



Purpose. Driven.

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CORPORATE
RESPONSIBILITY
REPORT



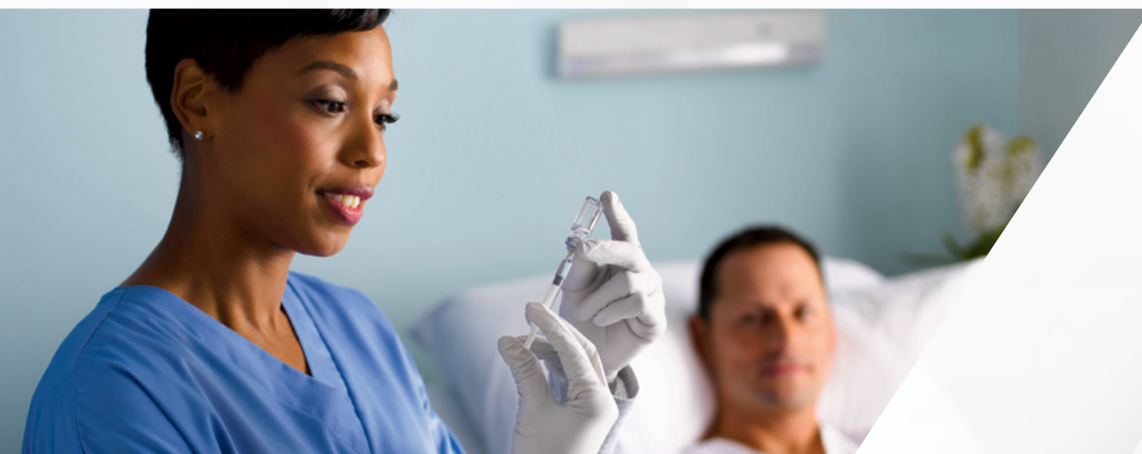


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Purpose. Driven.



A Letter From Our President, Chief Executive Officer & Chair of the Board

At West, we are driven by our purpose to improve patient lives. We do this by supporting our customers by containing and delivering their life-enhancing and life-saving injectable medicines. We know that to fulfill this purpose effectively, we must consider our broader corporate responsibilities to the wide range of stakeholders we serve, starting with the end users of our products and extending all the way to the communities in which we operate. We continue to evolve and enhance our Corporate Responsibility (CR) strategy and consistent with a broader focus and trends in the marketplace, have begun to transform our CR strategy into an over-arching Environmental, Social and Governance (ESG) strategy. Through our ESG strategy, we seek to have an even greater impact than we do today, and we are working to further embed our ESG priorities into every aspect our business strategy.

In 2017, we first formalized our ESG (then CR) strategy, setting five-year environmental sustainability goals, along with quantitative and qualitative targets for the six pillars of that strategy that emerged from our initial materiality analysis: Diversity and Inclusion; Quality; Compliance and Ethics; Philanthropy; Environmental Sustainability; and Health and Safety. In exceeding some of these goals ahead of schedule, we were recognized as a top ESG performer by *Barron's* and

Newsweek in 2021. Our progress has spurred us to set even more ambitious and comprehensive goals and to empower all our team members to engage more fully in helping us to achieve them. To accomplish this, we implemented several beneficial changes in 2021, including establishing a new ESG Steering Committee, which includes representatives from across our business who are tasked with bringing the voice of their stakeholders to the conversation and championing the strategy across their teams.

Our ESG goals currently remain organized under the previously established pillars. However, through an iterative, data-driven process with our ESG Steering Committee and senior leadership, we selected six priorities of focus that directly link to our corporate mission, vision and values. The priorities are: Responsible Supply Chain; Talent Attraction; Retention and Engagement; Waste in Operational Processes; R&D for the Environment and Climate Strategy. Moving forward, we plan to further enhance and refine our strategy to address these areas of focus, including a refined set of new key performance indicators targeted to impact these new priorities.

The advancement of our ESG goals over the five years has been at a time when we have seen our business grow from \$1.59 to \$2.83 billion in annual

revenue. While many factors have gone into this success, I credit our commitment to ESG among them. Focusing on building a more diverse team, putting product quality at center stage, operating with integrity, giving back to our communities, managing our environmental footprint and caring for the safety of our team members makes for a better-performing business now and into the future.

As a global business community, we have a number of challenges on the horizon. As noted at the COP 26 United Nations Climate Change Conference last year, businesses need to do their part to step up and lead efforts to decarbonize our global economy with more environmentally friendly business practices.

I am pleased that West is working in all these areas already and having an impact. However, we are also keenly aware that there is more work to be done. With the changes we have made to further align our ESG priorities to West's long-term strategy, I am confident we will continue to see good progress in this mission-critical area of our business well into the future.

Thank you,

A handwritten signature in black ink, appearing to read "E. M. Green". The signature is stylized and fluid.

Eric M. Green

“At West, we are driven by our purpose to improve patient lives. We do this by supporting our customers by containing and delivering their life-enhancing and life-saving injectable medicines.”



PURPOSE. DRIVEN.

About West

West Pharmaceutical Services, Inc. is a leading provider of innovative, high-quality injectable solutions and services. As a trusted partner to established and emerging drug developers, West helps ensure the safe, effective containment and delivery of life-saving and life-enhancing medicines for patients. With approximately 10,000 team members across 50 sites worldwide, West helps support our customers by delivering over 45 billion components and devices each year.

An integral part of the healthcare industry, West focuses on providing high-quality components and solutions on a global scale to meet the exacting biocompatibility requirements of drugs that our customers have developed to treat patients. West excels in manufacturing, scientific and technical expertise and management. At the manufacturing level, this means producing clean, sterile, high-quality components to minimize disruptions to the supply chain and bringing safe, effective drug products to market — and to the patient — quickly and efficiently. In addition to supplying our customers with critical packaging and drug delivery products for their injectable medicines, we also offer a range of solutions that draw upon our deep understanding of integrated containment and delivery systems, analytical testing, device manufacturing and assembly, and regulatory submission and approval requirements.

Just as we are dedicated to helping to improve patient lives, we are also dedicated to sustainability and improving the health and prosperity of the communities in which we live and work. West makes significant contributions to nonprofit organizations and actively encourages and supports employee volunteerism. We are fortunate to have a broad spectrum of team members from all walks of life and backgrounds. Our strong belief in a culture of mutual respect celebrates differences — and similarities — among all stakeholders, both inside and outside our walls.

Headquartered in Exton, Pennsylvania, and in business for nearly a century, West in its fiscal year 2021 generated \$2.83 billion in net sales. West is traded on the New York Stock Exchange (NYSE: WST) and is included on the Standard & Poor's 500 index.

Having West's ESG strategy aligned with our Core Values of Passion for Customers, Leadership in Quality and One West Team is key to the ongoing success of our strategy, and integral to supporting our mission of improving patient lives.

West Facts

~45 billion

components shipped — touching billions of patients

10,000+

team members committed to our purpose

50 / 20 / 25

50 global locations in 20 countries with 25 manufacturing sites

\$2.83B

in 2021 Net Sales










PURPOSE. DRIVEN.

Awards & External Organizations

2021 West Awards














West was honored to be recognized by a number of organizations and industry associations throughout 2021. These awards are a testament to West's commitment to supporting our communities, caring for our environment, offering innovative products, and nurturing a culture of diversity and inclusion.

- 
Soaring 76 Award
Philadelphia Business Journal
- 
2021 Safety Achievement Award
 Puerto Rico Manufacturers Association
- 
Top 100 Most Sustainable Companies 2021
Barron's
- 
Corporate Social Responsibility Silver Stevie Award
- 
Most Valuable Response to the Pandemic Bronze Stevie Award

- 
Excellence in Fill Finish
 Asia Pacific Vaccine Excellence Awards
- 
Best Technologies Innovation Award—NovaGuard SA Pro Safety System
 Interphex
- 
Best Bioprocessing Supplier Award: Fill-Finish
 Korea Bioprocessing Excellence Award
- 
Best Talent Strategy
 Irish Medtech Awards
- 
Corporate Social Responsibility Programme of the Year
 Pharma Industry Awards

External Organizational Involvement

West is an active member of many industry, trade and other collaborative organizations, which promotes accountability, transparency in reporting, and helps us stay connected and engaged with others in the industry.

- 
PSCI PHARMACEUTICAL SUPPLY CHAIN INITIATIVE
 Building responsible supply chains
- 
 MEMBER OF **Dow Jones Sustainability Indices**
 In Collaboration with RobecoSAM
- 
SASB SUSTAINABILITY ACCOUNTING STANDARDS BOARD
- 
Navigator
 materiality matters.
- 
TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES
- 
CSR Board
- 
CDP DISCLOSURE INSIGHT ACTION
- 
ecovadis
- 
GRI Empowering Sustainable Decisions
- 
INVESTORS IN PEOPLE
- 
ecodesk
- 
UN GLOBAL COMPACT
- 
ETHISPHERE
 GOOD. SMART. BUSINESS. PROFIT.

Materiality Assessment



An Evolution to Being More Purpose Driven

In 2018, West conducted our first materiality assessment to gain insight into which ESG topics were the most top-of-mind for our stakeholders. Through a survey of relevant internal stakeholders and customers, we were able to analyze the issues most relevant to our business growth and customers' goals. To achieve this, we asked respondents when taking the survey to assign value with relevance to the company in mind, as opposed to which were the greatest issues facing the world.

In 2020, we repeated this process to assess how the ESG landscape had shifted in the past few years. The 2020 materiality assessment results showed that both internal and external stakeholders remained mostly in agreement with the overall importance of the listed material issues to West's operations.

Conducting this thorough analysis has helped drive our ESG strategy, better identify where to focus our internal resources, and set the current 2019–2023 5-year goals that we are striving to achieve.

The data from the 2020 assessment provided us with 44 material topics. While each of these topics are important to West, it has become evident that we are not able to make a significant impact on this many topics without focusing on the most important.

Therefore, in 2021 we assembled a cross-functional ESG Steering Committee, with the goal of identifying what our long-term ESG strategy should look like. An important outcome of this Committee is to set achievable goals and focus areas within that strategy where we know we'll be able to make a larger impact in a shorter amount of time.

The Committee assessed the 44 topics, using the processes of risk assessment, opportunity analysis, leadership maturity model, and cost/benefit analysis. They looked at each of these topics through the lens of our key guiding principles, which include Customers, Philanthropy, Quality, Safety, Senior Leadership and Transparency.

Out of this assessment, and using these guiding principles, the Committee came up with the priority topics where they feel we should focus most of our efforts, and where we can have the greatest impact over the next 3–5 years.

While we will continue to strive towards achieving our current 2023 goals, we will also be working to build our longer-term ESG strategy and goals, based on these newly identified priorities. The Committee also underscored the importance of moving from a bolt-on ESG strategy, to one that is fully integrated into our business processes and corporate strategy, and aligned with our Mission, Vision and Values.

As we approach our 100-year anniversary in 2023, we realize that we must continue to evolve our ESG strategy and be ambitious, innovative leaders in this area — enabling West to provide a better world for future generations, and look forward to our next 100 years in business.

THE SIX PRIORITY ESG TOPICS INCLUDE:

Environment



1. Climate Strategy



2. R&D for the Environment



3. Waste in Operational Processes

Social (through a D&I lens)



4. Talent Attraction



5. Retention and Engagement

Governance



6. Responsible Supply Chain



United Nations
Global Compact

PURPOSE. DRIVEN.

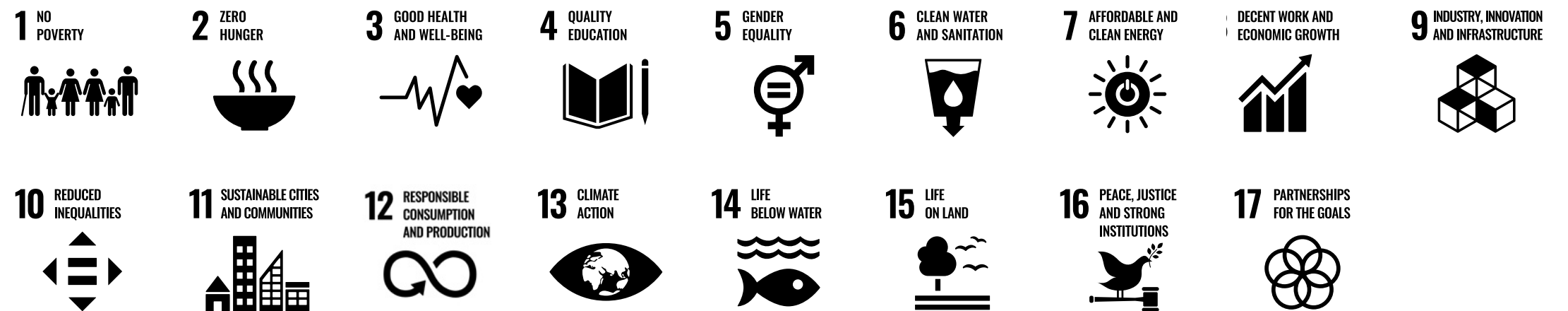
Corporate Sustainability Initiative

United Nations Sustainable Development Goals

Corporate sustainability starts with a value system and a principles-based approach to doing business. This means operating in ways that meet fundamental responsibilities in the areas of human rights, labor, environment and anti-corruption. As a responsible Company, we enact the same values and principles wherever we have a presence.

We are committed to doing our part to create a brighter future and have aligned with the United Nations Global Compact and their 17 Sustainable Development Goals. By incorporating these goals into our strategies, policies and procedures, and establishing a culture of integrity, we are not only upholding our basic responsibilities to people and the planet, but also setting the stage for long-term success.

Our five-year corporate responsibility goals, running from 2019–2023, align with our Company's strategy as well as an alignment with the U.N. Sustainable Development Goals.





PURPOSE. PLANET.

Environment

As a company that is by the side of our customers, team members, the patients we serve and the communities in which we live and work, we are also driven to be by the side of our planet. Caring for our environment is inherent in all we do, ensuring that we use resources in a sustainable manner and believing that we have an obligation to contribute to a healthier world.

Our Sustainability Program is designed to target reductions in areas where we feel we can make the greatest impact: CO2 emissions, waste and increased recycling, as well as energy and water usage. 2021 continued to demand historic growth in production for West, and although this production did require a higher overall output in energy and water usage, we continued to improve in our efficiencies, resulting in a higher output of product per unit of energy and water used.

- While overall energy output increased because of the increase in production to meet the healthcare demand, our 2023 Energy Intensity Goal realized a 10.18% reduction percentage – an improvement from 8.44% in 2020, and well on our way to achieving our 2023 goal of 15%. This means that we are realizing a higher output of product per unit of energy consumed.

- Although 2021 saw a 6.2% increase in the overall energy consumption compared to 2020, there was an improvement of 1.9% in energy intensity ratio.
- Similar to energy, higher production demand resulted in an increase of our overall water usage, however, our water intensity factor had a 4.46% improvement over prior year, meaning we are using less water for each product produced.
- West’s six Contract Manufacturing sites recycled 97% of their total waste in 2021.
- Global waste to landfill for all West manufacturing sites continues to improve, with 85% of global waste diverted from landfill, up from 77% the prior year.



“I’m passionate about caring for our environment and am proud to work for a company that shares the same ambitions, as we work to continuously improve our sustainable business practices to create a better world for today’s generation and the next.”

Brianna McFadden
Associate Analyst, ESG

Alignment with UNGC Sustainable Development Goals



West was honored to be recognized by a number of organizations throughout 2021, which is a testament to West’s commitment to caring for our environment. Some of these accolades include being named as one of *Barron’s* Top 100 Most Sustainable Companies, as well as receiving a Silver Stevie Award for Corporate Social Responsibility. In addition, we were very pleased to maintain MSCI’s highest ESG fund rating of AAA – which places West as a leader within the top 5% of the companies within their healthcare equipment and supplies industry category.

West is a signatory to the Task Force on Climate-related Financial Disclosures (TCFD), which affirms our commitment to fiscal transparency, as well as being a leader in addressing the current climate emergency. In addition, West is a proud member and active participant with the Pharmaceutical Supply Chain Initiative (PCSI) and is a signatory of the PSCI

Principles, aligning with their vision for excellence in safety, environmental, and social outcomes for the whole of the global pharmaceutical and healthcare supply chain.

Looking ahead, West will continue to focus on renewable energy opportunities and the utilization of green energy electricity. We are in the process of conducting a global energy analysis to identify renewable opportunities in every market which we operate. We are also working on an updated set of environmental targets with a focus on energy and waste, as well as an increased focus on R&D for the environment, as climate change and waste in our operational processes have become priority focus areas within our ESG Strategy.

2023 GOALS (USING 2018 AS THE BASELINE)

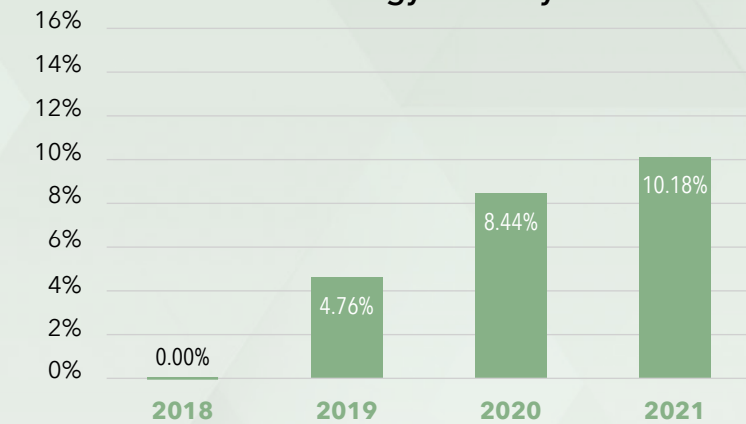
Reduce Energy Intensity by 15%

Reduce Absolute Emissions by 10%

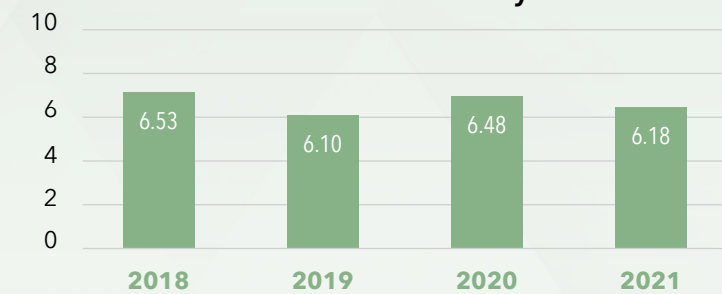
Reduce Water Intensity by 10%

Reduce Waste-to-Landfill by 90%

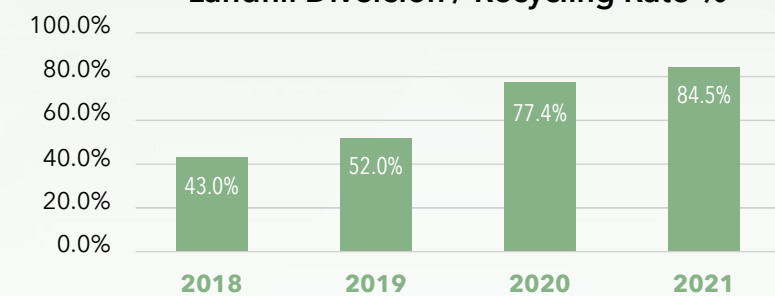
Cumulative Energy Intensity Reduction



Annual Water Intensity Ratio



Landfill Diversion / Recycling Rate %





PURPOSE. PEOPLE.

Health & Safety

At West, we believe in maintaining a healthy and safe workplace and cultivating a culture of safety where every team member has a shared responsibility for and is engaged in safety.

Through the start of the pandemic and in 2021, our number one priority has been the health and safety of our team members and providing a work environment that reduces the risks of COVID-19 transmission. Our Health, Safety and Environment (HSE) Team and other Pandemic Management Teams continued to play a pivotal role in protecting our team members, meeting on a weekly basis to ensure close management of all sites globally. Because of this oversight and the strict safety protocols in place, West was able to maintain continued operations at all our global manufacturing sites.

We believe that caring for our team members' health not only involves their physical health but focuses on their mental wellbeing as well. To that end, we globalized our Employee Assistance Program, held a West Wellness Week that coincided with World Mental Health Day in October, and launched a *Living Well @ West* campaign, all to ensure our team members and their families have access to mental health educational resources, and a wide variety of free and confidential mental health services. We also held numerous seminars and provided access to trainings about mental wellbeing, dealing with stress and similar topics.

Throughout the year, we continued in our planned initiatives around a proactive focus on safety, hazard identification and leading indicators, highlighted by our ongoing *See Something. Do Something. Say Something.* campaign, established during our annual Safety Week held in September. This proactive focus and team member engagement resulted in an improved year-over-year Recordable Incident Rate (RIR), with the final two months of 2021 representing the lowest RIR in our history of tracking this safety metric.

To help drive individual accountability, in 2021 we continued to hold our annual global Safety Week, which saw high engagement and participation at our sites. Although safety is a focus all year long, this dedicated week gave the opportunity to target the key safety-related topic of Hazard Identification and Action, as well as Emergency Preparedness and Safety at Home.



“Our focus on hazard identification, and our *See.Do.Say. Something* mindset, helps build a strong culture of safety, decreases the probability of accidents occurring in the first place, and achieves our ultimate goal of all team members going home safely at the end of their day.”

Sharon Escalera
Director, HSE, CM & Med Device



Several additional 2021 highlights and focus areas included:

- Developed a new **HSE Dashboard** — a global standard visual indication of progress on all HSE initiatives and metrics visibly available within our manufacturing sites.
- Developed a **Lean Daily Management System (LDMS)** with safety as a topic of daily meetings for team members at all levels at our manufacturing sites.
- Executed the rollout of a **West Alert System** — a platform used to alert team members, on company provided or personal devices, of emergency situations or site closures.
- Launched our quarterly **Safety Impact Award**, to recognize an individual or team who has made a measurable impact on a safety process or procedure or a significant risk mitigation.

As we continue to adapt to this ever-changing environment, our first priority remains the same and will not change — the health and safety of our team members. We will continue to engage our team members in safety-related programs, focus on hazard identification and other preventative measures, and digitize our HSE platforms and management systems, with the goal of further reducing workplace incidents and enabling our team members to go home safely at the end of their day.

2021 HIGHLIGHTS

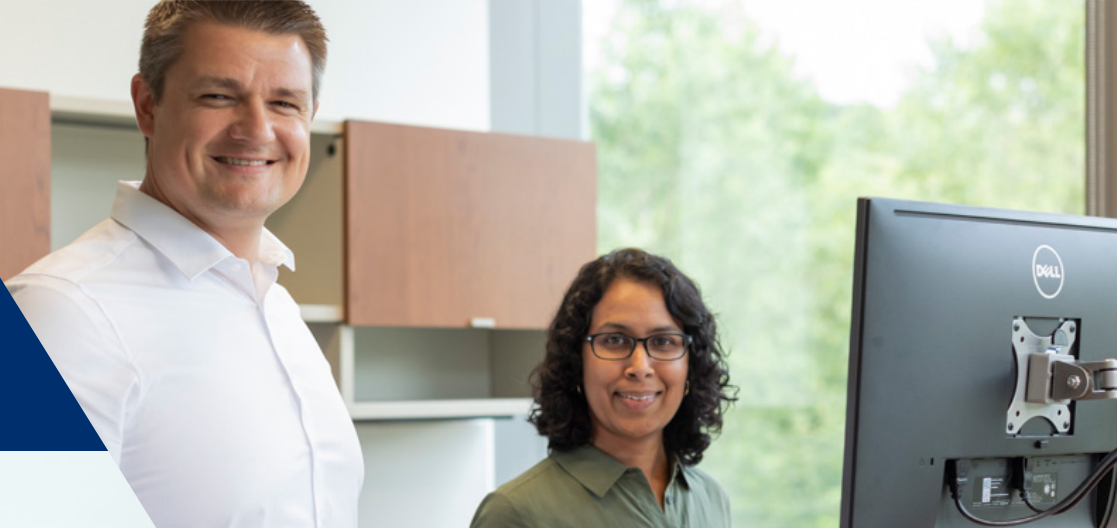
Zero safety recordable incidents in 2021 at our sites in QingPu, China; Kovin, Serbia; Stolberg, Germany; Cidra, Puerto Rico; Upper Darby, Pennsylvania; Bodmin, England; Sri City, India

Puerto Rico Manufacturers Association awarded West's Cidra, PR site with the Safety Achievement Award

Bodmin, UK site celebrated 7 years with zero recordable incidents

Kovin, Serbia site received National Safety Award for Best Company in Serbia, presented by the Ministry of Labor, Employment and Social Affairs by the Republic of Serbia

Diversity & Inclusion



West's Pledge

As West nears its 100th anniversary, we reaffirm our longstanding commitment to the employee experience, diversity and inclusion (EXDI), inherent in our core value of One West Team.

EXDI benefits the entire workforce and supports the overall success of our business. West does not tolerate discrimination or harassment of any team member, customer or service provider because of age, race, color, religion, sex, ancestry, national origin, military service or application, marital status, citizenship status, physical or mental disability, genetic information, sexual orientation, gender identity or expression, or other protected characteristic under applicable laws. We've created safe and inclusive environments that allow all team members to bring their best selves to work. Our team members are located across the world, with varying life, educational, cultural and family

experiences and all have a voice here. We learn and grow through the wide diversity of thoughts and ideas.

Throughout the year, West's Chief Executive Officer and executive leadership team keep a steady focus on EXDI objectives, including increasing the diversity of West's leadership. West's Board of Directors is comprised of 30% women. On December 31, 2021, women and/or U.S. minorities made up 55% of West's Executive Team, a number that increased to 64% as of June 1, 2022. In 2021, using an outside consulting firm, we conducted senior leadership interviews to further refine our Employee Experience, Diversity & Inclusion (EXDI) Strategy. A CEO-led Inclusion Council was formed to support the Employee Business Resource Group strategy and metrics and a draft scorecard were developed to guide action and track the progress of our efforts.

A newly identified priority is enhancing and renewing our efforts to create a more diverse supply chain, helping to ensure we are partnering with suppliers whose businesses are owned and managed by members of diverse groups.

We know that partnering with suppliers who reflect the diversity and demographics of the markets we serve makes clear business sense, while also helping to deliver on our promise of creating a positive social impact on our world.

West's philanthropic support reflects our commitment to EXDI. In 2021, the pandemic continued to create challenges for many in our communities, presenting new opportunities to support those in need around the world. Given the unrest and violence against our Asian communities, Asian Americans Advancing Justice was one of our focus charities. The donation of ventilators to clinics in India sustained the lives of COVID-19 patients and provided hope to their families and we funded global COVID-19 efforts through support of the World Health Organization and the United Nations. Our commitment to the LGBTQ+ community was strong through support for the Cancer Support Community of Greater Philadelphia, an organization offering free programs for diverse and under resourced LGBTQ+, bilingual and minority communities impacted by cancer.

Our team members are located across the world, with varying life, educational, cultural and family experiences and all have a voice here. We learn and grow through the wide diversity of thoughts and ideas.

Alignment with UNGC Sustainable Development Goals





“Diversity encompasses our differences and the similarities that we share. It is both that brings us together as One West Team, and helps spark innovation, fuel productivity, and drive collaboration. We are striving to create an environment where our team members can bring their authentic selves to work each day and have exceptional experiences here at West—given their diversity.”

Maureen Hunter

Sr. Director, Diversity & Inclusion and Employee Experience

Recruiting & Retaining Top Talent

Truly diverse workplaces hire team members who represent a wide range of gender identities, sexual orientations, races, nationalities, ages, and languages spoken.

Diversity is a major focus of our recruiting strategy, with success measures implemented to ensure we are attracting and hiring diverse talent. By recruiting and retaining diverse team members at all levels, we benefit from creative problem-solving and smarter decision-making.

Today, women and/or U.S. underrepresented minorities comprise 43% of West’s senior leadership team. Our U.S. workforce is comprised of 45% from minority backgrounds and 37% of our global team members are female. Throughout 2021 we partnered with several organizations to support our diversity in recruiting goals, including a partnership with Disability Solutions to offer Fireside Chat and HR/Manager webinars to increase disability awareness and support diversity recruitment.

Team Member Experience

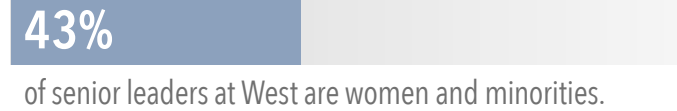
The One West team is a diverse population from around the globe, with different life, educational and cultural experiences. We come together, bringing our own unique perspectives and a shared vision of a healthier world.

We understand that to help retain these talented team members, we must continue embedding D&I strategies across the entire Employee Experience.

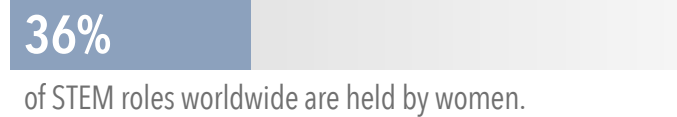
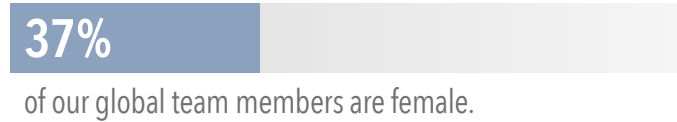
Revitalization of our Employee Business Resource Groups (EBRGs) is underway. The groups continue to connect team members around the globe, expanding networks and cultivating career growth. Our EBRG structure has three EBRGs — Women’s Initiatives Network (WIN), Multinational Organization Supporting an Inclusive Culture (MOSAIC), and Veterans & Allies Leading for Organizational Results (VALOR). An expanded Diversity Council and a fourth EBRG will launch in 2022. Furthermore, as noted above, Attraction and Retention of Talent, with a focus on Diversity, Equity and Inclusion, has been identified as priority area in our transformed ESG strategy moving forward.

Our goal is to continue to evolve as a diverse, equitable, and inclusive workplace. We will work hard to support EXDI and promote more inclusive practices throughout the organization, creating a safe and welcoming environment for current team members, and for those talented candidates we seek to attract.

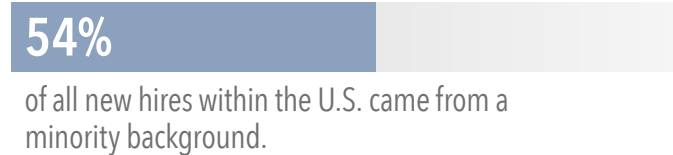
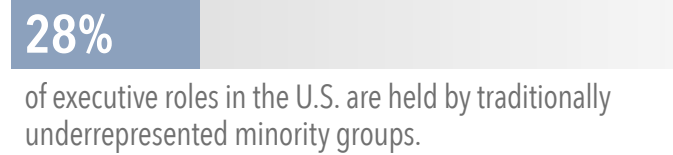
Senior Leadership at West



Women at West



Race & Ethnicity at West



54

DIFFERENT LANGUAGES
spoken by West team members



20

COUNTRIES
with West presence



38%

PEOPLE MANAGERS
are female or U.S. underrepresented
minority groups



10,000+

TEAM MEMBERS WORLDWIDE
12% APAC, 42% EMEA,
43% North America,
3% South America



2,402

ADVANCED DEGREES
held by West team members



1,772

STEM DEGREES
held by West team members



PURPOSE. PEOPLE.

Philanthropy

Our One West Team shares a defining characteristic—the commitment and desire to put people first—which anchors our purpose of improving patient lives around the globe. Philanthropy runs deep through West’s culture, with our team members organizing and executing ways to make generous donations of both time and resources to contribute to a healthier world.

Since our beginnings almost 100 years ago, West has fostered a culture of giving to support our team members and the communities in which they live and work. West targets philanthropic activities and local charities through a charitable giving framework that is separated into three tiers:

- **Corporate Giving** through direct charitable gifts made by West Pharmaceutical Services, Inc. This giving is centered on hospitals and healthcare, education—with a current focus on STEM (Science, Technology, Engineering and Math), people with disabilities and with an increasing and renewed focus on ensuring access to healthcare and ESG-related issues.
- The **Herman O. West Foundation**, an independently managed 501(c)(3) entity, which awards scholarships, employee matching gifts and West’s Employee Emergency Fund.
- And **West without Borders***, our team member-led giving program that has raised millions of dollars since its inception in 2004. This includes our global annual team member giving campaigns, the Annual Food Drive, global volunteerism, and team member donations into the West Employee Emergency Fund.

In this uniquely challenging time, our One West Team had unwavering commitment to serving our communities and continued to make direct and immediate impacts to help families in need.

We saw significant increases in team member donations in 2021. Total team member giving increased by 72% from 2020, and personal donations (non-campaign) increased by 175%. Another example where our team members came together to help others was our Annual Food Drive, as charities and food banks around the world continued to experience increased demand for life sustaining supplies. Team member donations to our Annual Food Drive increased by 56% over the prior year.



“I’m proud to work for a company that so strongly supports giving back to our communities. It creates such a positive work environment when I can work together with my fellow team members to make such a positive impact on the lives of others within my local community.”

Eecho Wang
Specialist, Communications, Asia Pacific

Alignment with UNGC Sustainable Development Goals



*West without Borders is not affiliated with Doctors Without Borders®, which is a registered service mark of Bureau International de Médecins Sans Frontières.



Throughout the pandemic, West has been by the side of our communities to combat the consequences of the virus. In 2021, Corporate and Foundation giving reached over \$3 million, including \$200k to the World Health Organization’s Just Breathe India COVID-19 relief, and \$50k to Philabundance to combat food insecurity resulting from virtual schooling.

We strive to be inclusive and have initiated larger partnerships with diverse and inclusive organizations, such as the Boys & Girls Clubs of America, the Red Cross, and the National Cancer Comprehensive Network. We also value alternate views and perspectives, through the support of organizations focused on inclusion like the Cancer Support Community of Greater Philadelphia and their support of the LGBTQ community, and addressing racial discord and people in crisis, such as the Asian Americans Advancing Justice and Child Crisis Arizona.



In 2021, the Herman O. West Foundation awarded 20 scholarships to the children/dependents of team members in the United States, as well as 109 grants to team members in need through our Employee Emergency Fund.

We are grateful for our One West Team and the humbling generosity and dedication shown to ensure that our philanthropic programs continue to thrive, and we look forward to continuing to support and nurture our philanthropic spirit as we head into our centennial celebration year in 2023.

Our One West Team has continued to serve as leaders within our communities. We have provided greater access to healthcare with our contributions to Bumbleance in Dublin, Ireland, and to the Fox Chase Cancer Center’s mobile screening vehicle.



2021 HIGHLIGHTS

30,000
pounds of food collected
(56% increase from 2020)

3,600
Volunteer Hours

72%
increase in total employee
giving over 2020

109
Employee Emergency Fund
grants to our team members
in need



PURPOSE. GOVERNANCE.

Quality

At West, we are committed to safeguarding the health and safety of the billions of patients who use our products every year. This commitment is anchored in our Core Value of Leadership in Quality, which ensures we never compromise on quality, because we know that patients are counting on us. This Patient First Focus helps our team remain focused on quality, as they know what they do every day will impact the life of a patient. This connection to the patient helps support our 'Every Dose, Every Time – 100% Commitment' mindset.

This focus on quality includes excellence in manufacturing, scientific and technical expertise, and management. At the manufacturing level, this means producing clean, sterile, high-quality components designed to minimize disruption to the supply chain and to deliver safe, effective drug product to the market – and to the patient, quickly and efficiently.

Since the beginning of the pandemic, we continued to see an increase in demand for our products. To support this demand, West's capital investments included 13 site expansions, 30 facility modifications and over 400 new pieces of equipment, all while keeping pace with growing demand.

This tremendous growth required flexibility and innovative thinking, and the Quality team initiated several actions to ensure that the business maintained its state of compliance and met our customer requirements:

- Accelerated product transfers to leverage network capacity
- Initiated qualification of new equipment, warehouse and building expansions
- Added staff to support expanded operations
- Provided reliable business support in our Quality Lab testing, which saw a 28% increase in sample volume over previous year



“At West, our Core Value of Leadership in Quality and our Patient First Focus is at the heart of everything we do, ensuring that every component we produce is made right the first time, because we know that billions of patients are counting on us.”

Stephan Selke
VP, Operations, Eschweiler, Germany

Alignment with UNGC Sustainable Development Goals





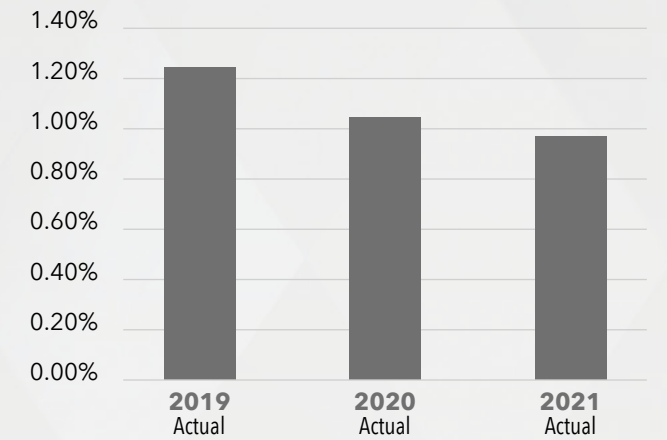
We continued to focus on reducing Cost of Poor Quality (COPQ), a key metric in monitoring our process quality which captures scrap, rejects, rework, customer returns/credits, and yield losses. The team continued to drive COPQ initiatives to decrease the overall level of COPQ as a percentage of Cost of Goods Manufactured (COGM). This resulted in a favorable COPQ/COGM ratio as compared to the prior year.

A key area of focus was also an increased level of supplier quality management. In 2021 we established a Supplier Management Program, organizing the manufacturing site-level Supplier Quality function to support and be aligned with the existing Corporate Supplier QA group. This will provide the necessary framework to deploy best in class supplier qualification, monitoring and feedback programs across all suppliers.

During our Annual Global Quality Week, the theme "Right First Time" or RFT reinforced that RFT is a behavior and approach to ensure that processes are capable of meeting West and our customers' requirements. This mindset is understanding that getting something done quickly but then having to fix errors is not a way to operate. Taking the time up front to build a capable process that allows us to run quickly without errors is more valuable to West and our customers. We saw high participation and engagement, as our team members connected globally to discuss this topic through a series of events and interactive activities.

Our culture of quality goes well beyond the Quality Function. We strive to have Leadership in Quality and a Patient First Focus evident throughout each area, function and level within the company, all working together as One West Team towards supporting our purpose of improving patient lives around the globe.

Elastomer Manufacturer-Related Defects



We realized a 7.6% reduction in manufacturing-related defects from 2020 to 2021.

2019-2023 GOALS

YoY 10% reduction in manufacturing related defects

Customer response rate of 10 days or less

Reduction in Out of Spec (OOS) Customer Complaints of 10% each year

15% reduction in COPQ



Compliance & Ethics

Responsible business practices are essential to fulfilling West’s purpose of improving patients’ lives. Our corporate values are at the foundation of our culture, and we hold ourselves accountable to the highest standards of quality, integrity and respect—for our team members, our customers and the patients we serve.

Code of Business Conduct

At West, we believe that every team member is responsible for ensuring that our reputation remains strong, and for fostering a culture in which compliance with the West Code of Business Conduct (“Code”) and adherence to our core values drives our everyday business activities. The Code, which is available in multiple languages on WestPharma.com and West’s company intranet, serves as a statement of our culture and sets forth the expectations for our global One West Team in their interactions with each other and our stakeholders.

The Code compels team members to report their concerns using any of several reporting avenues and prohibits retaliation for reports made in good faith. Those reporting choices include the team member’s manager or any other manager at the Company, Human Resources, the Compliance and Ethics Office or the Law Department. West also provides the option to report anonymously through its Integrity Helpline, toll free or online, available 24/7 from anywhere in the world in multiple languages.

West conducted its annual Code recertification training process, which requires team members to review and agree to the Company’s expectations related to their business-related conduct. In 2021, our training completion and Code recertification rate was nearly 98%, which is consistent with prior years.

In November 2021, West held its annual Compliance and Ethics Awareness Week with a focus on cybersecurity, third-party management and ESG topics. This year’s theme, “Mission Possible,” underscored the importance that every team member is responsible for maintaining West’s strong culture of integrity, which helps us to make delivering on our mission of a healthier world, possible. We are intensifying our efforts regarding ESG issues and dedicating additional resources to respond to all of our stakeholders and improve the world which we all share.

Throughout the year, we continued to share frequent communications on the importance of “Speaking Up” and reminders on the non-retaliation policy and available reporting avenues. We held trainings for all

people managers, led by an external trainer with the theme of “Managers Matter—3 Ways to Strengthen a Culture of Integrity.” This training focused on building an open-door culture where communication, feedback, and personal discussions are encouraged.

West also has a Business Partner Code of Conduct in place, and in 2021 we launched a new third-party online training platform, helping to ensure third parties understand our expectations and hold them accountable to our own standards. This new training platform provided expanded reach and an improved user experience. Also, as noted above, one of the priorities identified going forward is a greater emphasis on a more responsible supply chain, which includes diversity, sustainability and compliance considerations.



Alignment with UNGC Sustainable Development Goals





“Our Speak Up culture and open-door policy helps create a trusting environment where team members can feel comfortable talking to their manager or a member of HR if they see something that does not align with our Code and high standards of integrity.”

Camila Vieira
HR Supervisor, Brazil

Data Protection

West takes its critical responsibility to secure the personal data of its customers, team members and other stakeholders very seriously.

We have programs and processes in place to maintain adherence to all applicable data privacy regulations, including the European Union’s General Data Protection Regulation, the California Consumer Privacy Act of 2018 and many others throughout the world.

The number of jurisdictions where data privacy laws have been or will be implemented is constantly increasing. Therefore, in 2021 West expanded its global team dedicated to supporting data privacy and educating team members on protecting against cyber threats. Personal data protection will continue to be a priority for West into the future.

High-Level Oversight & Authority

In 2021, West continued to reinforce its efforts to build and maintain a culture of integrity through its Compliance and Ethics Program governance.

Our Executive Compliance Oversight Committee (ECOC), chaired by West’s Chief Compliance Officer and comprised of all members of West’s Leadership Team, continued to provide strategic direction for our compliance activities and ensure regular reporting to the Audit Committee of our Board of Directors. With guidance from the ECOC, our business unit compliance committees support our global compliance structure and its corresponding policies and procedures to support our team members in acting ethically in accordance with West’s high standards. Our compliance team also works closely with our ESG steering committee to ensure alignment and prioritization of goals.



Enterprise Risk Management

Business Continuity Management

The mission of our Business Continuity Management (BCM) program is to safeguard the business by implementing end-to-end Business Continuity, Risk Management, and Enterprise Resilience solutions that reduce risk, strengthen operational resilience and build capacity to achieve and sustain long-term capabilities.

This program focuses on four key areas:

1. **Workforce** — Sustainment of workforce, productivity, and ensuring appropriate employee responsiveness during a disruption.
2. **Business** — Continuance of critical business, manufacturing and distribution processes.
3. **Technologies** — Data integrity, security and essential continuance of critical technology infrastructure crucial in delivering products and services.
4. **Supply Chain** — Mapping, alternate arrangements, logistics, and security of raw materials and vendor supply services.

West's BCM program aligns with ISO:22301 (Security and Resilience — Business Continuity Management Systems — Requirements) and the Business Continuity Institute's Good Practice Guidelines.

Business Continuity Plans for each of our manufacturing sites are a critical part of our BCM, ensuring plans are in place in the event of an incident that could cause a potential disruption at a site. These Plans lay out clear roles and responsibilities and include risk assessments for each site along with steps to mitigate risks.

Our BCM program ensures appropriate Risk Identification and Mitigation, Crisis Management, Business Continuity and Disaster Recovery Plans are all in place, linked and regularly monitored to facilitate organizational resilience. This includes active engagement in monitoring enterprise critical risks and mitigation strategies with Board of Director oversight. This program ensures that we are best prepared to continue the delivery of products and services at acceptable predefined levels following any disruption.

West's continued investment in and emphasis on effective business continuity management provides a solid framework for further building organizational resilience with the capability of an effective response that safeguards the interests of our stakeholders, reputation, brand, and value-creating activities.

Cybersecurity

Cybersecurity is one of the main focus areas of our BCM program, and we are committed to maintaining strong cybersecurity program to protect West critical infrastructure, our information asset, our customers, and other stakeholders' information.

2021 was a unique year and cybersecurity was a key concern for businesses, organizations, and governments across the entire globe. The continuation of remote work as a result of the pandemic left organizations vulnerable to sophisticated cybercrime. West responded to these increased attacks by proactively and frequently educating team members on how to recognize threats through global Cybersecurity Awareness speaker events, a simulated phishing attack and a cadence of ongoing communications.

Key cybersecurity strategic initiatives in 2021 included eliminating legacy VPN services, implementing a global vulnerability Management and Penetration Testing program, establishing a global 24x7 Security Operations Center, and enforcing a policy to block access to external storage devices to protect against transmission of malicious files.

Our Cybersecurity program is actively monitored by our Board of Directors and the Audit Committee, both of whom receive update reports at each formal meeting. West continues to collaborate with government agencies (Department of Homeland Security, Cybersecurity & Infrastructure Security Agency and FBI Cyber Division) to conduct Cybersecurity Assessments and gain insight into our operations and cybersecurity capabilities.

Our Global Cybersecurity Strategic Plan focuses on how we can continue to reduce risk through certain key areas, including:

- Vulnerability management
- Penetration testing
- Routine audits
- Product modernization
- Cybersecurity awareness and education
- Training

Proactively focusing on this Plan helps to minimize the threats for disruptions, and reduce the time to detect and respond, enabling a quicker recovery and return to normal operations.



“Cybersecurity is a critical focus at West, and every team member understands their important role in being vigilant to protect our business operations and the confidentiality of our data and important assets.”

Behrad Talebzadeh

Sr. Director, Infrastructure and Cybersecurity

Year	2020	2021
GRI 302-1 ENERGY WITHIN THE ORGANISATION^{2,3}		
Thermal Fuel consumption by type (non-renewable)		
Scope 1 (Thermal) (kWh)	163,008,212	172,760,695
Electrical Energy Consumed (non-renewable)		
Scope 2 (Generator Distillate Fuel Oil 4) (kWh)	1,505,281	1,439,592
Scope 2 (Electrical) (kWh)	231,118,316	246,699,975
Energy Consumed (renewable)		
Solar Energy Scope 1 Consumed (kWh)	16,655	12,731
Scope 2 (Electrical) Purchased Renewable (kWh)	35,677,212	36,919,237
Total Energy Consumption (kWh)	431,325,676	457,832,230
GRI 302-3 ENERGY INTENSITY^{2,3}		
Energy Intensity Factor	10.33	10.13
GRI 302-4 REDUCTIONS ACHIEVED AS A DIRECT RESULT OF CONSERVATION AND EFFICIENCY INITIATIVES^{2,3}		
Scope 1 (Gas/Oil) (kWh)	3,760,219	2,455,298
Scope 2 (Electrical) (kWh)	3,090,122	2,612,750
Total Reductions in Consumption (kWh)	6,850,341	5,068,048
GRI 305-1 DIRECT (SCOPE 1) GHG EMISSIONS^{2,3}		
Scope 1 (Gas) (Metric Tons CO ₂ Equivalent)	29,543	31,310
GRI 305-2 INDIRECT (SCOPE 2) GHG EMISSIONS^{2,3}		
Scope 2 (Generator Distillate Fuel Oil 4) (Metric Tons CO ₂ Equivalent)	405	388
Scope 2 (Electrical) (Metric Tons CO ₂ Equivalent)	90,911	96,536
Total CO ₂ Emissions (Metric Tons CO ₂)	120,858	128,234

Year	2020	2021
GRI 305-4 GHG EMISSIONS INTENSITY^{2,3}		
Emissions Intensity	2.89	2.84
GRI 305-5 REDUCTION OF GHG EMISSIONS^{2,3}		
Procurement of Green Energy (Tons CO ₂)	12,322	11,373
(Scope 1) Energy Management / Facilities Projects	681	455
(Scope 2) Energy Management / Facilities Projects	1,182	581
Total	14,185	12,399
GRI 306-3 WASTE GENERATED³		
Total Weight of Waste Generated (lbs.)	29,926,303	39,887,477
GRI 306-4 WASTE DIVERTED FROM DISPOSAL²		
Total Weight of Waste Diverted From Disposal (lbs.)	23,174,012	33,696,627
GRI 303-3 WATER WITHDRAWAL²		
Total Water Withdrawal (Gal.)	270,560,909	279,165,752
GRI 403-9 WORK RELATED INJURIES²		
The number of fatalities as a result of work-related injury	0	0
The rate of recordable work-related injuries	0.94	0.85
The rate of recordable work-related injuries with lost time	0.21	0.33

¹ All information reported is believed accurate at the time of inclusion and based upon assumptions, most of which are described in this report. Prior year data may be updated with new information but the impacts are immaterial unless specifically noted in the report.

² West's baselines are based on 2018 Scope 1&2 Energy consumption data and 2018 absolute CO₂ emissions. This baseline was chosen as 2018 is the starting year of the 5 year goals with the most up-to-date and accurate information to help establish a firm baseline.

³ Based on availability of data and the way West manages its business, some regional sales offices, administration facilities, technology centers, distribution centers and any subsidiaries may be excluded. Any exclusions contained within this report are not believed to have a material impact.

⁴ Emission factors conversion source: The Climate Registry, US EPA, USA EPA egrid, International Energy Agency (IEA)



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