

# OraSure Cares

---

## 2023-2024

Environmental, Social, and Governance Report



OraSure Technologies, Inc.



# A letter from our CEO

Here at OraSure, we have a vision to transform health through actionable insights, and power the shift that connects people to healthcare wherever they are. Our mission is to improve the accessibility, quality, and value of healthcare with innovation in effortless tests, services, and sample management solutions, which aligns with the future of healthcare in the U.S. and globally.

While we inherently strive to make the world a healthier place through these efforts, we also take steps to improve the communities we serve and to become a more sustainable and socially responsible company. We're in the midst of a strategic transformation to strengthen our foundation, elevate our core growth, and accelerate profitable growth and value creation. As part of this journey, we are innovating and operating with disciplined execution and accountability, which is ultimately beneficial for both our business and the planet. We remain focused on delivering efficiencies across our enterprise, including consolidating sites, standardizing products, and further leveraging our automation capabilities.

Our annual OraSure Cares ESG report is where we publicly share our social responsibility efforts. This year, we have taken steps to make this report more comprehensive and more quantitative. For the first time since we began producing an ESG report, we conducted an ESG materiality assessment, and we are pleased to share the results. An effective ESG strategy and its implementation begins with understanding the highest priority topics for a business and its stakeholders. It shapes where we go from here as a company that strives to always be a good corporate citizen.

We hope you enjoy learning about our efforts and our results.

**Carrie Eglinton Manner**  
President and Chief Executive Officer



# Table of Contents

- Get to know OraSure .....3
- Our approach to ESG .....4
- ESG matrix methodology .....5
- 2023 ESG highlights .....6
- Environmental & Sustainability:**
  - Sustainability philosophy and initiative .....8
  - Our carbon footprint .....9
  - Key sustainability metrics .....11
  - 2023 progress .....12
- Social: Culture, people, and community:**
  - Our LIVE IT culture .....13
  - Total rewards package .....16
  - Employee engagement .....17
  - 2021-2023 Data .....19
  - All Means U: Employee committee .....20
  - Mentorship program .....21
  - Employee health and safety .....23
  - Volunteerism .....24
- Social: Customers and products:**
  - Access to healthcare .....25
  - Product quality.....26
  - Customer satisfaction.....27
  - Ethical marketing.....27
  - Innovation.....28
- Corporate Governance:**
  - Ethics, compliance, and governing policies.....29
  - Strategic partnerships.....30
  - Cybersecurity and data protection.....31
  - Company stock / Board of Directors.....32
- Forward-looking Statement .....33**

## Get to know OraSure

Headquartered in Bethlehem, PA, OraSure is a leader in the development, production, and distribution of point-of-care diagnostic and collection devices, and other technologies designed to detect or diagnose critical medical conditions. Our innovative products include rapid tests for COVID-19, HIV, HCV, syphilis, Ebola, and substance use. Bethlehem is home to our largest employee base and our state-of-the-art manufacturing facility.

OraSure is also the parent company of DNA Genotek in Ottawa, Canada, where our team develops world-class molecular sample management solutions. Our portfolio of products includes innovation to stabilize multiple types of DNA and RNA samples for years at ambient temperature. The self-collection products for saliva, gut, oral, fecal, vaginal, and skin samples are designed to maximize reach and access to testing, enabling breakthroughs in genomics research, diagnostics laboratories, the pharmaceutical industry, animal genomics, and personal genomics. We also have a collection device for first-void urine samples that is used to detect certain urological cancers and sexually transmitted infections, currently available in some global geographies and for research use.

Throughout our company, a number of our employees work outside of our facilities either remotely or in a hybrid arrangement. We believe that “working where it works” is smart business and that providing flexibility, where it makes sense for our organization, helps us recruit and retain the best talent.

Like many other organizations, we have had to make tough decisions to rebalance our cost structure as COVID-19 has become endemic. In some cases, this has meant taking actions such as consolidating sites and eliminating roles, which have impacted colleagues. While these changes have been necessary, we are focused on supporting the transitions — for employees and our customers — with transparency and care. We always strive to communicate openly and with genuine appreciation for our team members’ contributions — whether helping address the COVID-19 pandemic or serving in our core business units.

We are enthusiastic and confident in our path forward. No matter where we work, our colleagues are aligned with our strategy to create value for our customers, employees, and shareholders ... and we remain committed to improving global health.



OraSure Technologies

**DNA**genotek™



## Our approach to ESG

OraSure is committed to being a socially responsible corporate citizen. Not only is it critical to our long-term success, but it is a core component of who we are as a company.

Our ability to positively affect change is powered by the innovative tools, services, and diagnostics we deliver to the market, and by being a responsible business, manufacturer, and ethical employer. We respect and honor our responsibility to our global and local communities, our environment, our customers, and our employees.

This year we conducted a formal materiality assessment aligned with the Global Reporting Initiative (GRI) to help us identify the environmental, social, and governance issues of greatest impact and importance to our operations and our stakeholders.



# ESG materiality matrix

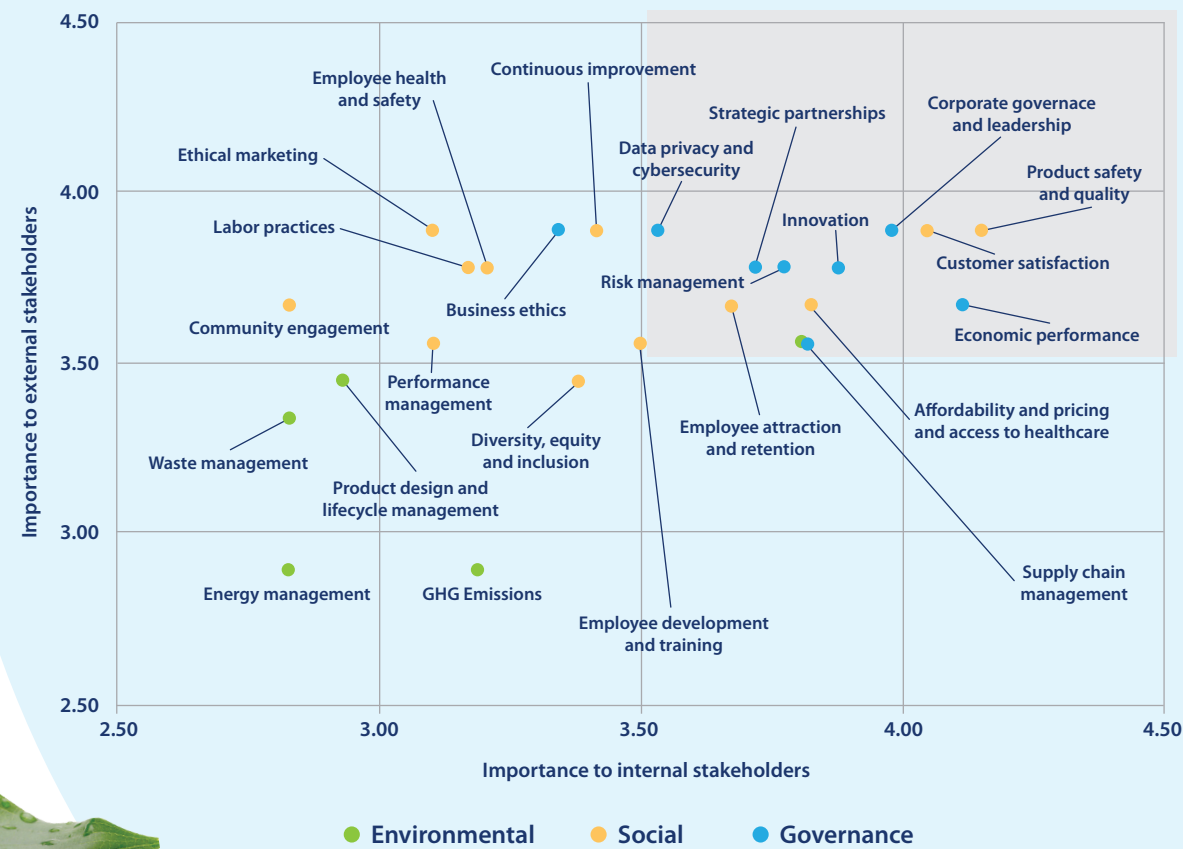
We conducted a Materiality Assessment with an external consultant in late 2023 and early 2024 to identify the ESG-related topics that are most important to our internal and external stakeholders. As part of this assessment, a list of relevant ESG topics for consideration was determined through the review of peer ESG disclosure, the SASB reporting standard for companies in the medical devices and medical supplies industries and our previous sustainability reporting. In 2023, key internal stakeholders across the organization were interviewed and additional ESG topics were added to the list based on these conversations, including performance management, continuous improvement, and strategic partnerships. Furthermore, an online survey was sent to internal and external stakeholders. Internal stakeholders (employees) from across the organization participated in the survey as well as external stakeholders, including customers, suppliers, and partners.

Through this process we identified 11 material ESG topics, which are listed below and shown in the full materiality matrix on this page.

- Product quality and safety (Social)
- Customer satisfaction (Social)
- Corporate governance and leadership (Governance)
- Economic performance (Governance)
- Innovation (Governance)
- Risk management (Governance)
- Strategic partnerships (Governance)
- Data privacy and security (Governance)
- Affordability, pricing, and access to healthcare (Social)
- Employee attraction and retention (Social)
- Supply chain management (Environmental, Governance)



ESG materiality matrix



# 2023 ESG highlights

We made significant progress on the three pillars of our strategic transformation:

**STRENGTHEN**

OUR FOUNDATION

**ELEVATE**

OUR CORE GROWTH

**ACCELERATE**

PROFITABLE GROWTH

- We conducted a formal ESG materiality assessment aligned with the Global Reporting Initiative.
- We conducted an inventory of greenhouse gas emissions.
- We made progress in consolidating our operational footprint, which increases our efficiency and reduces our carbon footprint.
- We improved our employee retention rate through enhanced employee engagement efforts.
- We were publicly recognized for our work to empower women.
- We launched a continuous improvement program, and 20% of our workforce has already participated.





**2023 ESG focus**





# Sustainability philosophy and initiative

We believe that conducting our business in a socially, environmentally, and ethically responsible manner, and in compliance with applicable legal requirements, is important to our long-term success and the health and well-being of our employees, customers, the communities that we serve, and other stakeholders. As a result, environmental, social, and governance (“ESG”) issues have become an area of increasing focus for our management team and our Board.

We have an employee-led Sustainability Initiative consisting of employees from across the organization and supported by our executive leadership team. This initiative identifies and evaluates opportunities to boost sustainability within the organization and then implements the most impactful solutions, working in conjunction with our operations team.

## In 2023, our initiative:

- championed and coordinated efforts to measure our greenhouse gas emissions
- organized Earth Day activities for trash pickup at local parks and green areas
  - We visited 6 sites and picked up 78 bags of trash (plus two mattresses) — enough to fill 3 pickup trucks or one 10-yard dumpster
- developed a central place to collect sustainability ideas from employees
- raised awareness about sustainability





# Our carbon footprint

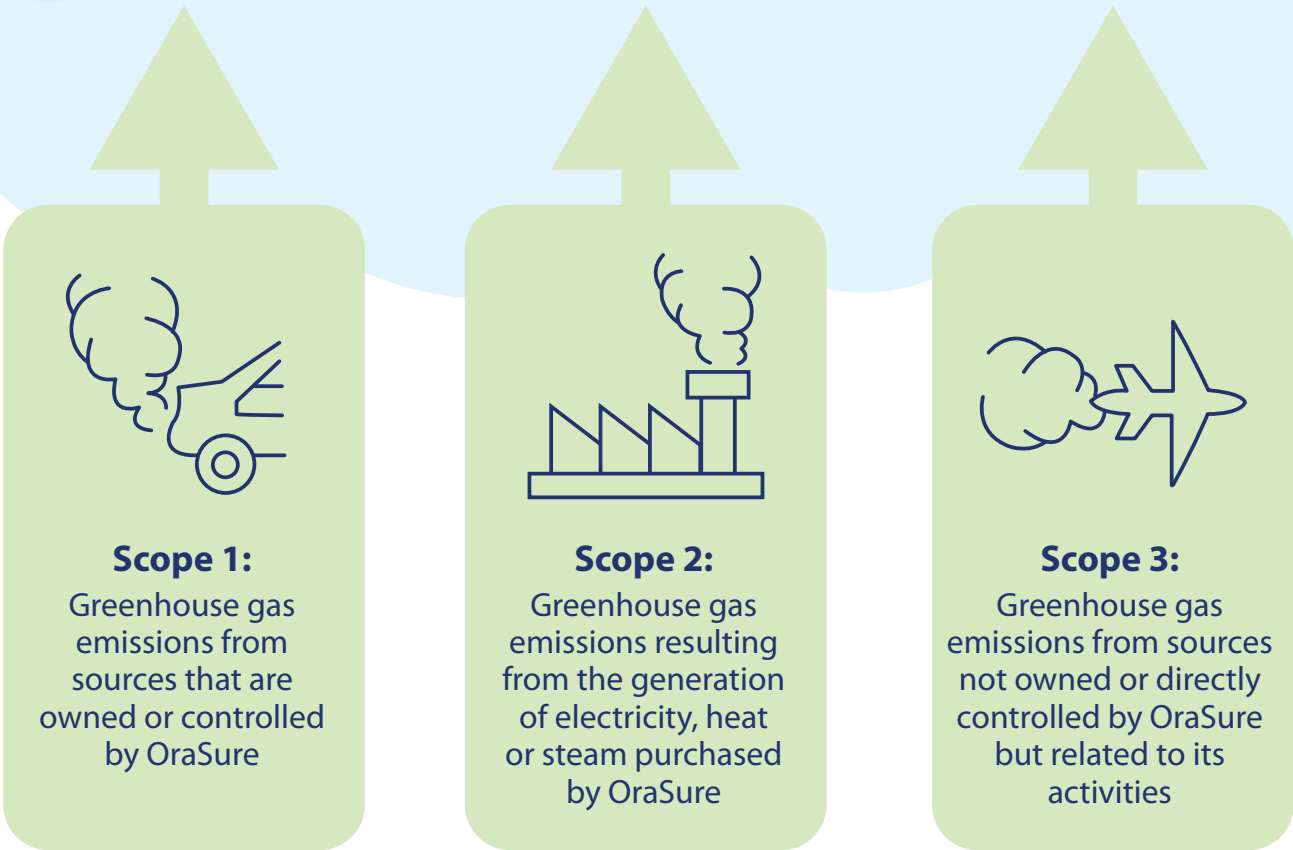
In 2022, we conducted a baseline study on our carbon footprint, including scope 1, 2, and 3 greenhouse gas (GHG) emissions. Since scope 3 GHG emissions\* are indirect, we decided to focus our efforts where OraSure can have the most direct impact: on scope 1 and 2 GHG emissions. As a result, we completed a follow-up study in 2023 working in conjunction with a third-party consultant and using the available data from our laboratory, manufacturing lines, and office spaces. The results of the study, focusing on scope 1 and 2 GHG emissions, are shown in the table on the next page.

The GHG emissions quantification approach used by our consultant was developed to align with the principles and guidance provided in The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (GHG Protocol) developed by The World Business Council for Sustainable Development and the World Resources Institute (WRI). The GHG Protocol is the most widely used and globally recognized carbon accounting standard and serves as the foundation for nearly every GHG standard and program in the world.



What’s included in scope 1, 2, and 3 GHG emissions?

Common sources of greenhouse gas emissions



\* Scope 3 GHG emissions represented ~98% of OraSure GHG emissions in 2021

# Scope 1 and 2 yearly comparison

It is not surprising that our scope 1 and 2 emissions increased from 2021 to 2022 given the growth in our business and the increase in manufacturing activities for our IntelliSwab® Covid-19 Rapid Test. Emission increases are largely attributed to the expansion of OraSure to occupy two new additional facilities in 2022, which increased emissions across the organization compared to 2021. While we anticipate fluctuations in these figures as demand for COVID-19 diagnostic testing changes, we are consolidating production and warehouse operations into fewer buildings and increasingly automating our processes. These operational efficiencies are expected to reduce future emissions.

Emission source	2021	2022
General stationary combustion (natural, gas, diesel)	967 tCO <sub>2</sub> e	2,136 tCO <sub>2</sub> e
Mobile sources (diesel, gasoline)	13 tCO <sub>2</sub> e	5 tCO <sub>2</sub> e
Fugitives	168 tCO <sub>2</sub> e	1,324 tCO <sub>2</sub> e
Purchased electricity (market)	1,944 tCO <sub>2</sub> e	3,388 tCO <sub>2</sub> e
Total scope 1 and 2 emissions	3,091 tCO <sub>2</sub> e	6,853 tCO <sub>2</sub> e
Total revenue (\$M)	\$234	\$387
Total scope 1 and 2 emissions/ total revenue (tCO <sub>2</sub> e/\$M)	13.2	17.7

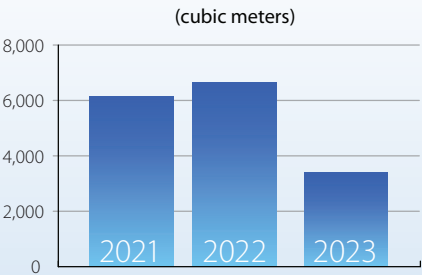




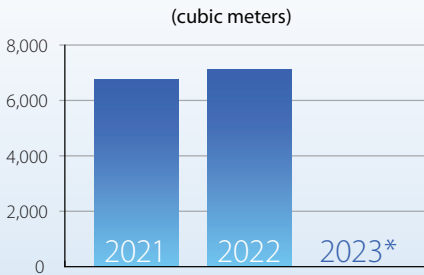
# Key sustainability metrics of 2023

Our usage of utilities reflects our growth as a company and our manufacturing ramp up of IntelliSwab®, our COVID-19 test.

Bethlehem Water Usage



Ottawa Water Usage

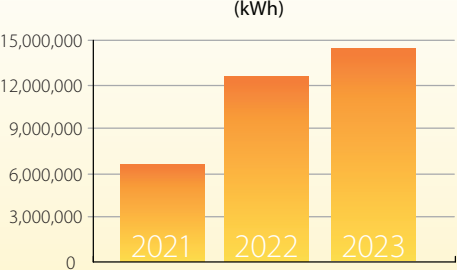


Total Water Usage

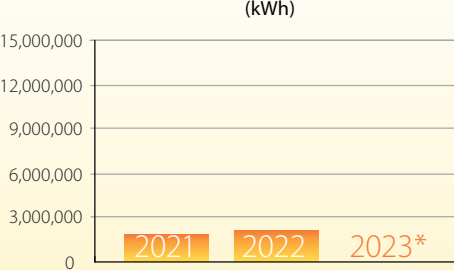
2021: 14,521  
2022: 14,852



Bethlehem Electric Usage



Ottawa Electric Usage

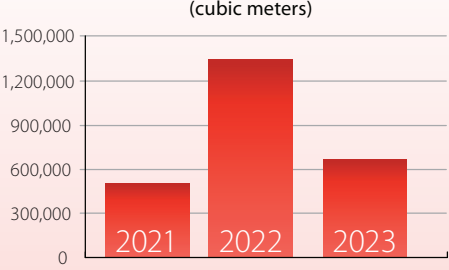


Total Electric Usage

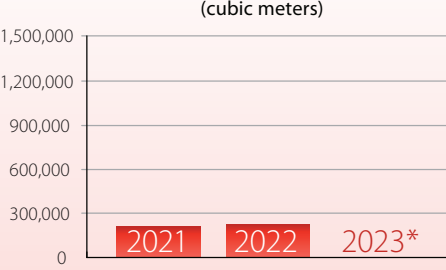
2021: 8,699,262  
2022: 14,746,129



Bethlehem Gas Usage



Ottawa Gas Usage



Total Gas Usage

2021: 704,895  
2022: 1,577,985



\* Data available later in 2024

# 2023 progress

## Reduced GHG emissions

- In early 2023, we implemented a new packaging and labeling configuration for our IntelliSwab® COVID-19 Rapid Test. The packaging changes deliver meaningful sustainability improvements, including an estimated 1,500 tons less paper and 90 tons less plastic usage, and they have the potential to dramatically reduce our scope 3 GHG emissions. We are now applying these packaging changes to other products on our OraQuick® platform. We expect a positive sustainability impact such as reduced plastic usage, increased shipping efficiencies, and lower transportation-associated emissions.



## Lowered scope 1 and 2 GHG emissions

- We started the process of consolidating our operational footprint into one main production and shipping facility in Bethlehem, PA, including moving international and domestic operations to the central facility. **This multi-year project has the potential to lower our scope 1 and 2 greenhouse gas emissions by an estimated 10% through the reduction of electricity and natural gas usage.**



- Through process improvement efforts, we've seen a significant reduction in non-conformance rates and scrap, **cutting our cost for scrap removal by almost 50%.**

## Reduced energy usage

- We initiated a pilot project in 2023 to reduce air handling in clean rooms without negatively affecting particulate levels. Preliminary estimates project ~ **50% reduction in natural gas and electricity usage** for air handling. We expect to roll out this project in 2024.



- **We purchased 21,754,453 kWh of carbon-free energy** for our corporate headquarters and certain Bethlehem-based manufacturing sites.



# Our LIVE IT culture

At OraSure, we celebrate, promote, and strive to exemplify our LIVE IT core values every day.

These core values are at the foundation of our company, and we hold our colleagues accountable for exemplifying them. New colleagues learn about these values as part of their onboarding process. We evaluate colleagues against these standards in performance reviews and as part of ongoing development. Each month, we award one colleague with our monthly LIVE IT award after a thorough nomination and review process.



Do the right thing  
for the right  
reasons.  
Regardless of the  
circumstances.

Explore. Build.  
Create a  
healthier world.

Exceed  
expectations.  
Every day.

Trust and support  
each other.  
Win or lose  
together.

Commit to  
greatness.  
Be proud.  
Stay humble.

Excellence  
in all we do.

# Our recruitment, engagement, and retention efforts

We are committed to a thoughtful, robust, and proactive talent acquisition strategy that focuses on competitively hiring top talent to join our diverse teams. By creating trusted partnerships and enhanced candidate engagement initiatives, we empower and advise our business leaders to hire talent who can help innovate and elevate the business.

We encourage applications from all qualified candidates, and we aspire to both represent and serve the communities in which we operate. We work to cultivate a sense of belonging by providing an exceptional, engaging, and responsive candidate experience.

We have developed standardized, quality-driven talent acquisition processes. In 2023, we improved our internal and external job sites to make it easier for qualified applicants to apply for open positions.

Additionally, we extended the reach of our external job listings by posting them on a broader selection of job boards allowing for a more robust audience, thereby increasing the potential applicant pool.



## Our employee value proposition

Make a meaningful impact on healthcare while YOU ...



**Work in a trusting, flexible environment** alongside talented, collaborative, and engaged teams



**Nurture YOUR career**, cultivate new skill sets, and have an opportunity to contribute broadly



**Participate in the creation** of innovative solutions, technology, and tools



**Engage** with approachable and accessible leaders



# 2022-2023 new hire data

	January 1, 2022 to December 31, 2022
Age band	Total hires %
18-24 Years	18%
25-34 Years	36%
35-44 Years	21%
45-54 Years	15%
55-64 Years	8%
Gender for insurance coverage	Total hires %
Female	56%
Male	44%
Race/Ethnicity	Total hires %
White	50%
Hispanic or Latino	34%
Two or more races	9%
Black or African American	4%
Asian	3%

	January 1, 2023 to December 31, 2023
Age band	Total hires %
18-24 Years	16%
25-34 Years	37%
35-44 Years	30%
45-54 Years	9%
55-64 Years	6%
Gender for insurance coverage	Total hires %
Female	44%
Male	56%
Race/Ethnicity	Total hires %
White	48%
Hispanic or Latino	16%
Two or more races	15%
Black or African American	15%
Asian	6%

# Our total U.S. rewards package

OraSure offers a comprehensive benefits program to meet the diverse needs of our valued employees.

*Putting our **LIVE IT** values to work for you!*



### My rewards

- Competitive pay
- Annual bonus/ commission
- 401(k) plan
- Employee recognition and service program
- Employee discounts



### My learning

- Professional development support
- On-the-job training
- Certificate program and continuing education support
- Mentorship program



### My health

- Medical, dental and vision care coverage
- Prescription drug plan
- Life, disability and AD&D insurance
- Flexible spending accounts
- Health savings accounts



### My wellness

- Employee Assistance Program
- Fitness reimbursement
- Wellness incentives



### My time

- Paid time off
- Paid pregnancy and parental leave
- Paid military leave
- Paid company floater days



### My community

- All Means U: Employee Committee on Belonging
- Sustainability Committee
- Wellness Committee
- LIVE IT Committee



# Increasing retention through engagement

We enhanced employee engagement efforts in 2023 and were pleased to see rising retention rates and falling voluntary turnover rates as the year continued.

- **2022 annual turnover rate: 13%**
- **2023 annual turnover rate: 7%**

Period	Overall retention rate
Q1 2023	89%
Q2 2023	92%
Q3 2023	93%
Q4 2023	94%

Enhanced employee engagement efforts in 2023 included:

- **flexible schedules**
- **cross-organizational networking opportunities**
- **new 1:1 check-in tool**
- **new manager training**
- **departmental lunch & learns**
- **teambuilding activities**
- **employee appreciation events**



# Pay equity and equal employment data

OraSure makes every effort to foster a fair and inclusive work environment. Our efforts involve eliminating bias and ensuring that individuals receive equal compensation for performing similar work. We achieve pay equity through pay transparency, annual pay audits, pay equity training, and performance-based compensation.

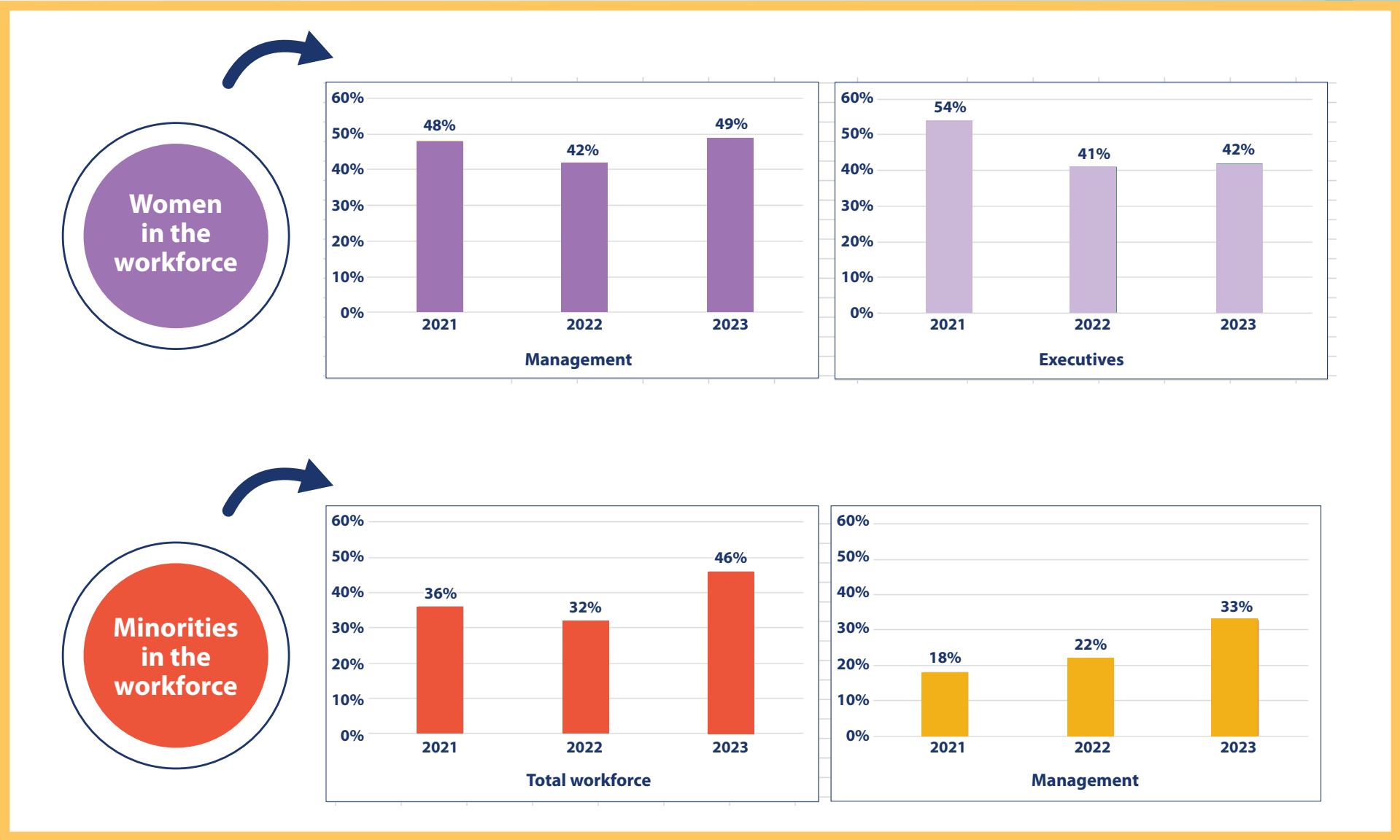
- We openly share information about the compensation structure, salary ranges, and criteria used for determining pay.
- We conduct regular pay audits to identify any existing pay gaps and address them, as necessary.
- We provide pay equity training to managers to raise awareness about the importance of equal pay and to equip them with the knowledge and skills needed to address pay disparities.
- We link compensation directly to individual performance and outcomes, minimizing the potential for bias and ensuring rewards based on contributions and achievements



**In 2023, OraSure was recognized by Lehigh Valley Business and Central Penn Business Journal for our work to empower women.**



# 2021-2023 data





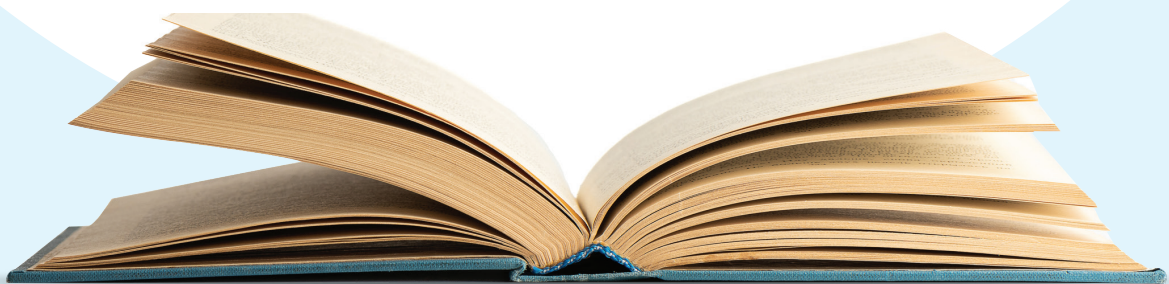
# All Means U: An employee committee on belonging

OraSure aspires to create and maintain a culture where all people feel valued, supported, and inspired to be themselves fearlessly, without judgment.

**The All Means U Committee** strives to actively drive inclusion and belonging in the workplace and organizes various activities each year.

## In 2023, this included:

- hosting company-wide events with a focus on fostering inclusivity
- coordinating **11** Let's Learn activities to educate colleagues about historically marginalized populations to increase awareness and belonging
- screening and selecting **12** books/movies for our Conversation Corner book and movie club
- moderating **24** Conversation Corner discussion sessions



# Mentorship program and training opportunities

This was the third year OraSure offered our formal Mentorship Program, designed to help colleagues grow in their learning and thinking patterns, develop their leadership skills, and accelerate their professional development journey. Open to anyone in the organization, the program pairs mentors and mentees, and hosts training sessions to guide the mentor/mentee relationship.

In 2023, 14% of our employees participated in the Mentorship Program. In total, we have had 160 graduates of the program.

Description	Count
Female	54
Male	35
Grand total	89



*“I am grateful to work for a company who is willing to invest in me becoming a better employee, colleague and leader.”*

*“I’m grateful for the mentorship program as it renewed my passion for the work I get to do each day.”*

*“It allowed me to gain a different perspective on my work and my own leadership style, helping me to refine what I do with my team.”*



# Continuous improvement

In 2023, OraSure embraced a process improvement mindset and implemented the Lean Six Sigma-inspired White Belt certificate program offering. Through this program, colleagues acquired a foundation of knowledge to identify challenges, find the true root cause of problems, and develop solutions. These efforts are dramatically improving collaboration and eliminating the barriers necessary for positive change.

**17%** of our current employees have participated in continuous improvement training and earned their White Belt certificate of completion

**100%** of departments at OTI have team members who have basic process improvement skills

**50+** opportunities for improvement have been identified to eliminate redundant activities and simplify complex systems





# Our commitment to employee health and safety

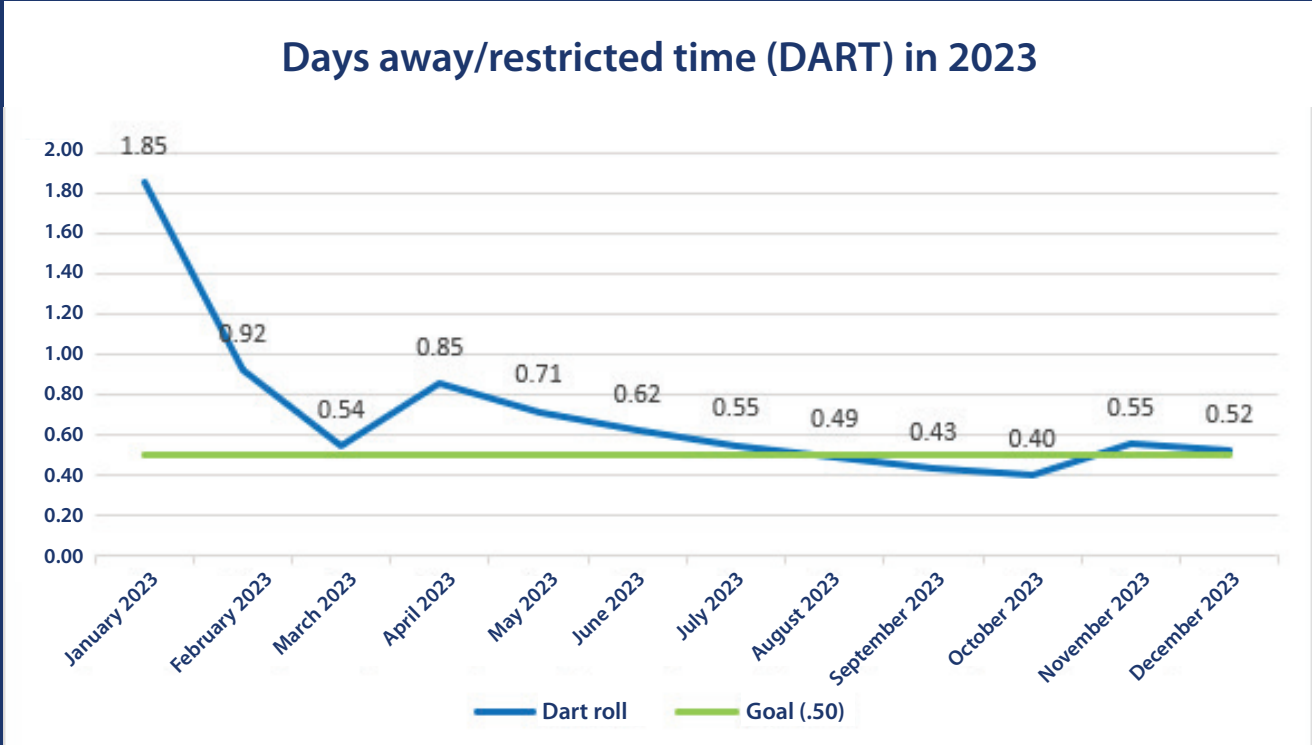
OraSure strives for **zero health and safety incidents** in our workplaces around the globe.

We operate under the “**See something, Say something**” mantra.

Our occupational health and safety programs include:

- risk and hazard assessments to identify what could cause harm in the workplace
- prioritization and integration of action plans with quantified targets to address risks
- plans to prepare for, and respond to, emergency situations
- internal inspections
- procedures to investigate work-related injuries, illness, diseases, and other incidents
- comprehensive training programs for employees to raise awareness and reduce health and safety incidents

- OraSure’s DART (days away/restricted time) rate for the end of 2023 was 0.52.
- Only 3 of our 7 recordables were cases that required days away from work or restricted time.



## 2023 by the numbers

- 95% of employees completed their assigned safety training
- 7 recordable incidents for a total recordable incident rate (TRIR) of 1.21

# Supporting our communities

We are powering the shift that connects people to healthcare wherever they are. While our products and services do exactly that, we are also committed to making a difference through community engagement and charitable-giving efforts.

OraSure focuses on the following defined areas:

- Overcoming health challenges
- Scientific education and discovery
- Improving the communities in which we live, operate, and serve

## Volunteerism

OraSure provides every colleague 8 hours of paid time off each year to donate their time and talent to various community organizations and programs, including Big Brothers Big Sisters, Ottawa Community Housing, Shepherds of Good Hope Soup Kitchen, Center for Animal Health and Welfare, and Musikfest, among many others.

Every year, we hold various back-to-school and adopt-a-family campaigns across our global locations.

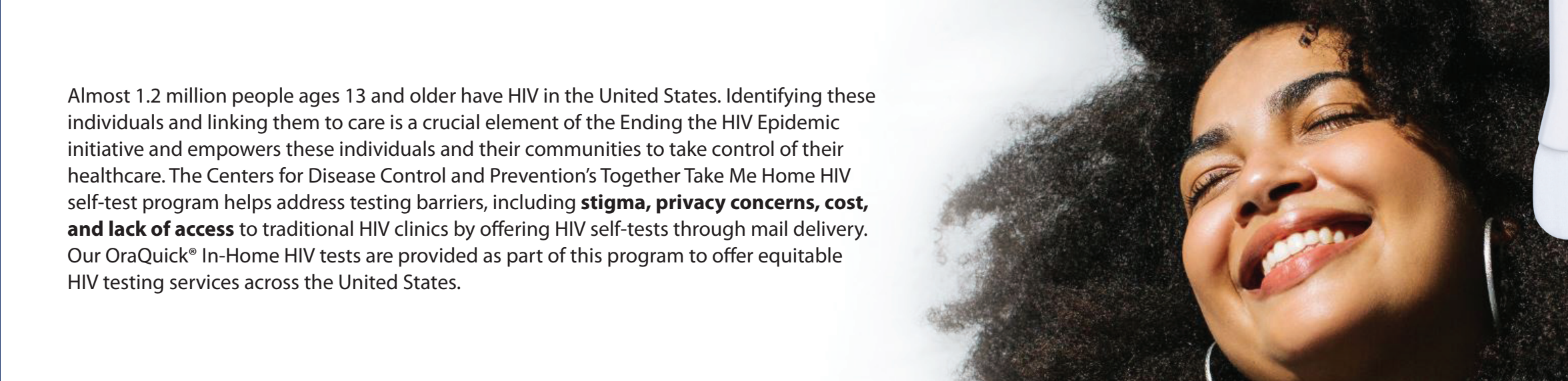




# Access to healthcare

Our OraSure mission is to improve the accessibility, quality, and value of healthcare with innovation in effortless tests, sample management solutions, and services. Health equity is a significant priority around the globe, and our technologies are valuable tools for reducing health inequities by making healthcare more accessible to underserved populations.

Our products are available in **100+** countries.



Almost 1.2 million people ages 13 and older have HIV in the United States. Identifying these individuals and linking them to care is a crucial element of the Ending the HIV Epidemic initiative and empowers these individuals and their communities to take control of their healthcare. The Centers for Disease Control and Prevention’s Together Take Me Home HIV self-test program helps address testing barriers, including **stigma, privacy concerns, cost, and lack of access** to traditional HIV clinics by offering HIV self-tests through mail delivery. Our OraQuick® In-Home HIV tests are provided as part of this program to offer equitable HIV testing services across the United States.



## Product quality

OraSure earns customer loyalty by consistently meeting or exceeding expectations while helping to advance health and wellness worldwide. We continuously improve our quality system and provide our customers with end-to-end solutions encompassing tools, services, and diagnostics that:

- are safe and effective
- comply with all applicable laws and regulations
- satisfy our customers

### In 2023, we ...

- consolidated 3 separate quality systems into 1 global system
- improved training effectiveness
- successfully completed 15 external assessments of our quality system, which led to continued and expanded registration, licensure, and confirmation of our commitment to quality to regulatory agencies and our customers
- implemented 1 electronic QMS to enhance access for all our employees
- had 0 product recalls



# Customer satisfaction

We take customer satisfaction seriously and always want to do the right thing, especially when it comes to our customers. This year, our focus was to streamline our client feedback systems and ensure a seamless experience for customers, while simultaneously making the processes more efficient for our internal teams.

Here’s a snapshot of our efforts:

**Consolidated 3 separate systems to 1 client feedback management system**

**Developed 1 system to easily trend/track data to identify areas of improvement**

**Improved efficiency of the customer satisfaction team**

**Expanded reporting capabilities to provide customer scorecards**

# Ethical marketing

We have robust processes and policies that govern the oversight and review of all marketing materials to ensure they are accurate and truthful. Teams responsible for review include marketing, regulatory, legal, scientific affairs, and others, as necessary. All promotional materials must meet these criteria:

- All claims are supported by relevant data.
- Content complies with applicable laws and regulations.
- Materials can be understood by the intended audience.
- Materials meet a high standard for quality and clarity.





# Innovation

During 2023, we were laser-focused on executing our Strengthen, Elevate, Accelerate strategy. Thanks to this work, our balance sheet is stronger. We are simultaneously investing in our internal innovation roadmap, as well as evaluating external partnerships and opportunities to expand and strengthen our portfolio of assays and sample management solutions and services.

Earlier in 2023, we announced a corporate restructuring to combine the commercial and innovation teams across two segments into one business unit with sales, marketing, product development, and research teams covering multiple product lines. This change was made to accelerate innovation, enhance customer experience, and create operational synergies. In 2024, we are investing both organically and inorganically to accelerate our pipeline of product offerings.

On the operations front, during 2023 we shifted more of our production to the state-of-the-art manufacturing facility that we opened in 2022, which utilizes advanced automation technologies and systems.



Creativity

Research

Concept

Idea

INNOVATION

Improvement

Develop

Experin



# Ethics, compliance, and governing policies

We have a Code of Business Conduct and Ethics (“Code of Conduct”) that covers a wide range of business practices and procedures and sets forth basic principles to guide OraSure directors, officers, and employees, all of whom must complete annual Code of Conduct training. The purpose of this Code of Conduct is to focus on areas of ethical or legal risk, provide guidance to help recognize and deal with ethical and legal issues, provide mechanisms to report unethical or illegal conduct, and foster a culture of honesty and accountability.

In addition to our Code of Business Conduct and Ethics, we have a Corporate Compliance Program that meets HHS-OIG standards, an Anti-Corruption Policy, an Interactions with Healthcare Professionals Policy, and other policies requiring honest, ethical, and lawful behavior.

# Financial accountability, transparency, and performance

We have a formal policy to address procedures covering complaints involving (1) accounting matters, (2) internal accounting controls, (3) auditing matters, (4) financial reporting, (5) public disclosure obligations, (6) alleged violations of federal securities laws, (7) alleged violations of any provisions of federal law relating to fraud against stockholders, and (8) allegations of discrimination or retaliation for providing information to a federal regulatory or law enforcement agency or to a supervisor concerning conduct which the employee reasonably believes constitutes a violation of securities laws.

Complaints may be made directly to OraSure’s General Counsel or on a confidential, anonymous basis. We publicly report on our financial performance through quarterly earnings calls, SEC disclosures as required, and comply with all Sarbanes-Oxley (SOX) guidelines.



# Strategic partnerships

During 2023, we made significant progress on the three pillars of our strategic transformation:

## STRENGTHEN

### OUR FOUNDATION

Our stronger foundation is now enabling us to advance our internal innovation roadmap, invest in external partnerships, and expand our portfolio of diagnostic tests and sample management solutions.

## ELEVATE

### OUR CORE GROWTH

We continue to leverage our existing capabilities and assess strategic partnerships to complement our strengths and help us expand the portfolio of tests and sample management solutions that we can offer to our customers.

## ACCELERATE

### PROFITABLE GROWTH

As we move into the future, we will look to internal innovation, bolstered by strategic partnerships, as a way to expand our product portfolio and accelerate our profitable growth while preserving financial flexibility for additional internal and external investments in innovation.

# Business continuity and responsible supply chain

We have an operational business continuity plan that ensures ongoing productivity and functionality in the event of various disruptive scenarios. For example, we employ redundant network connectivity based on identified business-critical functions and have moved 80% of business-critical applications to the cloud to avoid any outages based on weather or other potentially disruptive events.

Our continuity plan also includes supply chain considerations:

- resiliency assessments of our suppliers (and their suppliers) to ensure they have well-defined plans to identify and mitigate supply chain risks
- regular assessments of our suppliers based on their potential risk level for supply chain disruptions, including weather and climate change-related disruptions
- backup plans to address any instability
- compliance with both the [California Transparency in Supply Chains Act](#) and the [UK Modern Slavery Act](#)

# Cybersecurity and data protection

We follow the cybersecurity framework set forth by the National Institute of Standards and Technology. We have robust cybersecurity, data protection policies, and assertively monitor all our cyber entry points. On an ongoing basis, we continuously improve our policies and procedures, including preparedness, incident workflow, escalation, plus internal and external communication.





# Executive compensation

Our executive compensation is market-driven and performance-based, with the total compensation of our executives targeting the 50th percentile of OraSure’s peer group. To incentivize growth, performance objectives for annual bonus pool-funding targets are linked to key financial measures and/or important strategic goals. The discretionary ability of the Board of Directors and Compensation Committee to adjust the annual incentive bonus pool funding is limited to +/- 10% of the self-funded pool amount to avoid excessive discretionary bonus pool adjustments. Also, the Board implemented a policy such that positive discretion will not be applied to individual objectives in determining compensation payouts for named executive officers. We do not allow excise tax gross-up in any of our named executive officer employment agreements nor do we allow single trigger, change-in-control severance in any of our new executive employment agreements. We have a compensation recoupment, or clawback, policy, under which we may recover excess compensation paid to an executive if our financial statements are restated.

# Company stock

We comply with all rules set forth by the Securities and Exchange Commission and NASDAQ, on which our stock is publicly traded. We have strong stock ownership and retention requirements for executives and directors. Hedging or pledging of our common stock is not allowed by executives.

# Board of Directors

Our 7-member board brings a mix of experience, diversity, and unique perspectives. We have a stated policy that the CEO and the Chair of the Board roles should be separate. Three of our seven board members are female, and our average board tenure is 3.9 years.

We have 3 board committees:

**Audit Committee, Compensation Committee,  
Nominating and Corporate Governance Committee**

# ESG management

This year we created an ESG Steering Committee with representation across the organization from different functional areas, including Operations, Legal, Quality, Regulatory, Product Management, Human Resources, and Finance. This group will help drive ESG decisions moving forward.

# Forward-looking statement

This document contains certain forward-looking statements, including with respect to products, product development and manufacturing activities, regulatory submissions and authorizations, revenue growth, expected revenue from government orders, cost savings, cash flow, increasing margins, and other matters. Forward-looking statements are not guarantees of future performance or results. Known and unknown factors that could cause actual performance or results to be materially different from those expressed or implied in these statements include but are not limited to: our ability to satisfy customer demand; ability to reduce our spending rate, capitalize on manufacturing efficiencies and drive profitable growth; ability to achieve the anticipated cost savings as a result of our business restructuring; ability to market and sell products, whether through our internal, direct sales force or third parties; ability to reduce scope 1, 2, and 3 greenhouse gas emissions and to reduce natural gas and electricity usage; impact of significant customer concentration in the genomics business; failure of distributors or other customers to meet purchase forecasts, historic purchase levels or minimum purchase requirements for our products; ability to manufacture products in accordance with applicable specifications, performance standards and quality requirements; ability to obtain, and timing and cost of obtaining, necessary regulatory approvals for new products or new indications or applications for existing products; ability to comply with applicable regulatory requirements; ability to effectively resolve warning letters, audit observations and other findings or comments from the FDA or other regulators; the impact of the novel coronavirus ("COVID-19") pandemic on the Company's business, supply chain, labor force, ability to successfully develop new products, validate the expanded use of existing collector products, receive necessary regulatory approvals

and authorizations, and commercialize such products for COVID-19 testing, and demand for our COVID-19 testing products; changes in relationships, including disputes or disagreements, with strategic partners or other parties and reliance on strategic partners for the performance of critical activities under collaborative arrangements; ability to meet increased demand for the Company's products; impact of replacing distributors; inventory levels at distributors and other customers; ability of the Company to achieve its financial and strategic objectives and continue to increase its revenues, including the ability to expand international sales and the ability to continue to reduce costs; impact of competitors, competing products and technology changes; reduction or deferral of public funding available to customers; competition from new or better technology or lower cost products; ability to develop, commercialize, and market new products; market acceptance of oral fluid or urine testing, collection or other products; market acceptance and uptake of microbiome informatics, microbial genetics technology and related analytics services; changes in market acceptance of products based on product performance or other factors, including changes in testing guidelines, algorithms or other recommendations by the Centers for Disease Control and Prevention or other agencies; ability to fund research and development and other products and operations; ability to obtain and maintain new or existing product distribution channels; reliance on sole supply sources for critical products and components; availability of related products produced by third parties or products required for use of our products; impact of contracting with the U.S. government; impact of negative economic conditions; ability to maintain sustained profitability; ability to utilize net operating loss carry forwards or other

deferred tax assets; volatility of the Company's stock price; uncertainty relating to patent protection and potential patent infringement claims; uncertainty and costs of litigation relating to patents and other intellectual property; availability of licenses to patents or other technology; ability to enter into international manufacturing agreements; obstacles to international marketing and manufacturing of products; ability to sell products internationally, including the impact of changes in international funding sources and testing algorithms; adverse movements in foreign currency exchange rates; loss or impairment of sources of capital; ability to attract and retain qualified personnel; exposure to product liability and other types of litigation; changes in international, federal or state laws and regulations; customer consolidations and inventory practices; equipment failures and ability to obtain needed raw materials and components; cybersecurity breaches or other attacks involving our systems or those of our third-party contractors and IT service providers; the impact of terrorist attacks, civil unrest, hostilities and war; and general political, business and economic conditions, including inflationary pressures and banking stability. These and other factors that could affect our results are discussed more fully in our SEC filings, including our registration statements, Annual Report on Form 10-K for the year ended December 31, 2023, Quarterly Reports on Form 10-Q, and other filings with the SEC. Although forward-looking statements help to provide information about future prospects, readers should keep in mind that forward-looking statements may not be reliable. Readers are cautioned not to place undue reliance on forward-looking statements. The forward-looking statements are made as of the date of this document and OraSure Technologies undertakes no duty to update these statements.