



“Keep everlastingly at it”[™]

Herman O. West



Environmental • Social • Governance



2022 ESG REPORT

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OUR PLANET



OUR VISION

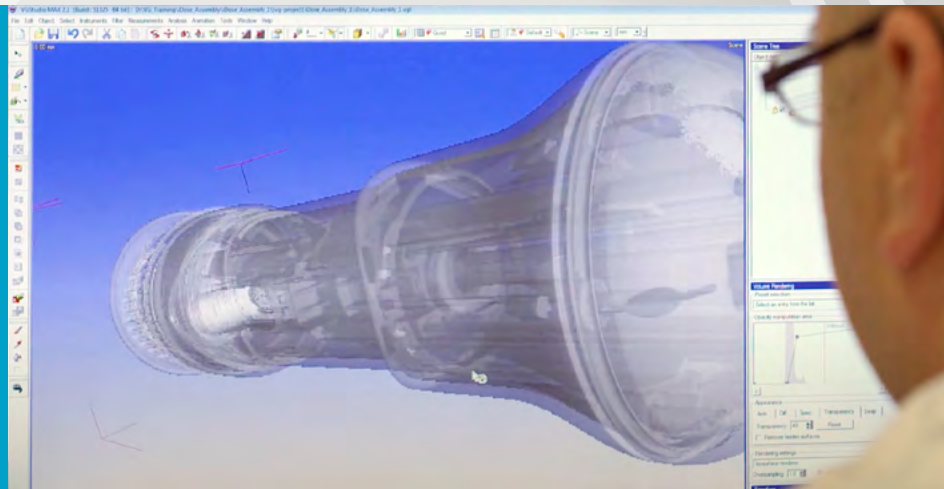


OUR TEAM



OUR GOVERNANCE

Then & Now



The way we innovate has changed over the years. We've gone from hand-drawn blueprints to advanced computer-aided technology. Our understanding of medical science is much richer, enabling us to create even more sophisticated medical solutions that make it easier for patients to better manage their health.

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A LETTER FROM
Ryan MetzESG Leader,
Associate General Counsel

Keep everlastingly at it...

For 100 years now, West has been by the side of our customers, making a meaningful difference through our mission to contain and deliver injectable therapies that improve patient lives.

As we look back over our 100-year history, starting in 1923 with our founder, Herman O. West, we have been committed to sustainable business practices – to giving back to our communities and providing a safe, healthy, and diverse work environment for our team members.

In 2017, we first formalized our Environmental, Social, and Governance (ESG) strategy to focus on the six areas in which we felt we could make the greatest impact: Diversity & Inclusion; Quality; Compliance; Philanthropy; Environmental Sustainability; and Health & Safety.

And in 2019, we started measuring against our five-year Environmental Goals, which will conclude in 2023. You can learn more about our performance against those goals within this ESG Report. We have made the purposeful decision to move from a Corporate Responsibility (CR) report to an ESG report, for we believe that ESG provides a clearer path to business sustainability, integrating

a more comprehensive, quantitative, and measurable business plan.

Herman O. West was well known for his quote, “Keep everlastingly at it” – a saying he frequently used to keep his employees focused with a continuous improvement mindset. Today, we are proud to carry that mantra forward – and “Keep everlastingly at it” with our ongoing commitment to ESG. As we look ahead and build our strategy to best support our next 100 years of business, ESG will underpin all areas of our business strategy, budgets, and expansion projects.

One of the key advancements in our ESG strategy moving forward is adding greater scientific rigor and a more quantitative focus to our environmentally based targets. Science-based targets will provide a more clearly defined pathway for West to reduce greenhouse gas emissions (GHG) that are in line with the Paris Agreement goals. Through the 2015 Paris Agreement, world governments committed to curbing global temperature rise and limiting

global warming to 1.5°C. We know that the private sector has a crucial role to play in this, and West has committed to joining other organizations worldwide by setting emissions reduction targets grounded in science through the Science-Based Targets initiative (SBTi).

Another key advancement is ensuring that our ESG strategy has a commercial focus, which includes working collaboratively with our customers and suppliers to solve ESG challenges. We want to ensure that our ESG goals align with those of our customers and that we are being responsive to their needs as well. We know that ESG performance is important to our customers, and it’s important that we are clearly communicating to them our commitment and efforts in critical areas such as carbon neutrality, recycling and reuse of products, and secondary packaging.

As was first announced in last year’s report, through an iterative and data-driven process, we have selected six priorities of focus that directly link

to our Mission, Vision, and Values. These priorities are Climate Strategy; Waste in Operational Processes; Research and Development (R&D) for the Environment; Responsible Supply Chain; Talent Diversity and Attraction; and Talent Engagement and Retention. We have set 12 KPI areas to ensure we can measure our impact on these new priorities.

I am pleased with our progress and am proud of the commitment our Executive Leadership Team and Board of Directors have made in this area. Our Leadership Team understands the paramount importance ESG plays in our overall business performance, and each leader is committed to the responsibility of their functions in supporting our ESG goals.

While we have seen great strides, we are very aware that more work needs to be done. I am confident that our commitment to “Keep everlastingly at it” will lead to continued progress in this critical area, both now and for future generations.

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 lifesaving and life-enhancing medicines for patients.

In 2023, West is celebrating its centennial anniversary. For 100 years, West has been committed to delivering for customers and driving innovation focused on the needs of the patient. The story behind our commitment began in a small building in Philadelphia, Pennsylvania, when Herman O. West began producing plungers and aluminum seals for dental cartridges.

Today, West has more than 10,000 team members across 50 sites worldwide, helping to support our customers by delivering approximately 47 billion components and devices each year. West offers a unique combination of products and services, including proprietary packaging, containment and drug delivery products, as well as contract manufacturing, scientific insight, and technical expertise. West's products range from stoppers and seals for injectable packaging systems to self-injection and reconstitution systems.

West's Analytical Services include extractables and leachables analysis, particle analysis, and container closure integrity analysis. Our Integrated Solutions Program combines West's high-quality packaging and delivery products

with our expert analytical testing, device manufacturing and assembly, regulatory expertise, and more.

West's Contract Manufacturing services offer healthcare partners quality, safety, and reliability in injection molding, contract assembly, and finished packaging services. The West Contract Manufacturing team serves its partners' needs by providing a single-source solution from product conceptualization through manufacturing and final packaging.

Headquartered in Exton, Pennsylvania, West generated \$2.89 billion in net sales in 2022. West is traded on the New York Stock Exchange (NYSE: WST) and is included in the Standard & Poor's 500 index.



“At West, our commitment to ESG is core to our business and long-term value creation. While we are taking action to positively impact our environmental footprint, safety, diversity, governance, and social responsibility, we are also focused on how we can partner with our customers to support a healthy planet for everyone. This commitment is being driven by myself, our Board of Directors, and the entire Senior Leadership Team across our organization.”

Eric Green
President, CEO, and
Chair of the Board



WEST FACTS



50 locations with
25 manufacturing sites



~47 billion components
and devices produced
each year



\$2.89 billion in net sales
in 2022



~10,000 team
members globally

Awards & Organizational Involvement



West was honored to be recognized by a number of organizations and industry associations throughout 2022. These awards are a testament to West's commitment to nurturing a culture of diversity and inclusion, offering innovative products, and supporting the communities in which we live and work.

GENERAL AWARDS

- 

Soaring 76 Award
Philadelphia Business Journal
- 

Top 100 Most Sustainable Companies 2022
Barron's
- 

America's Most Responsible Companies 2022
Newsweek
- 

BioTech Best Technologies Innovation Award - DeltaCube™
INTERPHEX
- 

Best Bioprocessing Supplier Award: Fill-Finish
Asia Pacific Bioprocessing Excellence Awards
- 

Recognition for Corporate Societal Excellence - Singapore
AmCham Cares
- 

2022 Multinational Credit Team of the Year
World Credit Congress & Exhibition
- 

Best Bioprocessing Supplier Award: Fill-Finish & Packaging
Taiwan BioPharma Excellence Awards
- 

Global Public Service Award 2022
The Ireland-U.S. Council
- 

India Biologics and Vaccines Outstanding Achievement Award
Biologics Festival India 2022
- 

Veterans of Influence Award
Rick Russo, Manager, Global Security Operations
The Philadelphia Business Journal

DIVERSITY & INCLUSION AWARDS

- 

Most Influential Black Executives in Corporate America
Kimberly Banks MacKay, Sr. VP. General Counsel & Corporate Secretary
Savoy
- 

Women Worth Watching in STEM
Liat Shochat, Sr. Director, R&D
The Diversity Journal
- 

Women of Distinction
Cindy Reiss-Clark, Sr. VP & Chief Commercial Officer
The Philadelphia Business Journal

PHILANTHROPY AWARDS

- 

2022 Faces of Philanthropy Award
The Philadelphia Business Journal

Corporate Sustainability Initiative



As a leading global provider of innovative solutions for the healthcare industry, we recognize the critical role we play in promoting sustainability and advancing social progress. We are proud to continue our steadfast commitment to the United Nations Global Compact's (UNGC's) 17 Sustainable Development Goals (SDGs).

By aligning our business practices with the SDGs, we aim to contribute meaningfully to the global agenda for a more sustainable

future. Through responsible operations, sustainable product development, and strong partnerships, West strives to make a positive impact on society, the environment, and the communities in which we operate. Our ongoing commitment to aligning with the SDGs is rooted in our core values and reflects our unwavering dedication to creating a better world for current and future generations.

Our five-year corporate responsibility goals, running from 2019-2023, align

with our company's strategy and with the United Nations SDGs. Corporate and organizational success requires stable economies and healthy, skilled, and educated workers, which in turn increases brand trust and investor support.



United Nations
Global Compact

1 NO POVERTY



2 ZERO HUNGER



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



6 CLEAN WATER AND SANITATION



7 AFFORDABLE AND CLEAN ENERGY



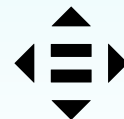
8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



10 REDUCED INEQUALITIES



11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



14 LIFE BELOW WATER



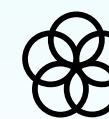
15 LIFE ON LAND



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



17 PARTNERSHIPS FOR THE GOALS



Then & Now



Our continued commitment and focus on safety has enabled us to ensure our team members are gowned with the most appropriate personal protective equipment (PPE). Safety engineering enhancements have enabled us to improve the safety of our machines with the addition of proper guards and other safety measures to ensure we are providing a safe working environment, enabling our team members to go home safely at the end of their day.

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Environment

For the past 100 years, West has been committed to working side-by-side with our customers to improve patient health. We are also committed to helping to create a healthier environment and to being good stewards of a sustainable future.

In the words of our founder, Herman O. West, we are committed to “Keep everlastingly at it” – and never stop working towards improving our impact on the environment. As our business has evolved, so have we. As the world evolves, so do we. Our Sustainability Program is designed to target reductions in the areas where we can have the greatest impact: CO₂ emissions, waste and increased recycling, and energy and water use.

Over the past few years, the pandemic and continued growth of our core business resulted in historic growth in production for West. While this increase in production required an overall increase in energy and water use, our ability to

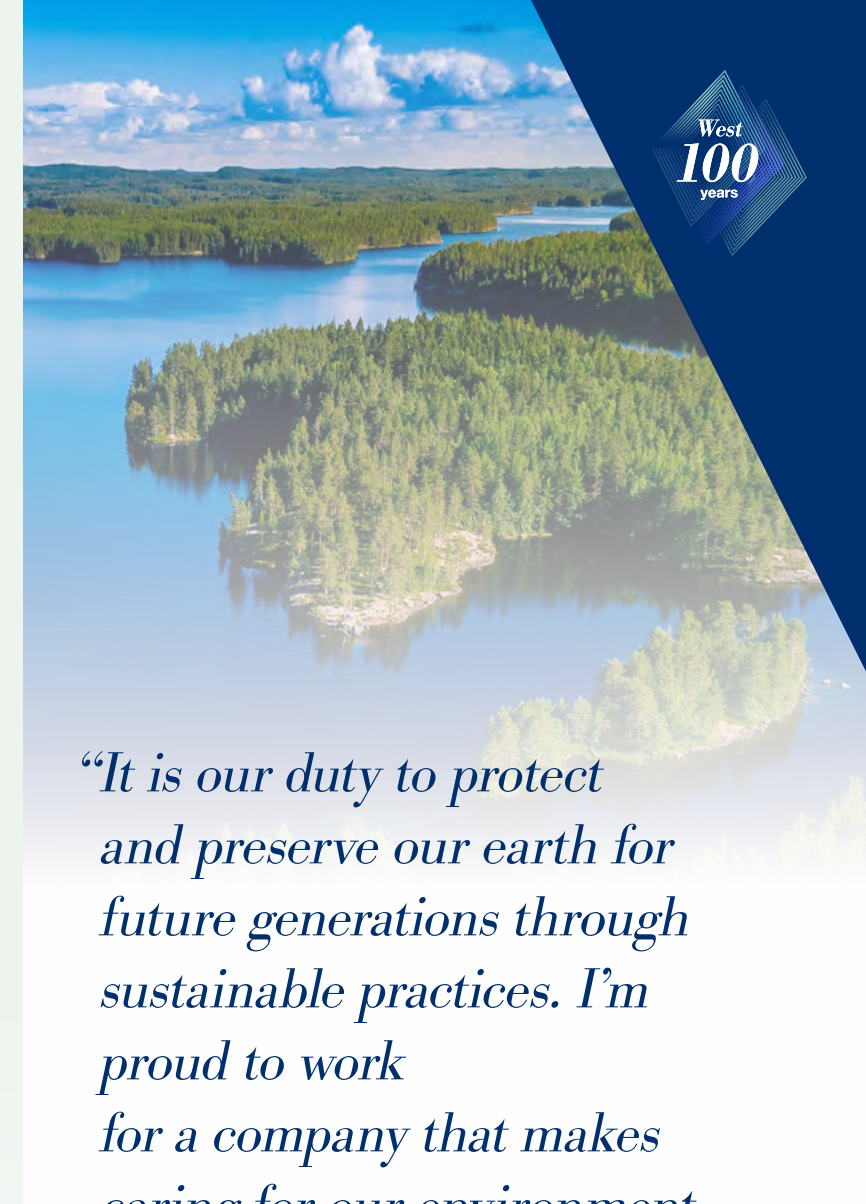
adapt and continue to improve our efficiencies has resulted in a higher output of product per unit of energy and water used.

- In 2022, we saw steady improvement in our Energy Intensity, bringing us to 12% improvement, and well on our way to achieving our 2023 goal of 15%.
- For Emissions, we made a 4.1% improvement over 2021, and have plans in place to help us meet our goal by the end of 2023, despite a significant increase in production over the 5-year period of this metric.
- We made continuous progress against our Water Target, achieving a 6.7% reduction in water intensity versus the baseline year.
- We continued to focus on Landfill Diversion. In 2022, 83% of our waste was recycled, and we are exploring ways to increase this amount towards reaching our goal in 2023.

In 2022, West was recognized by several organizations, serving as a testament to our commitment to caring for our environment. These recognitions include being named as one of Barron’s Top 100 Most Sustainable

Companies and one of America’s Most Responsible Companies by Newsweek. In addition, West was honored with several regionally focused awards, including a Corporate Societal Excellence Award in Singapore and Global Public Service Award in Ireland.

West is a signatory to the Task Force on Climate-related Financial Disclosures (TCFD), which affirms our commitment to fiscal transparency and to 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 (PSCI) and is a signatory of the PSCI Principles, aligning with their vision for excellence in safety, environmental, and social outcomes for the global pharmaceutical and healthcare supply chain.



“It is our duty to protect and preserve our earth for future generations through sustainable practices. I’m proud to work for a company that makes caring for our environment such a high priority.”

Tyler Werner
Director, Environmental,
Social & Governance



Alignment with UNGC Sustainable Development Goals



As we enter the final year of our 2019–2023 metrics, we are excited to look ahead to the future with an enhanced focus on our strategic approach to sustainability.

- We have added greater scientific rigor and a more quantitative focus to our environmentally based targets.
- We are aligned with the 2015 Paris Agreement in a commitment to do our part in curbing global temperature rise and are setting emissions reduction targets grounded in science through the Science Based Targets Initiative (SBTi).
- We are working collaboratively with our customers and suppliers to solve ESG challenges, to better align our ESG goals, and to ensure that we are responsive to their needs as well.

During 2022 and 2023, we have been working to enhance our quantitative targets, which will enable us to achieve success in the Environment-related priorities of our ESG Strategy, including Climate Strategy, Waste in Operational Processes, R&D for the Environment, and a Responsible Supply Chain.

Our 2030 targets, which we will expand upon in next year’s ESG Report and will address applicable baselines, are expected to include:

- Achieve 50% renewable electricity
- Continuously improve energy efficiency by 3% year-over-year
- Reduce absolute emissions by 40%
- Achieve a 15% water intensity reduction

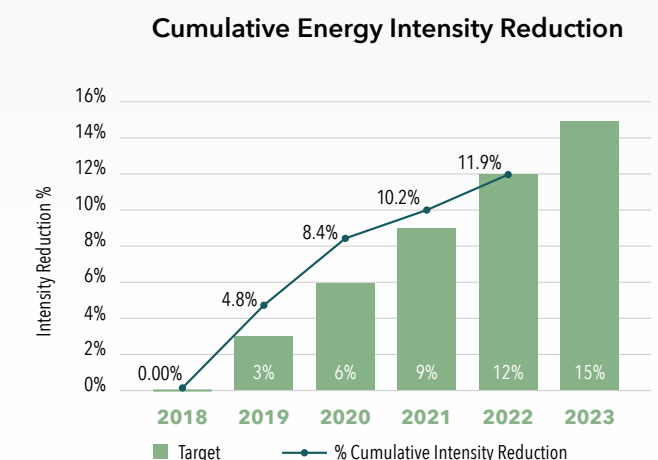
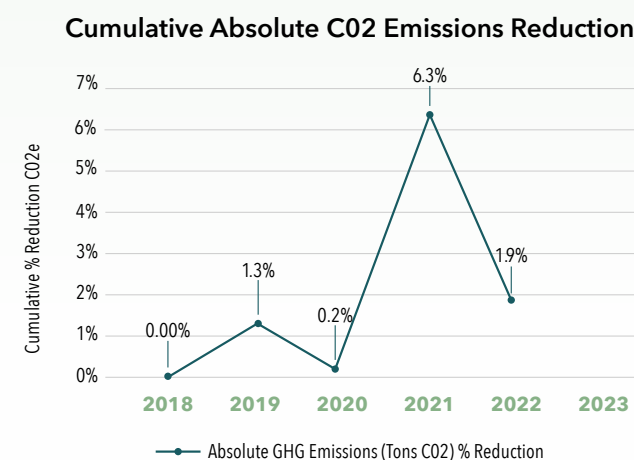
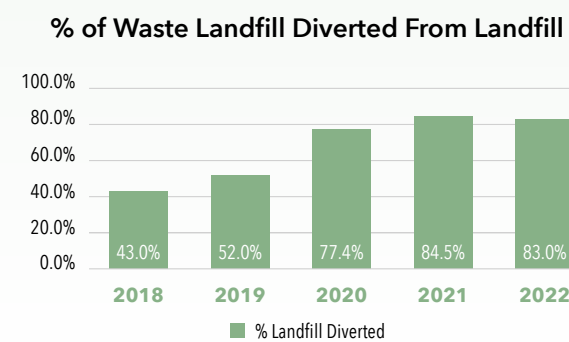
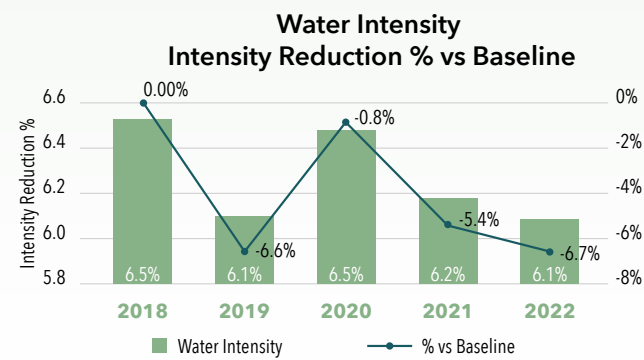
- Eliminate up to 100% of operational waste to landfill
- Partner with customers to reduce, reuse, and recycle secondary packaging
- Collaborate with customers to explore sustainability improvements throughout the product lifecycle
- Gather additional scope 3 emissions information from our supply chain and develop a plan to reduce those emissions

We are proud to note that our established CO₂ emissions targets will be aligned with the SBTi. West takes a concerted, cooperative approach with our customers and other stakeholders to work together to help each of us most efficiently achieve our ESG targets for mutual benefit. This includes investigating shared power purchase agreements, researching more sustainable materials, exploring more efficient

shipping methods, and studying beneficial reuses for our products.

We view sustainability as a vital responsibility for our business and will continue to monitor the ever-developing global sustainability standards and regulations, ensuring that we are aligned with leading organizations in this area and following best practices in setting science-based targets.

Moving forward, we will keep everlastingly at it, continuing to build a healthier world and knowing that our strategic commitment to sustainable practices will deliver positive outcomes for our people, our customers, and our communities for generations to come.



Then & Now



Our scientific expertise has enabled us to grow in our ability to provide analytical services, with vast expertise in extractables and leachables, particle analysis, container closure integrity, and performance and packaging/delivery systems, among other methodologies. As a result, we have grown as a true partner for our customers, helping them in designing studies and navigating the challenging and evolving regulatory landscape.

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Health & Safety

At West, we believe that a healthy and safe workplace is a fundamental right of every person. We take responsibility for maintaining a safe workplace at every site and work hard to minimize the risk of incidents, injuries, and exposure to health hazards for all team members, contractors, and visitors at our sites. It is West's policy to comply with all applicable health and safety laws and regulations, designing and operating our sites to provide a safe and healthy workplace.

We also firmly believe in the importance of cultivating a culture of safety where every team member has a shared responsibility and is engaged in safety. Our President, CEO, and Chair of the Board, Eric Green, leads with this mindset, and it is carried through to the entire leadership team and every site director. To build this mindset organizationally into our sites, we have established Safety Embedded Organizations, which identify and put into

place Safety Champions across all departments within our sites. These champions are recruited from non-HSE (Health, Safety, Environment) roles and help to hold their teammates accountable – supporting the mantra that safety is everyone's responsibility.

In 2022, our West manufacturing sites were required to hang a Safety Charter and hold a signing ceremony when the site leadership signed their commitment to safety, and site team members then signed as well. These public displays of commitment and visible reminders have helped to keep our team members engaged and holding each other accountable to always remain focused on safety.

A key to the safety improvements we have realized has been our HSE Excellence strategy and ongoing initiatives around a proactive focus on prevention and identifying hazards in the workplace. This strategy provides a holistic

approach towards achieving excellence in our HSE Management System and protecting our team members. This Management System is based on our Core Values, strives for continuous improvement, and fulfills the intention of ISO 14001 and ISO 45001.

To ensure compliance with our standards, our production sites are audited, both internally and externally with corporate experts, with HSE Excellence Audits, HSE Maturity Audits, and Focused Improvement Audits. In addition, audits are performed by PSCI, of which West is a signatory member.

An anchor for our proactive focus is our **SEE-DO-SAY Something** program, which requires all team members to work together and keep a constant eye out for hazards in the workplace (SEE), act on the hazard right away to immediately mitigate the risk if possible (DO), and then report the risk to management or HSE Representative (SAY).



“Team member safety is not a choice. It is a fundamental commitment that safeguards the well-being of our people, fosters trust, and empowers individuals to reach their full potential within a safe and secure work environment.”

Bin Shen
 Manager, HSE &
 Operational Excellence



Alignment with UNGC Sustainable Development Goals



Health & Safety *(continued)*



Another successful behavior safety program has been our BEST (Behavior Safety Tours) West program, which is an observation process that provides direct feedback from team members. Our manufacturing sites select five to six safety behaviors to master. When trained team members walk the floor, they observe and record the actions they see. If team members are conducting their work safely using the appropriate methods, it is positively noted and recorded. If a team member is not working safely, they get instant feedback.

This proactive focus and team member engagement has resulted in an improved Recordable Incident Rate (RIR) – the lowest RIR West has achieved since recording that metric. Our 2022 RIR of 0.67 was a 21 percent improvement versus 2021, and a 29 percent improvement versus 2020.

While the consistent RIR improvement is noteworthy, the most significant aspect is the work being completed in the areas of proactive

implementation as previously mentioned. We will continue to have an enhanced focus on leading indicator metrics, Corrective and Preventative Action (CAPA) program globalization, and the cadence of weekly and monthly business review meetings.

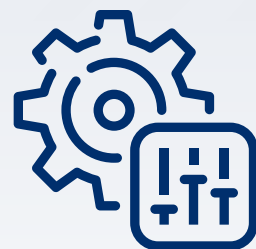
These programs, and many others, are aligning and standardizing the safety process in ways not previously achieved. Demonstrated commitment to safety at

this level takes dedicated time and effort across the organization. The fact that our One West Team has taken that time is further evidence of our mutual goal of creating the safest workplace possible.

2022 KEY HIGHLIGHTS



Lowest Recordable Incident Rate (RIR) ever since West began recording that metric



100% of manufacturing sites implemented their Safety Charter to underline their commitment to safety



39 Quarterly Safety Impact Awards were presented to team members for their commitment to safety



70% of sites trained with the HSE Safety Leadership Training



Zero safety recordable incidents at seven of our manufacturing sites

Diversity & Inclusion

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

We know that 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 characteristics under applicable laws.

We are working hard to create a safe and inclusive environment that allows all team members to bring their best selves to work each day, ensuring that our team members across the world – with varying life, educational, cultural, and family experiences – all have a voice. We learn and grow through the wide diversity of thoughts and ideas.

Building on the success of previous years, West’s Chief Executive Officer and Executive Leadership Team continue to maintain a steady focus on EXDI objectives, including increasing diversity throughout all team member levels. Currently, 36 percent of West’s Board of Directors are women or members of an under-represented population. In addition, 70 percent of West’s Executive Team are women and/or U.S. minorities.

Based on the analyses of the 2022 Our Voices Team Member Engagement Survey results, and to further refine our EXDI strategy, members of West’s Senior Leadership Team held team member town halls for their areas to introduce Our Voices Survey results specific to their functions and emphasize the importance of providing an exceptional employee experience while valuing diversity and inclusion. The West CEO-led Inclusion Council continues to oversee our diversity strategy and metrics and to champion both local and global Employee Business Resource Group (EBRG) efforts.

As part of our continuous pursuit to identify crucial ESG challenges that West faces, we have recently recognized supply chain diversity as a priority. With a commitment to fostering a vibrant and inclusive supply chain, we aim to intensify and rejuvenate our endeavors in diversifying our supply chain. This resolute focus will empower us to create deeper connections with suppliers who embody a range of diverse backgrounds and experiences. We understand the inherent value of collaborating with suppliers whose composition reflects the demographic diversity of the markets that we serve. By embracing a broader range of suppliers, we unlock possibilities to exceed customer expectations and deliver exceptional value. This strategic approach not only sharpens business acumen but also propels us towards the fulfillment of our commitment to instigate positive societal change across our global community while fostering an environment that celebrates and embraces diversity.



“Diversity, equity, and inclusion are not just ideals to strive for – they are the foundation of our One West Team, providing a platform for team members to share their voices and for every individual to flourish.”

Mustafa Thompson
DE&I Program Manager



Alignment with UNGC Sustainable Development Goals



Diversity and Inclusion *(continued)*



Recruiting and Retaining Top Talent

Emphasizing diversity is a key aspect of our recruitment strategy, with specific benchmarks in place to make certain we attract and secure a wide-ranging talent pool. Our diverse workforce across all tiers results in innovative problem-solving and more informed decision-making, thus adding significant value to our team.

Today, 46 percent of our U.S. workforce comes from minority backgrounds, and 36 percent of our global team members are female. Throughout 2022, 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. The EXDI Team also partnered with Diversity and Talent to create a Virtual Employee Resource Center as a centralized repository of global resources for our team members to learn more about West and continue their professional development.

Team Member Experience

We understand that to help retain our talented team members, we must continue embedding EXDI strategies across the entire Employee Experience journey.

Revitalization of the EBRGs occurred throughout 2022 as the groups continued

connecting team members around the globe, further expanding networks and fostering professional development. Our EBRG structure now has four groups – Women’s Initiatives Network (WIN), Multinational Organization Supporting an Inclusive Culture (MOSAIC), Veterans & Allies Leading for Organizational Results (VALOR), and the newly chartered West Disability Network (WDN).

Throughout the year, members of the West EBRG community held professional development luncheons and fireside chats, and hosted guest speakers focused on both leadership development and professional development. The revitalization of the EBRGs culminated with a two-day EBRG Summit, in which all EBRG Global Steering Committee

members were familiarized with the newly developed resources available to them and training on how to sustain the EBRG initiative.

Another initiative for retaining top talent was the launch of the Science, Technology, and Engineering (STE) Eminence program, which is helping to create clear career paths for West’s technical population.

As we look ahead, 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.



Diversity and Inclusion (continued)



2022 WEST DIVERSITY



54 different languages spoken by West team members



20 countries with a West presence



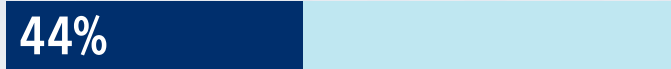
10,000+ team members worldwide



34% of team members with Science, Technology, Engineering, Math (STEM) degrees are women (globally)

SENIOR LEADERSHIP AT WEST

DEFINED AS SR. DIRECTORS AND ABOVE

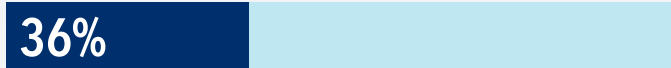


44% of senior leaders at West are women and/or minorities.

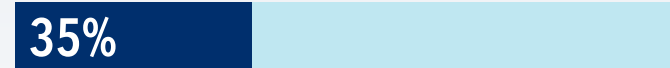


53% of those promoted into senior leadership positions were female and/or minority

WOMEN AT WEST



36% of our global team members are female.



35% of all global new hires were women.

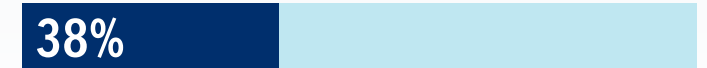
RACE AND ETHNICITY AT WEST



46% of our U.S. team members are people of color.



54% of U.S. hires in 2022 were people of color.



38% of our people managers are women and/or U.S. minorities.

Philanthropy

Throughout our 100-year history, philanthropy has been a cornerstone of West’s culture. It anchors our purpose of improving patients’ lives around the globe and enables us to amplify our impact in the communities in which we live and work.

Our One West Team continues to share a characteristic that has defined West since its beginning – the commitment and desire to put people first. Supported by the company, our team members organize and donate time for service days, fundraising events, and other volunteering opportunities for charitable organizations.

West’s charitable giving framework is separated into three tiers:

1. Corporate Giving through direct charitable gifts made by West Pharmaceutical Services, Inc., and its subsidiaries. This giving is focused on Science, Technology, Engineering, and Math (STEM) education, ESG and Community Services, Healthcare, and People with Disabilities.
2. Foundation Giving through the Herman O. West Foundation, which is focused on West’s Scholarship Program, the Employee Emergency Fund, Employee and Campaign Matching, and Dollars for Doers, which encourages employee volunteering.
3. Employee Giving through our West without Borders* campaigns, which support our Annual Global Giving Campaigns, Food Drives, Local Campaigns, and Global Volunteerism.

Through strategic program implementation, our Corporate Giving donated over \$2.7 million, including almost \$600,000 to cancer research and support, manufacturing readiness

and STEM education, and Diversity, Equity, and Inclusion (DE&I) and scholarships.

The Herman O. West Foundation continued its support of team members facing hardships by awarding 476 grants from the Employee Emergency Fund. Much of this support was given to our team members in Puerto Rico after the devastation from Hurricane Fiona, and our team in China as they endured lengthy COVID-19 lockdowns. The Foundation also awarded 20 scholarships to the children/dependents of team members in the United States.

Our overall Employee Giving saw a 16% increase from the previous year’s giving, highlighted by a 110% increase over 2021 in pounds of food collected during the Annual Global Food Drive and a 5% increase in employee donations.



“I’m so proud of the way our team members show their support through generous giving of their time and resources – helping to inspire change and shape a brighter future for the communities in which we live and work.”

Laura Pitt
Manager, Community Affairs



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 Medecins San Frontieres.

We are proud of the culture of giving in each of the regions in which we operate, including some of these highlights:

Asia Pacific

- Our team in India supported the Navajeevan Blind Relief Center for local children in need.
- Taiwan’s campaign benefited the Taiwan Fund for Children and Families, helping to give children in poverty digital learning opportunities.

Europe

- Our teams in Germany combined to donate over 14,000 pounds of food during their annual food drive.
- West’s Ireland sites donated clothing and essential goods for Ukrainian refugees.

Americas

- West’s Grand Rapids, MI site supported The Children’s Healing Center, with a 133% increase in donation over the previous year that went towards enabling children with weakened immune systems to play and interact with each other.
- A West community grant helped to fund the expansion of the Unite for Her breast cancer organization to Native Americans in Arizona.

In this year of our centennial celebration, we are humbled by our roots and the long-term commitment of giving at West. We are so grateful for our team members and their continued generosity and dedication to our philanthropic programs. In the words of our founder, we look forward to “Keep everlastingly at it” as we continue to grow our giving and make a meaningful impact on improving lives around the globe for many years to come.

2022 HIGHLIGHTS:



110% increase in food drive donations from 2021



\$119,200 in individual employee donations – a **5% increase** from 2021



\$657,000 in total employee giving – a **16% increase** from 2021



50 scholarships funded for underrepresented students in manufacturing disciplines



2,361 employee volunteering hours tracked within West’s Dollars for Doers program



Then & Now



What started as a small business in Philadelphia, Pennsylvania, has grown into a global company, with over 50 locations in 20 countries, including 25 manufacturing sites. This global network enables West to be positioned as a trusted global leader in the marketplace, enabling our customers to deliver their life-saving and life-changing medicines to billions of patients every year.

100



Quality

At West, our commitment to quality is anchored in our Core Value of Leadership in Quality. This value is a constant reminder that we must never compromise on quality because we know that millions of patients are relying on our products every day.

This focus on quality includes excellence in manufacturing and design, as well as in quality management systems. We know that a strong Quality Management System (QMS) and global harmonization of processes create the foundation needed to support an enterprise-wide Quality Culture. Built upon this foundation is our Quality Strategy, which focuses on ensuring that finished products are of the highest quality with an emphasis on patient safety; building a diverse, competency-based quality organization; achieving reductions in the overall cost of quality; supporting business

growth through the deployment of best-in-class quality processes and procedures to ensure scalability for future growth; and importantly, driving improved customer satisfaction through timely investigations of and responses to complaints.

In 2022, the Quality leadership team was expanded to best support our Quality Strategy. This expansion included the addition of new roles focused on: Supplier Quality – ensuring end-to-end supplier quality management; Quality Systems – focusing on the harmonization of West’s QMS; and Quality Excellence – focusing on product quality, continuous improvement, reducing waste, and lean six sigma.

A key area of focus throughout the year was to ensure that we foster a stronger Quality Culture

across the global organization. We know that a strong Quality Culture creates an environment where all team members share a set of values, beliefs, and behaviors that are committed to quality.

Supporting this Quality Culture included the introduction of three Quality Behaviors, which were reinforced in multiple ways across the organization:

1. Patient / Customer Focus – Having a patient-focused and risk-based approach and following through on our commitment to quality and patient safety.
2. Accountability – Doing the right thing at all times and holding oneself and others accountable for quality.
3. Empowerment – Having the courage and authority to speak up when something does not look or feel right.



“Our unrelenting focus on quality at West is the bedrock of our Quality Culture. Our team members fully understand the importance of quality, and that everything they do has an impact on our customers being able to deliver lifesaving and live-changing medicines to patients around the world.”



Iris Bavaj
VP, Quality Assurance

Alignment with UNGC Sustainable Development Goals

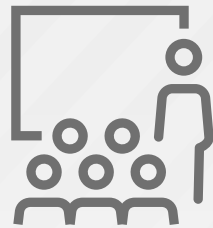


Quality *(continued)*

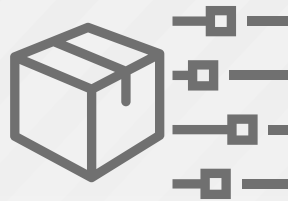


The theme of West’s Global Quality Week in 2022 was “The ABCs of a Quality Culture,” which emphasized the importance of established Quality Behaviors. We saw high participation and engagement across the organization in all Quality Week activities, including over 1,100 entries for a Quality slogan contest. The winning slogan – *Quality. Every time. Every where. Every one.* – highlights the importance that quality is every team member’s job, not just those who serve in the Quality department.

KEY QUALITY HIGHLIGHTS FOR 2022:



Facilitated **Quality Culture Workshops** at many of our manufacturing sites.



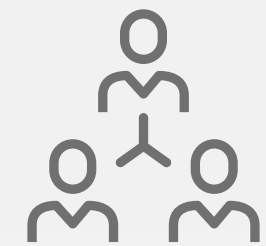
Realized a **9% improvement** in final reject rate over 2021 in elastomer manufacturing.



Progressed QA leadership development with the completion of **745 online learning courses** by QA team members.



Implemented significant improvements to Design Control processes to mitigate risks and ensure compliance.



Bolstered the Quality Leadership Team with three new senior leadership positions to enable a greater focus on implementing scalable, harmonized, and compliant processes across the enterprise.



Business Compliance & Integrity

At West, we hold ourselves accountable to the highest standards of integrity and respect – for our team members, customers, and the patients whom we ultimately serve. Every West team member is responsible for ensuring that our reputation remains strong and for operating in full compliance with the West Code of Conduct (“Code”) and adhering to our Core Values. The Code, which is available in multiple languages on Westpharma.com and West’s company intranet, underpins our approach to always operating with the highest integrity.

In 2022, we were pleased to release an updated and refreshed Code to our global team members. Over the years, the Code had progressively been lengthened with additional policies and procedures, resulting in a complicated and expansive document that became challenging for our team members to

understand and navigate. Through the Code Refresh project, we streamlined and optimized content by focusing on key principles of ethical business conduct and reducing harder-to-understand legal jargon, resulting in a Code that is comprehensive, principles-based, easier to follow, and enhances team member understanding.

West provides the following avenues for team members to raise questions or report their concerns without fear of retaliation:

- A manager or shift supervisor
- Any company manager
- Any member of Human Resources or Quality
- Any member of the Business Compliance & Integrity Team
- Any member of the Law Department
- Integrity Helpline (www.west-helpline.com or 1-800-461-9330)

Similar to the Code, we also refreshed our Corporate Policies, making them more principle-based and easier to understand, and created a new online library in which they are stored – making them easier to access for our team members.

In November 2022, West held its annual Compliance and Cybersecurity Awareness Week, with the theme of Awareness, Recognition, and Reinforcement, which highlighted these important topics:

- Awareness about the refreshed Code, West’s Business Compliance & Integrity program, and Speak-Up @ West – a program that reinforces the importance of speaking up when something does not look right.
- Recognition of Data Privacy and Cybersecurity as well as Conflicts of Interest.
- Reinforcement of West’s annual Code and Mutual Respect training requirements.



*“We continue to drive ownership that is more reflective of a deeper purpose for compliance through educating, empowering, and ensuring that West team members know, understand, and are accountable for **Doing the Right Things in the Right Way, Every Day.**”*

Jessica Colon
VP, Chief Compliance &
Data Privacy Officer



Alignment with UNGC Sustainable Development Goals



Business Compliance & Integrity *(continued)*



While we reinforce Compliance throughout the year, Compliance and Cybersecurity Awareness Week gives us the opportunity to drive awareness on ways to protect West, ensure each team member understands the importance of protecting West, and reinforces organizational commitment to operating with integrity.

Data Privacy

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. West is committed to

protecting personal data and is dedicated to its data privacy program and educating team members on protecting against cyber threats.

Compliance Oversight

The West Business Compliance Committee (WBCC), chaired by West's Chief Compliance and Privacy Officer and comprised of West's Executive Team and the Head of Internal Audit, continue to provide strategic direction for our Compliance and Data Privacy programs and ensure regular reporting to the Audit Committee of our Board of Directors. With

guidance from the WBCC, our business teams 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.

Additional information about the Business Compliance and Integrity program is available on the company [website](#).



Enterprise Risk Management

Our Enterprise Risk Management (ERM) program helps us manage the risks inherent in our business by gaining a greater understanding and awareness of risks facing the business, ensuring risk-appropriate mitigation efforts are in place, and regularly monitoring and ensuring the company meets or exceeds the expectation of all stakeholders, including investors and regulators. This proactive and systematic approach to risk management is integrated into our decision-making processes and activities, which are essential for achieving strategic and operational objectives. The ERM function is closely aligned with crisis management, business continuity, and disaster recovery.

In 2022, we transitioned to the Committee of Sponsoring Organizations of the Treadway Commission (COSO) ERM framework, which is a top benchmark for public companies. This framework includes the elements of:

1. Developing a strong governance and risk-aware culture
2. Embedding ERM concepts into strategic planning
3. Identifying ERM risks, scoring, and prioritizing

4. Reviewing and revising critical response plans
5. Identifying and sharing information across the network

Utilizing the COSO framework helps to eliminate siloed risk management and group risks under five main categories: Financial, Operational, Strategic, Legal & Compliance, and Cybersecurity. This focus enables West to embed ERM into daily operations and strategy setting, effectively linking growth, risk, and return.

We have enhanced our ERM and Security team to better position the company to evaluate, control, and respond to the risks and challenges presented by unforeseen natural and human-caused disasters and health crises. This includes appointing a dedicated Enterprise Risk Manager who conducted a robust review to identify our most significant risks along with establishing a physical security team focused on Enterprise Security Risk Management.

Our Business Continuity and Resilience team engaged our manufacturing sites to review and substantially update our business continuity plans to ensure the consistent delivery of high-quality products during times of crisis, especially given

our role as a supplier within the global healthcare supply chain.

We apply an enterprise-wide approach to Business Continuity Management (BCM) to maintain a duty of care for our team members, protect customers and corporate assets, and minimize financial, legal, reputational, and strategic impact. In addition, West aims to ensure the continuation and rapid recovery of critical business, manufacturing, and distribution operations in the event of major internal or external incidents.

As a result of planning, training, and exercises, we provided effective response and recovery support during Hurricanes Fiona and Ian, ensuring that West's sites in Cayey, Puerto Rico, and St. Petersburg, Florida, all were well-prepared and recovered quickly.

The BCM program aligns with ISO 22301 and other applicable standards and regulatory requirements. Executive leadership provides global, regional, and local program sponsorship and governance.



“Business Continuity Planning is critical for our business. Mother Nature and other potential crises are unpredictable, so it’s important to know we have a plan in place to support the safety of our people and to provide a continued supply of medical devices and components that improve patient lives.”



Brenda Perez
Director, Operations,
Cayey, Puerto Rico

Alignment with UNGC Sustainable Development Goals



Enterprise Risk Management *(continued)*



Cybersecurity

We are committed to maintaining a strong cybersecurity program to protect West’s critical infrastructure, our information assets, our customers, and other stakeholders’ information.

Our key infrastructure and cybersecurity initiatives have focused on:

- **Data Loss Prevention** – enforced security and compliance on all managed devices, prevented exfiltration of sensitive data, and blocked unauthorized transfer of West confidential and proprietary data.
- **Automated Asset Detection and Management** – deployed an automated tool to manage IT assets with traceability, improved lifecycle management, and accelerated incident response.
- **Global Cybersecurity Awareness Program (Phishing)** – established a robust Cybersecurity Awareness Program to improve user awareness and behavior and evaluate progress and areas for improvement.

We have adopted the National Institute of Standards and Technology (NIST) Framework,

which provides a comprehensive method for developing a flexible, repeatable, performance-based, and cost-effective approach to identifying and managing cybersecurity risks. We use the NIST Framework to assess and improve our security posture, including engaging a third party consultant to analyze our information security capabilities against the NIST Framework.

Our cybersecurity defenses also utilize technologies, such as next-generation firewalls, intrusion detection and prevention measures, security information and event management, anti-malware, advanced threat protection, multifactor authentication, network segmentation, and encryption, to ensure the privacy and security of our customers’ data. We also have a dedicated Security Operations Center monitoring our applications and infrastructure on a 24/7 basis, which is integrated with our enterprise crisis

management framework. In 2022, West did not suffer any known cybersecurity breaches.

Each year, we hold a global Cybersecurity Awareness Campaign across the company to reinforce key messages around cybersecurity. Team members are required to complete various trainings on cybersecurity upon hire and on an annual basis, including internally developed cybersecurity training, anti-phishing training, and general information security training, all of which are provided in multiple languages. We provide a regular cadence of communications to our team members, educating them on the latest cybersecurity threats and how to protect the company’s assets.



OUR GOVERNANCE
GRI Index



Year	2021	2022
GRI 302-1 ENERGY WITHIN THE ORGANISATION^{2,3}		
Thermal Fuel consumption by type (non-renewable)		
Scope 1 (Thermal) (kWh)	172,760,695	173,094,967
Electrical Energy Consumed (non-renewable)		
Scope 2 (Generator Distillate Fuel Oil 4) (kWh)	1,439,592	830,789
Scope 2 (Electrical) (kWh)	246,699,975	252,989,034
Energy Consumed (renewable)		
Solar Energy Scope 1 Consumed (kWh)	12,731	14,775
Scope 2 (Electrical) Purchased Renewable (kWh)	36,919,237	38,739,656
Total Energy Consumption (kWh)	457,832,230	465,669,221
GRI 302-3 ENERGY INTENSITY^{2,3}		
Energy Intensity Factor	10.13	9.94
GRI 302-4 REDUCTIONS ACHIEVED AS A DIRECT RESULT OF CONSERVATION AND EFFICIENCY INITIATIVES^{2,3}		
Scope 1 (Gas/Oil) (kWh)	2,455,298	950,209
Scope 2 (Electrical) (kWh)	2,612,750	1,666,606
Total Reductions in Consumption (kWh)	5,068,048	2,616,815
GRI 305-1 DIRECT (SCOPE 1) GHG EMISSIONS^{2,3}		
Scope 1 (Gas) (Metric Tons CO2 Equivalent)	31,310	31,371
GRI 305-2 INDIRECT (SCOPE 2) GHG EMISSIONS^{2,3}		
Scope 2 (Generator Distillate Fuel Oil 4) (Metric Tons CO2 Equivalent)	388	224
Scope 2 (Electrical) (Metric Tons CO2 Equivalent)	96,536	91,339
Total CO2 Emissions (Metric Tons CO2)	128,234	122,934

Year	2021	2022
GRI 305-4 GHG EMISSIONS INTENSITY^{2,3}		
Emissions Intensity	2.84	2.62
GRI 305-5 REDUCTION OF GHG EMISSIONS^{2,3}		
Procurement of Green Energy (Tons CO2)	11,373	10,377
(Scope 1) Energy Management / Facilities Projects	455	167
(Scope 2) Energy Management / Facilities Projects	581	416
Total	12,399	10,960
GRI 306-3 WASTE GENERATED³		
Total Weight of Waste Generated (lbs.)	39,887,477	45,351,991
GRI 306-4 WASTE DIVERTED FROM DISPOSAL²		
Total Weight of Waste Diverted From Disposal (lbs.)	33,696,627	37,620,176
GRI 303-3 WATER WITHDRAWAL²		
Total Water Withdrawal (Gal.)	279,165,752	285,396,678
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	0.85	0.67

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 West locations 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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