing to our [Code of Business Conduct and Ethics](#) and adhering to our Insider Trading Policy.
 - We have a history of retaining key leadership and investing in operations, systems, commercial teams, etc. as required to ensure future success and drive above-historical growth for acquired companies.

DATA SECURITY IS EVERY EMPLOYEE'S RESPONSIBILITY

As outlined in our [Code of Business Conduct and Ethics](#), all of our employees are expected to participate in safeguarding all computer equipment and data against security breaches. Such breaches include efforts by individuals or organizations to access company data, deploy malicious codes and viruses, phish for sensitive information, compromise business email confidentiality, or other attempts to gain unauthorized access to company computers, systems or networks, with the intent to cause damage (cyberattacks).

CYBERSECURITY ENHANCEMENTS

In 2020 and into 2021, we made excellent progress toward completion of a three-year plan (started in 2019) to enforce the highest possible levels of data security across our entire organization.

- We conducted mandatory training and phishing simulation campaigns to keep all employees up-to-date and aware of cybercriminal tactics.
- We incorporated more advanced screening and reporting tools into our interfaces, enabling all employees with company equipment and/or network access to participate in protecting our systems and data against security breaches.
- We fortified our security posture, including consolidated domains and wide area network redesign to reduce network vulnerability.
- We initiated reduced access and separation of duties in our enterprise resource planning (ERP) system.
- We continued to expand our team of Information Technology experts, and improved incident responsiveness with the addition of full-time cybersecurity staffing to our team.

- We updated our disclosure controls and procedures to specifically address cybersecurity risk, which included amending our Code of Business Conduct and Ethics and our Business Partner Code of Conduct to address data security, privacy and proper use of company assets.

In summary, we have established clear processes to identify and mitigate cyber threats and have a playbook to ensure customers, and any other potentially impacted parties, are quickly alerted to any security breaches.

Cybersecurity has become a permanent high-priority area for Repligen, and we will continue to invest strategically in this area to protect the company and all stakeholders.

ADVANCING OUR ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM

Repligen management takes seriously its responsibility for effective internal controls over the company's financial reporting. In 2020, we continued the planned phasing-in of a new ERP system began in 2018, taking

the opportunity to modify internal controls over financial reporting and implement even more advanced controls and procedures.

Our ERP system has allowed for improved controls and enhanced reporting and business capabilities through access to real-time information across multiple sites. The improved access and availability of information, and the scalability of our ERP system, has resulted in more efficient business processes and strategic planning.

SAP IMPLEMENTATION STATUS

By mid-2021, we completed SAP implementations for seven of eight legacy sites, including our largest operations. We also completed SAP implementation for one of seven new sites, which were added in 2020 through three acquisitions. We are on track to complete SAP implementation for all current sites in 2023.



Implementing SAP at three sites across three continents was no easy feat in 2020 — but our cross-functional team worked relentlessly to claim victory. The integration of three companies acquired in 2020 and increased remote workforce support further challenged yet did not deter IT from delivering optimal platforms, applications and service. I'm truly honored to lead our IT team in safeguarding and supporting the global organization.

Keith Lee Robinson | Senior Director, Global Information Services



Principles-related Workplace Training

In 2020, we prioritized a series of mandatory training programs that were rolled out during the first half of 2021. All employees completed mandatory workplace harassment and cybersecurity training. As deemed appropriate to employee level or department, subsets of employees also completed training covering insider trading and global anti-bribery and anti-corruption.

This employee training is in addition to a comprehensive set of quality management system (QMS) training that represents a key element of our continuous quality, safety and compliance programs. Read more about our QMS system in the [Product](#) section of this report, under [Product Quality and Safety](#).

Financial Integrity

Our focus on ethics applies to financial integrity, and we are committed to acting with honesty, integrity and reliability to safeguard our investors and the public's confidence in Repligen.

As outlined in our [Code of Business Conduct and Ethics](#), our commitment to financial integrity also encompasses record keeping and financial reporting, gifts and entertainment, political and charitable contributions, and government interactions.

INTERNAL AND EXTERNAL FINANCIAL CONTROLS

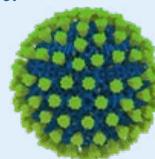
Repligen has a robust internal audit function to ensure proper accounting and related controls. With oversight of our Controller and CFO, extensive internal audits are conducted to ensure our financial statements align with the U.S. Generally Accepted Accounting Principles (GAAP). The internal audit also coordinates with our Chief Compliance Officer and CFO to apply risk-based rankings across the organization and to apply risk mitigation programs as required.

RESPONDING TO COVID-19

In 2020, our Board and management team placed as priority #1 the health and safety of our employees with a swift and effective response to the global COVID-19 pandemic. We quickly established a COVID-19 Task Force through which this response was executed across all departments and sites.

The concerted efforts of our Board, management team and employees at all levels allowed us to continue to serve our customers by ramping production and shipments of critical products used in a number of COVID-19 vaccine and therapeutic manufacturing processes.

Read more about [Our COVID-19 Task Force](#) in [People](#).



We have a clawback policy and may take back all or a portion of cash and equity incentive compensation paid to executive officers in the event of a financial accounting restatement.

In addition to internal responsibilities for preparing and presenting complete and accurate financial statements, our independent registered public accounting firm, Ernst & Young LLP, performs an independent audit of the company's financial statements in accordance with the standards of the U.S. Public Company Accounting Oversight Board (PCAOB) and issues reports on its audits. The Audit Committee oversees and monitors the company's management and its independent registered public accounting firm throughout the financial reporting process. See page 20 of our [2021 proxy](#) for our 2020 Audit Committee report.

We intend to build on our history of delivering strong internally and externally audited financial performance through continued innovation, platforming of our products, targeted acquisitions, geographic expansion and operational efficiency.

Engaging Stakeholders

Our Board and executive team value the views and insights of all stakeholders. Read more in [Our Approach to ESG Reporting](#) section of this report regarding our approach to materiality, including engagement with customers, shareholders, employees and sustainability-focused organizations.

With respect to Board engagement as related to ESG topics, and as discussed in more detail in the Sustainability and Shareholder Engagement sections of our [2021 Proxy](#) (see pages 24, 25), we meet regularly with our shareholders through a robust schedule of investor meetings, conferences, roadshows and other events. In 2020, we engaged shareholders representing approximately 70% of then shares outstanding on a variety of topics, including proxy items, business strategy and performance, and ESG matters.

Beginning in 2019 and continuing through 2020, we intentionally expanded our shareholder engagement program to include outreach meetings with institutional investment representatives regarding proxy, governance, social and environmental initiatives. Engagement with shareholders now routinely includes ESG-focused meetings as part of our overall investor relations strategy. This input and discussion is a primary driver of our ESG work and is reflected in our effort to prioritize our materiality topics.



Caring About Our Employees and Communities

At Repligen, we recognize that our success as a company depends on the skills and contributions of a diverse group of employees who are engaged as individuals and teams. We perform in a highly competitive industry and recognize that our continued success and growth hinges upon our ability to attract, develop and retain an all-inclusive team of talented individuals. We place high value on the satisfaction and well-being of our employees and are proud of the work we do to provide paths for their success. We also strive to be a good corporate citizen and a positive force in the communities where we operate.

A Culture of Caring

Our global employee base of over 1,400 people (as of June 30, 2021) is grounded in the company’s core culture of innovation, fortified by a culture of care and responsibility that crosses borders and extends to the communities in which we operate.

Embracing Diversity, Equity and Inclusion (DE&I)

Repligen supports the values of DE&I, reflecting our resolute commitment to a diverse, equitable and inclusive workplace. We believe this cultivates a sense of belonging and purpose that can help drive the strongest possible organizational performance. Beyond providing direct benefits to our company and employees, we recognize that our commitment to DE&I can indirectly benefit our external stakeholders, including our customers, investors and communities.



In 2020, we brought diversity, equity and inclusion to the forefront, initiating impactful DE&I leadership and development programs. I’m inspired by the commitment and engagement of our leaders and teams who share the common goal to strengthen our culture of belonging and support professional growth. Through mid-2021, we’ve made tremendous strides with our DE&I work, and feedback from employees gives me the most meaningful encouragement to keep it going.

Lindsey Schrader | Senior Director, Human Resources



HOW WE DEFINE DE&I

Diversity is any dimension that can be used to positively differentiate groups and people from one another.

Equity seeks to ensure fair treatment, equal access to resources and equality of opportunity for all.

Inclusion is a sense of belonging, inviting the contributions and participation of everyone so people can thrive at work.

In 2021, Repligen formally established a DE&I Council composed of 10 senior leaders who bring passion and commitment to driving DE&I initiatives. The Council members serve as advocates and conduits for listening, sharing and championing DE&I activities, building on our longstanding commitments in this area.

EQUAL OPPORTUNITIES

Globally, the company provides equal opportunities to all employees and applicants for employment, without regard to race, color, religion, gender, sexual orientation, national origin, age, disability or status as a veteran. As an Equal Opportunity Employer, we also comply with all applicable U.S. federal, state and local laws regarding nondiscrimination.

DIVERSITY, EQUITY AND INCLUSION HIGHLIGHTS

ESTABLISHED DE&I COUNCIL

10 senior leaders
appointed to the new DE&I Council to serve as advocates

EDUCATION AND AWARENESS PROGRAM

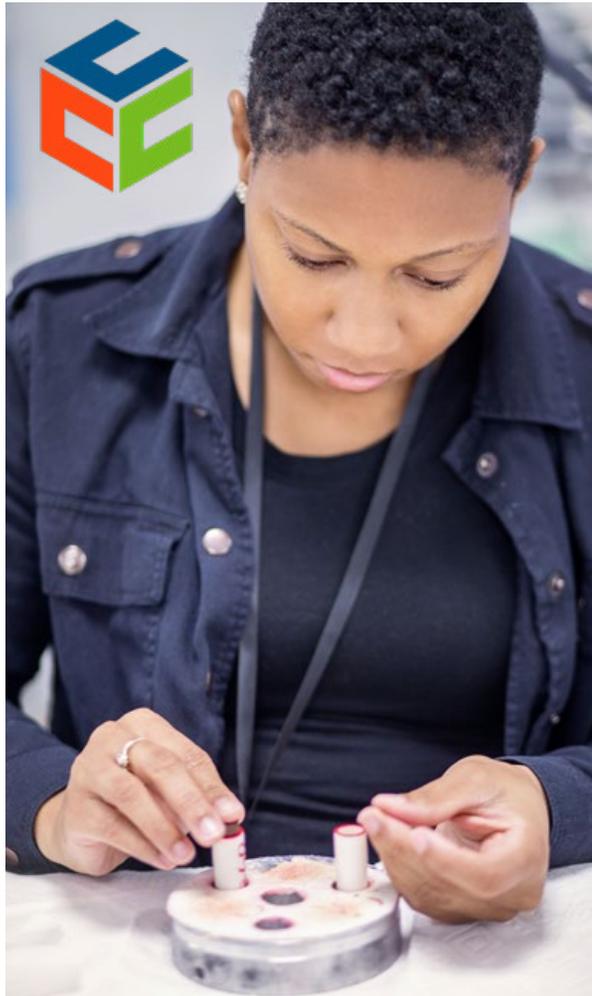
10 Unconscious Bias Workshops
conducted in Europe and the United States

LEADERSHIP DEVELOPMENT PROGRAMS

35 leaders **11** week program
to support a connected and inclusive culture

ADVANCING DE&I THROUGH CONVERSATION, COMMUNITY AND CAREERS

The company’s DE&I program centers on the “3Cs” of **conversation, community and careers**.



Conversation

A key DE&I principle is enabling and encouraging everyone within the organization to engage in conversation. From the end of 2020 through early 2021, we held 11, 75-minute listening sessions with a total of 145 employees from Europe and the United States. Our employees noted that Repligen’s strengths include a sense of unity developed through culture and mission, company events and strong communication. Our employees also expressed their interest in advancing DE&I education and diversity.

We also engaged 25 managers and leaders across the United States, Europe and the Asia-Pacific region. These leaders emphasized that, given the company’s growth, it is a key time to prioritize DE&I, and that education and awareness is foundational to DE&I efforts.

Based on this feedback, we introduced two key DE&I education and awareness programs, hosting two DE&I Foundations for Leaders sessions and 10 Unconscious Bias Workshops in Europe and the United States. We continue to expand our DE&I programs and reinforce these educational programs by providing materials for group and staff meeting discussions.



One of the most powerful steps we can all take in raising awareness, reflecting on and celebrating this important historic day (Juneteenth) is to embrace diversity every day. To me, this means recognizing and taking action when there is an opportunity to advocate for a person, amplify an individual’s voice, or actively include and welcome a colleague.

Tony J. Hunt | President and CEO



Community

Through our community outreach efforts and charitable giving programs, Repligen supports the communities where our employees live and work.

In 2020, in response to heightened awareness of social inequities and racial injustice, Repligen donated a total of \$100,000 to several organizations committed to effecting positive change. Read more about the DE&I-related organizations we sponsored in [Caring for Our Communities Around the World](#) later in this [People](#) section.

In 2022, Repligen will begin recognizing Martin Luther King Jr. Day and Juneteenth as official U.S. company holidays.

Repligen’s long-term ambition is to become a recognized leader in targeted DE&I issues. Our executives aim to engage with the nonprofit organizations supported by Repligen and to take steps to promote greater diversity within the company’s supply chain.

Careers

Repligen is focused on DE&I at every stage of the employee experience. We cast a wide net when recruiting and invest time and energy in developing a diverse talent pool.

Starting with talent acquisition, our recruiting team discusses diversity needs with hiring managers at the kickoff of the recruiting process. We encourage internal mobility and have begun posting job openings through new channels, including the Professional Diversity Network. We are also engaging Historically Black Colleges and Universities (HBCUs) to recruit new employees and offer paid internships for students.

In 2020, with the strong support of our Board and executive team, we introduced a new leadership development program with company-wide participation opportunities. Our leadership development programs are focused on team effectiveness, emotional intelligence, empowerment and versatility. To build these capabilities, in 2020, the company engaged 35 leaders in an 11-week pilot program called Building Leaders for Today and Tomorrow. The training fosters a common language and practices that support a connected and inclusive culture. Repligen officially launched the training in 2021, with 50 leaders completing the program by June 30, and new cohorts continuing throughout the year.

Looking ahead, we plan to incorporate DE&I into talent reviews and consider talent diversity in succession planning.

Engaging Our Employees

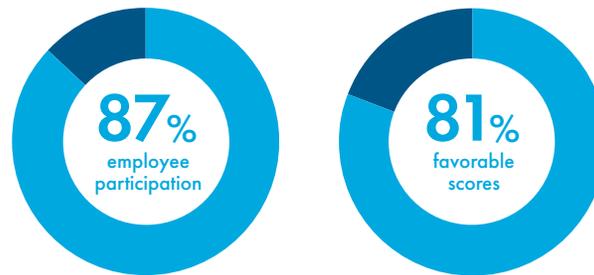
ENGAGEMENT SURVEY RESULTS

To gain insight on employee perspectives, we regularly conduct engagement surveys. In 2020, our engagement survey generated 87% employee participation globally. Of total surveys completed, 81% of scores were favorable, with the highest ratings in areas that include confidence in Repligen’s future success, perceived effectiveness of the company’s COVID-19 response and agreement that

colleagues treat each other with respect. Opportunities for improvement included ongoing performance feedback from managers and effectively working across departments and functions.

In response to survey feedback, Repligen is introducing career paths for all functions and helping leaders build capacity in coaching and mentoring to support employee development. In addition, managers have engaged their teams in reviewing their results and creating a shared action plan to build on strengths and address areas for improvement. Managers are tracking actions to ensure progress.

EMPLOYEE ENGAGEMENT SURVEY



EMPLOYEE RESOURCE NETWORKS — OUR INTERNAL COMMUNITIES

To foster camaraderie and discussion among employees, we have established a number of employee-initiated internal groups focused on areas such as community outreach, athletics and leadership development.

Community Outreach Committee

The Community Outreach Committee at Repligen is made up of employees across the organization who volunteer their time to help plan and execute volunteer programs and activities throughout our local communities for the

entire organization to participate in. In 2020, we partnered with local and national nonprofit organizations that focus on areas of need, including food security, clothing and shelter; education; healthcare; social equity and racial justice.

Read more in the [Caring for Our Communities Around the World](#) section of this report.

ASPIRE

Our ASPIRE group is a women-founded, all-inclusive employee resource network supporting career development. ASPIRE is in part focused on sponsoring women leadership opportunities, supporting participation in 2020 events, including California and Massachusetts Conferences for Women. In addition, the group began a popular Executive Roundtable series, which it hosts both live and virtually. These roundtables allow all employees to meet members of company management in a casual interview setting, to learn about individual leaders’ career paths, mentors, sources of inspiration and best advice.

//
I am proud to work for a company that is dedicated to giving back to the communities where we work and live. All the hard work and planning is truly a rewarding experience when we see the impact that we make to those in need.

Janet Phillips | Senior Manager,
Human Resources Business Partner



Workforce Data 2020*

76%
United States

19%
Europe

5%
Asia-Pacific

1,128
Total Global Employees



White	51%
Non-white:	49%
Hispanic or Latino	23%
Asian	18%
Black or African American	5%
American Indian, Pacific Islander, two or more races	3%



Under 18	0%
18-29	21%
30-39	25%
40-49	20%
50-59	23%
60-69	10%
70+	1%

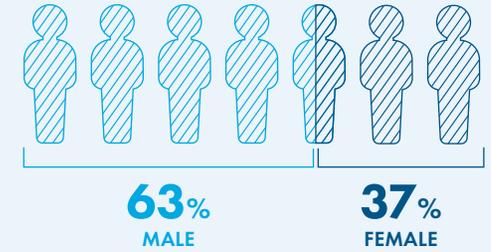


Manufacturing	40%
Non-manufacturing:	60%
Non-administrative***	48%
Administrative	12%

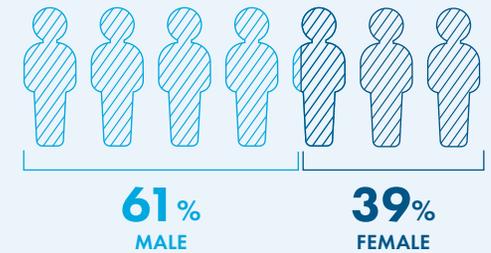


White	76%
Non-white	24%

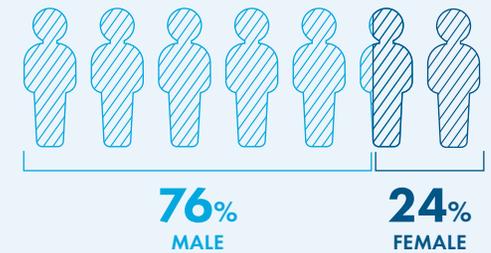
Global Employees by Gender**



U.S. Employees by Gender**



Management Team by Gender



* As of December 31, 2020.

** Self-reported.

*** Includes Commercial, Quality, Supply Chain, Engineering and R&D.

CEO-LED TOWN HALL AND ALL-HANDS MEETINGS

Additional channels for employee engagement include CEO-led town halls and All-Hands meetings, which occur every six weeks. These regular touchpoints became especially important to communicating safety procedures and addressing employee questions and concerns while we continued to deliver critical bioprocessing products to our customers. In 2020, these meetings covered COVID-19 vaccine and therapeutic approaches to help simplify the science and highlight the urgency of our role. Beyond COVID-19, our All-Hands meetings typically cover a wide range of business and market updates and progress on special initiatives, such as DE&I and ESG. We also take time to recognize and celebrate exceptional individual and team contributions.

Attracting, Developing and Retaining Talent

The success of our company depends on the talent and ambition of our employees at all levels. We place a high priority on recruiting, developing and retaining talented, driven individuals to deliver innovative bioprocessing solutions to our customers and attractive financial returns to our shareholders.

RECRUITING AND ONBOARDING

In 2020, Repligen hired 475 new employees. After accounting for turnover, the net number of new employees in 2020 was 367, an increase of 48% since year-end 2019. This rate of hiring reflects the increased pace of demand for our products. In 2020, we conducted 60 onboarding sessions, including at seven new sites that we gained through three acquisitions.

NEW HIRES

475 new employees

hired in 2020, which was a...

48% net increase

since year-end 2019



DEVELOPING AND INSPIRING TALENT

By the end of 2020, Repligen was 1,128 full- and part-time employees strong, with the largest population (40%) in manufacturing. We invest in our workforce in a variety of ways, including:

- **Clear career paths:** In 2020, we kicked off our Career Path initiative to ensure each function has a clear progression structure for each employee. The goal is to ensure Repligen's approach aligns with industry standards, is applied fairly and consistently, provides clarity and transparency of career paths, and can be used as a development tool for employees.
- **Talent review:** Our talent review process maps employee performance and growth potential to help identify future leaders and direct employee development opportunities. Our executives participate in a 360-degree review process, which the company is extending to other levels.
- **Development opportunities:** We offer individualized training and development opportunities for employees across levels and functions and continue to expand offerings based on business needs and employee feedback. For example, in 2020, we introduced VoicePro, an executive presence program that teaches employees to better craft and deliver communications.
- **Recognition:** Our President and CEO honors employees who demonstrate dedication and excellence. Selected quarterly, both globally and locally, special Platinum Awards and CEO Awards come with a monetary gift and company-wide recognition.

SPECIAL RECOGNITIONS DURING COVID-19

In 2020 and through mid-year 2021, there were four incentive payments made to employees as an expression of our appreciation for exceptional dedication to maintaining uninterrupted product delivery to customers amid COVID-19 challenges in the form of extra full weeks of pay and cash bonuses.



The work that we do at Repligen has a significant positive impact on our society. Our contribution to the global supply chain for COVID-19 vaccines is the latest and greatest example of this truth. When times are challenging, I am comforted by this fact and bolstered by the positive energy of our team.

Bao Le | Vice President, Engineering



In 2020, for the second year, Repligen customer service employees received the NorthFace ScoreBoard AwardSM. It is based on monthly customer satisfaction surveys, with responses reviewed by the independent Customer Relationship Management Institute, which determines who qualifies for the award.

Employment Practices and Policies

Repligen aims to be an employer of choice, with fair labor standards and industry-competitive compensation and benefits globally. Read more in our [Code of Business Conduct and Ethics](#).

Our part-time employees are also eligible for benefits, including vision insurance, workers' compensation, flexible spending accounts, tax-deferred saving with company match, tuition reimbursement, short-term disability and parental leave.

HUMAN RIGHTS AND FAIR LABOR PRACTICES

Repligen complies with all applicable global labor and employment laws, rules and regulations, including laws pertaining to fair employment practices, collective bargaining, freedom of association, privacy, immigration, working hours and compensation, as well as laws prohibiting child labor, forced, compulsory or involuntary labor, human trafficking, slavery and employment discrimination. We do not tolerate the abuse of human rights in our operations or by any business partner. Read more in the Human Rights section of our [Code of Business Conduct and Ethics](#) and the Human Rights, Labor and Employment section of our [Business Partner Code of Conduct](#).

EMPLOYMENT BENEFITS

We offer our employees a competitive benefits package, with our full-time employees eligible for a wide range of company benefits. For U.S.-based employees this includes but is not limited to the following:

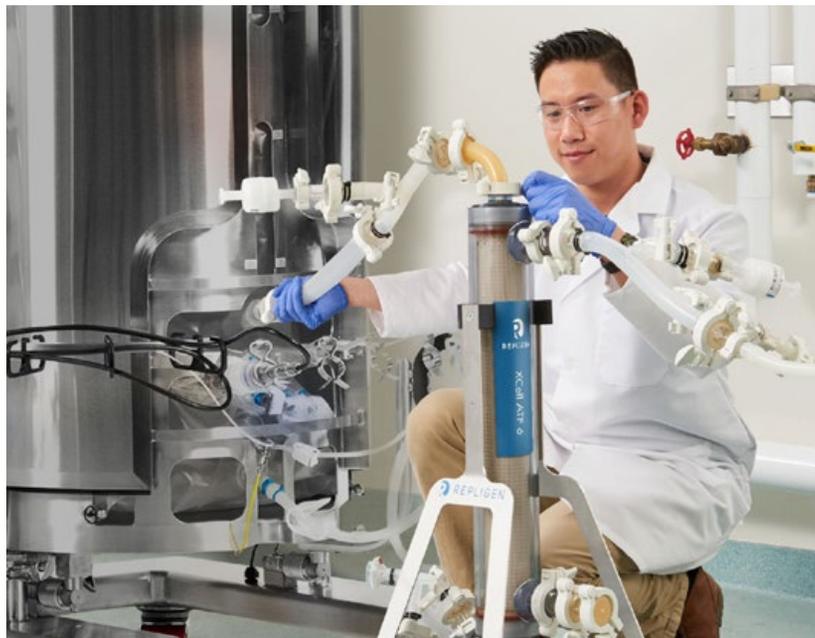
- Comprehensive medical and vision insurance coverage
- Health savings accounts (HSAs) and flexible spending accounts (FSAs)
- Tax-deferred savings with company match, e.g., 401(k)
- Tuition reimbursement
- Referral cash bonuses
- Employee Assistance Programs
- Parental leave with salary continuation
- Worker's compensation
- Short- and long-term disability insurance



SEE SOMETHING, SAY SOMETHING

We promote our "See something, say something" approach in our employee handbook and key policies such as our Business Code of Conduct and Ethics, our Insider Trading Policy and our Business Partner Code of Conduct. We do this in an effort to assure protection of human rights and provide all employees (as well as customers) a clear process for placing an anonymous report on suspected abuses. We utilize a robust reporting platform that allows for reporting on employee fair treatment, fraud, theft, sexual harassment, workplace threats or violence and other topics, including product quality, safety and customer relations.

See more in the Reporting Process, Resources and Penalties section of our [Code of Business Conduct and Ethics](#).



REPLIGEN WORK-RELATED SAFETY INCIDENTS IN 2020

-  fatalities
-  high-consequence injuries
-  ill health events
-  high-consequence ill health events

HEALTH, SAFETY AND WELL-BEING

As a company with growing manufacturing operations, we actively promote the safety, health and well-being of our employees and end users of our products. We advocate compliance with all environmental, health and safety regulations and strive to be a workplace where all employees thrive without exposure to dangers in their daily work.

Our Environmental Health and Safety Policy advances our vision of zero workplace incidents and our efforts to reduce environmental impacts. To achieve this, we actively work with incident and near miss reporting as well as safety audits and risk assessments to proactively prevent accidents and heighten individual and organizational awareness.

Our emphasis on safety starts at new employee orientation and is reinforced through routine job safety training. Our safety-first approach is incorporated into our continuous improvement programs.

Repligen complies with all applicable occupational health and safety (OH&S) regulations and tracks reportable and recordable incidents at each manufacturing site. Most sites have safety committees that provide guidelines, track progress and take any needed corrective actions.

Our larger sites including Bridgewater, New Jersey; Lund, Sweden; Marlborough, Massachusetts; Rancho Dominguez, California; and Waltham, Massachusetts, have dedicated OH&S leaders who ensure all on-site employees can safely conduct their jobs. In 2020, we added seven new sites to our manufacturing network and are integrating those sites into our safety training program.

Weekly operations meetings open with site safety reviews. Each of our manufacturing sites has a target to reduce incidents by tracking near misses, communicating safety improvements to site employees and sharing best practices across our global network. All workers are encouraged to report safety concerns through the near miss program and are required to escalate any serious concerns to their managers. At some sites, external experts are used to support our safety goals.

Repligen also promotes safety via in-person and online safety training. Our training programs cover a range of safety topics, including emergency procedures, incident reporting, lab safety and biological and chemical waste disposal.



Repligen Voices

People are what differentiate Repligen, and at Repligen our people are relentless with their drive and commitment to making customers successful. I am fortunate to work with amazing minds around the globe every day at Repligen.

Vijay David | Director,
Sales for India and SEA; INDIA



Repligen truly makes you feel valued as an employee and provides opportunities to grow and progress within the company.

Gabby Melchor | Manufacturing
Manager; CALIFORNIA, U.S.



I have the opportunity to make a difference every day, whether it's helping a customer to be more successful or a colleague. It just feels good.

Mary Jo Wojtusik | Associate
Director, Product Management;
MASSACHUSETTS, U.S.



What I really appreciate about working at Repligen is the attention paid to the needs of the employees — I was even surprised with flowers on my first day! Repligen thinks of everything so that working from home is as comfortable as possible. Employees feel valued at Repligen.

Iris Smalheer | Customer Service Representative;
THE NETHERLANDS



We always take pride in giving back to causes that are meaningful to our team. In 2020, the company contributed to Radio Aid's "Care for All" fundraiser and to the Childhood Cancer Foundation.

Lars-Gunnar Ritzen |
Senior Compliance Specialist; SWEDEN



Our COVID-19 Task Force

Health and safety took on a new dimension during the COVID-19 pandemic. To keep our employees, visitors and operations safe, we established a COVID-19 Task Force, which met daily and continues to meet weekly on issues ranging from on-site COVID-19 testing, on-site restrictions and protocols, employee communications, vaccine awareness and education, remote workforce management and physical and mental health support.

EMPLOYEES

Along with flexible work and agile response plans, the Task Force facilitated the provision of personal protective equipment (PPE) including masks, gloves, hand sanitizer and portable thermometers to on-site employees. When essential customer site visits were necessary, traveling employees were equipped with PPE and useful safety information. Care gifts with extra masks and gloves were also provided to remote employees and, in very special cases, iPads were issued to support remote learning for employees with school-age children.

During peak COVID-19 periods, on-site testing was conducted at all U.S. sites and offered as an option in sites outside the United States. Daily temperature screening was set up at most sites and all employees were encouraged to receive their COVID-19 vaccinations once they became available.

VISITORS

During 2020, due to COVID-19, Repligen sites introduced non-employee visitor protocols to minimize site access and communicate required safety practices to site visitors and contractors.

OPERATIONS

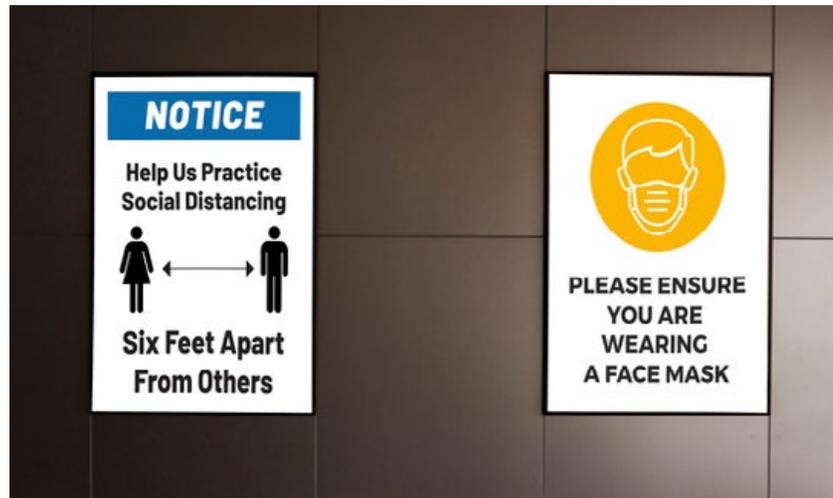
With full Board support, and through the efforts of this Task Force, the company proceeded to ramp up hiring, add shifts, expand manufacturing capacity, secure critical materials supply and reinforce our IT infrastructure to support a larger remote workforce.

We take great pride in the response, collaboration and shared sense of responsibility across the organization to provide our customers with products and to support our employees with resources to help offset the disruption caused by the global pandemic.



Constant communication was extremely important and a daily checkpoint cadence between leaders and site functions helped maintain a close connection as we established new norms for conducting business during these unprecedented times.

Ken Elmer | Vice President, Human Resources



Caring for Our Communities Around the World

Repligen consistently invests and engages in the communities where we operate. This is demonstrated through a variety of programs, including financial contributions to employee elected causes, employee giving and volunteering, and investments in developing regions through carbon offset programs. Our choices are informed by engagement with community leaders and organizers who are most knowledgeable about local needs.

In 2020, Repligen donated more than \$100,000 to the organizations depicted here:

SUPPORTING SOCIAL AND RACIAL JUSTICE AND EQUALITY

- BLACK LIVES MATTER**
Boston, Massachusetts
 Focused on building local awareness to intervene in violence inflicted on Black communities.
- CAMPAIGN ZERO**
United States
 Whose mission is to encourage policymakers to focus on research-based solutions to reduce police brutality in the United States.
- INNER CITY CHILD DEVELOPMENT AND YOUTH FOUNDATION**
Compton, California
 Whose mission is to promote education and school attendance, prevent gang participation and assist with life essentials.
- NEW JERSEY INSTITUTE FOR SOCIAL JUSTICE**
Newark, New Jersey
 Advocates to empower people of color by building reparative systems that create wealth, transform justice and harness democratic power.
- ROSIE'S PLACE**
Boston, Massachusetts
 Provides women with a wide-ranging support network including meals, housing, education and legal services — tools to make a new start.

- SCHOLARSHOT**
Dallas, Texas
 Dedicated to helping at-risk students exit poverty by completing career-ready vocational, associate or bachelor degree programs.
- SCHULE OHNE RASSISMUS**
Bergatreute, Germany
 Sponsors events and bus trips to promote “school without racism.”
- YOUTH ENRICHMENT SERVICES**
Boston, Massachusetts
 Focused on outdoor experiences and leadership opportunities to prepare our youth to summit life’s challenges.

SUPPORTING OUR COMMUNITIES

- CJD RAVENSBURG**
Ravensburg, Germany
 Provides educational support and social opportunities to children and adults with special needs.
- COMMUNITY SERVINGS**
Boston, Massachusetts
 Provides medically tailored, nutritious meals to chronically and critically ill individuals and their families.
- #GIVEHEALTHY**
Somerset County, New Jersey
 Makes healthy food donations easy, fun and environmentally friendly.

- IRVING CARES**
Irving, Texas
 Provides focused assistance for Irving area residents to address a financial crisis.
- KINDERSTIFTUNG**
Ravensburg, Germany
 Provides social and cultural activities for children in Germany living in poverty.
- MASSACHUSETTS DCF**
Boston, Massachusetts
 Works with families and communities to keep children safe from abuse and neglect.
- RADIO AID**
Stockholm, Sweden
 A foundation within the Swedish public service broadcasting group; conducts fundraisers aimed at alleviating human suffering in Sweden and abroad.
- STEM EDUCATION PROGRAMS**
Boston, Massachusetts
 Aimed at merging education in Science, Technology, Engineering and Mathematics (STEM) to help solve world challenges.



Repligen Community Outreach – bringing a smile to kids in the community.



PRODUCT

Innovating Through a Sustainability Lens

Repligen's diversified portfolio of bioprocessing technology solutions unlocks opportunity by enabling our customers to speed the development and manufacture of biological drugs. Our products empower biopharmaceutical manufacturers to generate more product in less space and with less waste, ultimately making a positive impact on overall human health and well-being.

Driving Efficiency in Biological Drug Manufacturing

At Repligen, we have purposely built a highly differentiated portfolio of products. We are intentional in creating technological solutions that enable more efficient drug manufacturing processes for our customers. There is a constant drive in the global biopharmaceutical industry to produce more product in less time, to do so within a smaller manufacturing footprint, to reduce utility costs and streamline labor-intensive processes. As bioprocessing technology advances, so does progress toward true continuous manufacturing where providers like Repligen can help customers achieve maximum efficiency with minimum use of space, time and resources.

INNOVATION, PRODUCT DESIGN AND LIFECYCLE

We approach product innovation with a pioneering mindset and are regarded as a true innovator in the bioprocessing industry. When developing or acquiring new products, we consider their ability to deliver both flexibility and significant improvements in efficiency. These are also important considerations in our product design and lifecycle management planning. We continue to disrupt the bioprocessing market with solutions that deliver these advantages to customers. Read more in [Adding New Products Through R&D and Acquisitions](#) and [Product Design and Lifecycle Management](#).

Beyond our commitment to improving our customers' biomanufacturing processes, we recognize the broader social, economic and environmental responsibilities that we carry as a bioprocessing technology company.

SOCIETAL IMPACT

Societally, we play an important role in improving the health and quality of life of people worldwide, by prioritizing the timely delivery of high-quality, reliable products that are used to produce biological medicines. Our technologies are used to manufacture a broad range of biologics, including monoclonal antibodies, recombinant proteins, vaccines and gene therapies.

Product quality and safety are imperative, and we have robust processes in place to ensure that our customers — and in turn, patients — are protected. As a manufacturer ourselves, we are diligent in ensuring that our employees are safe, that our supply chain is secure, and that our suppliers operate in alignment with our Business Partner Code of Conduct. Read more in [Product Quality and Safety](#) and [Supply Chain Management and Responsible Sourcing](#).

In 2020, our response to COVID-19 was focused on safely supporting our customers' urgent needs for bioprocessing products used to manufacture critical vaccines and therapeutics. Read more in [SPOTLIGHT ON COVID-19](#).



Our growth is grounded in insights that come from listening carefully to our customers' needs and pain points and designing and supplying quality solutions that help our customers to succeed.

Christine Gebski | Senior Vice President, Filtration & Chromatography



ECONOMIC IMPACT

Economically, we are creating jobs within and around our 17 manufacturing sites (as of mid-2021) around the world. Our 48% growth in our employee base in 2020 is indicative of the accelerated demand for our products. With this growth, we continually evaluate our own manufacturing capacity, investing as necessary to maintain industry-best lead times for our customers. Read more in [Scaling to Meet Demand](#).

ENVIRONMENTAL CONSIDERATIONS, RIGHT-SIZE PACKAGING

We believe our products contribute to our customers' goals to optimize production efficiencies by improving product yield, decreasing required space on the manufacturing floor and often reducing generated waste and/or energy use. As many of our products are single-use by design, we are advancing programs to mitigate potential negative environmental impacts. One way that we are making a positive impact is through re-engineering the packaging of key products to reduce weight and waste, directly impacting material use, volume, freight fees and energy consumption without compromising product quality. Read more in [SPOTLIGHT ON RIGHT-SIZE PACKAGING](#).

Adding New Products Through R&D and Acquisitions

Through internal R&D and acquisition, we are committed to sustainable innovation — introducing disruptive new products in response to our customers’ bioprocessing challenges.

Each year, we highlight new product launches in our annual report. You can read about our R&D successes under “Innovation Undeterred” on page 18 of our [2020 Annual Report](#). As just one example of multiple new products, here we feature KrosFlo® TFDF®, an industry first in combining tangential flow filtration (TF) with depth filtration (DF) to revolutionize harvest clarification in fed-batch processes. Some of the TFDF technology that translates to environmental benefits include:

- Linear scale-up, requiring just one filter compared to 25+
- Easy 20-minute setup (vs 2 hours)
- Simple breakdown that eliminates flush steps, driving dramatic reductions in solid waste (more than 5-fold)
- A 3x to 4x smaller footprint required in the production suite and warehouse



CTech™ SoloVPE®

We are optimistic about customer feedback and the potential for TFDF systems to displace traditional centrifugation and depth filtration with a simpler, faster and more efficient solution.

To learn more about our entire product portfolio, see the Business Overview section of our [2020 Annual Report 10-K](#).

In addition to R&D, acquisitions are a key part of our strategy for building technology leadership in bioprocessing. In 2020, we completed three acquisitions that expanded our Filtration and Chromatography systems offerings, reinforcing our reputation as a leader in connecting and streamlining upstream and downstream processes. You can read more about these acquisitions on page 20 of our [2020 Annual Report](#).



ARTeSYN® Chromatography System with single-use flow paths and OPUS® pre-packed columns.

Product Design and Lifecycle Management

Repligen regularly pursues opportunities to more efficiently design, develop and deliver groundbreaking solutions that address evolving customer needs and expectations. Our biopharmaceutical manufacturing customers increasingly apply an ESG lens to their bioprocessing technology selections. We are accelerating our efforts to meet these expectations to deliver sustainable innovation while simultaneously meeting all customer performance and regulatory requirements.

Our efforts are focused on enhancing product functionality and implementing more environmentally sustainable approaches to product development and commercialization across our company. This involves conducting product and packaging assessments to inform design improvements and limit negative environmental impacts throughout the lifecycle of our products. Moving forward, our goal is to conduct lifecycle assessments for all key products within our four franchises.

Product fragility testing — which involves subjecting an unpackaged product to a series of gradually more severe shock inputs to determine the point at which product damage will occur — has helped us refine our approach to designing and packaging our products in the most sustainable way possible. We have used the results of these tests to “right-size” packaging customized to the unique attributes of individual products. Optimized packaging not only protects products during transit to customers but can also save valuable time, money and material resources.

Other solutions we are exploring include expanding applications for reusable packaging, moving from wood to corrugated packaging materials, replacing non-renewable petroleum-based dunnage with renewable fiber-based materials, transitioning from bleached white to brown natural kraft packaging, and combining previously discreet branding, barcoded and human-readable labels into a single integrated label.

See [SPOTLIGHT ON RIGHT-SIZE PACKAGING](#).

SPOTLIGHT ON RIGHT-SIZE PACKAGING

Saving Money, Time and Resources

When it comes to packaging our products, sometimes less is more.

In plain terms, when a package is oversized, freight costs are higher, customers may grapple with unwieldy deliveries and negative environmental impacts can result. Conversely, when a package is undersized, products are at increased risk for damage during shipping, which can in turn mean more waste, more wasted time for customers and increased negative environmental impacts if products must be replaced or repaired. At Repligen, we consider it part of our job to design optimal “right-size” packaging to strike that necessary balance.

Our approach focuses on consistently developing high-performance yet sustainable packaging solutions that protect products while minimizing waste during sourcing and manufacturing, through distribution, during customer experience and at point of disposal. When we deliver on these multi-level expectations and optimize expenses at the same time, we consider that a win for us, our customers and the environment.

Partnering Internally to Drive Packaging Efficiencies

Ultimately, the goal of Repligen’s Global Packaging Engineering team is to improve the environmental profile of all Repligen products, including their packaging and shipping requirements, across the full product lifecycle. The team works very closely with the company’s R&D and Global Distribution teams on new products to balance the guiding principles of design for distribution (DFD) with design for environment (DFE) and design for recycling (DFR).



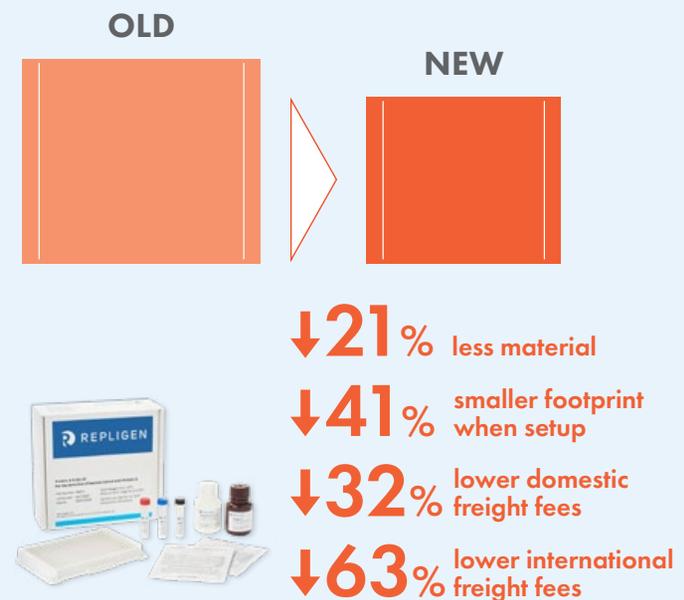
The greatest packaging efficiencies come from architecting a smart solution at the product design stage versus redesigning a problematic configuration post-launch. At Repligen, we believe close collaboration between our R&D, Manufacturing and Global Packaging Engineering teams is one path to success. Continuing to partner early in the product development process will help Repligen realize even more positive cost, efficiency and environmental impacts in the years to come.

Dianne Heiler | Director, Global Packaging Engineering



Our first major packaging redesign focused on the Protein A ELISA Kit, a consumable product family that ships under temperature-controlled conditions. Three separate custom-printed cartons with high ink coverage and differing usage rates were consolidated into one significantly smaller universal design that comes with lower ink coverage and new customizable print-on-demand labels. New additions to the ELISA product line utilize the smaller carton as well.

Protein A ELISA Kit Packaging Reductions



* Images are representative of the redesign concept and not the actual packaging configuration.

Product Packaging Optimization

The three examples below demonstrate Repligen’s commitment to product packaging optimization:



KrosFlo® KR2i Lab Scale Tangential Flow Filtration System

In 2020, Repligen’s Global Packaging Engineering team led a redesign initiative for our KR2i System and accessories, a turnkey benchtop solution for lab-scale process development. Initially, the KrosFlo® KR2i was delivered in three shipping boxes, with 11 inner boxes holding various product components, 15 box labels and numerous plastic

pillows for void-fill. Through creative design and rigorous testing, the team reconfigured the pack, reducing it to one shipping box with custom corrugated inserts, one box label and kraft paper dunnage.

The new, streamlined packaging offers customers significantly improved ease of receipt, movement, unpacking, product setup and packaging disposal. Positive impacts for Repligen include improved functionality, process efficiency gains and rebranding.

Moreover, the new design markedly improves the product to package ratio, reduces total corrugated board usage by 53%, reduces overall packaging material weight by 35% and reduces total cubic feet of freight by 49% per system. Combined, these improvements yield additional savings for Repligen in packaging material costs and freight fees. The new pack is still 100% recyclable and can be fully placed into the corrugated waste collection stream typical of most municipalities internationally.



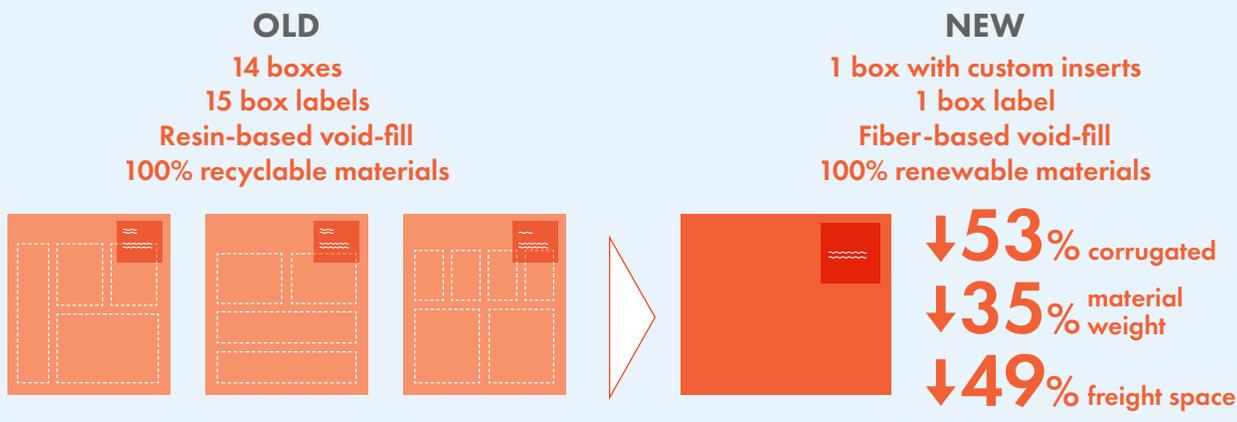
OPUS® 45cm Pre-packed Chromatography Column

Another case where less is more relates to Repligen’s OPUS® pre-packed chromatography columns. These products, which come in various sizes, are used in downstream manufacturing processes to purify biologics including monoclonal antibodies, viral vector and plasmid components of gene therapy approaches, recombinant proteins, and vaccines.

Traditionally, large-scale OPUS® columns are shipped in heat-treated wooden crate packaging, which is heavy, cumbersome and expensive. Adding to these complications are situations where customer receiving docks are not directly connected to their Good Manufacturing Practice warehouses or production buildings, and these controlled environment buildings cannot accept heat-treated wood materials.

To address these customer pain points, Repligen’s Global Packaging Engineering team developed a new high-performance corrugated crate for our OPUS® 45cm, a popular large-scale column. Implemented in 2021, the new design provides a nearly 60% decrease in packaging weight and a 26% decrease in package volume, yet preserves product stability and the same basic uncrating

KrosFlo® KR2i Packaging Reductions*



* Images are representative of the redesign concept and not the actual packaging configuration.

technique. This new crate also allows trucks, planes, and other transport vehicles to fit more total packages per shipment by weight, thus increasing fuel efficiency. The new design can be easily dismantled and placed into traditional corrugated recycling streams.

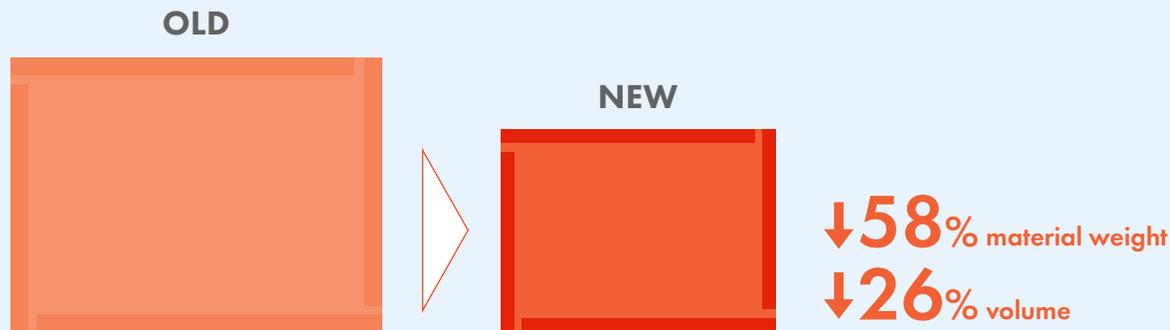


This combination of *tried-and-true plus better-and-new* design features enables customers to move OPUS® columns between buildings more easily and with reduced risk to both personal safety and product quality.

Dianne Heiler | Director, Global Packaging Engineering



OPUS® 45cm Packaging Reductions*



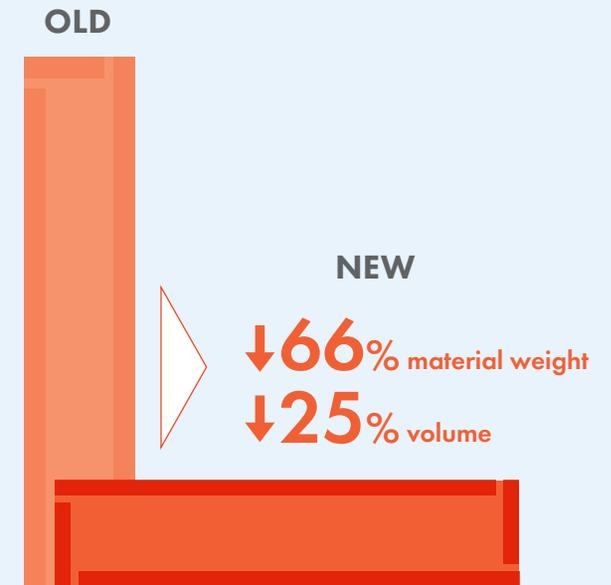
XCell ATF® System Stainless Steel Cart

Repligen offers customers a stainless steel cart specifically designed to house the three controller components and supporting components (vacuum pump, peristaltic pump and paperwork) that make up its XCell ATF® C410 System. The original crate design for the cart exceeded the allowable height threshold for passenger freight service, causing delays in freight bookings and customer deliveries. To respond, Repligen’s Global Packaging Engineering team worked to reorient the crate from a vertical to horizontal format and replace heat-treated

wooden crate material with high-performance corrugated material. Converting the too-tall pack to a shorter and slightly more narrow design decreased packaging weight by 66% and overall volume by 25%.

The redesigned crate, unveiled in 2021, is now sized for both cargo and passenger freight service. This has unlocked further booking options, which allows for shorter delivery lead times and improved customer satisfaction. These benefits, in addition to the positive downstream environmental impacts associated with improved transport vehicle fuel efficiencies and recycling options, represent a powerful example of creative packaging solutions that are spurring innovative problem solving for other products.

XCell ATF® Packaging Reductions*



* Images are representative of the redesign concept and not the actual packaging configuration

MARKET DYNAMICS: SINGLE-USE AND CONSUMABLE PRODUCTS

At Repligen, we take seriously the responsibility to serve our customers and their manufacturing needs, and we strive to balance the environmental impacts of our operations with the overall contributions to human health that our customers' products make possible.

We operate in a fast-moving industry that is striving to meet growing global demand for biologics. Biopharmaceutical manufacturers are increasingly looking to improve yields in both standard batch processing facilities and state-of-the-art continuous processing facilities. These market dynamics are driving the adoption of single-use technologies and other consumable products that markedly increase flexibility, production efficiency and end product safety.

Repligen's solutions must perform well against this backdrop of market demands and in highly complex manufacturing environments. The customization and scalability, together with the sterile, closed connectivity and ease-of-use of many of our technologies, make them ideal for use in biologics manufacturing processes where contamination risk is a critical concern.

RISE OF SINGLE-USE PRODUCTS

Many customers, ours included, across the spectrum of life science, bioprocessing and pharmaceutical industries, depend on high-performance single-use plastics to manufacture consistent, high-quality, safe products. Single-use* plastics and products are often viewed as having a negative environmental impact. However, in the context of Repligen's products, single-use technologies have demonstrated lower environmental impacts compared to traditional materials when accounting for overall energy use, water consumption and chemical waste. Single-use solutions enable customers to avoid pausing operations to wash, rinse, and sanitize equipment, allowing customers to more rapidly scale production to meet urgent needs.

**Single-use is an industry term that signifies single batch production runs as well as single campaigns, which can involve multiple batches of the same product.*

PRODUCT QUALITY AND SAFETY

Ensuring product quality and safety is of the utmost importance to Repligen. All products, including components purchased from outside suppliers, are subject to strict quality control procedures. Our Supplier Management Program ensures that our suppliers are qualified with a risk-based approach.

Repligen facilities operate with formal standards that enable process control, product traceability and product compliance following ISO 9001:2015 quality management systems (QMS) standards. Our robust QMS are complemented by key performance indicators (KPIs) designed to enhance accountability and transparency to further our product quality and safety standards. Global KPIs are reviewed on both a quarterly and annual basis by senior leadership. Repligen's continuous improvement initiatives are reinforced by routine internal audits as well as external audits performed by partners, customers and ISO registrars. For more detail, see [Supply Chain Management and Responsible Sourcing](#). Feedback from these audits provides critical information that helps us maintain our steadfast commitment to quality, identify potential areas for improvement and strengthen our ISO 9001 compliance. Any issues uncovered during audits are reported back to our audit team.

For a system with a customizable mix of multiple heavy components or accessories, for example, we may design for several smaller and more manageable units rather than a single consolidated pallet format. This approach, combined with high-quality materials and sound packaging structures, delivers product integrity and increased flexibility in supporting diverse customer applications. It also delivers consistency across customer experience, a true hallmark of the Repligen brand.

Depending on predefined packaging requirements, this approach may better protect product integrity and augment safety for those handling our products during shipping, unpacking and system set up.

Our Global Packaging Engineering team is dedicated to supporting new product launches with innovative and sustainable packaging solutions as well as driving continuous improvement of our legacy products through targeted packaging redesign initiatives as required. This work relies on close cross-functional collaboration among R&D, Product Management, Manufacturing, Customer Service and Distribution within Repligen. For a few key examples, refer to our [Product Spotlight](#) section.

Our quality documents web page can be found [here](#), which includes product Regulatory Support Files and Safety Data Sheets.

COLLABORATING FOR SUSTAINABILITY

Repligen recognizes the opportunity for ongoing innovation in materials management, the importance of working toward extended product lifecycles, reduced waste and a fully circular economy. As members of the Sustainability Committee of the Bio-Process Systems Alliance (BPSA), we engage with peers and key stakeholders to advance understanding of this complex issue and enhance sustainable practices in biomanufacturing. In 2021, Repligen began exploring in earnest the potential for recycling our single-use technologies including high-volume plastic-based products.

In addition to our active engagement with BPSA, we share and gain insights from our involvement with the National Institute for Innovation in Manufacturing Biopharmaceuticals (NIIMBL), the BioInnovation Group (BIG), the Biotechnology Innovation Organization (BIO) and the American Society of Mechanical Engineers (ASME).



Supply Chain Management and Responsible Sourcing

Effective supply chain management is critical to delivering on customer expectations and sustainability goals. Throughout our value chain, Repligen is committed to upholding high environmental standards, respecting human rights, and maintaining good, safe and fair working conditions. We respect local laws and standards, including a growing number of laws and requirements that regulate the assumption of responsibility in global supply chains.

Just as our operations are guided by our [Code of Business Conduct and Ethics](#), Repligen has set high corporate responsibility standards for suppliers, as detailed in our [Business Partner Code of Conduct](#). In early 2021, we began integrating our Business Partner Code of Conduct into supplier agreements, and the development of an enhanced supplier audit program is underway.

Repligen uses a variety of approaches to minimize potential supply chain risks, including disruption and quality concerns. We have quality agreements in place with critical suppliers, and we audit Tier 1 suppliers annually, semi-annually and/or for cause, with audits performed either in writing or on-site, depending on criticality. In our industry, equivalence of fit, form and function can be difficult to achieve with multiple suppliers. To reduce the risk and vulnerability associated with single sources of supply, Repligen closely manages our single-source suppliers, and we work to diversify our supply base with dual sources for certain materials and components, where feasible.

Repligen's annual risk mitigation program assigns a risk level to both suppliers and raw materials. We use the results to help ensure supply chain continuity planning, for example, by monitoring relevant suppliers for financial strength and adjusting safety stocks to maintain supply. This approach has helped ensure that no raw material supplies have been disrupted during the pandemic. We maintain a business continuity management system that focuses on key areas such as contingency planning, security stocks and off-site storage of raw materials and finished goods to ensure a continuous supply of our products.

TRACEABILITY

A range of audiences have a growing interest in the security and production of materials used to manufacture biological drugs and associated supply chains. Repligen ensures that each shipment it receives is traceable by its bill of lading and its labeling. We assign batch and/or lot numbers to incoming raw materials and lot and/or serial numbers to outgoing product shipments. Extensive use of these barcoded labels enables pack traceability at any time, whether within or outside of Repligen's carrier network.

SUPPLY CHAIN CYBERSECURITY

Repligen works every day to deliver on evolving stakeholder expectations, including practices designed to promote cybersecurity and protect confidential data. Additional background on the company's approach to Cybersecurity and Privacy is included in the [Principles](#) section of this report.

SPOTLIGHT ON COVID-19

Our Response to Vaccine Manufacturing Needs

In 2020, as in 2021, we participated in a remarkable global show of support to meet the needs of COVID-19 vaccine and therapeutic developers.

Repligen has continued to gain momentum in our core markets of monoclonal antibodies and gene therapy manufacturing, and more recently, we have also focused on meeting the critical needs of COVID-19 vaccine and therapeutic developers.

As the world confronted the COVID-19 pandemic, Repligen employees rallied to help customers deliver pioneering diagnostics, therapeutics and vaccines. In fewer than nine months, in partnership with Navigo Proteins GmbH, Repligen developed an affinity ligand targeting the spike protein — a characterizing feature of SARS-CoV-2, the virus that causes COVID-19. The associated NGL COVID-19 Spike Protein Affinity Resin can be used in the purification of protein-based COVID-19 vaccines.

The company’s customer-first mindset and culture of innovation have ensured the continued supply of our bioprocessing equipment and consumable products to customers around the world, helping to address critical needs in the development and manufacture of biological drugs and vaccines.

The COVID-19 pandemic created demand for many of our product lines, particularly within our Filtration and Chromatography businesses. COVID-related revenue accounted for 13% of total revenue in 2020 — a tailwind of approximately \$46 million.



COVID-19 RELATED REVENUE 2020

13%

of our total revenue in 2020 came from COVID-19 vaccine and therapeutic developers, which amounts to approximately...

\$46 million

of our total 2020 revenue of \$366.3 million



To deliver to our customers on a tight timeline, Repligen teams worked day and night, delayed holidays and vacations and focused our collective expertise and passion on producing solutions to help speed vaccine production. The entire Repligen team has risen to the ongoing challenge of the pandemic, demonstrating time and again that we are driven to make a difference.

Tony J. Hunt | President and CEO



Accelerated Demand

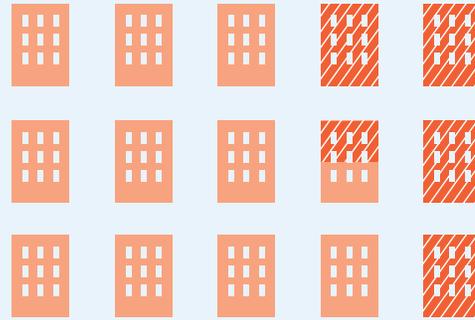
Increased adoption of our products in a robust biologics market, combined with COVID-19 programs, created accelerated demand. We worked hard to ensure that all Repligen facilities remained operational in 2020 with careful attention to safety protocols and in compliance with local and national guidelines and regulations.

Repligen also worked to ensure continuity in customer support, holding virtual trade shows, sharing video content and providing remote technical assistance. To further enable customers responding to the pandemic, we made available a special COVID-19 hotline for prioritized product availability and expert support.

Scaling to Meet Demand

In 2020, we scaled our business to meet accelerated customer demand, adding over 115,000 square feet to our global manufacturing footprint, an increase of 30%, for a total of over 530,000 square feet across 15 sites (at year-end 2020). We also continued to build our team, growing our employee base by 48%. The combination of plant and people expansion secured our ability to deliver Filtration, Chromatography, Process Analytics and Proteins products to our customers. We continuously evaluate our manufacturing capacity in three- to five-year time horizons.

Facilities Expansion in 2020



15 Repligen sites > 530,000 sq ft

+115,000 sq ft

of facility space added in 2020, equaling

30% growth

compared to 2019

RECOGNITION FOR EXCELLENCE



During the first half of 2021, a large multinational customer recognized Repligen with an Award of Excellence for Exceptional Efforts as a Critical Supplier. Repligen's KrosFlo® MAX

Filters and ProConnex® Flow Paths contributed to the production of hundreds of millions of COVID-19 vaccine doses for this customer.



KrosFlo® KTF System with ProConnex®



The spirit of teamwork at Repligen is a driver for me. I enjoy working cross-functionally to deliver our products and having a hand in helping people lead safer and healthier lives. In 2020, despite reduced access to vendor support, we successfully kept all our facilities up and running and expanded operations at multiple sites.

William Mara | Senior Facilities Manager





PLANET

Protecting the Planet

As a company at the forefront of innovation in life sciences, Repligen understands that human health and planetary health are deeply linked. Social and environmental impacts of business are a growing concern for our stakeholders and a priority for the company. We are vigorously working to ingrain sustainability into our cultural mindset, and with respect to the environment, we are taking action company-wide to reduce our climate impacts.

Our Company Commitment

At Repligen, we routinely tap the creativity and drive of our talented employees to identify new ways to address environmental issues and encourage every function and site to make business decisions that advance our global commitment to sustainability. Our Corporate Responsibility Team (CRT), supported by our Board, leadership team, and an engaged group of ESG Site Ambassadors from across the organization, helps to establish, guide and communicate corporate and site-specific sustainability policies and practices. The CRT shares best practices across sites, tracks progress and plays a key role in both collecting and analyzing data as well as reporting on results.

Global Commitments and Progress

In 2020, the company committed to reporting on direct Scope 1 and indirect Scope 2 greenhouse gas (GHG) emissions.* We further challenged ourselves to begin tracking metrics and setting targets for indirect Scope 3 emission reductions. Over the course of 18 months, we have made significant strides in collecting and analyzing relevant environmental data to establish baseline energy, electricity and water consumption metrics for operating sites and key systems ([See our 2019 baseline data](#)). Waste generation-related metrics and reduction strategies will be addressed in future reports.

To inform this inaugural Sustainability Report, we drew on climate impact data from eight (of eight) legacy sites in 2019 and across all 15 sites in 2020.

SETTING TARGETS

Informed by best practices, stakeholder input on significant environmental issues and our own internal metrics, Repligen is working to set ambitious targets with respect to energy use and climate impacts, water usage and solid waste management. We are committed to periodic and

transparent reporting on our progress and to engaging in dialogue on major sustainability issues through internal working groups and external participation in forums such as the UNGC and industry associations.

Accelerating Change Through Global Engagement

In 2020, Repligen joined the United Nations Global Compact (UNGC) as a proud, vocal supporter of its [Ten Principles](#) and 17 [Sustainable Development Goals](#) (SDGs). In early 2021, the company was selected to participate in the UNGC's first [SDG Ambition Accelerator](#) initiative, which was introduced at the 2020 World Economic Forum in Davos, Switzerland, by Antonio Guterres, UN Secretary-General and UN Global Compact Board Chair. The six-month program challenged a small group of participating companies, including Repligen, to set ambitious corporate targets and accelerate the integration of the SDGs into core business strategy and operations.

As SDG Ambition Accelerator participants, we were asked to select at least one Ambition Benchmark and integrate it into our business systems to advance leading ESG priorities. As a test case, Repligen chose to focus on science-based emissions reductions in line with a 1.5°C pathway. Participation in the program has helped to inform our carbon reduction efforts and shape site-specific programs.

We are actively setting site-specific goals that align to our materiality assessment and relevant reporting methodologies, such as SASB and GRI Standards. We are sharing ideas across sites and working together to overcome

* The GHG Protocol Corporate Standard defines the operational boundaries of a reporting company into "scopes" as they relate to its direct and indirect GHG emission inventories. Scope 1 emissions are direct emissions from owned or controlled sources. Scope 2 emissions are indirect emissions associated with the generation of purchased energy. Scope 3 emissions are indirect emissions (not included in Scope 2) that occur in the value chain, including both upstream and downstream emissions.

EMISSIONS REDUCTION DURING BUSINESS GROWTH

↓12.35%
GHG emissions

reduction in 2020 as compared to 2019,
even while our revenue grew by over 30%

PRELIMINARY EMISSIONS REDUCTION TARGET

↓10% Scope 1 & Scope 2

reductions, a challenge set in 2021 to galvanize global
sites to embrace our ESG strategy and take action

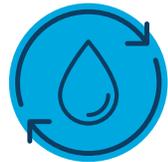
inevitable challenges involved with decarbonizing complex manufacturing operations. As Repligen continues to grow, we will require all sites to participate in these efforts.

Building on the value gained through our participation in the SDG Ambition Accelerator Program, we are now engaged in the UNGC's Climate Ambition Accelerator, which runs through the end of 2021. This climate-focused initiative is closely aligned with the Science Based Targets initiative (SBTi) and is helping the company delve deeper and more rapidly into our efforts to reduce Scope 1 and Scope 2 emissions and develop a thoughtful approach to addressing Scope 3 emissions.

Establishing Our 2019 Baseline

In 2020, we collected 2019 data on energy and water consumption from all eight manufacturing sites. Our 2019 Scope 1 and Scope 2 greenhouse gas emission inventory data was sourced directly from utility providers. In shared tenant properties where direct data was unavailable, industry standards were applied as estimates to determine total impact.

This 2019 data establishes our base year against which future reporting disclosures will be compared.



WATER CONSUMPTION

82,734

cubic meters

Total Water Consumption

306

cubic meters per million USD revenue

Water Consumption Intensity



ENERGY CONSUMPTION

13,776

MWh

Total Energy Consumption
(Renewable & Non-Renewable)

51

MWh per million USD revenue

Energy Consumption Intensity



CARBON EMISSIONS

2,736

tons CO₂e*

Total GHG Emissions
(Scope 1 & Scope 2)

10.1

tons CO₂e per million USD revenue

Total GHG Emissions Intensity
(Scope 1 & Scope 2)

WHAT'S NEXT

Repligen has begun to collect data on its Scope 3 inventory for inclusion in future reporting.

* CO₂e, or carbon dioxide equivalent, is a standard unit for measuring carbon footprints. It allows for groupings of different greenhouse gases (GHGs) to be expressed as a single number and for different groupings with different total global warming potentials to be easily compared.

2020 Environmental Data

Compared to 2019 Baseline

WATER CONSUMPTION

Water Consumption

cubic meters



	2019	2020
Water Consumption	82,734	113,333

Water Consumption Intensity

cubic meters per million USD revenue



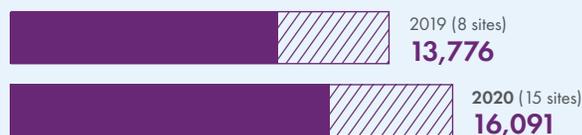
	2019	2020
Water Intensity	306	309

* For 2020, water usage data was available for 11 of 15 sites.

ENERGY CONSUMPTION

Energy Consumption

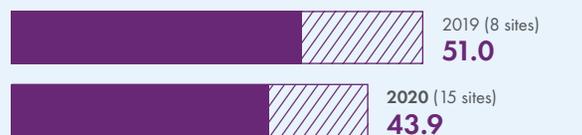
MWh



	2019	2020
Non-Renewable Energy Consumption	9,684	11,605
Renewable Energy Consumption	4,092	4,486
Total Energy Consumption	13,776	16,091

Energy Consumption Intensity**

MWh per million USD revenue



	2019	2020
Non-Renewable Energy Intensity	35.8	31.7
Renewable Energy Intensity	15.0	12.3
Total Energy Intensity	51.0	43.9

** Segments of data do not add to total due to rounding.

CARBON EMISSIONS

Total GHG Emissions***

tons CO₂e



	2019	2020
GHG Emissions, Scope 1	517	598
GHG Emissions, Scope 2	2,219	2,653
Total GHG Emissions	2,736	3,250

Total GHG Emissions Intensity

tons CO₂e per million USD revenue



	2019	2020
GHG Emissions, Scope 1	1.9	1.6
GHG Emissions, Scope 2	8.2	7.2
Total GHG Emissions Intensity	10.1	8.9

*** Scope 1 and Scope 2 emissions without well-to-tank (WTT) conversion factors, which are reserved for Scope 3.



Reducing Climate Impacts

The largest contributor to Repligen’s combined Scope 1 and Scope 2 carbon footprint is the energy required to power our global manufacturing operations. As a fast-growing company, with increased absolute energy use over recent years, we have nevertheless succeeded in achieving a meaningful reduction in energy intensity.

MEASURING EMISSIONS

On a normalized to revenue basis, we reduced total carbon emissions by 12.35% from 2019 to 2020, although our absolute emissions rose by 508.7 tons or 18.6% within that timeframe. An internal assessment conducted in 2020 determined that the company’s Marlborough and Waltham, Massachusetts, and Rancho Dominguez, California, sites accounted for 70% of total (company-wide) emissions. These are also our largest sites in terms of size and staffing.

In early 2021, while baseline and reporting year utility bills were still being collected and tallied, Repligen set an aggressive yet preliminary combined Scope 1 and Scope 2 emissions reduction target of 10% to swiftly engage employees and demonstrate authentic commitment to ESG. A target completion date was withheld by design, as we galvanized across all global sites the actions required to achieve this company-wide goal. To start, we have taken decisive action to convert non-renewable energy inputs into renewable options and to reduce energy consumption where feasible. Opportunities to further reduce emissions across Scope 1, Scope 2 and Scope 3 are under review.

RUNNING ON RENEWABLES

100% renewable electricity
purchased by four sites as of July 01, 2021

PROGRAMS IN ACTION

For example, we are:

- Applying to install or utilizing previously installed electric vehicle (EV) charging stations at select facilities. As of June 30, 2021, Lund is enjoying access to eight EV stations installed on-site in 2017, Waltham employees have access to the four EV stations installed by property management in 2017, and Rancho Dominguez is applying to a local program that would install 14 new EV stations in 2022.
- Replacing end-of-life fluorescent lighting with LED models throughout our existing facilities and specifying LED lighting with motion sensor capability for new buildouts where feasible.

- Optimizing our purchased energy mix by piloting a switch from natural gas to biogas in Lund and Ravensburg and by purchasing 100% renewable electricity in our Breda, Lund, Rancho Dominguez and Ravensburg locations.
- Encouraging employees to carpool, train or bicycle to work through a variety of programs, including usage of the available EV charging stations mentioned above.
- Assessing the viability of solar panels at select sites to generate power for our own consumption and to potentially sell any surplus back to local grids.

In 2021, we began collecting data on global business travel and employee commuting impacts. In addition, we began to engage freight carriers, critical materials suppliers and services providers both upstream and downstream to further quantify Repligen’s indirect emissions. Metrics from these sources will inform our Scope 3 emissions reduction strategy.

Moreover, as part of Repligen’s current participation in the UNGC Climate Ambition Accelerator Program, we are learning more about Science Based Target Initiative (SBTi) requirements, accelerating progress in defining our Scope 3 emissions to inform reduction targets, and gearing up to take ambitious action toward achieving net-zero emissions by 2050.



We have a fantastic start with tracking Scope 1 and Scope 2 emissions across the entire organization and are quickly evolving our program to reflect our broader climate ambitions. I’m proud to be with a company that fully embraces our responsibility as a global corporate citizen.

Jim Bylund | Senior Vice President, Operations and Information Technology



Water Stewardship

Water is a precious natural resource and Repligen takes water risks seriously. We are committed to promoting wise water stewardship and fair share water use throughout our operations globally. Drawing on insights from the UN Global Compact, SDGs and the World Resource Institute (WRI), we have initiated the work required to better understand and address our total and site-specific water impacts.

To establish a baseline, we tracked 2019 water usage for all eight of our manufacturing facilities. For reporting year 2020 and into 2021, data was collected for 11 of 15 sites. Utility invoices and best estimates from property managers of shared rental spaces provided the source data. We compared these locations with the WRI’s Aqueduct tools and data analyses to further assess our water usage in terms of water risk and country rankings. Those identified as operating in water-stressed regions will inform our evolving approach to water management, which may include site-specific programs to assess exposure to water risk and to develop risk mitigation and usage reduction strategies.

For example, Repligen Sweden in Lund (our fourth-largest site) decreased its total water consumption by 24% between 2018 and 2020. In December 2019, the facility

replaced a number of cooling valves and optimized key equipment resulting in a water consumption reduction of 5,000 cubic meters. As demand for our products has increased, higher production volume has led to an increase in the site’s total water consumption, from 35,800 to 38,200 cubic meters between 2019 and 2020. While this 7% increase is much lower than the percent increase in production volume, the team is inspired to pursue additional opportunities for water savings.

Managing Waste

To avoid unnecessary waste production, Repligen continuously seeks to make its purchasing decisions, product designs, manufacturing processes and packaging solutions more efficient. We aspire to — and have started working toward — a future where materials use is evaluated according to a circular economy model where waste is eliminated, resources are circulated or circulatable and nature is regenerated. At Repligen, this vision drives us to reduce consumption and reuse and recycle materials wherever possible. At the same time, waste generated by Repligen sites today is treated and disposed of per all locally applicable standards and regulations. See [SPOTLIGHT ON RIGHT-SIZE PACKAGING](#) in the [Product](#) section for a discussion of how we tackle this challenge at Repligen.

Informed by international standards, applicable regulations and industry best practices, our waste management efforts seek to reduce the amount of waste sent to landfills and incinerators. The company’s manufacturing sites are subject to routine audits, both internal and external, to ensure compliance.

The majority of our products are based on single-use technology, which enable efficiencies in our customers’ biological drug manufacturing processes and can have a lower overall negative environmental impact when considering energy and water use. We are aggressively exploring ways to address and reduce the resulting waste, including innovative programs and technologies to drive a more circular economy for our single-use products. See [Market Dynamics: Single-Use and Consumable Products](#) in the [Product](#) section for more on Repligen’s approach to single-use technologies.

Several Repligen sites have waste reduction initiatives underway. For example, in 2020, we implemented a corrugated recycling program at one of our largest U.S. sites in Marlborough, Massachusetts. In 2021, our world headquarters site in Waltham, Massachusetts, worked with property management to install a 10-yard dumpster for corrugated collection and recycling in an underutilized area of the parking lot. This unconventional solution helped Waltham overcome previous space constraints due to having only two warehouse bays already fully dedicated to shipping, receiving and trash collection.

In a growing number of production and office sites, we recycle a broad range of products, including paper, corrugated, plastic, glass, metal, wood and electronics. These efforts have meaningfully reduced our environmental impact. Read more about [Environmental Accomplishments in Lund](#). More details on our evolving waste management strategy will be shared in future reports.



* According to data prepared by the WRI and its Aqueduct Water Risk Atlas and Aqueduct Country Ranking tools (not specific to Repligen).

** For 2020, water usage data was available for 11 of 15 sites.

SPOTLIGHT ON PROGRESS IN EUROPE

Environmental Accomplishments in Lund

As environmental sustainability becomes a core focus across all Repligen operations, Repligen Sweden provides a leading example.

Carbon Neutral Operations

Our Repligen Sweden facility was recertified as carbon neutral in manufacturing in 2020 — an accomplishment also achieved in 2019. Today, the site uses 100% renewable energy across operations.

2020 marks a year in which Repligen Sweden recognized its most successful energy conservation initiative to date, recording a nominal 4% increase in energy consumption, from 4,008 MWh in 2019 to 4,166 MWh in 2020, despite a 27% increase in production volume. Consumption of more than 200,000 kWh (200 MWh) was avoided thanks to a heat recovery ventilation system upgrade.

SITE OPERATIONS

27%

increase in production volume, resulted in only...

4%

increase in overall energy consumption due to a new heat recovery system



A sustainability journey can start small, and then it becomes an evolution. Simple changes can have an important impact. Ours started over a decade ago when we first pursued ISO 14001. Now, we have achieved ISO 9001, 14001 and 45000. Though earning certifications is hard work, we've realized they come with positive benefits. And that's the case with most sustainability initiatives.

Gustav Silfversparre |
Vice President, Operations, Repligen Sweden



Water and Waste

The facility in Lund, Sweden, is also working to reduce water consumption and increase solid waste recycling. A water study in 2019 led to a 38% reduction in annual usage totaling approximately 22,000 cubic meters. In 2020, additional reductions of approximately 5,000 cubic meters were recognized by replacing cooling water valves and equipment optimization.

While total waste generated by Repligen Sweden increased nearly 20% over the last 10 years, our total production volume increased at a higher rate of 27%. During the same period, the site expanded recycling of metal, plastic, paper, corrugated and electronics, increasing its overall recycling rate from 37% to 54%.

Water Usage in Lund

cubic meters per million SEK



CLEAN ENERGY IN LUND

100% renewable energy
in 2020, Repligen Sweden purchased 100% renewable energy to support its operations

Offsetting Emissions

Lowering the Impact of Commuting

A 2015 transportation study revealed that staff commuting constituted a large portion of the Repligen Sweden’s greenhouse gas emissions. In response, in 2017, Repligen created a program offering Lund employees — over 90% of whom commuted by car — the use of electric or hybrid company vehicles and installed eight on-site electric charging ports. By the end of 2020, 12% of employees were driving these vehicles, reducing greenhouse gas emissions from staff commutes by 10 tonnes of CO₂e per year. In response to growing employee interest, the site plans to install additional charging ports to allow greater participation.

Solar Cell Offsets

In 2020, Repligen Sweden supported a UN-certified (UNFCCC ID 9610), Gold Standard (GS-4824) project to offset greenhouse gas emissions resulting from Lund employee business travel and the import and export of goods at its Lund facility. This small-scale renewable energy project is situated in Gulabpura, a small village in the Bhilwara district of Rajasthan, India’s largest state.

The primary aim of the project is to displace traditional fossil fuel-fired power plant inputs into India’s electricity grid with renewable solar photovoltaic module inputs.

The project also contributes toward a reduction in the demand-supply gap experienced during periods of electricity shortage and an increase in the share of renewable energy in the grid mix. Another positive outcome of the project is permanent employment for over 20 people in the region.

Innovating for Positive Impact

Phosphorous Reduction

As the Lund site worked to meet production targets in 2019, amounts of emitted phosphorus — a necessary chemical in the production process — exceeded the estimates in the facility’s permit application. The team

responded by identifying and validating a new process that reduced the amount of phosphorus used, cutting associated emissions by 72%. The updated process provided significant savings in raw material costs and improved safety by reducing manual handling of the chemical.

ELECTRIC VEHICLE IMPACTS

↓10 tonnes of CO₂e
resulting from 12% employee participation in a program that allows use of company-owned electric and hybrid vehicle for commuting



Electric car charging station in Lund.

GreenGenes

A culture of environmental sustainability has gained momentum in Lund. In 2020, site leaders introduced a GreenGenes program, encouraging employees to share one change, however small, they could make in their work or personal lives to lessen their environmental footprint. Nearly 100% of employees participated in brainstorming sessions that led to changes exemplified by reducing the use of plastic supplies in manufacturing and promoting low carbon impact public transportation options while traveling in Europe.

Our Lund facility houses fermentation and clean room suites for the production of Proteins products, namely affinity ligands and growth factors that are the critical “workhorse” components in affinity chromatography resins and cell culture media, respectively. The site currently occupies approximately 45,000 square feet.



Taking Action at Other Repligen Sites

RAVENSBURG, GERMANY

Our Ravensburg facility houses the production of our OPUS® PD small-scale pre-packed chromatography columns. The site occupies approximately 12,000 square feet as of mid-2021.

Lowering the Impact of Commuting

In 2020, our Ravensburg, Germany, manufacturing facility (Repligen GmbH) conducted its first audit of the site’s carbon footprint. As with our Lund site, staff commuting was found to be the single largest contributor. In response, Repligen GmbH began to subsidize electric bicycles for employees based in Ravensburg as an incentive to switch from car to bike commuting. By year-end 2020, approximately 10% of Repligen GmbH employees opted to bike rather than drive to work, this figure increased to 15% by mid-2021.

100% Renewable Electricity

The total consumed electrical energy at Repligen GmbH is produced by renewable energy sources like biomass, wind and solar power. This advancement is directly contributing to the site’s ambition to achieve carbon neutrality for its operations.

In the Future

To further reduce its impact, the Ravensburg team is exploring more efficient temperature controls for its offices by shifting heating supply from natural gas to biogas or other carbon-compensating gas. The site is also in the process of moving to light- and motion-sensitive LED lighting.

RANCHO DOMINGUEZ, CALIFORNIA

Our Rancho Dominguez, California, facility houses hollow fiber membrane development and manufacturing. This site is currently our second largest, occupying approximately 96,000 square feet.

100% Renewable Electricity

The Repligen team in Rancho Dominguez took a significant step toward lessening its environmental impact from electricity use, shifting to 100% renewable electricity as of July 1, 2021.

Pursuing Electric Vehicle Support

The team recently received approval by a local program to install 14 on-site electric vehicle charging stations in 2022. They are also exploring solar power options and working closely with a global energy provider to better understand and optimize the facility’s energy demands while solving for reduced emissions.

Reporting Indexes

Our SDG Priorities



Through our assessment process of the 17 SDGs, we determined the following seven to be most relevant to Repligen. Please see our the SDG Alignment with GRI, included with our GRI Standards Index disclosures that begin on [page 53](#).



Good Health and Well-being
Ensure healthy lives and promote well-being for all at all ages.



Responsible Consumption and Production
Ensure sustainable consumption and production patterns.



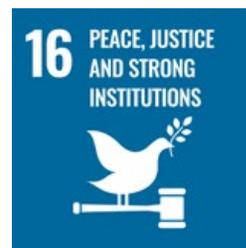
Gender Equality
Achieve gender equality and empower all women and girls.



Climate Action
Take urgent action to combat climate change and its impacts.



Decent Work and Economic Growth
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



Peace, Justice and Strong Institutions
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.



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

GRI Standards Index

Under the terms of a Memorandum of Understanding signed in 2010, the UN Global Compact adopts the GRI Standards as the recommended reporting framework for companies to communicate on progress made.



This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

INDICATOR		SDG ALIGNMENT	LOCATION
GRI 102: General Disclosures 2016*			
Organizational Profile			
102-1	Name of the organization	Repligen Corporation	
102-2	Activities, brands, products, and services	<p>We manufacture and sell innovative bioprocessing tools and technologies to biological drug manufacturers to simplify and improve their production efficiencies.</p> <p>As of December 31, 2020, Repligen Corporation manufactures in 14 product categories across four main businesses: Filtration, Chromatography, Process Analytics and Proteins.</p> <p>Some of our leading brands include: XCell ATF®, KrosFlo® TFDF®, KrosFlo® TFF, TangenX® Flat Sheet, Spectrum® Hollow Fiber, OPUS® Pre-Packed Columns, ProConnex® Flow Paths, ARTeSYN® Systems, SoloVPE®, FlowVPX®, NGL-Impact®.</p>	<p>3, 9</p> <p>About Repligen (this report) Repligen Annual Report 2020-10-K – Part I, Item I, Business (page 2) Repligen Website-Technologies</p>
102-3	Location of headquarters	41 Seyon Street Building 1, Suite 100 Waltham, Massachusetts 02453, USA	<p>Repligen Annual Report 2020-10-K – Part I, Item I, Corporate Information (page 8) Repligen Website-Contact</p>
102-4	Location of operations	As of December 31, 2020, Repligen Corporation had manufacturing operations in the United States, Europe (Estonia, Germany, Ireland, Netherlands, Sweden). We also have commercial offices in Asia (China, India, Japan, Singapore, South Korea).	<p>About Repligen – Repligen’s Global Footprint 2020 (this report) Repligen Annual Report 2020-10-K – Part I, Item I-Manufacturing (page 14) Repligen Website-Contact</p>
102-5	Ownership and legal form	We are a Delaware Corporation, incorporated in 1981. Repligen Corporation has been publicly traded on the Nasdaq Global Market under the symbol “RGEN” since 1986.	<p>Repligen Annual Report 2020-10-K – Part I, Item I, Corporate Information (page 8)</p>
102-6	Markets served	We serve the biopharmaceutical industry worldwide. Our customers are primarily biopharmaceutical manufacturers and contract development and manufacturing organizations (CDMOs), as well as other life sciences companies.	<p>3</p> <p>About Repligen – Who We Serve (this report) Repligen Annual Report 2020-10-K – Part I, Item I, Business (page 2)</p>

* All GRI data is tied to the 2016 GRI Standards, except where noted in section headers.

INDICATOR			SDG ALIGNMENT	LOCATION
102-7	Scale of the organization	<p>As of Repligen Corporation’s fiscal year ended December 31, 2020, we had 1,128 full- and part-time employees.</p> <p>Please refer to our externally audited financial statements as the best reference for financial data.</p> <p>The company’s bioprocessing operations form a single entity for reporting purposes, comprised of 15 operating sites around the world.</p> <p>See GRI KPI 102-2, 102-4 and 102-6 above for information on product scope, market scope and geographic scope.</p>		<p>Repligen Annual Report 2020-10-K – Part I, Item I, Human Capital (page 12)</p> <p>Repligen Annual Report 2020-10-K – Part V, Item 15, Financial Statements (page 68)</p> <p>Repligen Reports Fourth Quarter and Full Year 2020 Financial Results (press release)</p>
102-8	Information on employees and other workers	<p>Repligen Corporation currently reports information on a global basis by geographic location, job type and age. Globally, our employees self-report data for gender and race. Within the United States, Repligen Corporation reports gender and race for our Board and management team.</p>	8	<p>Principles – Board Composition Data (this report)</p> <p>People – Workforce Data 2020 (this report)</p> <p>Repligen Annual Report 2020-10-K – Part I, Item I, Human Capital (page 12)</p>
102-9	Supply chain	<p>The vast majority of Repligen Corporation’s approximately 2,500 suppliers of components and raw materials are located in the United States and Europe. Repligen Corporation’s robust sourcing process reviews supply of raw materials and components for right sizing inventory or dual sourcing, when required. These raw materials and components are received into our manufacturing sites for final production and finished products are shipped to customers from our site warehouses.</p>	12, 16	<p>Product – Supply Chain Management and Responsible Sourcing (this report)</p>
102-10	Significant changes to the organization and its supply chain	<p>Repligen Corporation added seven new manufacturing sites in 2020 through acquisition, bringing our total to 15 sites. We also added manufacturing capacity to key U.S. sites, for a total increase of 115,000 square feet in 2020.</p> <p>New sites are located in the United States (New York, California, Massachusetts) and in Europe (Ireland, Estonia).</p>	3, 9	<p>About Repligen – Building for Growth (this report)</p> <p>About Repligen – Repligen’s Global Footprint 2020 (this report)</p> <p>Product – Facilities Expansion in 2020 (this report)</p> <p>Repligen Annual Report 2020 – Shareholder Letter, Expanding our Offerings through M&A (page 20)</p> <p>Repligen Annual Report 2020-10-K – Part I, Item I, 2020 Acquisitions (page 8)</p> <p>Repligen Annual Report 2020-10-K – Part I, Item 2, Properties (page 36)</p>

INDICATOR			SDG ALIGNMENT	LOCATION
102-11	Precautionary Principle or approach	Repligen Corporation adopts the precautionary principle approach of Safety First when developing new products and assessing potential social and environmental risks. We have set clear expectations for ourselves by placing safety and sustainability at the core of our business, and we are working toward setting clearer expectations throughout our value chain.	3	Product – Product Quality and Safety (this report) Product – Collaborating for Sustainability (this report)
102-12	External initiatives	Repligen Corporation is a participant of and expressly supports the UN Global Compact and its Ten Principles. In 2020 and into 2021, we successfully completed the UNGC’s SDG Ambition Accelerator Program. We continue to be actively involved in the Bio-Process Systems Alliance’s (BPSA) Sustainability Council and are members of the SASB Alliance and GRI to help inform our strategic decisions for a sustainable future.	16	Approach – Reporting Frameworks and Guidelines (this report) Product – Collaborating for Sustainability (this report)
102-13	Membership of associations	In addition to our active engagement with BPSA, we share and gain insights from our involvement with the National Institute for Innovation in Manufacturing Biopharmaceuticals (NIIMBL), the BioInnovation Group (BIG), the Biotechnology Innovation Organization (BIO) and the American Society of Mechanical Engineers (ASME).	9, 16	Product – Collaborating for Sustainability (this report)
Strategy				
102-14	Statement from senior decision-maker	<p>“I regularly share with employees that taking ‘good’ and upshifting to ‘great’ defines our success as an innovation-focused company. While we may be at the initial stages of documenting our ESG journey, I believe you will find in this report that we are well on our way in many respects. A strong culture of responsibility and caring will continue to drive and define Repligen.” — Tony J. Hunt, President and CEO</p> <p>“I’m delighted to be overseeing and participating in the company’s ESG initiatives. This year our Sustainability Report highlights the steps we are taking to embrace ESG and to commit to programs that heighten our positive — and minimize our negative — impacts on society and our environment, with a view toward a stronger global economy, more equitable societies and a healthier planet.” — Karen A. Dawes, Chairperson of the Board, Chair of the Nominating & Corporate Governance Committee</p>		A Message from Our CEO (this report) Approach – Report Structure: Our ESG Pillars (this report)
Ethics and Integrity				
102-16	Values, principles, standards, and norms of behavior	Repligen Corporation is committed to achieving the highest standards of professionalism and ethical conduct in its operations and expects its employees to conduct their business according to these standards and to comply with all applicable laws. We further hold ourselves to the highest standards of our Core Principles; trustworthiness, respectfulness, responsibility, fairness and corporate citizenship. We believe that these principles are critical to our long-term success.	16	Principles – Our Core Principles (this report) Code of Business Conduct and Ethics Business Partner Code of Conduct
102-17	Mechanisms for advice and concerns about ethics	1. Corporate Governance Guideline; 2. Code of Business Conduct and Ethics; 3. Insider Trading Policy; 4. Ethics and Compliance Hotline; 5. Ethics and Compliance Training	16	Code of Business Conduct and Ethics Business Partner Code of Conduct Insider Trading Policy

INDICATOR			SDG ALIGNMENT	LOCATION
Governance				
102-18	Governance structure	The company’s business, property and affairs are managed under the direction of the Board of Directors, including three standing committees: Audit, Compensation, and Nominating and Corporate Governance. Members of the Board are kept informed of the business through discussions with the Chief Executive Officer and other officers of the company, by reviewing materials provided to them, by visiting the company’s offices and by participating in meetings of the Board and its committees and the Annual Meeting of Stockholders.	16	Corporate Governance Guidelines
102-20	Executive-level responsibility for economic, environmental, and social topics	At the Board of Directors level, the Nominating and Corporate Governance (N&CG) Committee oversees environmental, social and governance (ESG) matters and practices, as set forth in the N&CG Committee charter. This Committee reports to the full Board on ESG matters and the company’s progress on sustainability initiatives.	16	Principles – ESG Oversight (this report) 2021 Proxy Statement (page 6) Nominating and Corporate Governance Committee Charter
102-22	Composition of the highest governance body and its committees	Board and Committee composition and Board diversity data is published in our 2021 proxy statement.	5	2021 Proxy Statement (page 2) Principles – Board Composition Data (this report)
102-23	Chair of the highest governance body	The position of Chairperson of the Board is held by a woman, Karen A. Dawes	5, 16	2021 Proxy Statement (page 2) Principles – Board Composition Data (this report)
102-24	Nominating and selecting the highest governance body	The Director Nominations Policy is detailed in our Proxy Statement and our Nominating and Corporate Governance Committee Charter.	5, 16	2021 Proxy Statement (page 19) Nominating and Corporate Governance Committee Charter
102-25	Conflicts of interest	Repligen Corporation conducts an annual assessment of conflicts of interest, including (i) annual questionnaires; (ii) legal review for conflicts; (iii) Nominating and Corporate Governance Committee resolutions recommending independence; (iv) Board approval of independence.	16	Corporate Governance Guidelines Nominating and Corporate Governance Committee Charter
102-30	Effectiveness of risk management processes	Nominating and Corporate Governance Committee oversight over ESG risks and opportunities and the Audit Committee oversight over other key enterprise risks.	16	Principles – Enterprise Risk Management (this report) Nominating and Corporate Governance Committee Charter Audit Committee Charter
102-32	Highest governance body’s role in sustainability reporting	The Nominating and Corporate Governance Committee periodically reviews with management the company’s practices and proposed initiatives with respect to environmental, social and corporate governance. The N&CG supports and guides the company’s sustainability practices.	16	Principles – ESG Oversight (this report) Nominating and Corporate Governance Committee Charter

INDICATOR		SDG ALIGNMENT	LOCATION
102-33	<p>Communicating critical concerns</p> <p>For employees and business partners, a Compliance Hotline is accessible by phone or online, as indicated in our Codes of Conduct.</p> <p>In addition to our Compliance Hotline, our Code of Business Conduct and Ethics provides multiple avenues for employees to communicate their concerns.</p> <p>As indicated in our 2021 proxy, shareholder concerns directed to the Board of Directors as a whole are to be sent as follows: By mail, to: Repligen Corporation, Attn: Corporate Secretary, 41 Seyon Street, Building 1, Suite 100, Waltham, MA 02453. By fax, to: 781-250-0115. By e-mail, to legal@repligen.com.</p> <p>For communications directed to an individual director in his or her capacity as a member of the Board, communications are to be sent in the same manner as above.</p> <p>Critical concerns believed to be enterprise risk management issues are presented and discussed at Board meetings.</p> <p>The N&CG Committee has overall responsibility for ESG risk management, and the Audit Committee oversees enterprise risk management.</p>	3, 16	<p>Nominating and Corporate Governance Committee Charter</p> <p>Audit Committee Charter</p> <p>Code of Business Conduct and Ethics</p> <p>Business Partner Code of Conduct</p> <p>2021 Proxy Statement – Shareholder Communications Policies (page 22)</p> <p>Insider Trading Policy</p>
102-35	<p>Remuneration policies</p> <p>Director remuneration is made in accordance with our Amended and Restated Director Compensation Policy.</p> <p>Executive remuneration is determined in accordance with our Compensation Committee charter and in consideration of our compensation philosophy and objectives as outlined in our proxy statement.</p>		<p>2021 Proxy Statement – Compensation Discussion and Analysis (page 33)</p> <p>Compensation Committee Charter</p>
102-36	<p>Process for determining remuneration</p> <p>Director remuneration is made in accordance with our Amended and Restated Director Compensation Policy.</p> <p>Executive remuneration is determined through a thorough compensation evaluation process outlined in our proxy statement and overseen by the Compensation Committee. This includes engagement each year, including for 2020, of a respected external Board advisory service to perform peer compensation data analyses and compensation risk assessments. Benchmark results are one of several factors in determining appropriate total compensation and mix of compensation and incentives for our named executive officers (NEOs).</p>		<p>2021 Proxy Statement – Compensation Discussion and Analysis (page 33)</p> <p>Compensation Committee Charter</p>
102-38	<p>Annual total compensation ratio</p> <p>The company’s 2020 CEO pay ratio was 45:1</p>		<p>2021 Proxy Statement – Compensation Discussion and Analysis (page 56)</p>
Stakeholder Engagement			
102-40	<p>List of stakeholder groups</p> <p>Repligen Corporation engages Employees, Customers, Investors and Suppliers, as well as Communities in which we have significant operations.</p>		<p>Approach – Materiality Assessment (this report)</p>
102-41	<p>Collective bargaining agreements</p> <p>Approximately 75 employees at Repligen Sweden are covered by collective bargains with two Swedish unions. These contracts are due for renewal in 2023. As of December 31, 2020, this represented approximately 6.6% of our total workforce.</p>	8	<p>Repligen Annual Report 2020-10-K – Part I, Item I, Human Capital (page 12)</p>

INDICATOR	SDG ALIGNMENT	LOCATION
102-42 Identifying and selecting stakeholders	<p>Repligen Corporation identifies stakeholder groups based on their material impact on the company’s long-term success. In addition to employees, customers, suppliers and investors, Repligen Corporation places importance on being a valuable member of the communities in which we operate, authorizing sites around the world to match their financial and volunteer resources to the needs of the community.</p>	<p>Approach – Our Approach to Materiality (this report)</p>
102-43 Approach to stakeholder engagement	<p>Our Board, executive team and Corporate Responsibility Team (CRT) value the views and insights of our stakeholders.</p> <p>Shareholders: Through our investor relations efforts, we meet regularly with our shareholders through a robust schedule of investor meetings, conferences, roadshows and other events. We have expanded our shareholder engagement program to include outreach to shareholder stewardship representatives regarding proxy, governance and sustainability initiatives. In 2020, these ESG conversations were focused on reporting frameworks and identifying topics of highest relevance to the company and shareholders. These conversations selectively involve our CEO and/or members of our Board, depending on the area of focus.</p> <p>Employees: In preparing this report, our Corporate Responsibility Team also consulted key employees and operating team members on environmental, social and risk management-related topics through our internal level setting and materiality assessment process.</p> <p>Customers: With respect to customers, we conduct monthly customer satisfaction surveys, which, while not specific to ESG topics, often provide insight and points of entry for discussion and collaboration. The collective feedback from these stakeholder groups is presented to our Board and CEO to inform ESG-related discussions and help set ESG goals and priorities.</p> <p>We consider this ongoing engagement process important in creating long-term value and to maintaining a culture of integrity, compliance and sustainability.</p>	<p>Approach – Our Approach to Materiality (this report)</p> <p>Principles – Engaging Stakeholders (this report)</p> <p>2021 Proxy Statement – Shareholder Engagement (page 4)</p>
102-44 Key topics and concerns raised	<p>During the COVID-19 pandemic, as demand for our products accelerated, customers contacted us regarding supply chain continuity, and shareholders also raised this concern. We responded through our website and directly to customers who had special requests and directly addressed investors’ questions. To ensure continuity, in 2020 we added staff, increased our inventory levels and expanded our manufacturing capacity to ensure continuity.</p> <p>Topics of particular interest to customers, shareholders and employees include our progress and plans for recycling and repurposing certain of our (single-use) products. Employees have indicated interest in waste reduction and recycling initiatives and have embraced related programs.</p> <p>Topics of particular interest to shareholders also included: Board composition, Board diversity and performance metrics related to executive compensation, as discussed in our 2021 proxy statement; see What we Heard, How we Responded and Compensation Practices.</p>	<p>About – Our COVID-19 Response (this report)</p> <p>Principles – Responding to COVID-19 (this report)</p> <p>People – Our COVID-19 Task Force (this report)</p> <p>2021 Proxy Statement Summary – Shareholder Engagement (page 4)</p>

INDICATOR	SDG ALIGNMENT	LOCATION
Reporting Practice		
102-45 Entities included in the consolidated financial statements	<p>All entities are included. Details can be found in the company's 10-K filing. The company operates under one reporting segment that includes multiple entities. As of December 30, 2020, the company's consolidated financial statements include the following entities under Repligen Corporation:</p> <ul style="list-style-type: none"> • Engineered Molding Technology LLC (New York) • Spectrum LifeSciences LLC (Delaware) and its subsidiaries Repligen (Shanghai) Biotechnology Co. Ltd. (China), Repligen Japan LLC (Japan) and Repligen Europe B.V. (Netherlands) and its subsidiaries Repligen India Private Limited (India) and Repligen Korea Co. Ltd. (South Korea) • C Technologies Inc. (New Jersey) • ARTeSYN Biosolutions Holdings Ireland Ltd. (Ireland) and its subsidiaries ARTeSYN Biosolutions USA LLC (Nevada), ARTeSYN Biosolutions Estonia OU (Estonia), ARTeSYN Biosolutions Ireland Limited (Ireland) • Non-Metallic Solutions, Inc. (Massachusetts) • Repligen Sweden AB (Sweden) and Repligen GmbH (Germany) • Repligen Singapore Pte. Ltd. (Singapore) 	Repligen Annual Report 2020 – Organization and Nature of Business (page 109)
102-46 Defining report content and topic Boundaries	<p>This report contains disclosures that address elements of the GRI Sustainability Reporting Guidelines, 2016 GRI Standards: Core option, the SASB Medical Equipment and Supplies Standards, and the United Nations Sustainable Development Goals (UN SDGs). As a participant of the United Nations Global Compact (UNGC), Repligen Corporation also considered the UN Sustainable Development Goals and the UNGC's Ten Principles on human rights, labor, environment and anti-corruption.</p> <p>Our material topics were identified through an internal assessment that considered topics of highest importance to key stakeholder groups, most notably our shareholders, employees and customers.</p>	Our Approach to ESG Reporting (this report)
102-47 List of material topics	<p>By pillar, we identified the following material topics through our materiality assessment as described in this report.</p> <ul style="list-style-type: none"> • Principles: business ethics and compliance; enterprise risk management; financial integrity; cybersecurity and data privacy • People: health, safety and well-being; diversity, equity and inclusion; employee attraction, development and retention; community engagement and impact • Product: supply chain management; innovation, product quality and safety; product design and lifecycle management • Planet: environmental impact; energy use and climate impact; water use; solid waste management 	Our Approach to ESG Reporting – Our Most Material ESG Topics (this report)
102-48 Restatements of information	There were no restatements of information during 2020.	
102-49 Changes in reporting	This is the Repligen Corporation's first Sustainability Report.	
102-50 Reporting period	<p>Unless otherwise noted, all data sets in this report cover our fiscal year ended December 31, 2020. The baseline environmental data included in this report covers our fiscal year ended December 31, 2019. Non-data narrative in this report extends to June 30, 2021.</p>	Our Approach to ESG Reporting – Scope of Report (this report)

INDICATOR			SDG ALIGNMENT	LOCATION
102-51	Date of most recent report	Not applicable.		
102-52	Reporting cycle	Repligen Corporation plans to publish its next Sustainability Report in 2023.		
102-53	Contact point for questions regarding the report	sustainability@repligen.com		
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option.		
102-55	GRI context index	As this GRI report exactly follows the order set forth by the GRI Standards, we have not provided an additional content index.		
102-56	External assurance	The contents of this report have not been subject to third-party validation, with the exception of financial data as presented in Repligen Corporation’s 2020 Annual Report.		

GRI 200 Series: Economic

201-Economic Performance

Repligen Corporation’s financial success is driven by the development of high-value, highly differentiated systems and solutions that help biopharmaceutical manufacturers optimize their workflows to maximize their productivity. We recognize the importance of our financial stability and the substance of our growth to the company’s long-term viability and to all of our stakeholders. We also understand that prudent financial decisions must include careful consideration of the social and environmental implications of our activities.

As a publicly-traded company listed on Nasdaq, Repligen Corporation complies with the highest standards of fiduciary responsibility required by the exchange and the U.S. Securities and Exchange Commission. To safeguard our financial integrity, our Chief Financial Officer and our Controller have oversight of our robust internal audit function, ensuring proper accounting and related controls, and alignment of financial statements to the U.S. Generally Accepted Accounting Principles (GAAP). The internal audit team also coordinates with our Chief Compliance Officer and CFO to apply risk-based rankings across the organization and to apply risk mitigation programs as required.

Repligen Corporation’s Audit Committee oversees and monitors the company’s management and independent registered public accounting firm, Ernst & Young LLP, throughout the financial reporting process to perform an independent audit of the company’s financial statements in accordance with the standards of the U.S. Public Company Accounting Oversight Board (PCAOB). In parallel, the Nominating and Corporate Governance Committee oversees environmental, social and governance (ESG) matters and practices and reports to the full Board on ESG matters and the company’s progress on sustainability initiatives in the business context.

201-1	Direct economic value generated and distributed	For the year ended December 31, 2020, Repligen Corporation reported global revenue of \$366.3 million, representing 36% growth over prior year revenue and GAAP net income of \$59.9 million. Repligen Corporation does not publicly disclose Economic Value Generated, Distributed and Retained by geography.	8, 9	Repligen Annual Report 2020 – 10-K (page 72)
201-2	Financial implications and other risks and opportunities due to climate change	Repligen Corporation recognizes the potential for future regulatory mandates that could require us to invest in changes in processes to achieve required emissions targets. While it is impossible to make meaningful estimates on potential investment, given the uncertainty of many variables, there is a clear mandate for industry to reduce its impact on the environment. To that end, Repligen Corporation is proactively working to identify near and long-term opportunities to reduce the environmental footprint of our operations and our products.	13	

INDICATOR			SDG ALIGNMENT	LOCATION
201-3	Defined benefit plan obligations and other retirement plans	Repligen Corporation provides defined contribution retirement plans, such as 401(k) for U.S. employees including a 50% employer match up to 6% of salary, capped at \$5,000. Full-time employees are eligible to participate. In all of the locations where we operate, we have country-specific pension/defined contribution schemes, with both employee and company contributory benefits. No plan liabilities for future payments are held on Repligen Corporation's books.	3, 8	
201-4	Financial assistance received from government	Repligen Corporation received \$4.7 million in U.S. tax credits on the basis of increased research and development activities. No other governmental compensation of relief for financial obligations was received. There are no equity stakes in Repligen Corporation businesses by any Government. This information is provided based on GAAP principles.		Repligen Annual Report 2020 – 10-K (page 110)

205-Anti-Corruption

Repligen Corporation is committed to achieving the highest standards of professionalism and ethical conduct in its operations and expects its employees to conduct their business according to the standards laid out in our Code of Business Ethics and Conduct.

We guard against anti-corruption by being cognizant of the unique sensitivities of doing business with government agencies and government officials. We will always comply with all applicable government procurement and international laws and regulations as they apply to our business around the world. Our employees are prohibited from engaging in corruption or from offering or accepting any bribes or facilitation payments or other unlawful incentives.

On the anti-competitive front, Repligen Corporation believes in free and fair competition. We sell our products and services based on quality, reliability, performance and price, and never seek unfair competitive advantage through illegal or unethical means. Repligen Corporation forbids such illegal practices such as bundling, collusion and predatory pricing. In addition to training on the Code of Business Ethics and Conduct, we foster a strong relationship between our commercial and legal departments to facilitate discussion of any areas of concern.

205-1	Operations assessed for risks related to corruption	A review of 100% of operations for the year ended December 31, 2020, revealed no significant risks related to corruption.	16	
205-2	Communication and training about anti-corruption policies and procedures	Repligen Corporation updated its Code of Business Conduct and Ethics in April 2021, in part to include stronger anti-corruption policies. Through our enterprise document management system (EDMS), all employees are required annually to review and commit to (by signature) their understanding of our Foreign Corrupt Practices Act (FCPA) policy. In addition, the company, in the first half of 2021, selected an interactive anti-corruption video training program, in which participation will be mandatory for certain employees, as deemed appropriate by job level and function.	16	Principles – Code of Business Conduct and Ethics (this report) Principles – Principles-related Workplace Training (this report)
205-3	Confirmed incidents of corruption and actions taken	Repligen Corporation had no instances confirmed of corruption among employees or business partners in 2020. Business partners are expected to comply with Repligen Corporation's Anti-Corruption Policies as set forth in the company's Business Partner Code of Conduct.	16	Principles – Business Partner Code of Conduct (this report)

INDICATOR			SDG ALIGNMENT	LOCATION
206-Anti-Competitive Behavior				
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There were no legal actions during the year ended December 31, 2020, regarding anti-competitive behavior, violations of anti-trust or monopoly legislation in which Repligen Corporation was identified as a participant.	16	
GRI 300 Series: Environmental				
301-Materials				
301-1	Materials used by weight or volume	Repligen Corporation does not currently track this information across the organization, but the topic is under evaluation. See our Product Spotlights for initiatives that have meaningfully reduced the amount of materials utilized and waste created by the packaging and distribution of three key products.	8, 12	Product – SPOTLIGHT ON RIGHT-SIZE PACKAGING (this report)
301-3	Reclaimed products and their packaging materials	During 2020, Repligen Corporation began key initiatives aimed at the evaluation of take-back programs for products and packaging materials. The Corporate Responsibility Team helps to bring a circular economy lens to decisions about product development and improvements, increasingly in connection with supplier and customer requirements.	8, 12	Product – Product Design and Lifecycle Management (this report) Product – SPOTLIGHT ON RIGHT-SIZE PACKAGING (this report) Planet – Managing Waste (this report)
302-Energy				
Repligen Corporation uses an ESG reporting tool to capture and track energy usage data across the organization. Our team of ESG Site Ambassadors updates type and usage information quarterly. We are focused on increasing the use of renewable energy at our largest sites. Our facility in Lund, Sweden, was the first to transition to 100% renewable energy. Our Ravensburg, Germany, site operates on 100% renewable electricity. Our Breda, Netherlands, site transitioned to 100% renewable electricity as of March 1, 2021, followed by Rancho Dominguez, California, as of July 01, 2021.				
302-1	Energy consumption within the organization	In 2020, Repligen Corporation’s total energy consumption from non-renewable sources was 11,605 MWh (41,778 GJ) including natural gas. Total non-renewable energy consumption for Repligen Corporation includes both Scope 1 and Scope 2 sources. Repligen Corporation’s total energy consumption from renewable sources was 4,486 MWh (16,150 GJ) of energy in 2020. Renewable energy consumption for Repligen Corporation includes only Scope 2 sources. The breakout of total energy consumption in 2020 was 28% renewable and 72% non-renewable as follows: 21% electric renewable, 54% electric non-renewable, 19% natural gas non-renewable, and 7% purchased heat renewable. Segments of data do not add to 100% due to rounding. Repligen Corporation did not sell energy. Total energy consumption was 16,091 MWh (57,929 GJ). Repligen Corporation used a Financial Grade Sustainability and ESG software solution for recording data. Conversion tools are embedded in our ESG software platform. We converted MWh to gigajoules (GJ) per the standard conversion method.	8, 12, 13	Planet – Measuring Emissions (this report) Planet – 2020 Environmental Data (this report)

INDICATOR			SDG ALIGNMENT	LOCATION
302-3	Energy intensity	<p>The energy intensity ratio for Repligen Corporation in 2020 was 43.93 MWh per million dollars revenue (the ratio denominator).</p> <p>All types of energy were included in the ratio.</p> <p>The ratio uses energy consumption both within and outside of the organization.</p>	8, 12, 13	<p>Planet – Reducing Climate Impacts (this report)</p> <p>Planet – 2020 Environmental Data (this report)</p>
302-4	Reduction of energy consumption	<p>In 2020, energy consumption for electricity and heat decreased by 4,235 MWh (15,428 GJ) as the direct result of reduction initiatives.</p> <p>The types of energy included were electricity and heat and were sourced from direct measurements from utility bills.</p> <p>The baseline year for calculation is 2019, based on eight sites. Seven more sites were added in 2020. 2019 is our baseline year, and there is no historical data prior to this year.</p> <p>Conversion tools are embedded in our ESG software platform. We converted MWh to gigajoules per the standard conversion method.</p>	8, 12, 13	<p>Planet – Establishing Our 2019 Baseline (this report)</p> <p>Planet – 2020 Environmental Data (this report)</p>
303-Water and Effluents (2018)				
<p>Repligen Corporation recognizes the importance of minimizing water use and discharge and strives to develop and advance practices for water management across our network. To this end, with the help of our ESG Site Ambassadors, we began tracking water data starting in 2019 for all of our manufacturing sites, adding new sites we acquired in 2020, and capturing it in our ESG reporting tool. We have determined that our manufacturing sites in Southern California, Texas and Estonia are located in water stressed regions. However, water usage at these sites comprises less than 15% of our total global consumption and we are working to reduce this value through continuous improvement efforts. No other manufacturing sites are located in water stressed area. We have identified our sites with highest water usage and projects to be implemented to reduce their water usage. The Ambassadors meet quarterly to share best practices to accelerate our efforts.</p>				
303-1	Interactions with water as a shared resource	<p>Repligen Corporation began tracking water consumption in manufacturing sites starting with 2019. At most sites, we are a tenant and gather information from our landlords, property managers or utility providers. We have plans to assess and improve our water withdrawals, consumption and discharge in future years.</p>	12	<p>Planet – Reducing Water Usage (this report)</p> <p>Planet – Establishing our 2019 Baseline (this report)</p> <p>Planet – 2020 Environmental Data (this report)</p>
303-2	Management of water discharge-related impacts	<p>Repligen Corporation complies with local water discharge regulations for each manufacturing site.</p>		<p>Planet – Reducing Water Usage (this report)</p>
303-5	Water consumption	<p>Repligen Corporation consumed 113.3 megaliters (113,333 cubic meters) of water across 11 of 15 manufacturing sites for which data was available, for the year ended December 31, 2020. Of this total, less than 15% was consumed by Repligen Corporation sites located in water stressed regions.</p> <p>Water storage does not have a significant impact. Water data was sourced from utility invoices and best estimates from property managers of shared rental spaces.</p>		<p>Planet – Reducing Water Usage (this report)</p> <p>Planet – 2020 Environmental Data (this report)</p>

INDICATOR	SDG ALIGNMENT	LOCATION
305-Emissions		
<p>Repligen Corporation has an ESG reporting tool to capture and track GHG data. We began tracking Scope 1 and Scope 2 emissions data starting with 2019 for all of our manufacturing sites, adding new sites acquired in 2020. We have a team of ESG Site Ambassadors to update data quarterly. In 2020, our main project for the UNGC SDG Accelerator Program was GHG Reduction. As energy is the biggest contributor to Repligen Corporation’s carbon footprint, we are focused on renewable electricity and energy at our largest sites, as well as other types of carbon reduction programs. Our Lund, Sweden and Ravensburg, Germany manufacturing sites have led the way in GHG reduction for the company. Please see the Planet section of this report for details of their progress.</p> <p>We have set a 2021 target of a 10% reduction in Scope 1 and Scope 2 emissions vs 2020 for the network of sites, normalized to revenue. We have added environmental expectations to our Supplier Code of Conduct and have begun outreach up and downstream to begin tracking elements of Scope 3 emissions.</p>		
305-1 Direct (Scope 1) GHG emissions	3, 12, 13	Planet – Measuring Emissions (this report) Planet – Establishing our 2019 Baseline (this report) Planet – 2020 Environmental Data (this report)
<p>Gross direct (Scope 1) GHG emissions for the year ended December 31, 2020, were 598 tons CO₂e for 15 sites including all gases.</p> <p>None of the carbon equivalent emissions were biogenic.</p> <p>The base year for calculations is 2019 for global manufacturing at eight sites. The number of sites increased to 15 in 2020 as the result of acquisitions.</p> <p>2019 is our baseline year and there is no historic data prior to this year.</p> <p>Gross direct (Scope 1) emissions for our base year, ended December 31, 2019, were 517 tons CO₂e.</p> <p>There were no significant changes to or recalculations of base year emissions.</p> <p>Repligen Corporation used a Financial Grade Sustainability and ESG software solution for recording data. This platform is the source of emission factors, global warming potential rates and calculations.</p> <p>Repligen Corporation used the operational control consolidation approach for emissions. Conversion tools are embedded in our ESG software platform.</p>	3, 12, 13	Planet – Measuring Emissions (this report) Planet – Establishing our 2019 Baseline (this report) Planet – 2020 Environmental Data (this report)
305-2 Energy indirect (Scope 2) GHG emissions	3, 12, 13	Planet – Measuring Emissions (this report) Planet – Establishing our 2019 Baseline (this report) Planet – 2020 Environmental Data (this report)
<p>Gross indirect (Scope 2) emissions for 2020 were 2,653 tons CO₂e for 15 sites including all gases.</p> <p>The base year for calculations is 2019 for global manufacturing at eight sites. The number of sites increased to 15 in 2020 as the result of acquisitions.</p> <p>2019 is our baseline year and there is no historic data prior to this year.</p> <p>Gross indirect (Scope 2) emissions for our base year, ended December 31, 2019, were 2,219 tons CO₂e.</p> <p>There were no significant changes to or recalculations of base year emissions.</p> <p>Repligen Corporation’s energy data is gathered by an ESG Site Ambassador at each facility and collated in the company’s ESG software platform.</p>	13	Planet – Measuring Emissions (this report) Planet – 2020 Environmental Data (this report)
305-4 GHG emissions intensity	13	Planet – Measuring Emissions (this report) Planet – 2020 Environmental Data (this report)
<p>The GHG emissions intensity ratio for Repligen Corporation in 2020 was 8.87 tons CO₂e per million dollars of revenue (the ratio denominator). Direct (Scope 1) emissions were 1.63 tons CO₂e per million dollars revenue and energy indirect (Scope 2) emissions were 7.24 tons CO₂e per million dollars revenue.</p> <p>All types of energy were included in the ratio. The ratio uses energy consumption both within and outside of the organization.</p>		

INDICATOR		SDG ALIGNMENT	LOCATION
305-5	Reduction of GHG emissions	13	Planet – Measuring Emissions (this report) Planet – 2020 Environmental Data (this report)
<p>For the year ended December 31, 2020, Repligen Corporation increased its absolute Scope 1 and Scope 2 GHG emissions by 253.95 tons CO₂e as a direct result of production growth across the same eight sites that were operational during the baseline year, 2019.</p> <p>The seven new sites acquired in 2020 added to the absolute Scope 1 and Scope 2 GHG emissions by another 260.26 tons CO₂e, for a total of 514.21 tons CO₂e.</p> <p>Of note is a Scope 1 emissions avoidance of approximately 156 tons CO₂e (200,000 kWh or 200 MWh) in 2020 over baseline (2019) by our Lund, Sweden, site due to a heat recovery ventilation system upgrade. The upgrade allowed for a nominal 4% increase in energy consumption despite a 27% increase in production volume.</p> <p>Information for this disclosure is maintained in our ESG software platform.</p>			
306-Waste (2020)			
<p>The company’s manufacturing sites are subject to routine audits, both internal and external, to ensure compliance with international and local standards and regulations. Informed by international standards and industry best practices, our waste management program, started in 2020, seeks to go beyond requirements to minimize the amount of waste sent to landfills and incinerators.</p> <p>The majority of our current products are based on popular single-use technology. Counterintuitively, these products can have a lower overall environmental impact when factoring in energy and water use and chemical disposal. However, we are aggressively pursuing innovative programs and technologies to drive a more circular economy for single-use consumable products. In 2021, Repligen Corporation began exploring the potential for a single-use recycling program pilot. Also in 2021, we updated two key governing codes, Repligen Corporation’s Business Partner Code of Conduct and Code of Business Conduct and Ethics, to ensure all our stakeholders understand our commitment to ESG considerations, including Waste and Materials, to inform their interactions with the company.</p> <p>Repligen Corporation became a participant of the UNGC as a benchmark for the development of best practices for product design and lifecycle management, recycling and take-back programs, among other environmental initiatives. In addition, we joined the UNGC SDG Accelerator Program to inform our process for establishing appropriately ambitious targets and programs to achieve them. Our Leadership Team has met on this topic as a priority and has engaged R&D, Operations and Commercial functions to collaborate on the identification of opportunities and development of solutions that address the use of materials and management of waste. In addition, we are hiring additional human resources to focus on these important areas.</p>			
306-1	Waste generation and significant waste-related impacts	3, 12	Planet – Managing Waste (this report) Product – SPOTLIGHT ON RIGHT-SIZE PACKAGING (this report)
307-Environmental Compliance			
<p>As outlined in the Environment section of our Code of Business Conduct and Ethics, Repligen Corporation is committed to operating in an environmentally responsible manner and strives to minimize the environmental impact of our activities used to deliver products and services to our customers. We comply with all applicable environmental laws, rules and regulations and are encouraged to exceed those minimums whenever possible. We continue to seek ways to conserve natural resources and energy, reduce waste, air emissions, wastewater discharge and the use of hazardous substances, and minimize adverse impacts on the environment.</p>			
307-1	Non-compliance with environmental laws and regulations	16	

INDICATOR		SDG ALIGNMENT	LOCATION
GRI 400 Series: Social			
401-Employment			
<p>Repligen Corporation believes that its ongoing ability to attract, develop and retain talent contributes to its long-term business success. People are a key pillar of the company’s sustainability strategy and topics related to talent are regularly addressed by the management team and reviewed at the Board level. Our 2020 annual employee engagement survey had 87% workforce participation and 81% of responses were favorable. The survey and a series of functional team meetings indicated confidence in Repligen Corporation’s future success, perceived effectiveness of our response to the COVID-19 pandemic, and agreement that colleagues treat each other with respect. Opportunities for improvement included the need for ongoing performance feedback from managers and more effectively working across functions and departments. Repligen Corporation has taken a number of steps to address these issues.</p> <p>In addition to creating a professional, caring and inclusive culture, we offer benefits at or above local expectations for full- and part-time employees and are introducing clear paths for career development for functions and helping leaders build capacity in coaching and mentoring to support this. Our Board-level Compensation Committee governs our programs. See the People section of this report for detail on employee benefits and engagement programs.</p>			
401-1	New employee hires and employee turnover	<p>For the year ended December 31, 2020, we hired 475 new employees across the global organization. This represented a 48% increase from year-end 2019. Of the new hires in 2020, 335 were male and 140 were female.</p> <p>For the year ended December 31, 2020, there were 108 terminations, representing a total turnover rate of 11.4%, of which 8.8% was voluntary. Turnover included 77 male and 31 female employees globally.</p> <p>Repligen Corporation faces pressures consistent with other companies with a manufacturing-based workforce and saw higher than usual turnover in 2020, largely related to challenges that arose during the pandemic.</p>	5, 8 People – Attracting, Developing and Retaining Talent (this report)
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Repligen Corporation provides very competitive benefits to full-time employees in all significant locations of operation, and in consideration of local and regional norms. Benefits which are standard for full-time employees typically include life insurance, healthcare, disability and invalidity coverage, parental leave and retirement provisions. Stock-based compensation benefits are provided selectively. Part-time employees are also entitled to a number of benefits for their well-being. Our significant locations of operations based on revenue and number of employees are in the United States, Ireland, Sweden and Germany.	3, 8
401-3	Parental leave	<p>For the year ended December 31, 2021, all employees, regardless of gender, were entitled to parental leave. Of our total global employee count, 63% self-identified as male and 37% as female. Terms of parental leave can differ depending upon location and local and regional norms.</p> <p>For U.S. employees, Repligen Corporation provides a paid parental leave benefit for employees in conjunction with the birth of a child, an adoption or foster care placement of a child for the purpose of bonding with their new family member. Full-time employees who have completed three (3) months of service are eligible for 80 hours of paid leave to be taken within 4 weeks following birth, adoption or foster care placement. In the United States, part-time employees receive the equivalent number of hours of paid leave, pro-rated to number of hours that they are normally scheduled to work per week.</p> <p>Employees in other countries receive statutory benefits for parental leave.</p>	3, 5, 8

INDICATOR			SDG ALIGNMENT	LOCATION
402-Labor/Management Relations				
As outlined in the Human Rights section of our Code of Business Conduct and Ethics, Repligen Corporation complies with all applicable labor and employment laws, rules and regulations, including laws pertaining to fair employment practices, collective bargaining, freedom of association, privacy, immigration, working hours and compensation, as well as laws prohibiting child labor, forced, compulsory or involuntary labor, human trafficking, slavery, and employment discrimination. We do not tolerate the abuse of human rights in our operations or with any Repligen Corporation business partner.				
402-1	Minimum notice periods regarding operational changes	Repligen Corporation adheres to local requirements for all employee locations. Repligen Corporation’s site in Lund, Sweden, uses Swedish labor legislation.	8	
403-Occupational Health and Safety (2018)				
The health and safety of our employees impacts our business and the well-being of our employees. Repligen Corporation places the highest priority on a range of preventative measures that advance this objective. All of our manufacturing sites comply with local regulations and stay current on regulatory changes. In 2020, Operations started all leadership team meetings with the topic of safety. There were three meetings a week with all sites in our network focused on-site safety through the COVID-19 pandemic.				
Operations Leadership and Site Leadership place an emphasis on correcting situations before they become incidents. Best practices are shared among sites. Our larger sites have dedicated Occupational Health and Safety leaders who ensure all on-site employees can safely conduct their jobs. Our Lund, Sweden, is ISO 45001 certified and other sites are preparing for ISO certifications. Please see the People section of this report for more details on our Health and Safety practices.				
403-1	Occupational health and safety management system	Repligen Corporation complies with local regulations for each manufacturing site for occupational health and safety. Site information includes: Lund, Sweden, ISO 45001 certification; Breda, Netherlands, RI&E; Ravensburg, Germany, complies with local German laws; Bridgewater, NJ, USA, is in process of implementing ISO 45001 OSH MS; Waterford, Ireland, complies with local Irish laws; Tallinn, Estonia, complies with local laws; Waltham, MA, USA, complies with local laws; Marlborough, MA, USA, complies with local laws; Auburn, MA, USA, complies with local laws; Irving, TX, USA, complies with local laws; Clifton Park, NY, USA, complies with local laws; Rancho Dominguez, CA, USA, complies with local laws; Simi, Chino and Ocean Side, CA, USA, comply with local laws.	8	People – Health, Safety and Well-Being (this report)
403-2	Hazard identification, risk assessment, and incident investigation	Repligen Corporation tracks reportable and recordable incidents at each manufacturing site, guided by OSHA and applicable international regulations. Weekly operations meeting open with a status on-site safety. Each site has a target to reduce incidents by tracking “near misses” and communicating safety improvements to site employees and sharing best practices across the site network. All workers are encouraged to report safety concerns through the “near miss” program and required to escalate any serious concerns to their managers. In some sites, external experts are used to support safety goals. Our Lund, Sweden, site uses POL-11086 OHS Policy; BUP-00216 Risk Assessment; SOP-00456 Routines in Case of Accidents; BUP-00217 Reporting of Work-Related Incidents.	8	People – Health, Safety and Well-Being (this report)
403-3	Occupational health services	Repligen Corporation sites use internal and external resources to lead occupational, health and safety efforts. Larger sites, including Lund, Waltham, Marlborough, Rancho Dominguez and Bridgewater, have dedicated internal OH&S leaders who lead OH&S processes and ensure all employees at their site have access to information to safely conduct their job. Most sites have safety teams that support safe practices and track progress. Lund uses BUP-00216 for risk assessment. Bridgewater uses CF0364 Health and Safety Risk Assessment for their risk assessment.	8	People – Health, Safety and Well-Being (this report)

INDICATOR			SDG ALIGNMENT	LOCATION
403-4	Worker participation, consultation, and communication on occupational health and safety	Repligen Corporation provides new employee orientation, including safety training for jobs. Most sites have safety committees that provide guidelines, corrective actions and tracking of incidents and near misses. Repligen Corporation sites provide non-employees that visit sites access to safety protocols and practices. During 2020, Repligen Corporation sites had a visitor protocol, minimizing visits to sites and communicating practices allowed for any site visitor or contractor.	8, 16	People – Health, Safety and Well-Being (this report)
403-5	Worker training on occupational health and safety	Through a mixture of in-person training and Repligen Corporation’s online document repository, Syncade’s Electronic Document Management System (EDMS), employees are trained on EHS Policy, Repligen Corporation’s Safety Training including Emergency procedures, hierarchy of controls, hazard communication plan, ergonomic and general safety. Other trainings are incident reporting, security policy, lab safety, emergency action plan, disposal of chemical and biological waste. Lund uses SOP-00411 for the training system. Repligen Corporation added seven new sites to the manufacturing network in 2020 due to mergers. These sites are being integrated into Repligen Corporation’s training program.	8	People – Health, Safety and Well-Being (this report)
403-6	Promotion of worker health	Repligen Corporation provides benefits to employees, assisting with medical, dental and vision care for U.S. sites. An Employee Assistance (EAP) Program is offered to employees and mental health topics and strategies were presented for employees who worked on-site and worked from home due to COVID-19 in 2020. Personal and protective equipment (PPE) is provided for jobs that require them; some sites have clinics for employees offering flu shots, massages and prescription glasses. All sites were provided masks, gloves and sanitizers for COVID-19 protection during 2020. During peak COVID-19 periods, on-site COVID-19 testing was conducted in all U.S. sites and offered as an option in non-U.S. sites. PPE for employees that traveled to customer visits was provided in 2020. All employees were encouraged to receive their COVID-19 vaccinations when locally available to them.	3	People – Employment Benefits (this report) People – Our COVID-19 Task Force (this report)
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Repligen Corporation complies with local regulations for each manufacturing site for occupational health and safety. Site information includes: Lund, Sweden, ISO 45001 certification; Breda, Netherlands, RI&E; Ravensburg, Germany, complies with local German laws; Bridgewater, NJ, USA, ISO 45001 certification; Waterford, Ireland, complies with local Irish laws; Tallinn, Estonia, complies with local laws; Waltham, MA, USA, complies with local laws; Marlborough, MA, USA, complies with local laws; Auburn, MA, USA, complies with local laws; Irving, TX, USA, complies with local laws; Clifton Park, NY, USA, complies with local laws; Rancho Dominguez, CA, USA, complies with local laws; Simi, Chino and Ocean Side, CA, USA, comply with local laws.	8	People-Employment Practices and Policies (this report) People – Health, Safety and Well-Being (this report)
403-8	Workers covered by an occupational health and safety management system	Repligen Corporation site occupational health and safety programs cover all employees and site visitors.	8	People – Health, Safety and Well-Being (this report)
403-9	Work-related injuries	In 2020, Repligen Corporation had no work related fatalities nor high consequence work related injuries.	3, 16	People – Health, Safety and Well-Being (this report)
403-10	Work-related ill health	In 2020, Repligen Corporation had no work related ill health nor high consequence work related ill health.	3, 16	People – Health, Safety and Well-Being (this report)

INDICATOR SDG ALIGNMENT LOCATION

404-Training and Education

Training and education is a competitive imperative, overseen and administered by Human Resources with input from leadership and our people managers. Engagement in learning begins on an employee’s first day with a focus on our Codes of Conduct and health and safety. In 2020, we conducted 60 onboarding sessions for over 500 new employees, as well as for the workforces of new acquisitions. We believe that ongoing education is critical to inspiring our employees and developing talent. Programs include health and safety, the development of technical and soft skills for career progression, as well as for fostering diversity, equity and inclusion.

404-2	Programs for upgrading employee skills and transition assistance programs	Repligen Corporation offers three levels of leadership development programming to strengthen the capabilities of our people managers, particularly as we continue to grow and scale. This programming offers an approach that can meet the needs of leaders from the early stages to senior positions, instilling common language and practices supporting a connected and inclusive culture that drives performance at the individual, team and organizational level. These programs are comprised of two-hour classroom sessions with structured assignments and peer coaching supporting the application of the learning between sessions. Repligen Corporation also conducts a highly experiential executive communication and presence program in which the majority of our customer-facing employees/leaders participate.	8	People – Attracting, Developing and Retaining Talent (this report)
404-3	Percentage of employees receiving regular performance and career development reviews	Ninety-one percent of employees received a regular performance and career development review during the reporting period.	5, 8	People – Attracting, Developing and Retaining Talent (this report)

405-Diversity and Equal Opportunity

Repligen Corporation is working to improve racial and gender diversity to properly reflect the demographics of the communities in which we operate. We recognize that diversity needs to start at the top and can report that our newest Board members are from underrepresented groups. In response to the heightened awareness of social injustice in 2020, we established a Diversity, Equity and Inclusion (DE&I) Council composed of 10 senior leaders from across the organization. One of their key responsibilities is overseeing a company-wide DE&I program focused on Conversation, Community and Careers, known as the “3Cs”. The program is designed to create a more inclusive culture and raise awareness of unconscious bias and other significant obstacles to creating a truly diverse workforce. We have also significantly expanded the areas from which we recruit new talent.

We are proud to have established our first Employee Resource Network (ERN), ASPIRE, for career development with a particular emphasis on women in leadership. We encourage the creation of additional ERNs established by and for employees based on their shared backgrounds or interests.

Outside of the company, Repligen Corporation has deepened its engagement with the global community around social justice by joining the UN Global Compact. In addition, we routinely invest both money and volunteer hours in the communities we serve, based on close consultation with community leaders and organizers about what is needed most. In 2020, our investments were weighted to social justice.

INDICATOR			SDG ALIGNMENT	LOCATION
405-1	Diversity of governance bodies and employees	<p>As of the date of Repligen Corporation’s Annual Meeting (May 13, 2021), Repligen Corporation’s seven-person Board of Directors includes two women (29%). None (0%) are under 30 years old, one (14%) is 30-50 years old, and six (86%) are over 50 years old. One Board member (14%) is Nasdaq categorized as an underrepresented minority.</p> <p>As of December 31, 2020, of Repligen Corporation’s 17-person internal management team, 24% self-report as female and 76% male. None (0%) are under 30 years old, five (29%) are 30-50 years old, and 12 (71%) are over 50 years old; 76% report as white and 24% non-white.</p> <p>As of December 31, 2020, of Repligen Corporation’s 1,128 global employees, 37% self-report as female and 63% male; 21% are under 30 years old, 45% are 30-50 years old, and 34% are over 50 years old. Of Repligen Corporation’s U.S. employees, 51% self-report as white and 49% self-report as non-white, including 23% Hispanic or Latino, 18% Asian, 4%-5% Black or African American and 2%-3% American Indian, Pacific Islander, two or more races.</p>	5, 8	Principles – Board Diversity (this report) 2021 Proxy Statement (page 3) People – Workforce Data 2020 (this report)
406-Non-Discrimination				
<p>As outlined in the Equal Opportunity section of our Code of Business Conduct and Ethics, Repligen Corporation prohibits discrimination against any worker in its hiring and employment practices on the basis of race, ethnicity, physical characteristic, sexual orientation, gender, gender identity, marital status, maternity or parental status, union membership, political affiliation, color, age, national origin, disability, religion or any other legally protected characteristics. Equal Opportunity falls under Our Core Principle of Respectfulness, which requires all employees, customers and business partners be treated with respect and dignity. Also upholding this principle, is a See Something, Say Something policy — overseen by our Compliance Department, as well as a Harassment Free Workplace policy, and a Diversity, Equity and Inclusion policy.</p> <p>Repligen Corporation uses NAVEX Global for reporting of any instances of discrimination.</p>				
406-1	Incidents of discrimination and corrective actions taken	There were no incidents identified in 2020.	5, 8	
407-Freedom of Association and Collective Bargaining				
See 402: Labor Management Relations				
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	None of Repligen Corporation’s employees are at risk of being denied their right to exercise freedom of association and collective bargaining. These rights are protected by our Code of Business Conduct and Ethics. Our Business Partner Code of Conduct requires that suppliers also protect these rights of their employees, and we believe that all of our suppliers are compliant.	8	People – Employment Practices and Policies (this report) Code of Business Conduct and Ethics Business Partner Code of Conduct
415-Public Policy				
Please see our Code of Business Conduct and Ethics “Political and Charitable Contributions Policy.” Repligen Corporation has not made and does not have plans to make any political contributions.				
415-1	Political contributions	Repligen Corporation did not make any political contributions in 2020.	16	

INDICATOR SDG ALIGNMENT LOCATION

418-Customer Privacy

Repligen Corporation takes customer privacy and data security very seriously with a comprehensive approach that combines Board and executive oversight with employee participation. Please see [“Cybersecurity – Protecting our Information Systems and Data”](#) in the Principles section of this report for a detailed description.

418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Repligen Corporation had no breaches of customer privacy, losses of customer data or complaints concerning either in 2020.	16	
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419-Socioeconomic Compliance

Repligen Corporation takes a bottom-up approach to compliance with laws and regulations by setting forth expectations for employee conduct in the Code of Business Conduct and Ethics. Our Legal and Global Trade Compliance functions are a resource for all departments, ensuring proper adherence to laws and regulations across business activities globally.

419-1	Non-compliance with laws and regulations in the social and economic area	Repligen Corporation had no instances of non-compliance with laws and regulations in the social or economic areas in 2020.	16	
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SASB Standards Index



The SASB Standards Board, maintained under the auspices of the Value Reporting Foundation, identifies Repligen Corporation as belonging to the HealthCare, Medical Equipment and Supplies industry. The current SASB Standards, Version 2018-10, do not include Bioprocessing (our industry). As there is no direct match, please see page 12 for a description of what [“We Do”](#) and [“We Don’t”](#).

CODE	TOPIC	ACCOUNTING METRIC	2020 REPORTING	LOCATION
HC-MS-240a.1	Affordability and Pricing	Ratio of weighted average rate of net price increases (for all products) to the annual increase in the U.S. Consumer Price Index	Our ratio of weighted average rate of net price increases for all products to the annual increase in the U.S. Consumer Price Index (CPI) is 1.002:1. This is in line with the CPI for 2020.	
HC-MS-240a.2	Affordability and Pricing	Description of how price information for each product is disclosed to customers or to their agents	<p>Repligen Corporation has fixed prices for all products that are hard-coded into our quoting system (Salesforce). These prices reflect a fair value proposition for the benefits that our technologies provide. Price increases, if necessary, are made annually in January. Increases are derived from a composite of increases in the cost of labor and raw materials and investments made by Repligen Corporation to improve product access and quality.</p> <p>Pricing is provided to potential customers who are biopharmaceutical developers and manufacturers, and life sciences companies, on request through our customer service or sales team. We do not publish an annual price list. In certain circumstances where required by Master Service Agreements, Repligen Corporation provides annual pricing updates for certain products to customers.</p>	
HC-MS-250a.1	Product Safety	Number of recalls issued, total units recalled	<p>There were two product recalls in 2020 for a total of 28 units (less than 1% of units sold): 2020-01, 10 units 100g rProtein A from field, and 2020-03, 18 filters .2u PS XCell 4 from field.</p> <p>2020-01: The product was recalled due to incorrect labels on the final product (showing an incorrect lot number).</p> <p>2020-03: The product was recalled due to incorrect outer packaging labels, referencing a PES filter instead of a PS filter.</p>	
HC-MS-250a.2	Product Safety	List of products listed in the FDA’s MedWatch Safety Alerts for Human Medical Products database	No products were listed in the FDA’s MedWatch Safety Alerts for Human Medical Products database in 2020. For Repligen Corporation, this database is only relevant for a small hospital supplies business unit (Repligen Corporation of Irving, TX) that manufactures less than 1% of our products by revenue. The unit operates under an ISO 13485:2016 Certified Management Quality Program.	
HC-MS-250a.3	Product Safety	Number of fatalities related to products as reported in the FDA Manufacturer and User Facility Device Experience	This metric does not apply to Repligen Corporation as we do not manufacture medical devices and are not regulated by the FDA, EMA or other regulatory agencies. Our customers are biopharmaceutical developers and manufacturers.	

CODE	TOPIC	ACCOUNTING METRIC	2020 REPORTING	LOCATION
HC-MS-250a.4	Product Safety	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices	This metric does not apply to Repligen Corporation as we do not manufacture medical devices and are not regulated by the FDA, EMA or other regulatory agencies. Our customers are biopharmaceutical developers and manufacturers.	
HC-MS-270a.1	Ethical Marketing	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims (USD)	There were no legal proceedings or fines associated with false marketing claims in 2020. Repligen Corporation's marketing practices are governed by the Fair Dealings section of our Code of Business Conduct and Ethics, which prohibits taking unfair advantage of anyone through manipulation, concealment, abuse of privileged information, misrepresentation of material facts, or any other unfair-dealing practice.	
HC-MS-270a.2	Ethical Marketing	Description of code of ethics governing promotion of off-label use of products	This is not applicable, as Repligen Corporation is not a drug manufacturer and our products do not undergo FDA, EMA or other regulatory approvals for any particular indication/disease area. Our Code of Business Conduct and Ethics governs the promotion of all of our products.	
HC-MS-410a.1	Product Design & Lifecycle Management	Discussion of process to assess and manage environmental and human health considerations associated with chemicals in products, and meet demand for sustainable products	The development of new products and the enhancement of existing ones includes a thorough risk assessment and a stringent compliance component with established guidelines specific to each type. Guidelines for this activity are informed by our established quality processes, regulatory checklists, global regulations and certified testing facilities and consulting subject matter experts as required. Processes typically include the review of raw substances and mixtures for environmental and/or human health impacts, or regional electrical safety or product composition laws for controllers or other electrical products under development. Post product launch, Repligen Corporation monitors changing global regulations related to environmental or human health considerations that may impact existing products on the market. For additional information, please see the Product chapter of this report.	Product – Product Design and Lifecycle Management (this report)
HC-MS-410a.2	Product Design & Lifecycle Management	Total amount of products accepted for take-back and reused, recycled, or donated, broken down by: (1) devices and equipment and (2) supplies (Metric tons (t))	Repligen Corporation does not currently accept any products for take-back, reuse or recycling. Please see the Product chapter of this report to understand how we are approaching improvements to the end-of-life options for our mainly single-use products, as well as for packaging.	Product – Product Design and Lifecycle Management (this report) Product – Market Dynamics: Single-use and Consumable Products (this report) Product – Collaborating for Sustainability (this report)

CODE	TOPIC	ACCOUNTING METRIC	2020 REPORTING	LOCATION
HC-MS-430a.1	Supply Chain Management	Percentage of (1) entity's facilities and (2) Tier 1 suppliers' facilities participating in third-party audit programs for manufacturing and product quality	Tier 1 suppliers (51% of suppliers overall) are audited annually, semi-annually or for cause; audits performed either via paper (supplier completes a form) or on-site pending criticality. One third-party supplier auditing vendor was utilized for 10% of our yearly audits. All records are maintained in the individual supplier files filed in Quality Assurance.	
HC-MS-430a.2	Supply Chain Management	Description of efforts to maintain traceability within the distribution chain	Every shipment is traceable by its bill of lading and on-package labeling. Repligen Corporation assigns batch and/or lot numbers to all incoming raw materials and lot and/or serial numbers to outgoing orders. Barcoded labels are used to enable traceability of any package or shipment at any point, in or out of Repligen Corporation's carrier network.	Product – Supply Chain Management and Responsible Sourcing (this report)
HC-MS-430a.3	Supply Chain Management	Description of the management of risks associated with the use of critical materials	Please see the Product Quality and Safety, and Supply Chain Management and Responsible Sourcing sections in the Product chapter of this report for a description of our risk management approach for critical materials. Our Business Partner Code of Conduct clearly sets out expectations for our suppliers, including regarding Human Rights and Fair Labor Practices.	Product – Product Quality and Safety (this report) Product – Supply Chain Management and Responsible Sourcing (this report) Principles (this report) Principles – Business Partner Code of Conduct (this report) Business Partner Code of Conduct
HC-MS-510a.1	Business Ethics	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption (USD)	There were no monetary losses as the result of legal proceedings associated with bribery or corruption in 2020. Repligen Corporation's Code of Business Conduct and Ethics prohibits our directors, officers and employees from engaging in corruption or offering or accepting any bribes or facilitation payments, or other unlawful incentives. To ensure organizational understanding, mandatory Global Anti-Bribery and Corruption training to identify and address any instances of have been instituted for the following employees: All Commercial teams, Finance, Human Resources, Investor Relations, Information Technology, and Purchasing.	Code of Business Conduct and Ethics

CODE	TOPIC	ACCOUNTING METRIC	2020 REPORTING	LOCATION
HC-MS-510a.2	Business Ethics	Description of code of ethics governing interactions with healthcare professionals	Repligen Corporation does not typically interact with healthcare professionals as part of our business activity. The Fair Dealings section of Our Code of Business Conduct and Ethics governs the interaction of our directors, officers, and employees with customers, suppliers, competitors, employees, and all others.	Code of Business Conduct and Ethics Business Partner Code of Conduct
HC-MS-000.A	Activity Metric	Number of units sold by product category	Repligen Corporation believes that the number of units sold by product category is proprietary information and uses business franchise level revenue as an Activity Metric. Revenue and Growth by each of our businesses (Proteins, Filtration, Chromatography, Process Analytics) can be found in our most recent annual report.	2020 Annual Report (page 5 and 16)

UNGC Index

This report serves as our company’s Communication on Progress to the United Nations Global Compact (UNGC). Repligen is proud to be a participant of the UNGC, a strategic initiative that helps companies align their business activities and strategies with 10 universally recognized principles in the areas of human rights, labor standards, environmental protection and the fight against corruption.

The table below summarizes our response to the required UNGC disclosures, including links to relevant information as detailed in our business codes, our response to the Global Reporting Initiative (also found in this report) as well as relevant passages from the narrative of this report. The UN Global Compact adopts the GRI Standards as the recommended reporting framework for companies to communicate on progress made.



This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

UNGC PRINCIPLE	LOCATION
Human Rights	
<p>Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.</p>	<p>Code of Business Conduct and Ethics Business Partner Code of Conduct People – Employment Practices and Policies (this report) Product – Supply Chain Management and Responsible Sourcing (this report) GRI 402-Labor Management Relations (this report)</p>
<p>Principle 2: Businesses should make sure they are not complicit in human rights abuses.</p>	<p>Code of Business Conduct and Ethics Business Partner Code of Conduct</p>
Labor	
<p>Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.</p>	<p>Code of Business Conduct and Ethics Business Partner Code of Conduct GRI 102-41 Collective Bargaining Agreements (this report) GRI 402-Labor Management Relations (this report) GRI 407-Freedom of Association and Collective Bargaining (this report)</p>
<p>Principle 4: Businesses should support the elimination of all forms of forced and compulsory labor.</p>	<p>Code of Business Conduct and Ethics Business Partner Code of Conduct GRI 402-Labor Management Relations (this report)</p>
<p>Principle 5: Businesses should support the effective abolition of child labor.</p>	<p>Code of Business Conduct and Ethics Business Partner Code of Conduct People – Employment Practices and Policies (this report) GRI 402-Labor Management Relations (this report)</p>

UNGC PRINCIPLE

LOCATION

Principle 6: Businesses should support the elimination of discrimination in respect of employment and occupation.

[Code of Business Conduct and Ethics](#)
[Business Partner Code of Conduct](#)
[GRI 406-Non-Discrimination \(this report\)](#)

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges.

[Product – Collaborating for Sustainability \(this report\)](#)
[GRI 102-11-Precautionary Principle or approach \(this report\)](#)

Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.

[A Message from Our CEO \(this report\)](#)
[Product \(this report\)](#)
[Planet \(this report\)](#)
[GRI 102-12-External initiatives \(this report\)](#)
[GRI 102-14-Statement from senior decision-maker \(this report\)](#)
[GRI 301-3-Reclaimed products and their packaging materials \(this report\)](#)

Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.

[Product \(this report\)](#)
[Product – Product Design and Lifecycle Management \(this report\)](#)
[Product – Supply Chain Management and Responsible Sourcing \(this report\)](#)

Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

[Code of Business Conduct and Ethics](#)
[Business Partner Code of Conduct](#)
[Principles \(this report\)](#)
[SASB HC-MS-510a.1 Business Ethics \(this report\)](#)
[GRI 205-Anti-Corruption \(this report\)](#)
[GRI 206-Anti-Competitive Behavior \(this report\)](#)



REPLIGEN

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