

2018  
**CORPORATE  
RESPONSIBILITY  
REPORT**



By Your Side for a Healthier World™

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## A MESSAGE FROM OUR PRESIDENT & CEO

For more than 95 years, 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. We realize the important role we play in delivering healthcare to millions of patients across the globe every day, as well as our broader responsibility to support the communities in which we live and work.

West's commitment to sustainability runs throughout our Company, from our Board of Directors, who receive regular briefings on our sustainability program, to the dedicated team members at each individual site. We embrace this responsibility and strive to be good stewards in all of our business decisions—from the raw materials we use, to our production and manufacturing techniques, to how we package and distribute our products.

Our team members are also passionate about making a difference, and donate considerable time and resources through our corporate giving and volunteer programs. In return, we are committed to providing our entire West team with a safe, equitable and caring work environment.

This year, we set new five-year goals that are designed to further strengthen the Company's commitment in each of the key areas where we feel we can make the biggest impact: Compliance and Ethics; Diversity and Talent; Health and Safety; Philanthropy; Environmental Sustainability; and Quality. We set these new goals after working to engage and understand what was most important to our customers, our business, our shareholders and our community. I'm proud of what we've accomplished in 2018, and look forward to our continued progress in delivering upon these goals to create a sustainable business for the future.

Sincerely,

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

**Eric M. Green**  
President & CEO

# OUR CORPORATE RESPONSIBILITY COMMITMENT

We at West recognize our responsibility to be a good corporate citizen, and we strive to conduct our business in a transparent and sustainable manner. As a trusted partner to healthcare, pharmaceutical and biotechnology companies, we understand being a good corporate citizen is not just important to us, but that it is also a key tool that enables our customers to achieve their own corporate responsibility objectives.

In 2018, we made impressive progress against our environmental sustainability goals, further improved our safety record, grew our corporate responsibility program, and received industry recognition with several awards. These achievements were made possible through the leadership of our Board of Directors, sustained executive leadership, commitment from all West team members and incorporation of our corporate citizenship priorities and principles into our daily business.

As pleased as I am to discuss our 2018 corporate responsibility highlights, I'm equally pleased to introduce West's next set of corporate responsibility targets. Running from 2019-2023, we are calling this next generation of West's corporate responsibility targets the "100-Year Milestone" goals, as they run through the Company's 100th anniversary in 2023. We are happy to report that the new targets are linked to, and support, the United Nations Global Compact and the United Nations Sustainable Development Goals.

I hope West's 2018 Corporate Responsibility Report demonstrates the significant achievements and successes of the last year, and also reflects our deep commitment to continuing this success and building upon it in the years to come. I am proud to lead these efforts but even prouder of the commitment and pride of our entire West team. Together, we are working to build a safer and more sustainable world for our business and the community at large.

Sincerely,



**Steven S. Walton**

Vice President, HSE & Sustainability

# 2018 WEST AWARDS

West was honored to be recognized by a number of organizations and industry associations throughout 2018. 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.



The Social Impact Award recognizes a CEO who has had a great impact in public service, social enterprise and philanthropy. West and Eric Green were selected by CEO Connection as the 2018 winner, thanks to the Company's commitment to environmental, social and philanthropic priorities.



West's Kearney, NE site was presented the Diversity Employment and Inclusion Award by the Nebraska VR (Vocational Rehabilitation) organization. This award is given to businesses who have an active partnership with Nebraska VR, and who are advocates for disability employment and progressive in creating inclusive workplaces.



This Health Care Innovator Award recognizes companies and individuals who are driving change in the health care industry, and highlights how this work is contributing to a variety of breakthroughs in the industry. West's Fran DeGrazio, VP, Scientific Affairs and Technical Services, was presented with this honor as a result of her tireless leadership in driving West to be on the forefront of scientific leadership in its industry.



This Award recognizes influential businesswomen who have had a significant impact in their place of business, have made a difference in their communities and who are committed to advancing women in the workplace. Annette Favorite, West's Sr. VP and Chief Human Resources Officer, was presented with this honor as a result of her work at West in fostering a diverse work environment, as well as moving the Company to a more globally harmonized organization.



The Convention on Pharmaceutical Ingredients (CPhI) Award recognizes a company who is transparent in their corporate responsibility efforts, and has achieved a positive impact on environmental protection, sustainable sourcing and charitable work. West was selected as the 2018 recipient of this award as a result of its commitment to environmental sustainability as well as its charitable contributions—both monetary and team member volunteerism.

# ABOUT WEST

West Pharmaceutical Services, Inc. is a leading global manufacturer in the design and production of technologically advanced, high-quality, integrated containment and delivery systems for injectable medicines.

Our mission—to contain and deliver injectable therapies that improve patient lives—serves to remind our team of the important role West plays in delivering healthcare to tens of millions of patients across the globe every day. It also enables us to be a trusted partner to the world's top pharmaceutical and biotechnology companies—working by their side to improve patient health.

West offers a unique combination of products and services, including proprietary packaging, containment and drug delivery products, as well as scientific insight and technical expertise. Our newly introduced Integrated Solutions Program provides a comprehensive approach that combines West's high-quality packaging and delivery products with our expert analytical testing, device manufacturing and assembly, and regulatory expertise.

West's Contract Manufacturing services bring customers quality, safety and reliability in injection molding, contract assembly and finished packaging services. The West Contract Manufacturing team is focused on serving the needs of healthcare companies 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 2018 net sales of \$1.7 billion reflect the daily use of approximately 112 million of its components and devices. West has more than 7,700 team members working at over 50 locations worldwide, including 27 manufacturing locations.



**7,700+**

**GLOBAL TEAM MEMBERS**



**1.7B**

**IN 2018 NET SALES (\$US)**



**112M**

**COMPONENTS MANUFACTURED EACH DAY**



**131**

**PATENTS ISSUED IN 2018**



**~3.2M**

**SQUARE FEET OF GLOBAL MANUFACTURING SPACE**

# 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.



A family of indices that evaluates the sustainable performance of publicly-traded companies, assessing issues such as economic, environmental and social performance.

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A leader in supplier sustainability ratings, EcoVadis covers 21 criteria across four themes of environment, fair labor and human rights, ethics, and sustainable procurement.

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Ecodesk is a public database of carbon, energy, water and waste data, enabling companies to transparently show their sustainability data and targets.

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The Global Reporting Initiative (GRI) is an international independent standards organization that helps organizations understand and communicate their impact on issues such as climate, human rights and corruption.

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The Carbon Disclosure Project (CDP) is an organization which supports companies in disclosing their environmental impact, and drives towards disclosure, insight and actions towards sustainability.

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The Sustainability Accounting Standards Board (SASB) develops and disseminates sustainable accounting standards.

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Investors in People (IiP) is a standard for people management, which offers accreditation to organizations that adhere to the IiP Standards.

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The Pharmaceutical Supply Chain Initiative (PSCI) is an organization focused on key areas of responsible business practices, and is composed of a group of pharmaceutical and healthcare companies who share a vision of better social, environmental and economic outcomes in the community.

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The United Nations Global Compact (UNGC) is a non-binding United Nations pact to encourage business worldwide to adopt sustainable and socially responsible policies.

# MATERIALITY

At West, we realize that our activities have impact beyond our financial performance. We understand that in order to be successful in the long-term, we need to engage with stakeholders and focus on the societal issues that are important to them. To that end, we periodically conduct a materiality assessment by which we receive input from key stakeholders on what is important to them from the perspective of sustainability.

In order to meet the expectations and requirements of our stakeholders and keep pace with our business priorities, West's materiality assessment process follows the industry standard Global Reporting Initiative (GRI) guidelines. The GRI is an international independent standards organization that helps companies such as West understand and communicate their impact on issues such as climate, human rights and corruption.

Our materiality assessment provides us with a clear understanding of the environmental, social and governance (ESG) issues that matter the most to our business and to our stakeholders. Our recently completed 2019 materiality assessment was developed with a clear goal to be used by the business as a tool to inform internal stakeholders, aid in strategy development and assist operational decision-making.

## How We Define Materiality

Our focus is on those activities that are most important to our business and stakeholders. We judge materiality using a disciplined assessment process that identifies critical environmental, social and governance (ESG) issues that reflect a significant impact on our business performance or substantively influences the assessment and decisions of our stakeholders. Those activities that are determined to have the most significant impact are considered to be material.

## 2019 Materiality Assessment Results

Our 2019 Materiality Assessment results are summarized and prioritized in the materiality matrix shown at right. 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.

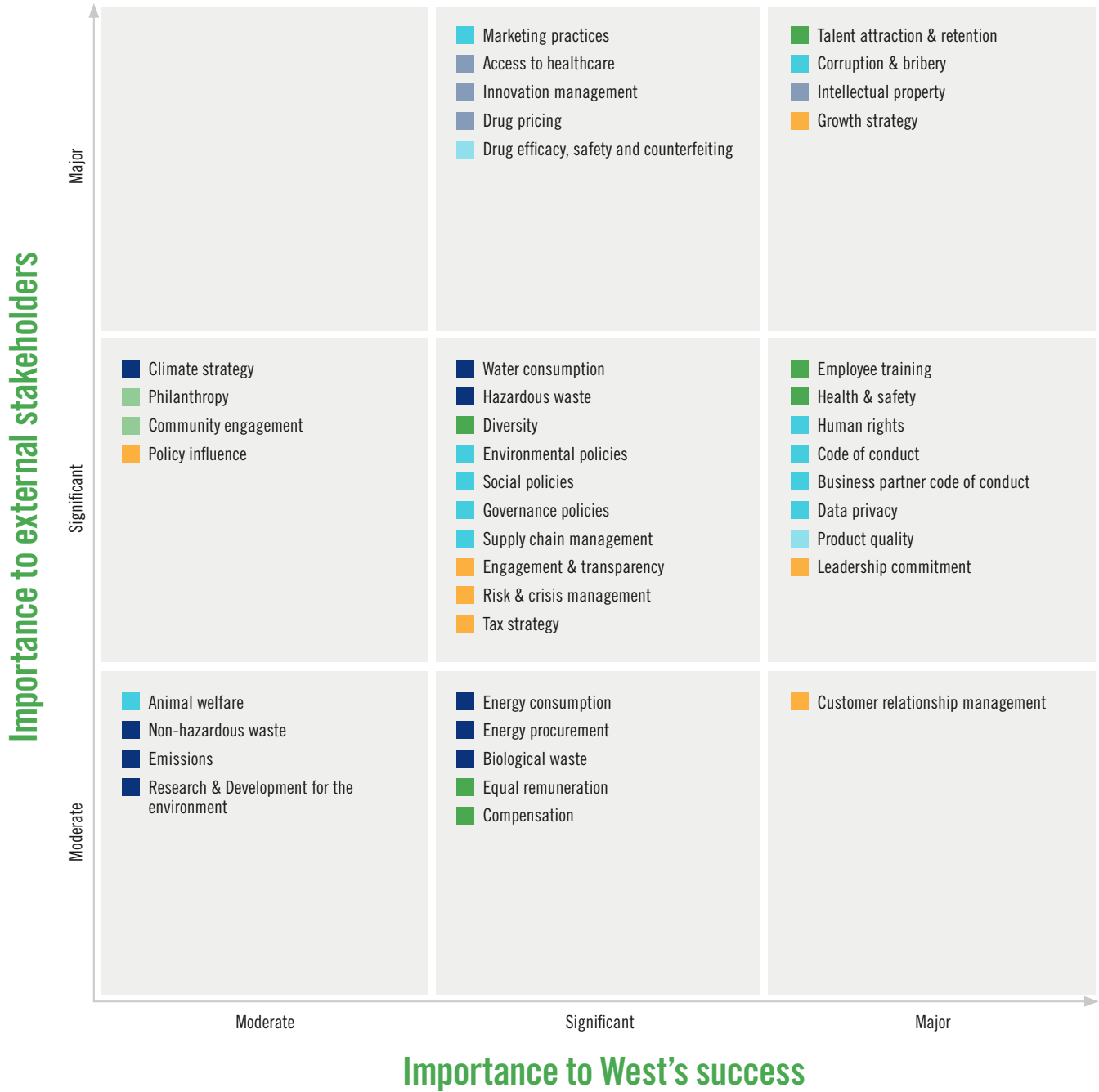
### MATERIAL ASPECT\*

- 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 MATRIX



# COMPLIANCE AND ETHICS

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

## Code of Conduct

Every West team member is responsible for ensuring that our reputation remains strong, and for fostering a culture in which compliance with the West Code of Business Conduct (the “Code”) and adherence to our core values drives our everyday business activities. The Code, available on [WestPharma.com](http://WestPharma.com), underpins our approach to operating with the highest integrity at all times.

The Code also provides several avenues for team members to report their concerns without fear of retaliation. It encourages them to speak first to their managers, seek help from Human Resources or our Compliance and Ethics Office, or email at [Integrity@westpharma.com](mailto:Integrity@westpharma.com). West also provides the Integrity Helpline, available toll free 24/7, or [online](#) from anywhere in the world in multiple languages.

In an effort to continuously improve, West conducted Compliance Program and Integrity Helpline benchmarking exercises in 2018, the results of which provided valuable insight and helped shape the compliance program goals for coming years.

West has also issued a [Business Partner Code of Conduct](#), which sets forth West’s expectations of our business partners on topics such as labor and human rights, management systems, ethical business practices, responsible sourcing and other important topics.

## Data Privacy and Protection

West has always respected the privacy rights of those whose information it has a duty to protect, and has programs and processes in place to ensure we adhere to all applicable data privacy regulations globally, including the European Union’s General Data Protection Regulation.

West follows industry standard best practices as defined by the National Institute of Standards and Technology Cybersecurity Framework that continuously assess and enhance our security posture.

We use a number of technologies, processes and practices across our information systems infrastructure, such as digital certificate-based device authentication, Security Event and Information Management, Multi-Factor Authentication, Intrusion Detection and Prevention Systems, and Privacy and Access Controls, as best practices to manage cybersecurity-related risks.



## Compliance Oversight

Our business practices are also governed by internal compliance control systems overseen by the Audit Committee of our Board of Directors and the Executive Compliance Oversight Committee (ECOC), which is comprised of members of West's Leadership Team and chaired by the Company's Chief Compliance Officer. The ECOC provides strategic direction for our compliance activities and monitors compliance globally. With support from the ECOC, compliance is also assured through oversight by the business unit compliance committees. Together, these committees oversee and support both the global compliance structure as well as policies and procedures that assist our team members to conduct business ethically and in accordance with all applicable laws and regulations.



## 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.

# DIVERSITY AND TALENT

At West, we are committed to attracting and retaining a diverse and inclusive workforce. We understand that diversity is key to our success and know that a diverse workforce leads to greater innovation, more opportunities, better access to talent and stronger business performance. We encourage a culture of mutual respect, where everyone feels valued and respected and can bring their authentic self to work every day, helping to foster an environment that enables our team members to stay energized, focused and committed to doing their best.

The Company 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.

## **Diversity in Leadership**

Over the past several years, we have conducted a variety of diversity and inclusion trainings as well as unconscious bias training for our Senior Leadership team. This training helps not only to increase awareness and knowledge, but also encourages our leaders to bring out the best in their team members, helping to break down any potential barriers, enabling everyone to work together as a productive “One West” Team.

Research has shown that organizations with diverse and gender-balanced boards of directors, specifically, boards that consist of at least 30% women, can lead to improved financial performance for that organization. Today, 30% of West’s Board of Directors is comprised of women. In addition, four out of the nine C-suite executives at West are women and/or U.S. minorities, and the population of senior leaders who are women or U.S. minorities has grown by more than 10% since 2016.

## **Diversity in the Workplace**

We are continuously working to deepen our cultural competence to enhance inclusivity in the workplace. We achieve this by driving accountability for inclusivity and cultural sensitivity, emphasizing expected behaviors, and embedding diversity and inclusion in business objectives. We also embed inclusion strategies into existing programs such as the onboarding of new team members, management training, succession planning, affirmative action plans, recruitment materials, and enhanced global mentoring, including an all-female high-potential coaching cohort.

We are proud of the progress we have seen in our Women, Investing & Networking Employee Resource Group (ERG), which currently has active chapters in the United States in Exton, PA and Arizona, as well as Singapore, Germany, Ireland and South America. We strive to expand our ERG structure with the goal of adding one new ERG per year over the next three years.

## **Attracting, Developing and Retaining Top Talent**

Increasing our ability to attract, develop and retain underrepresented talent at all levels of the organization, with a particular focus on women, is vital to West. It is an ongoing focus to integrate diversity and inclusion strategies in talent acquisition, performance and talent management, resource planning and leadership assessment. We embed diversity and inclusion strategies in our recruitment branding and internal messaging and continue to cultivate relationships with external organizations and partners to source diverse talent.

At West, we strongly believe in continuous learning and developing our internal talent, providing opportunities for our team members and enabling us to build talent from within. Initiatives implemented to enable the development and retention of the West team includes:

- Manager training programs.
- Succession planning to help identify high-potential team members.
- Learning Management System, which provides thousands of online training and education classes for West team members across the globe.
- More flexible and progressive work environment to help retain our team members, such as expanded parental leave, transitional leave and alternate work arrangements.
- Investing in our future workforce. West offers a summer Ambassador Internship Program, which has resulted in 64 current team members who have been hired full-time out of the program since it began 10 years ago.



## 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

# 64

**CURRENT TEAM MEMBERS HIRED FROM INTERNS INTO FULL-TIME POSITIONS IN THE PAST 10 YEARS TO INVEST IN OUR FUTURE WORKFORCE.**

# 40%

**OF WEST'S C-SUITE EXECUTIVE TEAM COMPRISED OF WOMEN AND/OR U.S. MINORITIES**

# HEALTH AND SAFETY

Although Corporate Responsibility is often most thought of as caring for the environment and giving back to local communities, we firmly believe that it also means taking responsibility for the health and safety of our team members, contractors and visitors, and working to safeguard them against work-related accidents and illnesses. It is West's policy to comply with all applicable health and safety laws and regulations, and we are committed to designing and operating our facilities to provide a healthy and safe workplace.

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

We firmly believe in the importance of cultivating a culture of safety where every team member has a shared responsibility and is engaged in safety. This mindset is led by Eric Green, our President and CEO, as well as many of our leaders, who begin each meeting with a message about safety.

Each facility at West has a trained and dedicated Health and Safety committee comprised of a variety of team members at the site. The responsibility of each of these committees is to:

- Increase awareness for health and safety
- Identify and track closure of workplace hazards
- Assist in the development of safe work procedures

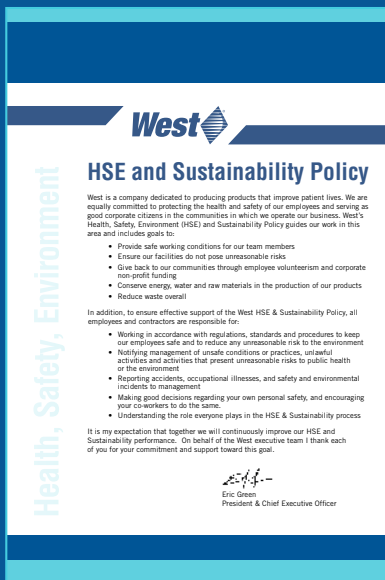
We also continue to work to improve best practice sharing across our global network. We understand that if an incident or "near miss" happens at one site, there may be a risk of it being a potential issue at another site. Our Health and Safety Committee members use a variety of channels to share information, helping to ensure best practices for incident prevention are understood and are being communicated.

West's HSE Management System, which was first introduced in 2017 and provides a global framework and uniform approach to key areas of HSE, continues to gain momentum. Eight foundational elements of this system were successfully implemented in 2018, including HSE Gemba walks, Behavior-Based Safety Programs, Near-Miss Reporting, and enhanced Incident Investigations and Root Cause Analysis. These foundational elements are tied to leading indicators and utilize proactive activities and controls to help reduce and/or eliminate accidents.

## 2019-2023 GOALS

- Recordable Injury Rate (RIR) of 0.70 in 2019
- Reduce RIR to under 0.30 by 2023

IN 2018, ACHIEVED THE FEWEST NUMBER OF RECORDABLE INJURIES AND LOST TIME CASES SINCE THESE METRICS HAVE BEEN TRACKED



Displayed prominently at all sites, our HSE and Environmental Policy visually supports our commitment to the health and safety of our team members

18%  
DECREASE IN  
RECORDABLE INJURY  
RATE (RIR) OVER 2017

9  
OF OUR SITES WORKED ALL OF 2018  
WITHOUT A SINGLE  
RECORDABLE INCIDENT

# PHILANTHROPY

For many years, West has targeted its philanthropic efforts to support charities focused on children, people with disabilities, healthcare and education, with a focus on STEM (Science, Technology, Engineering and Math) —all within the communities in which our team members live and work. The Company's giving strategy focuses on three elements: 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.

One of the highlights of our 2018 team member fundraising efforts was our third annual Global Food Drive. Each year, every West site around the globe collects food that is donated to local food banks and soup kitchens. In 2018, team members surpassed our campaign goal and collected more than five pounds of food per person resulting in more than 65,000 pounds of food that fed tens of thousands of people across the world.

In 2018, Corporate and Foundation giving reached approximately \$1.3 million, and team member giving totaled nearly \$515,000. Since the inception of West without Borders in 2004, team members have raised millions of dollars for hundreds of charities located around the globe.

Another key accomplishment of 2018 was the collective effort to support our team members in Kinston, North Carolina, after that region was devastated by Hurricane Florence. The safety of our team members will always be our primary concern, and we were committed to doing all we could to support them through that challenging

time. A West Employee Relief Fund was set up to assist our Kinston team members who had sustained damage as a result of the storm. Through this Fund, 190 team members were assisted with grants totaling \$95,000. In addition, West made a \$25,000 donation to the American Red Cross of Kinston Hurricane Florence Relief Program, who provided much-needed shelter, food and supplies to the region.

We are also proud to share that, in 2018, West's Employee Emergency Fund was created, which assists team members who are facing financial hardship as a result of a natural disaster or an unforeseen personal hardship. This program was rolled out globally to our team members in early 2019.

At West, we look forward to continuing to build upon our culture of giving back and our commitment to having a positive impact on the communities in which we live and work.

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



2019-2023  
**GOALS**

- Achieve 100% site participation in annual philanthropic campaigns

**\$1.3M**

**IN CORPORATE  
CHARITABLE GIVING  
IN 2018**

**WORKED WITH OVER**

**250**

**CHARITIES AROUND  
THE GLOBE IN 2018**

**\$515K**

**DONATED BY TEAM  
MEMBERS IN 2018**

Through our annual  
Global Food Drive

**65K**

**POUNDS OF FOOD  
DONATED IN 2018**



# ENVIRONMENTAL SUSTAINABILITY

As a company committed to working by the side of our customers to improve patient health, it's natural that we are also committed to helping create a healthier environment. We strive to be stewards of a sustainable future by factoring environmental considerations into every aspect of our business and believe that sustainable practices are directly related to sustainable economic performance and the creation of healthy communities.

Our Sustainability Program targets reductions in areas we feel we can make the greatest impact: greenhouse gas emissions, waste, energy and water usage, and increased recycling. We are proud to report that our 2020 goals for both water and emission reduction have already been achieved, so we have committed in 2019 to a five-year strategy with new goals to be achieved by 2023.

Through recycling diversion projects, we are working on ways to divert waste from landfill and energy recovery, to more beneficial re-use channels. In pursuit of zero waste-to-landfill, we have put a goal in place to achieve a global landfill diversion rate of 90% or higher by 2023. In addition, we continue to evaluate renewable energy procurement opportunities. This effort will enable West to utilize alternative energy sources, helping to reduce our carbon footprint.

While we work hard at the global level to set corporate strategies, each of West's manufacturing sites are also working hard to improve in areas where they can make a difference in their community, with each site currently working on between 10–15 sustainability improvement projects. These projects include the utilization of LED lighting, optimizing HVAC systems, steam efficiency improvements and utilizing exhaust heat recovery, among others.

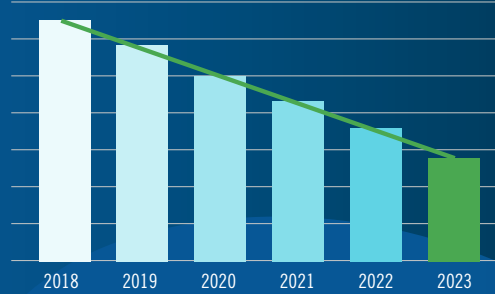
When planning new construction, principles of Energy Efficient Design (EED) are factored into the design process. For example, West's headquarters building in Exton, PA achieved Gold LEED certification when it was built, and our Waterford, Ireland site, completed in 2018, uses state-of-the-art equipment and design efficiencies to ensure the utmost in care for the environment. Taking advantage of outside air temperatures to assist in heating and cooling, capturing and reusing heat to efficiently heat water, HVAC heat recovery and dry cooler water systems are some of the innovative ways West has built sustainability into its Waterford facility.

West is an active member of several organizations that promote accountability, and we work to stay connected with others in the industry. In 2018, West maintained the Gold Standard from EcoVadis, a leader in supplier sustainability ratings, placing us in the top 5% of reporting companies. West is also active in partnering with the UNGC, PSCI, CDP, GRI, and others (see page 6 for more details on each of these organizations).

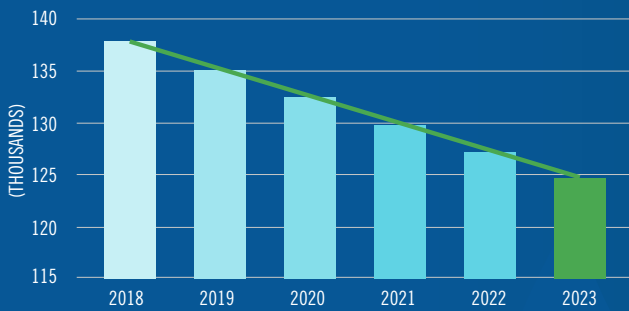
## 2019-2023 GOALS

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

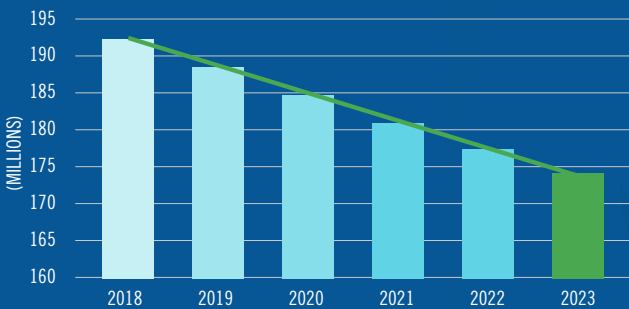
### IMPROVE ENERGY EFFICIENCY BY 15%



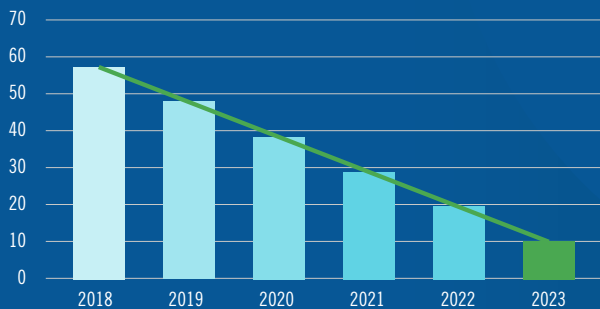
### EMISSIONS (METRIC TONNES CO2)



### WATER (GAL)



### WASTE TO LANDFILL (%)



# QUALITY

West's top priority is delivering high-quality products that meet the exact product specifications and quality standards customers require and expect in the interest of patient safety. 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 to minimize disruptions to the supply chain and bringing 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 cGMPs, ISO standards and regulatory requirements. We work to continuously improve our customer satisfaction scores for quality and have established metrics to measure our progress, including:

- Reduction in quality issues
- Timeliness and quality of response to customer inquiries
- Reduction of defect and Out of Specification (OOS) rates

We continue to drive improvements in our manufacturing processes that will reduce variation and defect rates. We implement Quality by Design in our manufacturing facilities and laboratories, utilizing automation, site design and scientific expertise to help ensure the highest levels of product quality. Several examples of this include:

- Automated vision verification process. West's Envision® verification process camera system using automatic, program-controlled vision inspection technology to inspect all surfaces of elastomeric components, as well as automated feeding to reduce the risk of contamination by minimizing the amount of human interaction.
- Production area viewing corridors—enabling customers and visitors to fully view the production areas without entering these controlled environments.

- State-of-the-art laboratories, designed to streamline a variety of testing workflows for our products, ranging from raw material testing to multiple chemical and microbiological release tests—all designed to ensure the highest level of quality in West's products.

In addition, we are focused on timely responses to our customers when issues or questions arise. Over the past four years, we have maintained a customer complaint response rate of 10 days or less. This provides customers with the information that they need to assure that the level of care to patients is maintained.

We monitor our performance against our customers' requirements. Utilizing an OOS Customer Complaint metric, our overall trend for the past five years demonstrates our commitment to drive improvements in our product quality.

In driving our Quality Culture, we spent time in 2018 communicating one of our core values, Leadership in Quality, to team members. This value reminds us that we must never compromise on quality because patients are counting on us. We continue to reinforce our “patient first focus,” which was the theme of West's Global Quality Week. This annual event emphasizes the need for our team to ensure quality in everything that we do because of the impact we have on patients on a daily basis. During Quality Week, our team members have an opportunity to hear stories from some of our customers and patients on the importance of quality in the products that we provide to the markets that we serve.

## 2019-2023 GOALS

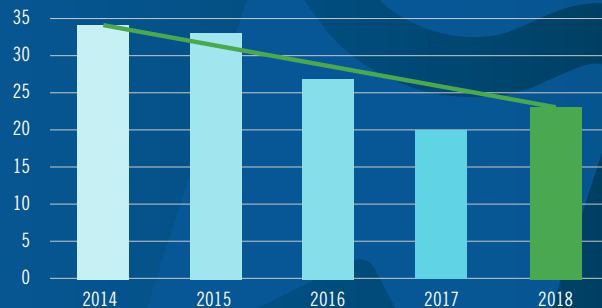
- Year over year 10% reduction in manufacturing related defects
- Customer response rate of 10 days or less
- Reduction in OOS Customer Complaints of 10% each year
- 15% reduction in the Cost of Poor Quality



QUALITY CULTURE WEEK  
ACTIVITIES INCLUDED  
TEAM MEMBERS SIGNING  
A BANNER, SIGNIFYING  
THEIR ONGOING  
COMMITMENT TO QUALITY



OOS Complaints Per Month



# 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.

We have a new set of five-year goals that 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



## KEY AREAS OF WEST'S IMPACT

	COMPLIANCE AND ETHICS	DIVERSITY AND TALENT	HEALTH AND SAFETY	PHILANTHROPY	ENVIRONMENTAL SUSTAINABILITY	QUALITY
				✓		
				✓		
			✓	✓	✓	✓
	✓	✓		✓		
		✓				
					✓	
					✓	
	✓	✓	✓			
					✓	✓
		✓				
				✓	✓	
			✓		✓	✓
					✓	
					✓	
					✓	
	✓	✓				
				✓	✓	

\*The icons used in the chart above represent each of the seventeen UNGC goals outlined on page 21.

# 2018 GRI INDEX: REPORTING INFORMED BY GRI STANDARDS

This index references information related to the disclosure from the Global Reporting Index, and includes disclosures on our company profile, economic performance, environmental performance, labor practices, human rights, impacts on society and product responsibility. In addition to reporting on performance indicators required by the GRI, we report on additional indicators important to our broad range of stakeholders.

MEASUREMENT / UOM	2014	2015	2016	2017	2018
<b>COMPANY OVERVIEW</b>					
Revenue (\$MM USD)	\$1,421	\$1,400	\$1,509	\$1,599	\$1,717
Employees <sup>1</sup>	7,000	7,100	7,300	7,500	7,700
<b>ENERGY CONSUMPTION</b>					
Scope 1 Absolute (kWh)	152,374,514	158,474,709	157,235,891	161,131,240	157,990,496
Scope 1 Revenue Intensity (kWh/\$1MM)	107,230	113,196	104,199	100,770	92,015
Scope 2 Absolute (kWh)	245,383,693	258,261,173	256,843,216	249,176,500	266,363,137
Scope 2 Revenue Intensity (kWh/\$1MM)	172,684	184,472	170,208	155,833	155,133
Total Absolute (kWh)	397,758,207	416,735,882	414,079,107	410,307,740	424,353,633
Total Revenue Intensity (kWh/\$1MM)	279,914	297,668	274,406	256,603	247,148
<b>GREENHOUSE GAS EMISSIONS</b>					
Scope 1 Absolute (Metric Tonnes)	27,615	28,719	28,495	29,201	28,633
Scope 1 Revenue Intensity (Metric Tonnes/\$1MM)	19.4	20.5	18.9	18.3	16.7
Scope 2 Absolute (Metric Tonnes)	112,818	118,631	117,996	105,689	109,273
Scope 2 Revenue Intensity (Metric Tonnes/\$1MM)	79.4	84.7	78.2	66.1	63.6
Total Absolute (Metric Tonnes)	140,433	147,350	146,491	134,890	137,906
Total Revenue Intensity (Metric Tonnes/\$1MM)	98.8	105.3	97.1	84.4	80.3
<b>WATER CONSUMPTION</b>					
Scope 1 Absolute (Gallons)	269,679,012	279,430,546	290,369,882	278,642,985	250,504,971
Scope 1 Revenue Intensity (Gallons/\$1MM)	189,781	199,593	192,425	174,261	145,897
<b>HEALTH &amp; SAFETY</b>					
Recordable Injury Rate (RIR) <sup>2</sup>	2.37	2.03	1.50	1.00	0.82
Lost Time Case Rate (LTCR) <sup>3</sup>	1.31	1.15	0.80	0.50	0.39

1 - Full-Time Equivalents

2 - OSHA RIR = (Number of OSHA Recordable Cases X 200,000)/(Number of Employee Labor Hours Worked)

3 - OSHA LTC = (Number of OSHA Lost Time Cases X 200,000)/(Number of Employee Labor Hours Worked)



GRI STANDARD	DISCLOSURE	LOCATION/EXPLANATION
<b>GRI 102 - General Disclosures</b>		
GRI 102-1	Name of the organization	Annual Report (Page 1)
GRI 102-2	Activities, products, brands, and services	Annual Report (Page 3)
GRI 102-3	Location of headquarters	Annual Report (Page 1)
GRI 102-4	Location of operations	Annual Report (Page 16)
GRI 102-5	Ownership and legal form	Annual Report (Page 1)
GRI 102-6	Markets served	Annual Report (Page 3)
GRI 102-7	Scale of the organization	CR Report (Page 5)
GRI 102-8	Information on employees and other workers	Annual Report (Page 7)
GRI 102-9	Supply chain	Annual Report (Page 5)
GRI 102-10	Significant changes to the organization and its supply chain	Annual Report (Pages 3-7)
GRI 102-11	precautionary Principle or approach	Annual Report (Pages 8-15)
GRI 102-12	External initiatives	CR Report (Pages 7-21)
GRI 102-13	Membership of associations	CR Report (Page 6)
GRI 102-14	Statement from senior decision-maker	CR Report (Page 2)
GRI 102-15	Key impacts, risks, and opportunities	Annual Report (Pages 8-15)
GRI 102-16	Values, principles, standards, and norms of behavior	Business Code of Conduct
GRI 102-17	Mechanisms for advice and concerns about ethics	Business Code of Conduct
GRI 102-18	Governance structure	CR Report (Page 9-10)
GRI 102-20	Executive-level responsibility for economic, environmental, and social topics	2019 Proxy
GRI 102-21	Consulting stakeholders on economic, environmental, and social topics	CR Report (Page 7)
GRI 102-22	Composition of the highest governance body and its committees	2019 Proxy
GRI 102-23	Chair of the highest governance body	2019 Proxy
GRI 102-24	Nominating and selecting the highest governance body	2019 Proxy
GRI 102-25	Conflicts of interest	2019 Proxy Business Code of Conduct
GRI 102-26	Role of highest governance body in setting purpose, values, and strategy	2019 Proxy Business Code of Conduct
GRI 102-28	Evaluating the highest governance body's performance Disclosure	2019 Proxy
GRI 102-29	Identifying and managing economic, environmental, and social impacts	Annual Report (Pages 8-15) 2019 Proxy
GRI 102-30	Effectiveness of risk management processes	2019 Proxy
GRI 102-31	Review of economic, environmental, and social topics Disclosure	2019 Proxy
GRI 102-32	Highest governance body's role in sustainability reporting Disclosure	2019 Proxy
GRI 102-33	Communicating critical concerns	2019 Proxy
GRI 102-35	Remuneration policies	2019 Proxy
GRI 102-36	Process for determining remuneration	2019 Proxy
GRI 102-37	Stakeholders' involvement in remuneration	2019 Proxy
GRI 102-38	Annual total compensation ratio	2019 Proxy
GRI 102-40	List of stakeholder groups	CR Report (Page 7)
GRI 102-41	Collective bargaining agreements	Business Code of Conduct
GRI 102-42	Identifying and selecting stakeholders	CR Report (Page 7)
GRI 102-43	Approach to stakeholder engagement	CR Report (Page 7)
GRI 102-44	Key topics and concerns raised	CR Report (Page 7)
GRI 102-46	Defining report content and topic Boundaries Disclosure	CR Report (Page 7)
GRI 102-47	List of material topics	CR Report (Page 7)
GRI 102-48	Restatements of information	No restatements
GRI 102-49	Changes in reporting	No changes in reporting
GRI 102-50	Reporting period	2018
GRI 102-51	Date of most recent report	31-May-18
GRI 102-52	Reporting cycle	Q2 Annually
GRI 102-53	Contact point for questions regarding the report Disclosure	Contact us page
GRI 102-54	Claims of reporting in accordance with the GRI Standards Disclosure	CR Report (Page 7)
GRI 102-55	GRI content index	CR Report (Page 23-24)
<b>GRI 201 - Economic Performance</b>		
GRI 201-1	Direct economic value generated and distributed Disclosure	Annual Report (Page 21)
GRI 201-2	Financial implications and other risks and opportunities due to climate change	Carbon Disclosure Project (CDP - CC5.1 - CC6.1)
GRI 201-3	Defined benefit plan obligations and other retirement plans Disclosure	Annual Report (Pages 61-70)
<b>GRI 203 - Indirect Economic Presence</b>		
GRI 203-1	Infrastructure investments and services supported	Annual Report (Page 44)
GRI 203-2	Significant indirect economic impacts	CR Report (Page 7)

GRI STANDARD	DISCLOSURE	LOCATION/EXPLANATION
<b>GRI 205 - Anti-Corruption</b>		
GRI 205-1	Operations assessed for risks related to corruption	Policy Statement - Anti-Corruption Business Code of Conduct Business Partner Code of Conduct
GRI 205-2	Communication and training about anti-corruption policies and procedures	Policy Statement - Anti-Corruption Business Code of Conduct Business Partner Code of Conduct
GRI 205-3	Confirmed incidents of corruption and actions taken	Policy Statement - Anti-Corruption Business Code of Conduct Business Partner Code of Conduct
<b>GRI 302 - Energy</b>		
GRI 302-1	Energy consumption within the organization	CR Report (Page 17 & 22)
GRI 302-2	Energy consumption outside of the organization	CR Report (Page 17 & 22)
GRI 302-3	Energy intensity	CR Report (Page 17 & 22)
GRI 302-4	Reduction of energy consumption	CR Report (Page 17 & 22)
GRI 302-5	Reductions in energy requirements of products and services	CR Report (Page 17 & 22)
<b>GRI 303 - Water</b>		
GRI 303-1	Water withdrawal by source	CR Report (Page 17 & 22)
<b>GRI 305 - Emissions</b>		
GRI 305-1	Direct (Scope 1) GHG emissions	CR Report (Page 17 & 22) Carbon Disclosure Project (CDP)
GRI 305-2	Energy indirect (Scope 2) GHG emissions	CR Report (Page 17 & 22) Carbon Disclosure Project (CDP)
GRI 305-3	Other indirect (Scope 3) GHG emissions	CR Report (Page 17 & 22) Carbon Disclosure Project (CDP)
GRI 305-4	GHG emissions intensity	CR Report (Page 17 & 22) Carbon Disclosure Project (CDP)
GRI 305-5	Reduction of GHG emissions	CR Report (Page 17 & 22) Carbon Disclosure Project (CDP)
GRI 305-6	Emissions of ozone-depleting substances (ODS)	Carbon Disclosure Project (CDP)
GRI 305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Carbon Disclosure Project (CDP)
<b>GRI 307 - Environmental Compliance</b>		
GRI 307-1	Non-compliance with environmental laws and regulations	None
<b>GRI 308 - Supplier Environmental Assessment</b>		
GRI 308-1	New suppliers that were screened using environmental criteria	Business Partner Code of Conduct
<b>GRI 403 - Occupational Health and Safety</b>		
GRI 403-1	Workers representation in formal joint management-worker health and safety committees	CR Report (Page 13) Policy Statement - Health and Safety
GRI 403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	CR Report (Page 13) Policy Statement - Health and Safety
GRI 403-3	Workers with high incidence or high risk of diseases related to their occupation	CR Report (Page 13) Policy Statement - Health and Safety
GRI 403-4	Health and safety topics covered in formal agreements with trade unions	CR Report (Page 13) Policy Statement - Health and Safety
<b>GRI 404 - Training and Education</b>		
GRI 404-2	Programs for upgrading employee skills and transition assistance programs	CR Report (Page 9 & 11)
<b>GRI 405 - Diversity and Equal Opportunity</b>		
GRI 405-1	Diversity of governance bodies and employees	CR Report (Page 11)
<b>GRI 406 - Non-Discrimination</b>		
GRI 406-1	Incidents of discrimination and corrective actions taken	Code of Conduct
<b>GRI 407 - Freedom of Association and Collective Bargaining</b>		
GRI 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Business Code of Conduct Business Partner Code of Conduct
<b>GRI 408 - Child Labor</b>		
GRI 408-1	Operations and suppliers at significant risk for incidents of child labor	Business Code of Conduct Business Partner Code of Conduct
<b>GRI 409 - Forced or Compulsory Labor</b>		
GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Business Code of Conduct Business Partner Code of Conduct
<b>GRI 412 - Human Rights</b>		
GRI 412-1	Operations that have been subject to human rights reviews or impact assessments	Business Code of Conduct Business Partner Code of Conduct CR Report (Page 9)
GRI 412-2	Employee training on human rights policies or procedures	Business Code of Conduct Business Partner Code of Conduct CR Report (Page 9)
GRI 412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Business Code of Conduct Business Partner Code of Conduct CR Report (Page 9)
<b>GRI 416 - Customer Health and Safety</b>		
GRI 416-1	Assessment of the health and safety impacts of product and service categories	CR Report (Page 19)
GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	CR Report (Page 19)

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