



PHILANTHROPY
ENVIRONMENT
SOCIAL RESPONSIBILITY
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DIVERSITY
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PHILANTHROPY

SAFETY
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SOCIAL RESPONSIBILITY

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TEAM MEMBERS

DIVERSITY &
INCLUSION

ENVIRONMENT

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SAFETY

ETHICS

SOCIAL RESPONSIBILITY

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2019 CORPORATE RESPONSIBILITY REPORT



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A MESSAGE FROM OUR **PRESIDENT & CEO**

Everything we do at West supports our promise to make a meaningful difference—for our communities, team members, customers, and ultimately for the patients who rely on our products to help them lead longer and healthier lives. We remain dedicated to our commitment of building a diverse and inclusive workforce, and to our sustainability efforts aimed at improving the communities where we live and work. That unwavering focus has enabled us to make a positive impact on our society in countless ways.

First and foremost, we are guided by our mission to contain and deliver injectable therapies to our customers and the patients we jointly serve across the globe. Delivering on this mission using sustainable business practices is critical and has been a long-standing imperative at West—from our Board of Directors to the more than 8,000 team members across our business worldwide, who are actively dedicated to developing, producing and delivering to our customers the highest quality components for injectable medicines. It is part of our DNA and we embrace this responsibility and strive to be good stewards in all our business decisions—from the raw materials we use, to our production and manufacturing techniques, to how we package and distribute our products.

After outperforming our prior five-year goal targets well ahead of schedule, in 2019 we established a new set of five-year goals, and we are proud of our progress across each of the impact pillars of Compliance and Ethics; Diversity and Talent; Health and Safety; Philanthropy; Environmental

Sustainability; and Quality. We continue to support community organizations and programs in each of the areas covered by these pillars. In 2019, we were recognized for our efforts across the six pillars of our Corporate Responsibility program. Each of us at West are committed to sustainability, and these accolades, from several influential organizations, are a testament to our dedication and progress.

Our commitment to building a diverse and inclusive workforce remains a priority, and we continue to seek new ways to foster an environment where all individuals are safe, treated fairly and respected, so everyone can feel comfortable to bring their authentic selves to work every day. As you will see in this report, we have made progress in our commitment to diversity, and will continue to work hard at creating new opportunities for supporting a diverse culture that aligns with our Company Values, strengthens our ability to innovate and contributes to the success of our business.

I am proud of what our One West team has accomplished thus far and look forward to our continued progress in the year ahead. We recognize there is always more to do, and as a One West Team, we welcome the challenge to continue improving on the impact we are making, both now and for future generations.

Sincerely,



Eric M. Green
President & CEO

ABOUT WEST

West Pharmaceutical Services, Inc. is an S&P 500, award-winning corporation and a leading global manufacturer in the design and production of technologically advanced, high-quality, integrated containment and delivery systems for injectable medicines. As an important player and trusted partner in the healthcare industry, West stands by the side of the world's top pharmaceutical, biotechnology, generic and medical device companies to improve patient health.

Our mission—to contain and deliver injectable therapies that improve patient lives—inspires our team members to deliver high-quality products and services to help our customers supply life-saving solutions to tens of millions of patients worldwide, treating diabetes, cancers, hemophilia and other conditions.

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. Some of the Analytical Services that West offers include extractables & leachables (E&L), particle 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.


West is headquartered in Exton, Pennsylvania, and supports its customers from locations in North and South America, Europe and Asia Pacific. West's 2019 net sales of \$1.84 billion reflect the manufacture of over 100 million components and devices per day. West has more than 8,000 team members working at about 50 locations worldwide, including 25 manufacturing locations.



8,000+
GLOBAL
TEAM MEMBERS



1.84B
IN 2019
NET SALES (\$US)



154
PATENTS
ISSUED IN 2019
TO FUEL FUTURE
INNOVATION



1,900
CUSTOMERS WORKING
WITH WEST TO IMPROVE
PATIENT LIVES



25
MANUFACTURING
LOCATIONS
IN 11 COUNTRIES
AROUND THE GLOBE

2019

WEST AWARDS

West was honored to be recognized by a number of organizations and industry associations throughout 2019. 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.



Leading Specialists in Containment & Delivery Systems Development 2019



Employer of the Year
Kearney, NE site



Excellence in Enhanced User Experience
NovaGuard® SA Pro Safety System



Excellence in Packaging Design Shapes and Structures
NovaGuard® SA Pro Safety System



CSR Initiative Award
Dublin, IE Site



2019 Top 50 Best ESG Companies



2020 America's Most Responsible Companies



Corporate Social Responsibility Programme of the Year
West without Borders at Dublin, IE Site



Faces of Philanthropy
Exton Site's Partnership with Fox Chase Cancer Center



EXTERNAL

ORGANIZATION INVOLVEMENT

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



OUR CORPORATE RESPONSIBILITY COMMITMENT

West has a long and proud history of being a trusted partner with top pharmaceutical and biotechnology companies. As a key member of the pharmaceutical and healthcare industry, we understand it is not only important to be by the side of our customers in delivering lifesaving medicines to patients around the world, but also important to be by their side as a good corporate citizen. We recognize that this connection is a fundamental element in enabling our customers to achieve their own corporate responsibility objectives.

As you read through this Report, we are pleased to share some of the significant accomplishments West has achieved over the past year, as well as those we aim to achieve over the next four years, according to our 2019 – 2023 goals. In addition to the ‘What’ West is doing, we are also sharing our view about the ‘Why’ – and why West is passionate about Corporate Responsibility. Simply put – it is part of our DNA. It is reflected in the early efforts of our Company, when West started packaging penicillin for soldiers in World War II. Since it first opened its doors in 1923, West has actively worked to address the environmental, economic and social needs of our communities, because we know it is the right thing to do.

We believe that West plays a significant role in making the world a better place, and we do that through manufacturing high-quality products, supporting and empowering our team members, and conducting responsible operations in the communities where we do business. We take this responsibility very seriously and never underestimate the important role we play in our broader global community.

Sincerely,



Steven G. Walton
Vice President, HSE & Sustainability



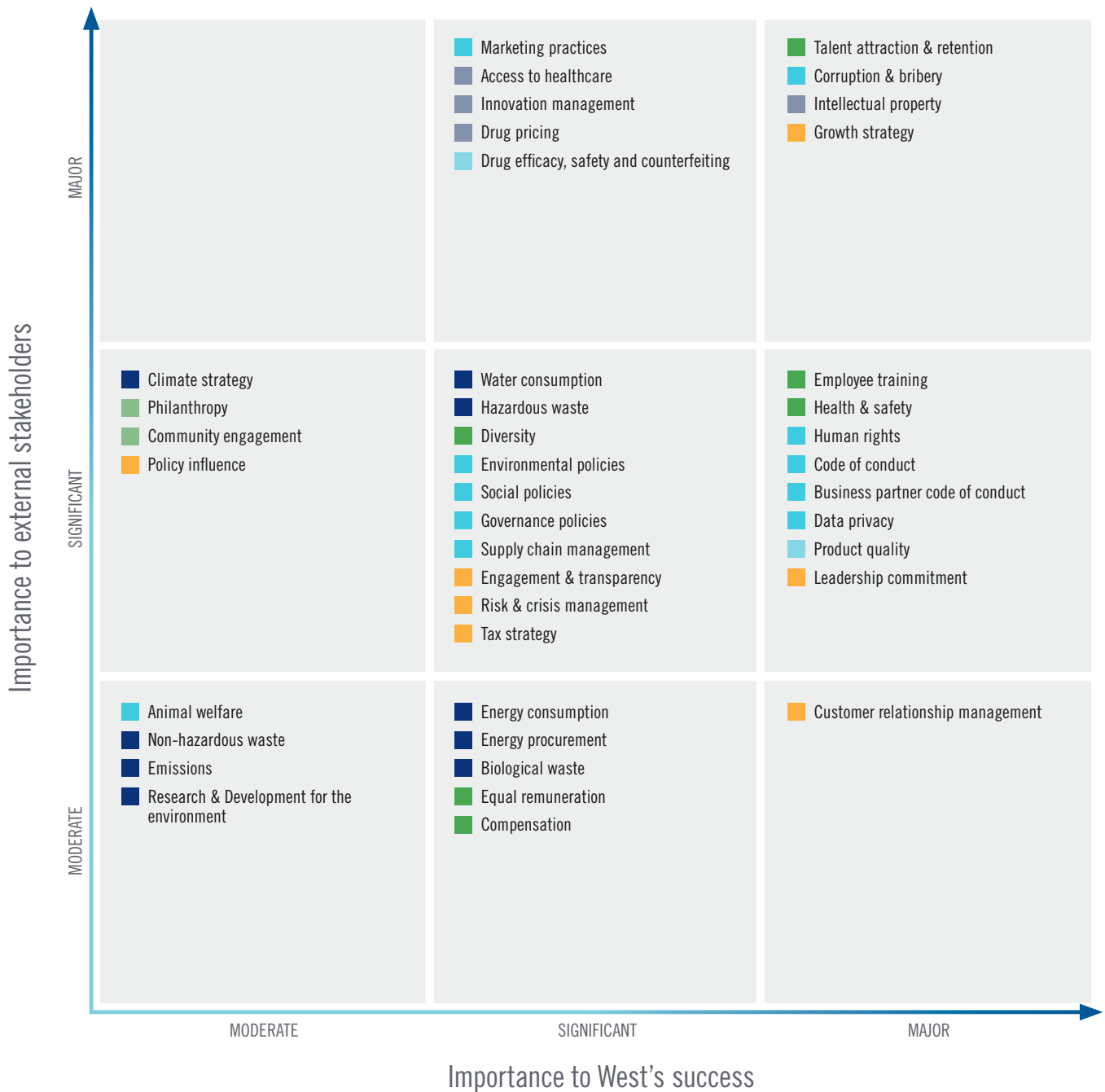
MATERIAL ASPECT*

- Environmental sustainability
- Our people
- Governance and compliance
- Access and innovation
- Our communities
- Patient safety
- Our business

*The matrix to the right represents rankings that summarize various material aspects as measured by West, as well as their importance to external stakeholders. Use the color key above to see which material aspect each issue impacts.

MATERIALITY

Our Materiality Matrix results are summarized and prioritized in the materiality matrix show below. The matrix features seven different colors, each representing a broader grouping of the identified material topics. The horizontal axis represents the material topics that West perceives to be more important to its success, and the vertical axis represents the material topics that external stakeholders perceive as more important.



GOVERNANCE

HEALTH AND SAFETY

The health and safety of our team members has always been West's top priority. This mindset is supported by our Board of Directors and is led by our President and CEO, Eric Green, who often reiterates his belief that "one incident is one too many." West's commitment to the safety of our teams starts at the top and is driven throughout our business by every level of management and by every team member across the globe.

We work hard to minimize the risk of incidents, injuries and exposure to health hazards for all team members, visitors and contractors at our sites, and we are committed to designing and operating our facilities to provide a safe and healthy work environment.

“

I'm passionate about the safety of our team members and take it very personally. I'm always thinking about ways to better ensure all our team members are going home safely at the end of their day.”

Tony Wong

Sr. Manager, Operational Excellence,
Asia Pacific





**A Safer Today.
A Healthier Tomorrow.**

Our Health, Safety and Environment (HSE) and Sustainability Policy is displayed prominently at all sites and serves as a visual reminder of our commitment to the health and safety of our team members and our respect for the environment. It also reinforces the expectations of our team members and visitors: everyone plays a role in our HSE and Sustainability process.

A critical component in maintaining a safe workplace begins with instilling and supporting a culture of safety – each team member understands that they share the responsibility for safety. To help drive individual accountability, in 2019 we held our first annual global Safety Week. Although safety is a focus all year long, this dedicated week gave the opportunity to target specific key safety-related topics, and team member participation in Safety Week related events and contests was impressive. To give an idea of the level of involvement of our team members, a safety slogan contest run during that week which resulted in more than 1,100 entries. The winning slogan, submitted from a team member in Singapore, was: *A Safer Today. A Healthier Tomorrow*, which is now used in all safety campaigns and communications.

We are proud of our progress. Our HSE Management System, deployed in 2018, continued to deliver great results in 2019, helping us to reduce and eliminate accidents within our facilities around the world. The leading (as opposed to lagging) metrics we have put into place are helping to drive down our Recordable Injury Rate (RIR). In 2019, our RIR was 0.7, the lowest rate ever for West, which represents a 66% reduction since 2015.

Several foundational elements resulted in improved safety include HSE Gemba Walks, Behavior-Based Safety Programs, Near-Miss Reporting, as well as enhanced Incident Investigations and Root Cause Analysis. These elements of our HSE Management System are tied to leading indicators and utilize proactive activities and controls to help reduce and eliminate accidents.

Another successful safety engagement element has been the addition of HSE Safety Hubs at our manufacturing sites. These Hubs provide a dedicated space for safety relevant activities, such as safety trainings, safety talks, and a shared computer kiosk for inputting safety observations. These Safety Hubs are located in high traffic areas and serve as another visual reminder of safety throughout the team members' day.

West's global HSE Team is also a critical component in leading the safety efforts at our sites. Each manufacturing location has dedicated and trained HSE professionals, responsible for general safety oversight at the site.

Although our industry is constantly changing, our first priority remains the same – the health and safety of our teams. And we will work to continuously improve our health and safety procedures and processes across our global network, with a goal of further reducing workplace injuries to industry-leading levels, enabling all of our team members to go home safely at the end of their day.

2019-2023 GOALS

- Recordable Injury Rate (RIR) of 0.60 in 2020
- Reduce RIR to under 0.30 by 2023

1 MILLION
HOURS WITHOUT ANY INJURIES
CELEBRATED AT OUR KINSTON, NC SITE

BODMIN, UK SITE CELEBRATES
5 YEARS
ACCIDENT FREE

SRI CITY, INDIA AND ST. AUSTELL,
UK SITES CELEBRATE
ZERO SAFETY
INCIDENTS IN 2019

GOVERNANCE

QUALITY

At West, we are committed to safeguarding the health and safety of the millions of patients who use our products every day. 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. The saying of “Every Dose, Every Time – 100% Commitment” is visible throughout our global manufacturing sites, a reminder that supports our constant focus on quality.

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 products to the market—and to the patient—quickly and efficiently.

Quality product and system controls are designed to ensure compliance with our high standards and applicable cGMP’s, ISO standards and regulatory requirements.

We continuously work to improve our customer satisfaction scores for quality and have established metrics in place to measure our progress, including:



TIMELINESS AND QUALITY OF
RESPONSE TO CUSTOMERS



REDUCTION IN
QUALITY ISSUES



ON-TIME
DELIVERY



REDUCTION OF DEFECT AND OUT
OF SPECIFICATION (OOS) RATES



Our Patient First Focus really helps our team remain focused on Quality. It’s critical that every team member realizes what they do each day will impact the life of a patient. This connection helps support our ‘Every Dose, Every Time – 100% Commitment’ mindset.”

Reggie Lewis

Production Manager,
Kinston, NC





Our Out of Specification (OOS) metric, which is OOS Complaints per billion pieces shipped, continues to show steady improvement, with a 2019 OOS score of only 6.6 complaints per billion pieces shipped—our lowest number ever since we commenced tracking this metric. West’s global sites hosted more than 300 customer audits in 2019, receiving less than one major observation per audit, an exceptional result.

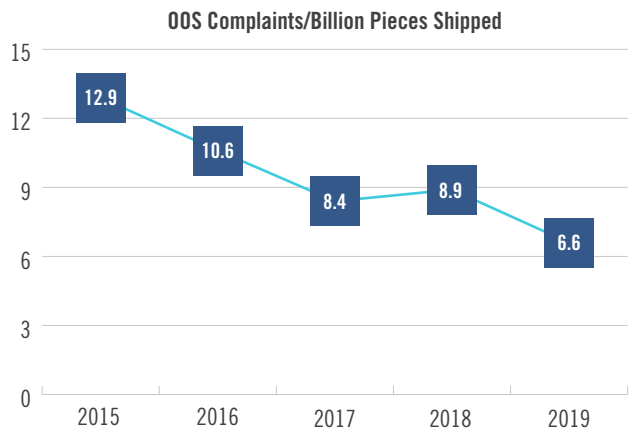
Our continuously improving quality metrics are a testament to an unrelenting focus on our quality culture, which connects team members to the patients who ultimately use our products. This culture is driven by our Leadership in Quality Core Value as well as a cadence of Patient First Focus themed events and communications. West’s Global Quality Week in 2019 continued with this Patient First Focus theme, highlighting the importance of data integrity, and emphasizing the need for our team members to ensure quality in everything we do.

Product quality has always been a top focus for West—producing high quality product for our customers and patients is “what” we do. A recent focus has also been on the “how,” which is the quality of our processes. A key metric in monitoring our process quality is Cost of Poor Quality (COPQ), which captures scrap, rejects, rework, customer returns/credits, and yield losses.

We realize that our Core Value of Leadership in Quality not only applies to product quality, but to everything that we do—laboratory testing, services, administrative and business process, as well as manufacturing processes. Improving process quality improves COPQ and reduces variations, which in turn improves the quality of the output from the process. This makes the output more predictable, eliminating additional inspections, rework loops and other type of mitigation activities to assure product quality is achieved. Improving process quality reduces overall risk to West, our customers and the patients we serve.



Team Members in West’s Sao Paolo, Brazil site sign their commitment to Quality



2019-2023 GOALS

- Year over year 10% reduction in manufacturing related defects
- Customer response rate of 10 days or less
- Reduction in OOS Customer Complaints of 10% each year
- 15% reduction in the Cost of Poor Quality

GOVERNANCE

COMPLIANCE AND ETHICS

West recognizes its responsibility to operate with integrity and to proactively identify potential misconduct. We hold ourselves accountable to the highest standards of quality, integrity and respect for our team members, our shareholders, our customers, and the patients we jointly serve.

In an effort to objectively evaluate our program, in 2019, we benchmarked our Compliance and Ethics Program against those of over 150 other companies using a mechanism constructed in alignment with guidance issued by the U.S. Department of Justice and developed by a leading compliance best practices expert. The results placed West in the 4th Quartile, which is above the 3rd Quartile benchmark of all companies participating in the program.

CODE OF BUSINESS CONDUCT AND INTERNAL EDUCATION

Our team members live the values of our ethical culture. They are responsible for adhering to our core values as they work together to support our mission to improve patient lives. West's Code of Business Conduct (the "Code"), available in multiple languages on WestPharma.com, provides guidance to our team members on appropriate conduct.

The Code provides several avenues for team members to report their concerns without fear of retaliation. West encourages team members to first address any issues with their managers, or, seek help from Human Resources, the Compliance & Ethics Office, or the Law Department. West also makes available its Integrity

Helpline, toll free or online, available 24/7 from anywhere in the world in multiple languages.

West carried out its annual Code recertification and training process in 2019, which requires team members to review and agree to the Company's expectations related to their conduct and submit to training. In 2019, our training completion and Code recertification rate was 98%, which is consistent with the high rates we typically see.

Transparency is another important component of our operating model. We create clear expectations for our team members to enable them to achieve success. In 2019, we began to simplify our corporate policies to ensure they are clear, actionable and easily understood by team members.

“

West's support and encouragement of team members' ability to share their concerns creates a positive and trusting environment. This Speak Up culture helps to promote and maintain a safe workplace where our values and standards are upheld.”

Ira Antonic

Director, Human Resources, EU





Speak Up was the theme for West's 2019 Compliance & Ethics Week

In November 2019, West held its annual Compliance & Ethics Week, with an emphasis on our Speak Up culture. Team members at all sites around the globe engaged in meaningful discussion surrounding the importance of Speaking Up, when and how to raise concerns, and the measures taken to protect from retaliation those team members who Speak Up in good faith. Our global sites hosted executive and guest speaking events, games, trainings and small group discussions to help engage our team members on this valuable initiative.

DATA PRIVACY

West understands its crucial role in securing the personal data of team members, customers, business partners and other stakeholders. There are programs and processes in place to enable West to adhere to applicable data privacy regulations, including the European Union's General Data Protection Regulation and the California Consumer Privacy Act of 2018. Personal data protection will continue to be a key priority for West well into the future. To carry out this mission, in 2019, West increased resources dedicated to its data privacy program and enhanced its privacy processes globally.

COMPLIANCE OVERSIGHT

The Compliance and Ethics program reinforces our core values and supports West's efforts to build and maintain a responsible business culture. Our Executive Compliance Oversight Committee (ECOC) is chaired by West's Chief Compliance Officer and includes all members of West's Leadership Team. The ECOC oversees and provides strategic direction for our compliance activities and ensures 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 empower our team members to conduct business with integrity. This comprehensive program is designed to foster a consistent approach to conducting business—and a practice that supports all parties from team members, customers and other stakeholders to the patients we serve.

2019-2023 GOALS

- Augment our anti-corruption program and continue to enhance our oversight of third parties acting on our behalf.
- Expand acknowledgements from companies supporting our supply chain of key attributes of our Business Partner Code of Conduct, which include requirements for environmental risk management, compliance with human rights, equal opportunities, occupational health and safety.

GOVERNANCE

ENTERPRISE RISK MANAGEMENT (ERM)

Our Enterprise Risk Management (ERM) program is designed to ensure appropriate Risk Identification and Mitigation, Crisis Management, Business Continuity and Disaster Recovery Plans are in place, linked and regularly monitored. This includes active engagement in monitoring critical corporate risk factors with Board of Director oversight.

Comprehensive risk management is an integral component of West's strategy, culture and business operations. Each business function routinely assesses its risks to determine impacts and controls for mitigation which is calibrated with senior executive team reviews semi-annually.

West has site level procedures and plans for maintaining and restoring critical business operations to acceptable functionality in the unlikely event of a severe disruption in normal operations. Work continues to drive these plans and procedures deeper and broader into the organization.

WEST BUSINESS CONTINUITY PLANS INCLUDE:

- Scenario considerations for natural disasters, pandemics, suppliers and materials, IT system disruption, tool life cycle management, and social risks
- Descriptions of plant emergency operations
- Communication plans to inform Team Members and, when appropriate/required, business partners in the event of an emergency

West recognizes that maintaining availability of information technology resources in the wake of a disaster is important to the successful operations of the company in supporting its business operations, critical applications and infrastructure. The information technology Disaster Recovery Plan exists for all West global systems and is maintained and tested by our Digital & Transformation business function.

We continually assess risks associated with our manufacturing processes. We take an end-to-end view of our supply chain, assessing potential risks and defining elements for risk mitigation, in order to maintain a continuous supply of products to customers. We also assess the balance of capacity and demand on a regular basis and take decisions on capacity provision as part of the global S&OP process. Many activities, reviews and decisions are made with a focus on increasing flexibility and exceeding customer expectations in terms of service and product delivery.



CYBERSECURITY

When it comes to maintaining the highest level of cybersecurity, we recognize that our team members are our first line of defense to keep our critical information safe. Through extensive internal awareness campaigns, we emphasize the importance of following safe cyber practices so that we can protect our information assets. In 2019, we continued to enhance awareness of cybersecurity risks with a global simulated phishing attack and speaker events in October in conjunction with National Cybersecurity Awareness Month in the United States.

We are continuously transforming our infrastructure and cybersecurity programs with a strong focus on risk mitigation and data protection. One initiative completed in 2019 to ensure resiliency of our eCommerce platform was a successful disaster recovery test to ensure that the platform would remain available in the event of regional outages. Additionally, to help improve our cybersecurity effectiveness, we increased password length requirements for team members, and implemented Multi-Factor Authentication, Intrusion Detection and Prevention Systems and other privacy access controls. The West team has also embarked on innovative cybersecurity improvement projects including the segmentation of West's network architecture, planned infrastructure refreshes, data center migration to Microsoft Azure and more.

TEAM MEMBER ENGAGEMENT IN WEST'S 2019 FOCUS WEEKS

QUALITY WEEK – OCTOBER 2019



COMPLIANCE & ETHICS AWARENESS WEEK – NOVEMBER 2019



HEALTH AND SAFETY WEEK – MARCH 2019



SOCIAL RESPONSIBILITY

DIVERSITY AND INCLUSION

A COMMITMENT TO DIVERSITY

At West, we actively foster an inclusive and collaborative culture for our team members where different views and perspectives are welcomed and valued. We are convinced that this approach brings forth innovation, learning and growth for our team members on a global basis.

West prohibits and 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.

Over the past several years, West has made great strides in including team members from diverse backgrounds in leadership roles across the organization. Today, West's Board

of Directors is comprised of over 25% women. Additionally, four out of the eleven members of West's Executive Leadership Team (over 35%) are women and/or U.S. minorities. Meanwhile, the population of senior leaders who are U.S. minorities has grown by more than 10% since 2017.

We are committed to recruiting and retaining diverse team members at all levels of the organization who can share their varied perspectives on the most complex challenges facing us as we work towards a healthier world. Today, 45% of our U.S. workforce comes from minority backgrounds, compared to 37% in 2017. Also, 37% of our global team members are female. While we are proud of the progress we have made in minority and female representation, we recognize that there is still room for improvement and are working on a number of initiatives in this area.

ENGAGING TEAM MEMBERS ON DIVERSITY

What makes us different makes us better. Our One West Team is a passionate, diverse group of individuals who bring immeasurably valuable experiences to our workplace. To help retain our talented team members, we are committed to embedding diversity and inclusion goals into our business activities.

“

West's commitment to proactively attract and retain team members from a variety of backgrounds enables us to build a high performing team, working together to bring fresh and innovative ideas, and build a stronger One West Team.”

Catherine Lee
Managing Director,
China





Some of these programs include the onboarding of new team members, management training, succession planning, affirmative action plans, recruitment materials and global mentoring.

In 2019, West administered a Self-ID campaign, providing team members an avenue to confidentially share their diversity data, enabling us to better understand the diversity of our workforce so that we can continue to implement strategies, programs (such as our Employee Business Resource Groups), and other initiatives that best support our culture of diversity.

West team members have the opportunity to join Employee Business Resource Groups (EBRGs) that spark connections across our global sites and cultivate career growth. In 2019, we expanded our EBRG structure to include two new EBRGs—Multinational Organization Supporting an Inclusive Culture (MOSAIC), dedicated to embracing multiculturalism and intersectionality of all team members, and Veterans & Allies Leading for Organizational Results (VALOR), focused on helping veterans achieve their full potential at West. In addition, our Women's Initiatives Network (WIN) EBRG has continued to expand and develop leadership opportunities for both women and men at West, with active chapters in the United States, Brazil, Singapore, Germany, France and Ireland.

In 2019, West was proud to sponsor and participate in a diversity fireside chat at West Chester University, a school local to West's global headquarters. This event highlighted leaders who have overcome challenges in their career path and gave West the important opportunity to promote and support diversity education in the community.

RECRUITING AND RETAINING TALENT

Our focus on talent acquisition, performance management, resource planning and leadership assessment are strongly aligned with our diversity and inclusion strategies. We understand that diversity leads to greater innovation, more opportunities, better access to talent and stronger business performance. Additionally, we are continuously striving to provide a more flexible work environment to help retain

OVER 35%
OF WEST'S C-SUITE COMPRISED OF WOMEN AND/OR US MINORITIES

our global team members as they build and support their families, including expanded parental leave, transitional leave and alternate work arrangements, an initiative that has paid dividends as we recently instituted a work from home policy in connection with the COVID-19 pandemic.

We invest in talent at the early stages of career development through our summer Ambassador Internship Program, which is designed to introduce students and recent graduates to our West culture. This program has resulted in the hire of 68 full-time team members since the program's inception.

Our recruiting strategy focuses on diversity, with success measures in place to ensure we are attracting and hiring diverse talent to drive business success. In 2019, almost 40% of all hires within the U.S. came from a minority background.

LEARNING AND DEVELOPMENT

At West, we strongly encourage our team members to engage in continuous learning, and we provide development opportunities and build talent from within. We are proud to offer resources like our online Learning Management System, in-person and virtual trainings and tuition reimbursement to our team members. In 2019, several initiatives were implemented to support development of our One West Team:

- Extended access to West's online performance management process for all production employees
- Increased virtual classroom offerings
- Continued our global manager training program with its second edition

Our learning and development programs include continued diversity education, with 2019 global trainings focused on Recognizing, Preventing and Reporting Harassment, Discrimination and Retaliation, as well as Promoting Mutual Respect.

2019-2023 GOALS

- Increase our ability to attract, develop, and retain underrepresented talent at all levels of the organization, with a particular focus on women
- Deepen culture competence to enhance inclusivity in the workplace

SOCIAL RESPONSIBILITY

PHILANTHROPY

Philanthropy is a cornerstone of West's culture. It anchors our purpose of standing by the side of our customers to help make a difference in our global community. Since our beginnings -97 years ago, West has fostered a culture of giving to support the communities where we live and work. Our One West Team embraces philanthropy every day by making generous donations of time and resources to contribute to a healthier world. Their enthusiastic commitment powers our philanthropic programs and enables us to amplify our impact in our local communities.

“ I'm so thankful to work for a Company like West which has such a strong commitment to giving back. My ability to take part in so many volunteer and giving opportunities enables me to not only build closer relationships with my fellow team members, but importantly, to truly make a difference in the lives of others within my local community.”

Haley Boardman
Sr. Specialist, Marketing Operations
Exton, PA





West targets philanthropic activities and local charities to those that align with our mission in the focus areas of: children, people with disabilities, healthcare, and education (with a focus on STEM – Science, Technology, Engineering and Math). The Company’s charitable giving framework is separated into three tiers: Corporate Giving through direct charitable gifts made by West Pharmaceutical Services, Inc.; the Herman O. West Foundation, an independently managed 501(c)(3) entity, which awards scholarships and matching gifts; and West without Borders*, our team member-led giving program that has raised millions of dollars since its inception in 2004.

In 2019, Corporate and Foundation giving reached approximately \$2.1 million, with more than 200 charities supported globally. Our teams continue to answer the needs of our communities. West Teams giving totaled nearly \$565,000, a 9.5% increase over 2018. One proud accomplishment from our 2019 West without Borders giving efforts was our fourth annual Global Food Drive, in which every West site collected food for local food banks and soup kitchens. In 2019, team members collected a record amount of more than 65,000 pounds of food, up 17% from 2018.

With the expansion of our volunteer programming in 2019, team members also had the opportunity to donate their time. Almost 100% of our global sites organized at least one group volunteer event in 2019, totaling over 8,000 team member volunteer hours.

*West without Borders is not affiliated with Doctors Without Borders®, which is a registered service mark of Bureau International de Medecins San Frontieres.

We care for our communities and we care for our team members in need. In 2019 West started a new initiative – the West Employee Emergency Fund, created to assist team members who are facing financial hardship as a result of an unforeseen event, like a natural disaster, home fire, death in the family and more. In our inaugural Employee Emergency Fund campaign, team members donated approximately \$130,000 to support their colleagues. The Herman O. West Foundation matched these donations 2-1, and West contributed an additional \$100,000. So far, 25 grants totaling approximately \$50,000 have been distributed to team members in every region where West operates.

In 2019, West continued its support of the American Red Cross with the purchase of an Emergency Response Vehicle (ERV) that will help with their national healthcare and emergency response efforts.

In recognition of our commitment to philanthropy, West was proud to receive several Corporate Responsibility Awards in 2019. Notably, West was awarded with a Faces of Philanthropy award from the Philadelphia Business Journal, honoring our ongoing partnership with Fox Chase Cancer Center. At West, we look forward to continuing to nurture our team members’ philanthropic spirit and implementing new philanthropic initiatives in support of our local communities.

2019-2023 GOALS

- Achieve 100% site participation in annual philanthropic campaigns

\$2.1 MILLION
IN CORPORATE AND FOUNDATION
GIVING IN 2019

NEARLY \$565K
DONATED BY WEST TEAM MEMBERS
IN 2019

OVER 65K POUNDS
OF FOOD COLLECTED BY TEAM
MEMBERS AT OUR ANNUAL GLOBAL
FOOD DRIVE IN 2019

ENVIRONMENT

ENVIRONMENTAL SUSTAINABILITY ACTIONS

West believes that, as a global organization, we have a duty and obligation to contribute to a sustainable future and that each of us, working together, can make a difference. While we know that sound environmental practices make good business sense, the underlying reasons behind our commitment are the many benefits these practices provide to our communities, now and for future generations. As a company with the mission to improve patient health, it stands to reason that we are equally committed to a sustained investment in creating a healthier environment.

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. Although we manage our Program at a global level, each of West's manufacturing sites are also working hard to make improvements in areas where they can make a difference in their community. Each West facility collaborates and shares the ideas, methods and lessons they've learned, from energy efficiency projects, to Kaizen energy events to the measurement and verification of savings. This collaborative effort has shown improved results in all areas of our Program.

In late 2019, we entered a partnership to begin a test recycling program with the goal to implement this program in multiple West U.S. manufacturing sites in 2020. Our Jersey Shore, PA site was the first to begin recycling 100% of its rubber scrap, and by 2021, we plan to expand this initiative across our network of manufacturing sites. West's six Contract Manufacturing sites recycled 98% of their waste in 2019. All of these efforts have resulted in a 15% recycling improvement over 2018, decreasing our waste-to-landfill total to 48%, which is in line with the reductions we need to obtain to achieve our 5-year goal set for 2023.

“

The energy management program is a key cornerstone to West's sustainability commitment and reducing our impact on the environment. It makes me proud to support our local teams and their commitment to this program and a better environment.”

Niall Darcy

Director, Global Facilities Energy, Waterford, Ireland





In 2019, we realized a 3.03% improvement in energy efficiency over 2018—on target against the goal of improving energy efficiency by 15% over 5 years. Our absolute CO₂ emissions have also improved. West has a goal of reducing our absolute CO₂ emission by 10% over 5 years. We reduced our absolute CO₂ emissions 1.46% in 2019 compared to 2018. We have improved our Carbon Disclosure Project rating by no less than 500 basis points each year since we began reporting in 2013 and achieved our highest ever rating in 2019. We have also increased our environmental score with ISS (Institutional Shareholder Services, Inc.), a leading provider of governance and responsible investment solutions to the global financial community. In addition, in 2019, we maintained our Gold Standard from EcoVadis, a leader in sustainability ratings, placing us in the top 5% of reporting companies.

As a testament to our continued commitment to sustainability, in 2019 West was honored to achieve several accolades, including being named as one of Newsweek’s America’s Most Responsible Companies as well as a Top 50 ESG Company by Investor’s Business Daily.

WEST'S 2019 RESULTS



2019-2023 GOALS

- Improve energy efficiency by 15%
- Reduce absolute emissions by 10%
- Reduce water consumption by 10%
- Reduce waste-to-landfill by 90%

ALIGNING WITH THE UNGC

CORPORATE SUSTAINABILITY INITIATIVE

West is pleased to align our strategies and operations with universal principles on human rights, labor, environment and anti-corruption, and take actions that advance societal 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.

By incorporating the Ten Principles of the United Nations Global Compact into 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 United Nations Sustainable Development Goals. Corporate and organizational success requires stable economies and healthy, skilled and educated workers, which in turn increases brand trust and investor support.

UNGC SUSTAINABLE DEVELOPMENT GOALS



REPORTING INFORMED BY GRI STANDARDS

2019 GRI INDEX

The index below references information related to the disclosure from the Global Reporting Index (GRI).

	2019	2018*
GRI 302-1 – ENERGY WITHIN THE ORGANISATION		
Fuel consumption by type (non-renewable)		
Scope 1 (Thermal) (MJ)	579,959,202	589,082,074
Scope 1 (Distillate Fuel Oil 4) (MJ)	4,674,695	3,664,727
Energy Consumed (non-renewable)		
Scope 2 (Electrical) (MJ)	938,724,891	957,290,229
Energy Consumed (renewable)		
Solar Energy Consumed (MJ)	3.6	-
TOTAL ENERGY CONSUMPTION (MJ)	1,523,358,791	1,550,037,030
GRI 302-3 – ENERGY INTENSITY		
Revenue / net sales (\$USD)	1,839,900,000	1,717,400,000
Total Energy Consumption (MJ)	1,523,358,791	1,550,037,030
Scope 2 (Electrical) (MJ)	0.83	0.90
GRI 302-4 – REDUCTIONS ACHIEVED AS A DIRECT RESULT OF CONSERVATION AND EFFICIENCY INITIATIVES		
Scope 1 (Gas) (MJ)	9,675,307	-
Scope 2 (Electrical) (MJ)	18,134,546	-
GRI 303-3 – WATER WITHDRAWAL		
Total Water Withdrawal (Gal.)	240,622,000	250,504,000
GRI 305 – 1 DIRECT (SCOPE 1) GHG EMISSIONS		
Scope 1 (Gas) (Metric Tons CO2 Equivalent)	27,987	29,698
Scope 1 (Distillate Fuel Oil 4) (Metric Tons CO2 Equivalent)	274.3	349.9
GRI 302-2 – INDIRECT DIRECT (SCOPE 2) GHG EMISSIONS		
Scope 2 (Electrical) (Metric Tons CO2 Equivalent)	106,165	109,302

(CONT.)	2019	2018*
GRI 305-4 – GHG EMISSIONS INTENSITY		
Revenue / net sales (\$MMUSD)	1,840	1,717
Absolute GHG Emissions (100's Tons CO2)	1,187	1,204
Emissions Intensity	0.65	0.70
GRI 305-5 – REDUCTION OF GHG EMISSIONS***		
Procurement of Green Energy (Tons CO2)	13,643	18,914
(Scope 1) Energy Management / Facilities Projects	466	0
(Scope 2) Energy Management / Facilities Projects	1,635	0
TOTAL	15,744	18,914
GRI 306-3 – WASTE GENERATED		
Total Weight of Waste Generated (lbs.)	24,950,000	25,450,000
GRI 306-4 – WASTE DIVERTED FROM DISPOSAL		
Total Weight of Waste Diverted From Disposal (lbs.)	12,974,000	10,943,500
GRI 403-9 – WORK-RELATED INJURIES		
Work-related Injuries for All Employees		
The number of fatalities as a result of work-related injury	0	0
The rate of recordable work-related injuries	0.70	0.82
The rate of recordable work-related injuries with lost time	0.33	0.39

* 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.

** The boundary of the reporting is aligned with the EU/AP/US global operations for both Disclosures 305-1 and 305-2 including manufacturing sites and associated offices. Regional sales offices and administration facilities are excluded.

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

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