



# ESG is everyone's business at Teva

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2021 Environmental,  
Social and Governance  
Progress Report



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# Introduction



# A Letter from Our Chairman, Dr. Sol J. Barer



Everyone at Teva, from our Board of Directors to our employees, strives to do business the right way, always.

As Chairman, I am committed to advancing our environmental, social and governance (ESG) strategy, which is tied to Teva's business and vital for our strong and promising future. The Compliance Committee of our

Board of Directors maintains primary oversight of ESG and meets regularly to discuss our progress. Our HR and Compensation Committee and Audit Committee discuss ESG often and oversee certain aspects of our approach, and the Board engages with shareholders specifically on ESG topics.

In 2021, we established robust targets in the areas of access to medicines, culture of ethics, environment and responsible supply chain to drive measurable progress, and some of these targets are tied to executives' performance goals and remuneration. Last year, Teva issued a \$5 billion sustainability-linked bond, linking our financial and sustainability objectives. The bond is tied to targets that address two critical global challenges for Teva: access to medicines and climate change.

In 2020, Teva committed to launch eight access to medicines programs by 2025 to reach vulnerable populations, leveraging our generic medicines—and as of 2021, we already launched four. We are actively reducing our environmental footprint, recognizing that promoting a healthy environment also promotes the health of individuals and society. Teva has further developed our Inclusion and Diversity Framework, and we continue to foster a workplace where people are heard, respected and empowered. We also continue to reinforce business integrity through our compliance and ethics policies and trainings.

As ESG reporting evolves, we are continuously expanding our disclosures. We align our reporting with leading standards, such as Sustainability Accounting Standards Board (SASB) and Task Force on Climate-Related Financial Disclosures (TCFD), in addition to the Global Reporting Initiative (GRI). This report provides new data on topics such as pay equity, scope 3 emissions and responsible supply chain.

ESG is a growing part of our conversations with our shareholders—and engaging with them on these important topics helps inform how we address the areas that are at the intersection of what matters to our stakeholders and to our company.

I am proud of Teva's progress and the Board's continued support and interest in the company's initiatives. We will continue to leverage our global footprint, broad portfolio, health expertise and talented people to make a meaningful impact and instill trust in our future.

**Dr. Sol J. Barer**

Chairman of the Board of Directors  
Teva Pharmaceutical Industries Ltd.

# A Letter from Our President and CEO, Kåre Schultz



Environmental, social and governance (ESG) has always been central to our long-term success. Teva's mission is to be a global leader in generics and biopharmaceuticals, improving the lives of patients around the world—and we do so by providing high quality, affordable medicines through our predominantly generic portfolio. As the world faces complex societal challenges,

we are increasingly reminded that these medicines are only effective if they reach the people who need them.

To continue to make medicines available and accessible, we must ensure our business is successful, sustainable and resilient. We empower our employees—our most important asset—and promote their well-being and professional development. We minimize our environmental footprint to protect the planet and its scarce resources. We operate ethically to build trust with our stakeholders. And we hold our suppliers to the same high standards we hold ourselves to, because they are an extension of our company and crucial to our impact.

As we further reduce our debt and ignite our growth, we integrated ESG into our financing strategy in 2021, concluding a successful \$5 billion refinancing with a bond linked to sustainability objectives. It was the first in the pharmaceutical industry tied to both environmental and social targets, holding us accountable to reducing greenhouse gas emissions and increasing access to medicines in low- and middle-income countries, while also creating long-term value for our shareholders.

In this report, we outline our ESG progress in 2021. In addition to providing quality, affordable medicines every day, we launched four access to medicines programs to-date (representing 50% of our 2025 target) to provide treatments to vulnerable populations.

We cultivated a culture of inclusion and respect, in which everyone is treated fairly and diverse perspectives are welcomed. Comprehensive internal research found women's base salaries at Teva are 1% higher than men's when comparing those of the same level, function and location, and we increased the number of women in executive and senior management positions by 1.8%.

Our ethics training was completed by 99.6% of those assigned, and we published an Ethics and Compliance Disclosure outlining our vision, governance and goals. Teva has been a signatory of the UN Global Compact since 2010, reinforcing our commitment to help achieve the UN Sustainable Development Goals, and we align with its Ten Principles in the areas of human rights, labor, environment and anti-corruption. In 2021, we were recognized for implementation of advanced criteria and best practices.

Last year, global leaders convened at COP26, the UN Climate Change Conference, to address the climate crisis. At Teva, we are working to do our part. We committed to the Science Based Targets initiative and established ambitious targets in line with the Paris Climate Agreement. We conducted a new climate risk and opportunity analysis and communicate potential impacts of climate change by reporting against the Task Force on Climate-Related Financial Disclosures (TCFD) framework.

In this report, you'll read about how we are advancing the health of our patients, our planet and our business. We will continue to hold ourselves accountable and share our targets, actions and progress transparently.

**Kåre Schultz**

President & CEO

Teva Pharmaceutical Industries Ltd.

# 2021 ESG Highlights

## Our ESG Approach



### Established Long-term Targets

- Set **13 targets**, including on access to medicines, culture of ethics, scope 3 emissions and responsible supply chain



### Strengthened ESG Oversight

- Established **ESG Steering Committee**, led by our CEO, which approves all global commitments and goals



### Integrated ESG Into Business Strategy

- **Linked executive compensation** with ESG targets
- Issued **\$5B sustainability-linked bond (SLB)** tied to access to medicines and environmental targets:
  - » **Increase the cumulative number of new regulatory submissions (2022–2025) in low- and middle-income countries (LMICs)** on the World Health Organization's (WHO) Essential Medicines List (EML) across six key therapeutic areas (TAs) by 150% by 2025 (vs. 2017–2020)\*
  - » **Increase access to medicines program product volume by 150% in 2025 (vs. 2020)** through four access to medicines programs, including donations and social business, in LMICs on the WHO EML across six key TAs
  - » **Reduce absolute scope 1 and 2 greenhouse gas (GHG) emissions by 25% by 2025 (vs. 2019)**

- **Largest-ever bond** of its kind when issued
- First generic medicines company to **issue an SLB**
- Second-party opinions from **ISS ESG and Access to Medicine Foundation**, an independent non-profit organization

## Our ESG Ratings

	2021 Score	Previous Score	2021 Sector Ranking	Previous Sector Ranking
S&P Global	41	36	Top 17%	Top 30%
SUSTAINALYTICS	31.1	33.3	Top 12%	Top 10%
MSCI	B (3.4)	B (3.3)	Bottom 19%	Bottom 22%
ISS ESG	C+	C	Top 10%	Top 40%
FTSE4Good	3.6	3.4	Top 14%	Top 29%
ecovadis	63	56	Top 12%	Top 23%
CDP	Climate	B	A-	N/A
	Water	B	C	N/A
access to medicine FOUNDATION	60%	63%	Bottom 35%	Top 22%
antimicrobial RESISTANCE BENCHMARK				

\*At the end of 2021, we issued our SLB tied to three targets. The testing date to determine whether we have achieved each of these targets is December 31, 2025. Shortly after we issued our SLB, we began developing the processes to achieve the targets. In 2022, we will work toward achieving each target, and our progress will be included in our 2022 ESG Progress Report.

## Our ESG Progress



### Environmental: Minimizing Our Impact on the Planet

Reduced total scope 1 and 2 GHG emissions by **12.9%** (vs. 2019)

Reduced total scope 3 GHG emissions by **5.0%** (vs. 2020)

Reduced total water withdrawal in areas projected to be in water stress by **8%** (vs. 2020)

Increased energy efficiency by revenue by **6%** (vs. 2020)



### Social: Advancing Health and Equity

**16** regulatory submissions of medicines on the WHO EML in LMICs across six TAs

**307,610** doses of medicines provided to LMICs on the WHO EML through access to medicines programs across six TAs

**4** access to medicines programs launched to-date (50% of our 2025 target)\*

**\$487M** worth of medicines (307M doses) donated to patients in need

**89%+** of employees trained on "Fostering an Inclusive Culture"

**1.8%** increase in women in executive and senior management positions

**86%** response rate (30,000+ employees) to 2021 employee survey for the second year in a row

#### Improved employee safety performance (vs. 2020):

**24%** reduction in recordable injury rate

**8%** reduction in lost time injury rate

**11%** reduction in lost workdays



### Governance: Dedicating Ourselves to Quality, Ethics and Transparency

**3** new position statements published on risk management, patient safety and responsible supply chain

**499** small and **65** women-owned businesses contracted in the US

**Top 1%** in our industry in EcoVadis sustainable procurement assessment, an indication of how we consider ESG in our decisions about supply chain partners

**68%** of Global Procurement employees completed sustainable procurement training

\*One program launched in 2020 and three programs were developed in 2021 but launched in early 2022.

# About Teva



## Our Business

Our mission is to be a **global leader in generics and biopharmaceuticals**, improving the lives of patients. We believe **everyone should have access to quality medicines**—whether for managing disease, fighting infections or simply improving overall health.

- Publicly traded on the New York Stock Exchange (NYSE: TEVA) and the Tel Aviv Stock Exchange (TASE: TEVA)



## Our Presence

- Headquartered in Israel, **where Teva was founded in 1901**
- **53** manufacturing facilities and **25** R&D sites across **58** countries



## Our People

- Led by **Kåre Schultz**, President & CEO
- 12 directors on Board of Directors, chaired by Dr. Sol J. Barer (all independent aside from CEO)

**37,537** employees\*



## Our Portfolio

We specialize in developing, manufacturing and delivering quality generic, biosimilar, specialty and over-the-counter healthcare products as well as finished doses and active pharmaceutical ingredients (API) supplied to industry peers. We are a leading supplier of medications on the WHO EML, which includes important medicines that address key healthcare needs.

### Generic Medicines

Develop, manufacture and sell **generic medicines** in a variety of dosage forms, including tablets, capsules, injectables, inhalants, liquids, transdermal patches, ointments and creams.

 **76B** tablets and capsules  
**680M** sterile units produced in 2021

 **915** new generic medicine marketing authorizations in 2021

 **2,700** drugs in generics portfolio

 **585** marketing authorizations in low- and middle-income countries in 2021

 **1,000+** projects in generics pipeline, including 27 antibiotics and antifungals

 **350** API manufactured

### Biosimilar Medicines

Develop, independently or with others, **biosimilar medicines**—large and complex medicines produced by or made from living cells or organisms.

 **13** biosimilar products in development

(in product development pipeline as of January 30, 2022)

### Leading Specialty Medicines

Develop **leading specialty medicines, devices and services** to deliver innovative solutions to patients and providers in core therapeutic areas, including central nervous system (strong emphasis on multiple sclerosis, neurodegenerative disorders, neuropsychiatry, movement disorders and migraine), respiratory (focus on asthma and chronic obstructive pulmonary disorder), oncology and others.

 **160** drugs in specialty medicines portfolio

 **14** specialty products in development (in product development pipeline as of January 30, 2022)

Oncology	Central Nervous System	Respiratory		
 <b>BENDEKA<sup>®</sup></b> (bendamustine HCl) injection	 <b>AJOVY<sup>®</sup></b> (fremanezumab-vfrm) injection 225 mg/1.5 mL	 <b>AirDuo<sup>®</sup> digihaler<sup>™</sup></b> (fluticasone propionate 113 mcg and salmeterol 14 mcg) Inhalation Powder	 <b>AirDuo RespiClick<sup>®</sup></b> (fluticasone propionate 113 mcg and salmeterol 14 mcg) Inhalation Powder	 <b>ArmonAir<sup>®</sup> digihaler<sup>™</sup></b> (fluticasone propionate) Inhalation Powder
 <b>GRANIX<sup>®</sup></b> (TBO-FILGRASTIM) Injection	 <b>Austedo<sup>®</sup></b> (deutetrabenazine) 6 mg, 9 mg, and 12 mg tablets	 <b>ArmonAir RespiClick<sup>®</sup></b> (fluticasone propionate 113 mcg) Inhalation Powder	 <b>Braltus<sup>®</sup></b> tiotropium	 <b>CINQAIR<sup>®</sup></b> (reslizumab) Injection 100 mg/10 mL
 <b>LONQUEX<sup>®</sup></b> lpeglograstim	 <b>AZILECT<sup>®</sup></b> (rasagiline tablets)	 <b>DuoResp<sup>®</sup> Spiromax<sup>®</sup></b> budesonide/formoterol	 <b>ProAir<sup>®</sup> digihaler<sup>™</sup></b> (albuterol sulfate 117 mcg) Inhalation Powder	 <b>ProAir RespiClick<sup>®</sup></b> (albuterol sulfate) Inhalation Powder
 <b>TREANDA<sup>®</sup></b> (bendamustine HCl) for Injection	 <b>COPAXONE<sup>®</sup></b> (glatiramer acetate injection)	 <b>PROAIR HFA<sup>®</sup></b> (albuterol sulfate) Inhalation Aerosol 90 mcg per actuation	 <b>QVAR<sup>®</sup> RediHaler<sup>™</sup></b> (beclomethasone dipropionate HFA) Breath-Actuated Inhalation Aerosol 42 mcg/80 mcg	

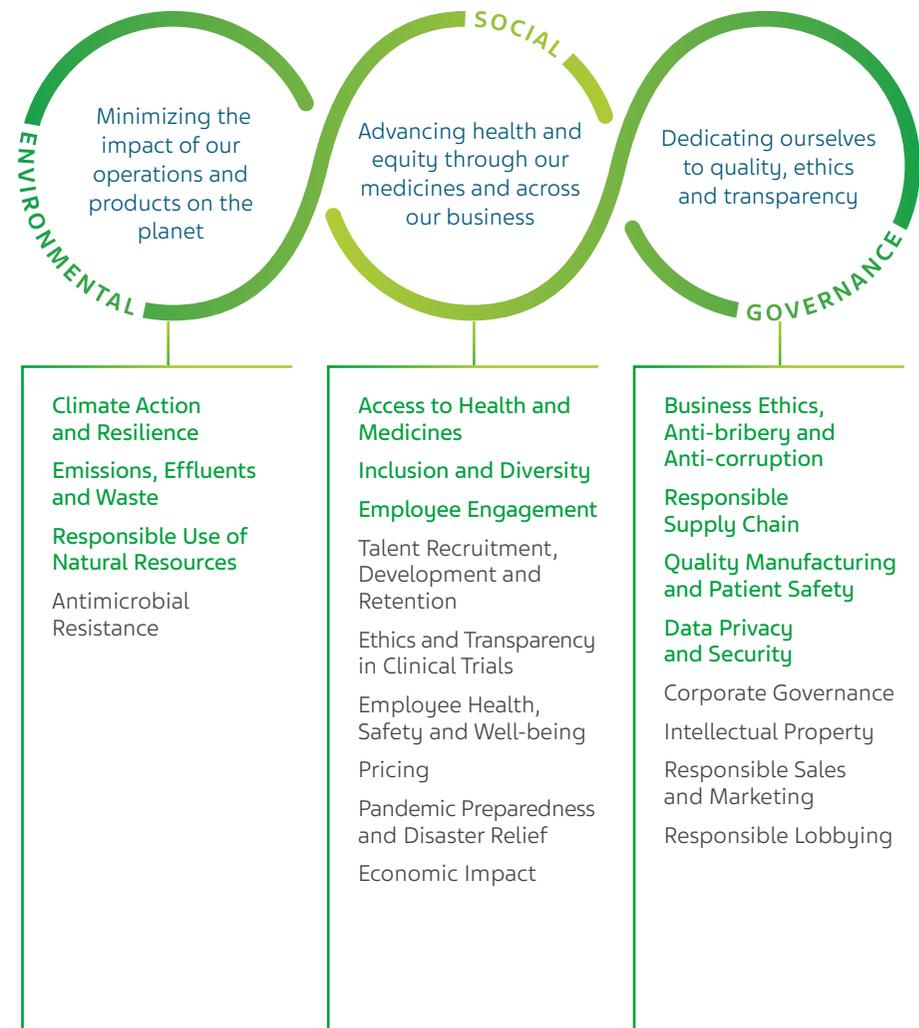
# ESG at Teva

## Our Approach

As a company focused on improving the health of patients, ESG has always been central to Teva. Our approach to ESG reflects how we minimize the impact of our operations and products on the planet, advance health and equity through our medicines and across our business and dedicate ourselves to quality, ethics and transparency. We integrate ESG into our business to ensure we bring value to Teva and our stakeholders. We've worked hard to formalize ESG, ensure our efforts are tied to meaningful targets and report our progress transparently.

This strategy is underpinned by our 2020 materiality assessment, which helped to identify the topics that matter most to our stakeholders and our company.

Each year, we report on how we manage 21 ESG topics, which complement the areas disclosed in our Annual Report (Form 10-K). Ten of these topics (bolded in the corresponding graphic) represent areas where we believe Teva can have the greatest impact and which have the greatest impact on our business. Most of these have a designated task force, working group or committee to guide management, including goal setting and measurement.



## ESG Governance

The below graphic outlines relevant groups providing oversight of Teva's ESG efforts and activities. They are integral to our ESG approach and strategy. This new governance structure was developed in 2021 and is being implemented in 2022.



## Enterprise Risk Management

Teva's success is dependent on our ability to manage risks, including those related to ESG. In line with [Teva's Enterprise Risk Management Position](#), we created organizational structures to identify, manage and monitor risks through our enterprise risk management (ERM) process, which includes a series of assessments and measures that help detect risks from across the organization. Many ESG risks are related to topics that were identified in our ESG materiality assessment and are reflected in our ESG strategy.

Teva's Corporate Risk Management team leads the ERM process across all Teva business units through dedicated risk champion representatives. In 2021, we delivered a fundamental risk management course to our risk communities, providing them with tools to foster effective risk culture across their business. We also engaged S&P Global to analyze physical risks associated with climate change for each of our 81 locations, providing us with the ability to link global assets to climate change risks and to help manage these risks.

During the COVID-19 pandemic, the Corporate Risk Management team developed a crisis management process to enable business continuity. This team has taken the lead on activating and maintaining the global situation room and establishing local situation rooms. The Corporate Risk Management team consolidates all information and coordinates across functions, providing methodology and tools to allow relevant members to manage the situation.



## Our Materiality

Teva's material topics reflect the areas with the greatest ESG impact on our stakeholders and business. We conduct materiality assessments to refine and evaluate key topics. We carried out our first materiality assessment in 2013, and in the years since, our reporting has been grounded in an internal assessment, gap analysis and stakeholder consultation on ESG issues. In 2020, Teva conducted a materiality assessment with an AI-powered tool to guide the development of our renewed strategy. The priority topics identified are outlined in the matrix. For more details, see our [2020 ESG Progress Report](#).

In 2022, Teva intends to update our ESG materiality assessment to reevaluate stakeholder priorities and emerging issues and opportunities. See how our material topics were consolidated into the topics included in our ESG strategy on [page 60](#).

ESG Material Topics				
Importance to Stakeholders	<b>Very High</b>	Intellectual Property Good Governance	Pricing	Access to Health and Medicines Quality Manufacturing and Patient Safety Business Ethics, Anti-bribery and Anti-corruption Data Privacy and Security Diversity and Inclusion Sustainable Supply Chain
	<b>High</b>	Pandemic Preparedness and Disaster Relief Climate Change Resilience Health Outcomes Contribution	Ethics and Transparency in Clinical Trials Employee Health, Safety and Well-being Pharmaceuticals in the Environment Human Rights	Responsible Sales and Marketing
	<b>Medium</b>	Antimicrobial Resistance Partnering Responsible Lobbying	Emissions, Effluents and Waste Global Health Priorities Responsible Use of Natural Resources Economic Impact	Talent Recruitment, Development and Retention
		<b>Medium</b>	<b>High</b>	<b>Very High</b>
		Importance to Teva		

## Our ESG Long-term Targets

We set ambitious targets to track our progress in key areas, such as environment, access to medicines, compliance and ethics and supply chain.

Topic	Subtopic	Long-term Quantitative Targets
Climate Action & Resilience	GHG Emissions	Reduce absolute scope 1 and 2 GHG emissions by 25% by 2025 and by 46% by 2030 (vs. 2019)*
		Reduce absolute scope 3 GHG emissions by 25% by 2030 (vs. 2020)
	Energy	Increase energy efficiency by revenue (KWH/USD revenue) by 10% by 2030 (vs. 2020)
		Increase total proportion of electricity purchased or generated from renewable sources to 50% by 2030
Responsible Use of Natural Resources	Water	Reduce total water withdrawal by 10% in areas projected to be in water stress by 2030 (vs. 2020)
	Packaging Materials	Increase the proportion of recycled and responsibly sourced materials by 10% by 2030 (vs. 2025)
Effluents and Waste	Antimicrobial Resistance	Meet AMR Industry Alliance commitment to minimize antimicrobial discharges by assessing 100% of Teva sites that are handling drug products by 2030
		Meet AMR Industry Alliance commitment to minimize antimicrobial discharges by assessing 50% of antimicrobial drug product and drug substance supply by 2030
Access to Health and Medicines	Global Reach of Affordable Medicines	Launch eight access programs by 2025 that address vulnerable populations and those in the last mile in low- and middle-income countries (LMICs) (vs. 2020)
	Generics and Innovation Portfolio	Increase access to medicine program product volume by 150% in 2025 (vs. 2020) through four access to medicines programs, including donations and social business in LMICs on the WHO EML across six key therapeutic areas (TAs) <sup>1</sup>
Business Ethics, Anti-bribery and Anti-corruption	Training	Train or retrain 100% of active employees on applicable Teva's compliance policies by 2023
		Train or retrain 100% of active sales employees on compliance policies related to marketing practices by 2023
	Culture of Compliance	Train new employees and retrain 100% of active employees on how to report concerns through Teva's hotline by 2023
		Strengthen Teva's culture of compliance, maintaining our Gartner global index at parity or greater than external benchmark
	Evaluation Processes	Maintain annual 100% evaluation of submitted high-risk third party business partners through Teva's Third-Party Due Diligence tool
Data Privacy and Security	Training	Train 100% of employees that process personal data on Teva's privacy policies by 2022
Responsible Supply Chain	Assessment	Assess 100% of critical suppliers on ESG performance by 2025
		Achieve bronze or higher score for more than 75% of critical suppliers in EcoVadis by 2025
		Achieve silver or higher score for more than 50% of critical suppliers in EcoVadis by 2025

\*Target recalibrated during SLB development process. For details, see [page 18](#).

<sup>1</sup>At the end of 2021, we issued our SLB tied to three targets. The testing date to determine whether we have achieved each of these targets is December 31, 2025. Shortly after we issued our SLB, we began developing the processes to achieve the targets. In 2022, we will work toward achieving each target, and our progress will be included in our 2022 ESG Progress Report.

## Stakeholder Engagement

Several groups and individuals influence our business, contribute to our progress and are impacted by our business decisions. We value our relationships with these stakeholders and communicate with them regularly to understand their expectations. This ongoing engagement, including, but not limited to, annual surveys, community partnerships and participation in industry associations, helps determine the topics most material to our business, validates our focus areas and informs our programs and activities. The following details our engagement with key stakeholders.



### Patients

**Engagement Approach:** Interactions through patient advocacy organizations, participation in clinical trials

**Key Topics:** Access to health and medicines; quality manufacturing and patient safety; ethics and transparency in clinical trials



### Employees

**Engagement Approach:** Performance reviews, committees, task forces

**Key Topics:** Employee engagement; talent recruitment, development and retention; inclusion and diversity; employee health, safety and well-being



### Regulators

**Engagement Approach:** Collaboration and consultation on public policy, as needed, lobbying through industry associations

**Key Topics:** Pricing; quality manufacturing and patient safety; business ethics, anti-bribery and anti-corruption; climate action and resilience; pandemic preparedness and disaster relief



### Customers

**Engagement Approach:** Questionnaires, surveys, audits

**Key Topics:** Business ethics, anti-bribery and anti-corruption; quality manufacturing and patient safety



### Healthcare Industry

**Engagement Approach:** Participation in industry associations, coordination with payers and healthcare systems

**Key Topics:** Access to health and medicines; quality manufacturing and patient safety; pricing



### Non-profit Organizations

**Engagement Approach:** Collaboration on social and environmental initiatives, global health tenders, participation in global health congresses and meetings

**Key Topics:** Access to health and medicines; pandemic preparedness and disaster relief



### Suppliers

**Engagement Approach:** Questionnaires, surveys, audits

**Key Topics:** Business ethics, anti-bribery and anti-corruption; pharmaceuticals in the environment; responsible supply chain

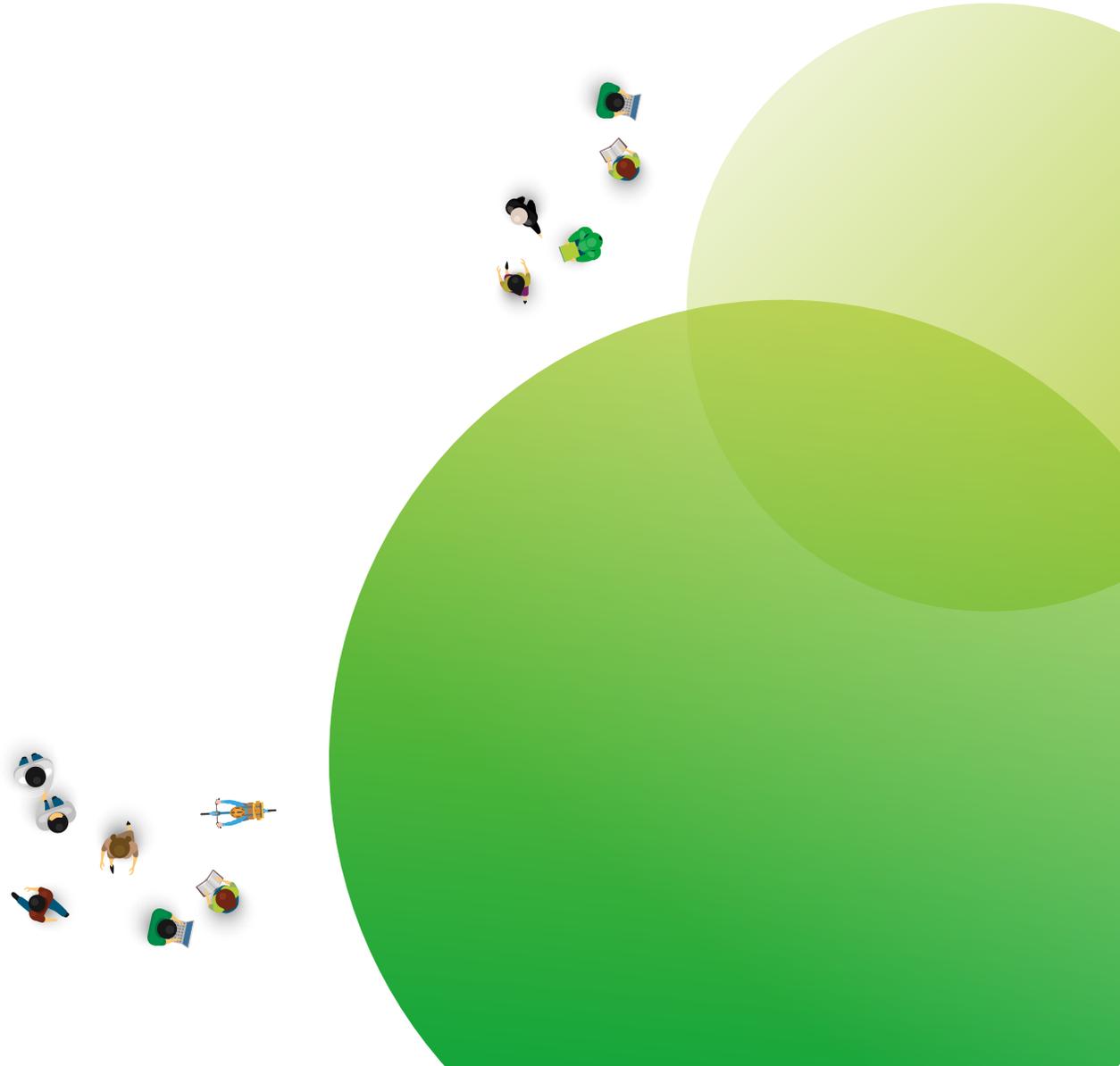


### Investors

**Engagement Approach:** Direct outreach, periodic meetings with investor groups, participation in ESG rankings and ratings

**Key Topics:** Business ethics, anti-bribery and anti-corruption; access to health and medicines; quality manufacturing and patient safety

# Environmental



A well-maintained environment is essential for human health and well-being. In line with our mission to improve lives, we work to mitigate our impact on the environment and protect the planet so future generations will benefit from the essential services it provides.

## Environmental Approach

[Teva's Position on Environmental Sustainability](#)

[Teva's Position on Antimicrobial Resistance \(AMR\)](#)

## Governance

Environment, health, safety and sustainability (EHS&S) professionals from Teva's Global Operations Technical Support function ensure appropriate engagement and oversight of material environmental sustainability issues. At our facilities, managers are locally responsible for environmental sustainability compliance and performance. In 2021, we established a multidisciplinary Sustainability Task Force to drive progress against our 2030 targets, including those linked to our SLB. In 2022, the Sustainability Task Force will build a multi-year strategy and framework, while continuing to drive progress. All our operations, R&D and logistic sites have an EHS&S management system in place, aligned with Teva's corporate Environmental, Health and Safety (EHS) standards and subject to our internal audit program, which relies on technical experts from within our global EHS&S team.

## Goals

## Progress

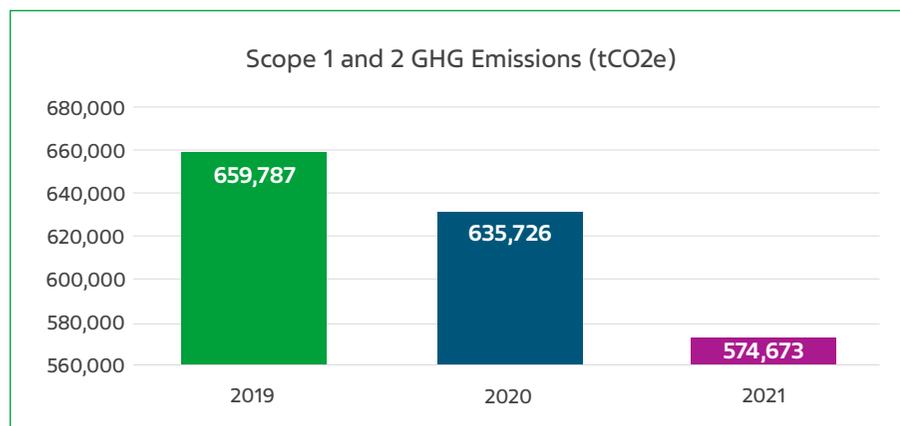
Climate Action and Resilience	Reduce absolute scope 1 and 2 greenhouse gas (GHG) emissions by 25% by 2025 and by 46% by 2030 (vs. 2019)	Ongoing, reduced by 13%
	Reduce absolute scope 3 GHG emissions by 25% by 2030 (vs. 2020)	Ongoing, reduced by 5%
	Increase energy efficiency (KWH/USD revenue) by 10% by 2030 (vs. 2020)	Ongoing, increased by 6%
	Increase total proportion of electricity purchased or generated from renewable sources to 50% by 2030	Ongoing, increased by 4% (to 33%)
Responsible Use of Natural Resources	Reduce total water withdrawal by 10% in areas projected to be in water stress by 2030 (vs. 2020)	Ongoing, 8% reduction
	Increase the proportion of recycled and responsibly sourced materials by 10% by 2030 (vs. 2025)	Strategy in development
	Reduce the overall mass of secondary and tertiary packaging materials per unit dose by 2030 (vs. 2025)	Strategy in development
Effluents and Waste	Assess the environmental lifecycle impact of key products by 2030	Ongoing, first key product assessed
	Meet AMR Industry Alliance commitment to minimize antimicrobial discharges by assessing 100% of Teva sites that are handling drug products by 2030	Completed
	Meet AMR Industry Alliance commitment to minimize antimicrobial discharges by assessing 50% of antimicrobial drug product and drug substance supply by 2030	Strategy in development
	Assess and mitigate the environmental impact of pharmaceutical ingredients used in operations	Ongoing
	Continue to minimize waste generated from operations and the environmental impact of its disposal by 2030	Ongoing, reduced by 8%

For an update on 2021 goals, see [Teva's 2021 ESG Progress Report Disclosures](#), page 31.

# Climate Action and Resilience

In 2021, as part of our process to define our sustainability-linked bond (SLB), we reevaluated our climate targets and published new, more ambitious targets that we have committed to have validated by the Science Based Targets initiative (SBTi). These include reducing our scope 1 and 2 greenhouse gas (GHG) emissions by 25% by 2025 and by 46% by 2030, the former of which is tied to our SLB. In 2021, we reduced our scope 1 and 2 GHG emissions by 12.9% compared to 2019. This has, in part, been achieved through the establishment of a structured approach to GHG emission reductions coordinated by the Sustainability Task Force, which identified three key levers, including energy and process efficiencies, procurement and generation of renewable electricity and network optimization. Between 2021 and the beginning of 2022, we also conducted a new climate risk and opportunity analysis and continue to be transparent about potential impacts of climate change by reporting against the Task Force on Climate-Related Financial Disclosures (TCFD) framework.

We committed to reducing scope 3 GHG emissions by 25% by 2030. In 2021, we reported our full scope 3 emissions for the first time, reflecting our efforts to increase transparency and measure reductions in GHG emissions across our value chain. Compared to our 2020 baseline, we reduced scope 3 GHG emissions by 5.0% in 2021.



Since 2019, **Teva Germany** has not only purchased renewable electricity, but also produced it itself on site. A photovoltaic system with an output of almost 1,200 kWp was built on the company's own logistics center. The plant will generate approximately one million kWh of electricity per year, which is consumed directly on site. This will protect the environment and relieve the power grid.



Our manufacturing site in **Teva Chile**, Laboratorio Chile, has transitioned to using 100% certified renewable electricity through the iREC standard. This represents the first Teva site outside of Europe to purchase certified green electricity.



This accomplishment not only fills us with pride but also motivates us to keep moving forward, advancing the path toward sustainability, because we strongly believe working for the quality of life of people is not only about manufacturing quality medicines, but also about the impact we have on the environment and our communities."

**Claudio Garcia**  
General Manager, Teva Chile

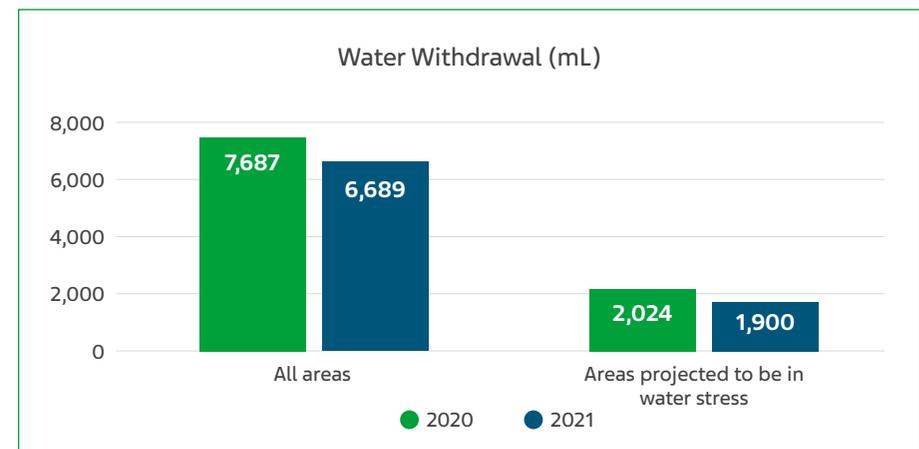
# Responsible Use of Natural Resources

We aim to use natural resources responsibly—including water and the materials and packaging we use in manufacturing and delivery of our products.

We are committed to reducing water withdrawal by 10% in areas projected to be in water stress by 2030 (vs. 2020),\* which includes some of our sites in countries as diverse as Israel, India, Chile and the US. In 2021, we reduced total water withdrawal by 13%, and reduced water withdrawal at our sites located in areas projected to be in water stress by 8%. In 2022, we will review our water withdrawal target. As part of our commitment to being a responsible steward of water, Teva improved our CDP Water Security submission, achieving a B rating in 2021 following the C rating received in 2020 as part of Teva's first-ever full submission.



Our plant in **Malanpur, India** is recycling water on-site and using treated wastewater within the site's utility processes for its cooling towers, thereby reducing the amount of fresh water needed. Other steps to conserve water have also been implemented, including using condensation that forms on the plant's pipes. In an effort to creatively reduce water loss, another team at the effluent treatment plant in India created a process to remove solvents from wastewater using existing facilities to reduce the number of chemicals needed to treat the wastewater and cut airborne emissions. These projects have led to a 9% reduction in water use at the facility at the same time as production levels at that facility increased by 25%.



\*The scope of this target covers 80% by volume (as of 2020 baseline) of the total water withdrawn from Teva sites in areas of water stress. It includes those production and R&D facilities which have the greatest potential for meaningful impact.

## Assessing the Lifecycle of Products

The lifecycle of pharmaceutical products has an impact on the environment from the beginning until the end of life, including through extraction of resources, processing, production and transportation, as well as the use of the product and its ultimate disposal. By analyzing the impact of products across the various stages of its lifecycle, we can help to lessen the environmental impact. In 2021, in line with our goal to assess the environmental lifecycle of key products—and in response to questions from customers—we performed an assessment of one of our migraine products. Our findings indicated the electricity used in drug substance production is the main contributor to its carbon and water footprint, and end-consumers' trips to the pharmacy to pick up their prescription was also significant to the total carbon footprint. The results found that each product emits less than 3.7 KG of CO<sub>2</sub>e and consumes less than 0.3 m<sup>3</sup> of water. We also learned that end-of-life is not one of the main contributors to the product's environmental impact, but end-of-life strategies can play an important role for circularity purposes. The assessment suggests there is opportunity to work with drug substance manufacturers to reduce electricity consumption or use renewable energy and optimize the delivery chain to reduce cold storage.



**Teva US** began implementing electronic medication guides for products in 2021, replacing the previous paper leaflets. This will significantly reduce the amount of paper used in Teva's packaging operations by 3,000 tons, equivalent to 72,000 trees, once the project is complete at the end of 2022.



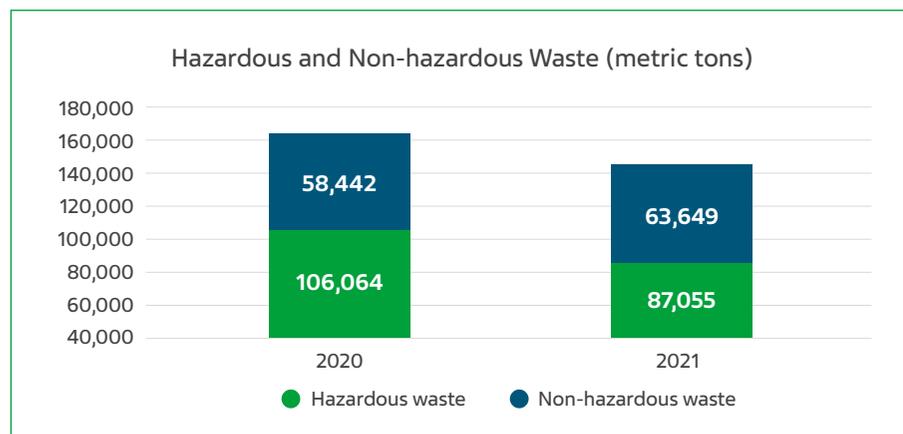
By adding an additional layer of cartons to each pallet of materials shipped and eliminating extra space inside shipping containers, **Teva Spain** increased the number of packages shipped per pallet by 13% and reduced 33% of shipping containers purchased. As a result, Teva Spain will be able to reduce the number of pallets delivered from its Zaragoza site in 2022 by 10%, saving 175 tons of carton and 150 tons of wood, equivalent to 2,500 trees.



## Effluents and Waste

We are actively addressing waste minimization and management through our Sustainability Task Force, which includes a workstream on waste that aims to identify waste reduction opportunities.

We also incorporate green chemistry design principles during the product R&D phase, which can have a significant impact on reducing waste by design and improving effluent discharges when scaled-up to manufacturing at our production facilities. In addition to the efforts at our operations sites, our green office program is being rolled out across the world, which includes initiatives to reduce waste and introduce recycling schemes. When it comes to environmental compliance, Teva has implemented its Environment Health and Safety Management System (EHSMS) across the network, which provides the framework and systems to enable compliance with all applicable regulatory requirements, including those related to local, state, regional and national effluent discharge quality.



In 2021, the overall waste generated by Teva decreased by 8% as compared to the previous year, and while non-hazardous waste increased by 9%, hazardous waste decreased by 18%. Further, waste intensity (defined as total waste by revenue) decreased by nearly 4% in 2021.

The proportion of waste routed to waste recovery options (e.g., preparation for reuse and recycle) was largely unchanged at 39%, representing a 2% decrease as compared to the previous year.

We launched a green office program across several Teva markets, including in Europe, Israel and Ukraine, which focuses on reducing the ecological footprint of our offices. Improvement initiatives may include:

- **Reducing energy consumption** by installing energy efficient lighting, automated light management systems as well as optimizing heating and cooling mechanisms
- **Reducing water withdrawal** through water-saving taps and faucets
- Implementing a full cycle waste management plan, **focused on reducing waste** (e.g., digitizing document flow to reduce paper use, waste segregation and recycling practices)
- Introducing ecological catering by **providing organic or fair-trade tea and coffee** and reducing single-use cups and utensils
- Implementing **sustainable procurement of office materials** (e.g., only purchasing recycled and responsibly sourced certified paper and other office supplies)

The green office program will be rolled out across all Teva markets globally to ensure our offices become more environmentally sustainable.

# Antimicrobial Resistance

In 2021, we successfully achieved our voluntary target to meet the AMR Industry Alliance commitment to minimize antimicrobial discharges by assessing 100% of the 33 Teva sites that handle drug products.

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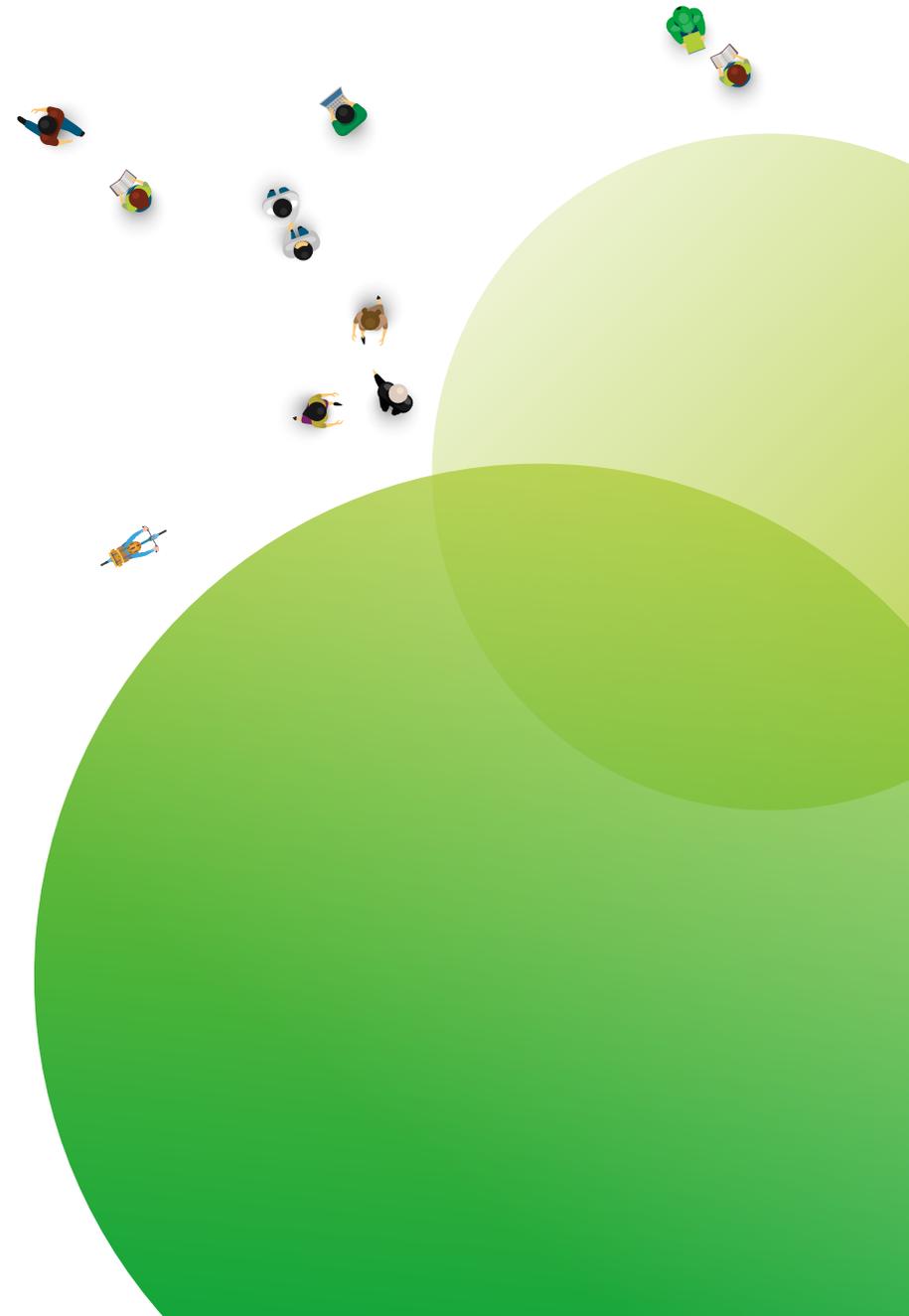
We found that 18 of our 33 sites discharge below the predicted no-effect concentration (PNEC) limits. For sites with at least one drug substance above the PNEC limits, we provided technical support, guidance and an informative webinar to clarify how the discharges could be minimized so that our sites can take defined actions to reduce these discharges to expected limits. This includes raising corrective and preventive actions (CAPAs) so findings are addressed and ensuring we have proper governance and oversight in place. We will continue to provide this support in 2022 to ensure all sites manufacturing or handling antimicrobial discharges are in line with the AMR Alliance Framework. We also developed a dedicated calculator tool that allows sites to assess their entire antimicrobial portfolio or reevaluate when a new product is introduced. Following our EHS Management System, our Antimicrobial resistance (AMR) assessment program will be reviewed every five years to assess effectiveness and to evaluate possible improvements.

We also seek to address AMR across our supply chain and screen suppliers sourced through our Global Procurement sourcing platform on a variety of ESG topics, including compliance with the AMR Industry Alliance Common Antibiotic Manufacturing Framework. As a result, in 2021, we identified the providers that we will assess on AMR.

In 2021, Teva received a 60% score (24/40 points) on the [AMR Benchmark](#), performing above average overall compared to other generic medicines manufacturers.



# Social



# Access to Health and Medicines

Teva's mission is to improve lives around the world, and we do so by providing high quality, safe and affordable medicines through our predominantly generic portfolio.

Teva is a leading supplier of medications on the World Health Organization's (WHO) Essential Medicines List (EML), which includes important drugs that address key healthcare needs. In 2021, our portfolio covered 60% of treatments on the list,<sup>1</sup> as well as:

- 59% of cardiovascular treatments
- 73% of cancer treatments
- 27% of respiratory treatments
- 40% of diabetes treatments
- 61% of pain treatments
- 67% of mental health treatments
- 45% of anti-infective treatments

Leveraging our company's unique portfolio, global footprint and experienced partners, we imagine new ways to expand access to medicines—increasing their availability and affordability. In 2021, we established governance and set long-term targets across key areas, providing affordable medicines for vulnerable populations and reaching more patients through continued innovation. Our recently issued sustainability-linked bond (SLB), tied to these targets, will help accelerate our progress. We also linked executive compensation to our access targets last year, holding ourselves accountable at the highest levels of our company.

<sup>1</sup><https://www.who.int/publications/i/item/WHO-MHP-HPS-EML-2021.02>

\*At the end of 2021, we issued our SLB tied to three targets. The testing date to determine whether we have achieved each of these targets is December 31, 2025. Shortly after we issued our bond, we began developing the processes to achieve the targets. In 2022, we will work toward achieving each target and our progress will be included in our 2022 ESG Progress Report.

<sup>1</sup>This target replaced the previous non-quantitative target regarding registration and authorization.

## Access Approach

[Teva's Access to Medicines Position](#)

[Teva's Policy on Compassionate Use Programs](#)

## Governance

Our access to medicines initiatives are approved by Executive Management and reviewed by the Compliance Committee of the Board of Directors. A Global Access Steering Committee—made up of representatives from across the company—advises and oversees our access to medicines programs.

## Goals

## Progress

### Access and Teva's Corporate Strategy

Embed access to medicines strategy into corporate strategy with access goals tied to executive compensation in 2021

Completed and ongoing

Continue to be a leader and trusted partner for healthcare organizations in emergencies, disasters and pandemics

Ongoing

Quantify savings of quality generics to health systems

2020 results available [here](#). We will report again in 2022.

### Global Reach of Affordable Medicines

Launch eight access to medicines programs by 2025 that address vulnerable populations and those in the last mile in low- and middle-income countries (LMICs) (vs. 2020)

Underway (4 launched, including 2 in LMICs)

Increase access program product volume across six TAs on the WHO EML through four access programs, including donations and social business, in LMICs by 150% by 2025\*

To be reported in 2022

### Generics and Innovation Portfolio

Increase cumulative number of new regulatory submissions across six TAs on the WHO EML in LMIC by 150% by 2025<sup>1</sup>

To be reported in 2022

Ensure consideration of access to medicines strategy for new product launches (by 2023 and beyond)

Not yet begun

## Access and Teva's Corporate Strategy

Access to medicines is a critical part of our business strategy. It is fundamental to the success of our company and our ESG efforts.

### Linking Access With Our Financing Strategy

In 2021, we issued a \$5 billion SLB—the first linked to both access to medicines and environmental targets. With ambitious access to medicines targets, the SLB reflects our dedication to bringing more non-communicable disease (NCD) medicines to emerging economies and increasing regulatory submissions and products provided to vulnerable populations through new programs in LMICs. It holds us accountable to making treatments more available for oncology, cardiovascular diseases, diabetes, mental health, respiratory and pain and palliative care—areas of rising disease burden and high unmet need. The Access to Medicine Foundation, an independent non-profit organization focused on access in LMICs, provided a second party opinion on the SLB that covered the relevance, robustness and social benefit of our targets.



**4** access to medicines programs launched to-date (50% of our 2025 target)



**\$967M** invested in research and development

**915** new generic medicine marketing authorizations



**60%** of Teva medicines on the WHO EML

**163** new specialty medicine marketing authorizations

**585** marketing authorizations in LMICs



**\$103M** worth of medicines provided to patient assistance programs, including through the Teva Cares Foundation



**\$487M** worth of medicines (307M units) donated to patients in need

**734K** units of medicine provided in response to COVID-19 pandemic

**85M** units of medicine provided through global health tenders to vulnerable populations

### Teva's Partnership with Global HOPE

**228,998** doses of medicine provided to patients in 2021

**10,000** patients treated by Global HOPE across all sites

**23** SKUs

**1,948** patients treated since 2016 across Malawi, Botswana and Uganda



## Being a Trusted Partner During Emergencies, Disasters and Pandemics

We responded to urgent global needs in 2021, including the COVID-19 pandemic. When Hurricane Ida, one of the most powerful and rapidly intensifying storms hit the US, Teva responded swiftly and distributed \$46 million worth of products across Louisiana and Texas through our partnership with [Direct Relief](#). Throughout 2021, we provided nearly \$55 million worth of Teva products to support disaster relief, including a volcanic eruption in the Caribbean, an earthquake in Haiti and Hurricane Dorian in the Bahamas.

We also help to address emergency situations, such as drug shortages, which can leave patients without access to medicines. In 2021, a Critical Action Committee (CAC)—comprised of leaders from several different groups across Teva—met to ensure US children and adults with a rare genetic disorder known as Wilson’s disease had access to lifesaving treatment during a drug shortage. One of Teva’s suppliers for the active pharmaceutical ingredient in medicine had product quality issues that led to a temporary drug shortage. To help patients during this time, Teva’s CAC worked to get US Food and Drug Administration approval to temporarily package and distribute the European equivalent product to US patients.



Teva and Direct Relief product distribution in Haiti after an earthquake

## Global Reach of Affordable Medicines

We expand access to our broad portfolio of medicines through our access to medicines programs, including strategic donation programs —partnerships that include sustainable activities, such as healthcare professional trainings—and social business programs. Our social business programs include market commitments, global health tenders, innovative pricing strategies, strategic manufacturing partnerships, product delivery partnerships with local and civil society organizations and maintaining commercial availability.

### Expanding Access to Medicines Programs

We committed to launch eight access to medicines programs by 2025 and have launched four of these programs to-date.

We also donated \$487 million worth of medicines (307 million units) to patients in need in 2021, including 219 million doses in the US, 775,000 in Israel and 194,000 in Europe. In LMICs, we provided \$3.7 million worth of medicines (307,000 units) and initiated 16 new regulatory submissions on the WHO EML across six key TAs.



#### Malawi, Botswana and Uganda

In 2020, we launched a partnership with Global HOPE (Hematology-Oncology Pediatric Excellence), a program of Texas Children's Hospital, and Direct Relief to provide treatments for children with cancer and blood disorders in LMICs, specifically sub-Saharan Africa. After piloting the program in Malawi, we expanded to Uganda and Botswana in 2021. Our support has helped treat patients, improve survival and train healthcare workers. In 2021, we supplied nearly 229,000 doses of medicine to Global HOPE, and we hope to supply approximately 400,000 more in 2022. More than 4,000 local pediatric oncology staff have been trained, including 1,627 in Malawi, 1,855 in Botswana and 794 in Uganda.



#### Ghana

We are partnering with Direct Relief and Breast Cancer International to address the burden of breast cancer and work to increase access to lifesaving medicines.



#### Israel

We are supporting local clinics in treating an average of 7,000 refugees, asylum seekers, foreign workers and others without insurance over the next three years. This public health program aims to reduce the spread of infectious diseases and prevent the illegal purchase and use of counterfeits among this population.



#### France

We are partnering with the non-profit and humanitarian organization, Pharmacie Humanitaire Internationale (PHI), which works with charitable care centers treating migrants and homeless people to improve the health and lives of vulnerable people by supplying critical chronic disease medicines.

## Understanding Healthcare Inequities During the COVID-19 Pandemic

In collaboration with the [Morehouse School of Medicine](#), Teva conducted a national survey developed by the Harris Poll entitled, “[State of Access to Healthcare in America](#),” which brought to light meaningful gaps in how Americans accessed healthcare during the COVID-19 pandemic. The survey found that many gaps greatly affected vulnerable populations and are likely to persist after the pandemic. The online survey asked more than 4,100 US adults and more than 600 healthcare providers (HCPs) about their experiences accessing and providing healthcare. The survey uncovered that access barriers due to the pandemic impacted groups that are already likely to be more vulnerable, with caregivers (58%), women (53%), patients (74%), Black, Indigenous and People of Color (BIPOC) (45%) and those with anxiety (29%) and depression (25%) reporting greater difficulty with healthcare access. The results of this survey provide companies and other organizations objective information to help meet these healthcare challenges, create coalitions, enact change and drive action, particularly in underserved communities.



### 1 in 2

consumers postponed or canceled healthcare services since the pandemic began, with 64% of Black, Indigenous and People of Color delaying care more often



### 4 of 5

doctors report uptick in mental health diagnosis



### Nearly 65%

report worsening conditions among existing patients

In Europe, Teva commissioned surveys to better understand the effects of the COVID-19 pandemic on access to medicines and potential policies to mitigate future impacts. Savanta ComRes and Insites, two research consulting companies, conducted surveys with 30 European healthcare community stakeholders in 2020 and with 3,000 patients across 6 European countries (Spain, France, Netherlands, Denmark, Czech Republic and Croatia) in 2021, respectively. Our stakeholder insights include:

- **Access to treatment:** The focus on the pandemic resulted in the exclusion of other physical and mental health conditions, which is predicted to leave lasting impacts. This is an area stakeholders think should be managed better in the future.
- **Manufacturing:** Almost all stakeholders think it will be important to secure production of essential medicines and APIs in Europe. This is considered not in isolation, but as a diversification of sources to ensure security of supply.
- **Policy recommendations:** Stakeholders raised key policy recommendations, including greater security and supply of essential medicines, structural changes in healthcare delivery to improve access and manufacturing essential medicines and API in Europe.

**Our patient insights include:**

**73%** of patients experienced access to healthcare challenges

**66%** of patients do not know where medicines are produced, and 70% want to know more

**84%** of patients want their government to support manufacturing investments to ensure Europe can produce critical medicines

**65%** believe it is valuable to know their medication production is environmentally sustainable



**Teva Israel** and SLE, Teva’s logistics arm, have partnered with the Israeli government throughout the COVID-19 pandemic to support storage and distribution of critical COVID-19 products and materials. In 2021, SLE expanded its role—helping to distribute Pfizer,

Moderna and AstraZeneca vaccines and Pfizer antiviral treatment pills, as well as vaccine equipment (e.g., plastic syringes), disinfectants and hygiene products for hospitals. Teva has played a critical role delivering supplies and vaccines in one of the world’s fastest vaccination rollouts.

## Innovative Medicines

We continue to innovate to help address unmet needs through our portfolio, considering our access to medicines strategy in new product launches and using our insights and research to improve outcomes for patients.

### Advancing Access to Medicines Through Our Specialty Portfolio

Public health and epidemiological data support our product launches. Our Global Health Economics and Outcomes Research team's analyses allow us to estimate unmet economic, clinical and quality of life needs, define clinical endpoints and identify appropriate patient populations. Throughout the development process, Teva Global Medical Affairs (GMA) works with external registries and working groups to contribute to data quality assessments, helping us impact key public health areas and enhance our understanding of patient health.

In 2021, GMA developed more than 176 posters and presentations, as well as 43 manuscripts, successfully adapting to virtual and hybrid opportunities.

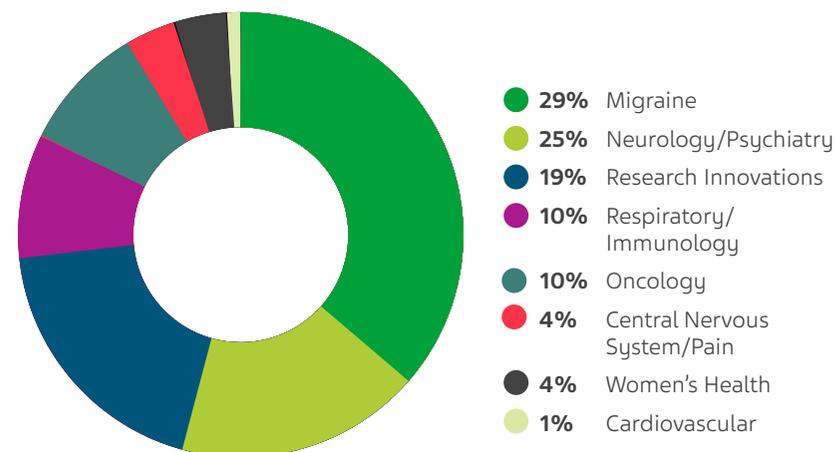
We studied the clinical and economic burden and resource utilization of patients impacted by migraine across different countries. We also continued our research on unmet needs in the respiratory space, specifically on chronic obstructive pulmonary disorder (COPD)<sup>1</sup> and asthma,<sup>2</sup> which highlighted the importance of monitoring patient use of rescue and maintenance medications.

### Supporting Compassionate Use Programs

Teva's Compassionate Use Programs (CUPs) offer a mechanism to provide access to Teva medicines, when deemed appropriate, to eligible patients outside or after conclusion of clinical trials or normal marketing access channels. We support requests for participation in CUPs that meet our commitments and criteria outlined in [Teva's Policy on Compassionate Use Programs](#).

1. [https://www.atsjournals.org/doi/10.1164/ajrccm-conference.2021.203.1\\_MeetingAbstracts.A2259](https://www.atsjournals.org/doi/10.1164/ajrccm-conference.2021.203.1_MeetingAbstracts.A2259).  
2. [https://www.jacionline.org/article/S0091-6749\(20\)31948-5/fulltext](https://www.jacionline.org/article/S0091-6749(20)31948-5/fulltext).

Global R&D Academic Papers Published on PubMed (84 total)



**Teva UK** launched a generic medicine to help treat patients with phenylketonuria, commonly referred to as PKU, giving clinicians and patients in the country access to the medicine for the first time. PKU is a rare but potentially serious inherited disorder in which patients cannot digest the amino acid phenylalanine found in foods such as milk, eggs, cheese, nuts, soybeans, chicken and beef. In patients with PKU, amino acid levels build up and can cause brain damage. Teva worked closely with the NHS to provide the generic to patients, increasing access to a cost-effective treatment.

## Driving Innovation

To support the development and delivery of next generation medicines, Teva engages in academic partnerships and industry collaborations across the globe, with a focus on Israeli biotechnology. In 2020, Teva launched a new program for outstanding Israeli PhD and post-doctoral students called BioInnovators Forum, which connects 33 students with Teva scientists. During 2021, the researchers were involved in mentoring, workshops and entrepreneurship/career development sessions that culminated in the annual Bio-Mix competition, where students presented their ideas and initiatives in biotech and biomedicine. Last year, the winner was EpiPatch, a wearable patch that detects specific blood markers indicative of anaphylactic shock and through an app alerts first responders and parents/guardians of a potential emergency.



## Pricing Approach

[Teva's Position on Pricing](#)

## Pricing Our Products

Teva is dedicated to the development of quality medicines in both innovative specialty and generic product markets. We strive to deliver value to patients and healthcare systems who realize health benefits from our products. We regularly review prices in the context of market conditions, availability and cost of production. We establish prices to help enable patient access, maintain our commitment to innovative specialty and generic medicines and fulfill obligations to our stakeholders.

Teva US operates two cross-functional committees to provide appropriate governance over pricing decisions and potential price increases. These include the US Commercial Brand Pricing Committee, established in 2014, which meets quarterly, and the Generic Drug Pricing Committee, established in 2016. These committees bring together internal stakeholders from various departments and functions to discuss and deliberate over Teva's pricing decisions, often exceeding what might otherwise be required from a legal or compliance perspective. They also ensure that decisions on potential price increases are made with all relevant factors in mind.

	2019	2020	2021
% Change in average list price across US specialty product portfolio compared to previous year	3.78%	2.12%	3.24%
% Change in average net price across US specialty product portfolio compared to previous year			-0.32%

# Inclusion and Diversity

At Teva, everyone belongs and all opinions are valued. We welcome and appreciate individuals of all ethnicities, races, religions, cultures, genders, gender identities, sexual orientations, ages, abilities and opinions.

When our people are heard, respected and empowered, they are able to be their best selves, realize their full potential and apply their skills and talents. This strengthens our organization, fueling our creativity and innovation as we work to improve health for people of all backgrounds.

## I&D Approach

[Teva's Position on Inclusion and Diversity](#)

## Governance

Our I&D framework guides how we apply I&D throughout our business. Within the Talent Management Function, our dedicated Global I&D Lead is responsible for the execution of the global I&D strategy and initiatives, partnerships and alignment of activities across regions and business units.

For an update on 2021 goals, see [Teva's 2021 ESG Progress Report Disclosures](#), page 36.



## Fostering an Inclusive and Diverse Culture

In 2021, we added more questions focused on Inclusion and Diversity (I&D) to our annual employee survey, including one allowing employees to confidentially classify themselves as part of a minority group to help us better understand their perceptions. I&D areas of the survey continued to receive high scores (above 80%).

We implemented I&D educational sessions for our leaders, and all employees were assigned a mandatory training on “Fostering an Inclusive Culture,” delivered in 33 languages to ensure accurate terminology and cultural context. More than 89% of employees (32,762) completed the training.

The training included:

- Video clip of employee interviews discussing Teva’s culture and ways to foster inclusion
- 30-minute I&D tutorial, aiming to raise awareness about unconscious bias and valuing differences
- Cross-company I&D resource center featuring courses, video lectures from LinkedIn Learning, common biases worksheet and learning modules from GlobeSmart (cross-cultural learning platform), accessed by 1,282 employees who completed 488 learning modules in 2021

### Our I&D Framework

#### Our People

- Foster a culture of inclusion
- Develop inclusive leadership
- Aim for gender equality at all levels, with a specific focus on management positions
- Ensure pay equity at all levels
- Advance representation of racial, ethnic and marginalized groups

#### Across Our Business

- Improve I&D ESG performance, going beyond compliance with regulations
- Embed I&D throughout operations (e.g., access, supply chain, clinical trials)

 **89%+**  
of employees trained  
on “Fostering an  
Inclusive Culture”

 **1.8%**  
increase in women  
in executive and  
senior management

 **80%+**  
of employees believe:

- They can be themselves at work
- Teva’s culture promotes diversity and inclusivity
- Everyone at Teva is treated fairly, regardless of personal background

## Increasing Gender Equality

In line with our I&D framework, we continue to improve gender equality in our workforce. We actively look to ensure wherever possible we provide hiring managers with a diverse slate of candidates. In 2021, our external hires represented a 50/50 men/women distribution for management roles. This reflected an increase in gender equality in executive and senior management positions by 1.8% between 2020 and 2021 and the number of women successors for critical positions at the Vice President level and above.

Employees by Gender (%)						
	2019		2020		2021	
	Women	Men	Women	Men	Women	Men
Executives/Senior Managers	29%	71%	27%	73%	29%	71%
Middle Managers	47%	53%	47%	53%	48%	52%
Professionals	51%	49%	51%	49%	51%	49%
Entry-level Positions	37%	63%	37%	63%	37%	63%
<b>Total Employees</b>	<b>45%</b>	<b>55%</b>	<b>45%</b>	<b>55%</b>	<b>46%</b>	<b>54%</b>

## Striving for Pay Equity

As outlined in our I&D framework, we aim for pay equity at all levels. In 2021, Teva conducted comprehensive equitable pay research among 100% of our employees, which compared each employee and an equivalent colleague with the same profile and location. The findings revealed that among those in the same level, function/profession and location, Teva pays women 1% more than men for base salaries.

Teva also calculated mean payments of women compared to men, without considering level, function/profession and location. In this context, due to the influence of worldwide workforce demographics, the mean base salaries for men were 3% more than the base salaries for women. This gap is significantly ahead of the gap identified by Bloomberg Gender-Equity Index members, which shows men receive on average 21% more than women.<sup>1</sup>

<sup>1</sup> [https://assets.bbhub.io/company/sites/46/2021/01/992304\\_GEI\\_Booklet\\_FNL.pdf](https://assets.bbhub.io/company/sites/46/2021/01/992304_GEI_Booklet_FNL.pdf).

## Inclusion and Diversity Around the World



**Teva USA** earned a 100% score on the Human Rights Campaign Foundation's 2021 Corporate Equality Index, which assesses LGBTQ+ workplace equality.

We continue to speak up in response to discrimination, evaluate our employees' needs and engage them in town halls, employee resource group (ERG) meetings and other important discussions.

On Juneteenth, **Teva USA** hosted a discussion with Dee C. Marshall, CEO of Diverse & Engaged, on key barriers for the US Black community and ways to support our employees and communities through greater equity and acknowledgment of history.

**Teva USA** also participated in the Hispanic Association for Corporate Responsibility Survey to identify key areas of opportunity for Hispanics.



In **Israel**, we partnered with Co-Impact, a non-governmental organization focused on supporting employment among the Arab community. We developed a website in Arabic to support recruiting and videos to increase awareness about Teva and our action to promote I&D among potential candidates. For the recruitment team, we developed a workshop to support recruiting and implemented a mentoring program that connects senior coaches with young trainees.



**Teva Brazil** celebrated their first Diversity Week in 2021 after working to build an I&D program over the past year. The campaign, called 'Ser Voce' (Be Yourself), brought employees together and gave them the opportunity to attend lectures on racial equity. They also received a series of books on racial diversity at work and took part in an internal campaign featuring employees.



**Teva Mexico** launched an I&D Committee focused on sexual diversity and gender equality. The committee organized activities during Pride Month, including a social media and internal campaign, a virtual Pride March and a lecture, "The ABC of LGBTQ+," which was attended by more than 300 employees.



I'm proud of the progress we are making in Brazil and Mexico and encouraged by the positive engagement of our employees. It is crucial that anyone at Teva feels free to be themselves at work."

**Rodrigo Fernandez**  
Cluster Head of **LATAM**



## Employee Resource Groups in the US

Black Heritage	<p>After 2020, a year of unprecedented civil protest, the Black Heritage Group ushered in 2021 with conversations highlighting the importance of diversity, equity and inclusion. Former New Jersey Secretary of State, Dr. DeForest Soaries, Jr. and Dee Marshall, CEO of Diverse &amp; Engaged, spoke on allyship and inclusion. Together with our Women@Teva ERG, we co-hosted a review of the book, <i>White Fragility</i>, and brought together a panel of Teva leaders in our version of the <i>Folded Map Project</i>, which explored the impacts of racial and institutional conditions. These conversations inspired more open and honest dialogue with each other, paving the way for a more inclusive workplace.</p> <p>In the local communities where we operate, we partnered with <a href="#">Young Men and Women In Charge</a> and <a href="#">Rutgers Future Scholars</a> to provide tutoring and mentoring. We also provided shared educational resources around anti-racism, inclusivity, allyship and intersectionality with the Teva community through our ERG newsletter.</p>
Women@Teva	Hosted professional development discussions with Healthcare Businesswomen's Association
Men@Teva	Partnered with BetterMan, which seeks to foster a growing community of men who desire a better, more fulfilling life, and continued supporting Feeding America
Abilities (for those with disabilities)	Scored 90% in the Disability Equality Index and advocated for CEO signature of commitment to supporting awareness for people with disabilities, signed by Sven Dethlefs, Executive Vice President of North America Commercial, Teva
Asian Heritage	Hosted "Courageous Conversation" for corporate leaders to share their personal journeys during a challenging time for the Asian American community
Hispanic/Latino Heritage	Hosted cultural celebrations and speakers around Hispanic Heritage Month and Cinco de Mayo, including a panel discussion with business leaders; participated in the Hispanic Association for Corporate Responsibility Report to explore representation in corporate companies
Parenting	Hosted local community events supporting return to school, COVID-19 needs and discussions on work-life balance
Pride	Partnered with National LGBT Chamber of Commerce and PRIDE Canada to identify opportunities to support the community
Vets@Teva	Developed partnership with American Corporate Partners (Mentoring & Advisor Network) and planning a webinar on "The Power of Networking"

# Employee Engagement

When people feel supported and heard they do their best work. We help our employees feel empowered in their jobs and engaged in their careers, encouraging them to safely share perspectives. Open dialogue advances their paths and our collective work—because we're all part of the same team.



## Hearing From Employees

Teva's annual employee survey gathers important feedback on employee needs, concerns and opinions. In 2021, we achieved an 86% response rate for the second year in a row. Results showed 72% of employees feel engaged and connected to Teva, 73% feel enabled and well-positioned to do their job and 87% feel they are treated with respect.

## Recognizing and Celebrating Our People

Our people bring their rich talent, skills, time and energy to work every day, and we let them know how much we appreciate them. Our global employee recognition program, Teva Stars, provides an opportunity for employees to formally acknowledge their colleagues' impact through a global, easy-to-use platform. It offers another way to celebrate both major and minor projects and meaningful contributions that demonstrate our values. Employees can choose to send a simple thank you note or even a monetary reward to any other Teva colleague—in any country or any role.



### 86%

response rate (30,000 employees) to 2021 employee survey for the second year in a row



### 72%

feel engaged and connected to Teva



### 87%

feel they are treated with respect



### 73%

feel enabled and well-positioned to do their job



### 85%

are confident in Teva's positive impact on society



### 92%

believe Teva provides high quality products and services

# Talent Recruitment, Development and Retention

We pride ourselves on having a skilled, diverse and engaged workforce and provide resources for continued learning and development. We promote growth from within and work hard to retain our people.

In 2021, we welcomed more than 5,500 new employees to Teva, and more than 2,000 of these were internal hires, positioning our people and our business for success.

Our talent development and promotion activities support employees in continuously developing their strengths and abilities—helping them thrive in their careers and feel confident in their success at Teva.

Teva utilizes a data-driven approach to allow our human resources team and management to identify strengths and risks, provide insights into workforce trends and develop actionable plans to inform workforce decisions. This includes analytics related to headcount management, talent acquisition, total rewards and employee performance, development, engagement and experience.

## Fostering a Feedback and Growth Culture

We encourage open dialogue between managers and their teams, which allows our employees to receive and give feedback. Employees' annual performance reviews, known as the Connect Process, include feedback, remuneration and performance and development goal-setting with managers. In this process, employees receive critical feedback to support their development and discuss their professional growth aspirations.

### Talent Recruitment, Development and Retention Approach

[Teva's Position on Talent Recruitment and Development](#)

### Governance

Talent recruitment and development activities are the responsibility of the Executive Vice President of Global Human Resources.

For an update on 2021 goals, see [Teva's 2021 ESG Progress Report Disclosures](#), page 37.

## Investing in Employee Development

At Teva, learning and development are fundamental to who we are. We invite our people to drive their own development by engaging with their manager for continuous and meaningful dialogue. The majority of our employees report receiving meaningful feedback that enhances their performance and supports their development (76%). This is a joint journey in which each employee is encouraged to proactively seek growth opportunities, aspiring to be their best. As part of our global skills enhancement strategy, developed in 2019, we continue to provide employees and managers a range of opportunities to maintain their competitive capabilities, enhance their business performance and make them an active partner in retaining Teva's position as a leading pharmaceutical company.



My greatest legacy is the women that I have mentored. I always had wonderful mentors, both men and women. I believe the progression of women flows from the top. Women who mentored women helped them grow. Many have gone on to become executives in large and small companies, some are now CEOs."

**Rose Crane**

Teva Board Member

## Employees

In 2021, 18,628 employees leveraged TevaGrow, our digital learning portfolio, to develop strategic cross-functional skills across three pillars:

1. Essential skills (e.g., collaboration, adaptability, interpersonal communication)
2. Success in a global setting (e.g., English proficiency, cultural agility, digital capabilities)
3. Teva knowledge and acumen (e.g., orientation to Teva, clinical development process of biological drugs, financial terminology)

### 600+

Teva Israel employees attended a TevaGrow session on strategic skills and personal growth

### 14,637

courses viewed on LinkedIn Learning, which provides online video lessons from industry experts in seven languages

### 3,790

users registered for the English proficiency platform

## Managers

In 2021, 1,200 managers participated in 60 development programs, in line with our annual target to recruit 20% of Teva's managers to take part in development programs. We also introduced a new program, Women Mentorship, to accelerate development and career advancement for senior female talent. We continued with our focus on the development of our critical leadership roles through our global Leadership Acceleration Program (LEAP). We executed another commercial program cohort and launched a new program for site managers of Teva Global Operations (TGO). This program offers digital learning modules, curated content, tools and virtual sessions and features Teva Executive Management.



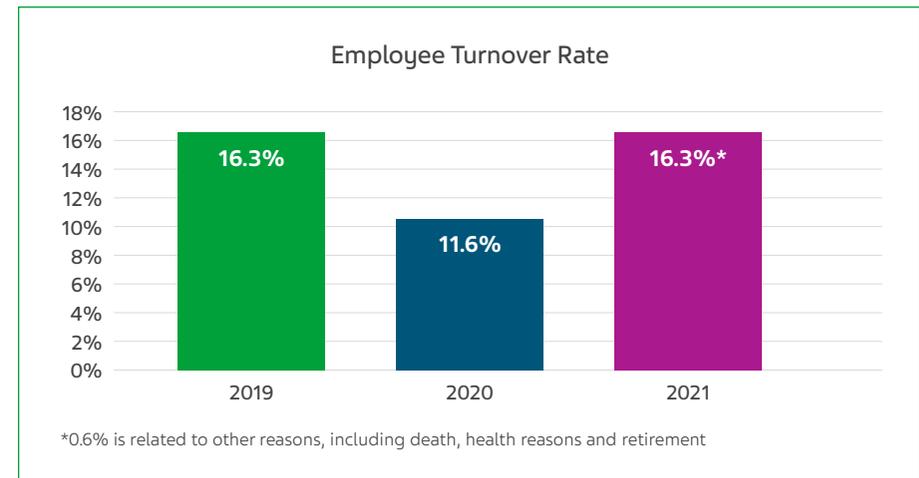
## Recruiting a Talented Workforce

We monitor employee turnover on an ongoing basis, as it is an important indicator of our human capital management and informs our understanding of our retention, recruitment and talent engagement. Due to labor market dynamics and increased competition for talent globally, we have recently been monitoring turnover rates more closely. In 2021, Teva's overall involuntary turnover was 7.7% and voluntary turnover was 8%.

To address these external dynamics, Teva invested in several strategic areas to attract and engage employees. We developed our employee value proposition, which articulates the unique value we provide to current and prospective employees and are in the process of sharing it globally. We have also focused on supporting employees' well-being through more flexible working opportunities, and one of our objectives for 2022 is to execute a comprehensive employee well-being strategy.

In addition, in 2021, we began to build a foundation for further enhancing our recruiting processes. We directed recruitment partners to source and promote more diverse candidates. In three countries, we are piloting the use of online quantitative assessment tools enabling us to apply objective data during the hiring process. We also use a consistent recruitment platform in every market, known as Success Factors, which is guided by [Teva's Position on Talent Recruitment and Development](#).

Teva creates a culture that encourages employees to grow from within. Through feedback and engagement with employees, we advertise positions internally and encourage growth. This process led to more than 2,000 internal moves (38% of all hiring) in 2021 to new opportunities through an open and transparent recruitment process.



# Employee Health, Safety and Well-being

Our employees' safety, health and well-being are non-negotiable and fundamental to our ability to deliver medicines to patients each day. Our health and safety efforts are guided by our global Environment Health and Safety Management System (EHSMS).

## Protecting Employees During the COVID-19 Pandemic

As our employees and communities continued to face the impact of the COVID-19 pandemic, protecting our employees remained our priority. We maintained and adapted global and country-level governance processes established at the start of the pandemic. We implemented safety and well-being measures in line with public health best practices, such as promotion of vaccination, testing, social distancing, remote working, responsible use of masks and hand hygiene, enhanced cleaning and sanitization. In addition to keeping our employees safe, this allowed for the development, production and distribution of medicines across our supply chains to remain largely uninterrupted.

## Maintaining Strong Safety Performance

Teva continued to advance our employee health and safety program, improving our recordable injury rate by 24%, exceeding our 2021 target. We also reduced our lost workday rate by 8% and our total number of lost workdays by 11%. This was driven in part by the adoption of a learning approach to events that occurred, including active communication of details, causes and corrective and preventative actions to minimize future incidents. We also implemented an employee health and safety observation program, encouraging employees to report at least two incidents each year. In 2020, we exceeded this goal, as employees raised an average of 2.6 observations. In total, 100% of employees are covered by Teva's EHSMS and 81% are covered by our internal audited system.

### Employee Health, Safety and Well-being Approach

[Teva's Position on Occupational Health and Safety](#)

#### Governance

Health, safety and well-being management is an operational responsibility of each business unit's line management, who are supported by knowledgeable Environmental Health, Safety and Sustainability (EHS&S) professionals from Teva's Global Quality and EHS&S function, reporting to the Executive Vice President of Teva Global Operations. Our Corporate EHS&S Committee, comprised of senior executives from each business unit, ensures appropriate engagement and oversight of material issues. At our global facilities, management is locally responsible for Occupational Health and Safety (OHS) compliance and performance and is supported by EHS&S professionals who drive local implementation of OHS programs and initiatives. Most sites have Environmental Health and Safety (EHS) councils, especially if required by local regulation.

#### Goals

Total Recordable Incident Rate (TRIR) of 0.23 or less by 2022

Process Safety Event (PSE) of 0.028 or less by 2022

For an update on 2021 goals, see [Teva's 2021 ESG Progress Report Disclosures](#), page 42.

#### Progress

Underway (Reduction of 1.1% from 2021)

Underway (Reduction of 1.1% from 2021)



## Keeping Contractors Safe

We have strong governance processes and management systems detailing expectations and responsibilities for contractor safety at our sites. Contingent workers (directly supervised by Teva) follow the same rules, standards, training and expectations as full-time Teva employees. Contractors (not directly supervised by Teva) are primarily the responsibility of their direct employer. Regardless, Teva recognizes our responsibility to provide a safe and healthy workplace. Contractors' direct employers go through a qualification process to assess the acceptability of their EHS performance and programs, and if Teva's minimum standards cannot be met, contractors are not allowed to work at our sites. Contractors receive a site orientation training and information on risks inherent to the areas in which they will be working. High risk work is always controlled under safety work permitting systems. They are subject to periodic on-site evaluations to assess compliance with Teva's OHS rules.



## Supporting Employee Well-being

Providing our employees the support they need helps ensure they are happy, healthy and remain in our workforce. While our employee benefits are managed at the local level, we engage with them frequently to understand their needs and adapt accordingly. The COVID-19 pandemic urged us to re-examine our policy to allow for more flexibility, particularly for parents. We implemented a new hybrid working policy for office-based roles in 2021, which includes two remote workdays per week.



**Salt Lake City, US** campus received several awards from the National Safety Council and the Utah Safety Council, including Million Safe Work Hours, Perfect Record Award, Award of Merit for Safety Performance/Safety Programs, Safety Leadership Award and the Significant Year Over Year Improvement award. The campus achieved more than four years without a lost workday accident.



**Waterford, Ireland** site received certification of its Occupational Health and Wellness Program through the "Keep Well Mark," awarded by the Irish Business and Employers Confederation.

# Economic Impact

Teva's 2020 Economic Impact Report highlights the billions of dollars in savings from Teva's generic medicines and the contributions of our economic activity to jobs, gross domestic product (GDP) and labor income.



**\$40.4B**

in savings across  
12 countries



**249,000**

direct and indirect jobs  
across 15 countries

Our next economic impact report will be published in **2023**.

teva



## Teva Economic Impact Report

July 2021



# Ethics and Transparency in Clinical Trials

We are committed to demonstrating ethics and integrity in all aspects of our clinical trials. Our study teams ensure clinical studies are managed ethically and adhere to industry standards.

We require our vendors to uphold similar clinical trial standards by evaluating our clinical research organizations (CROs) thoroughly and putting oversight plans in place for clinical trial work outsourced to vendors. Vendor qualification/re-qualification audits are conducted to determine whether vendors can adequately manage the contracted activities and adhere to current industry standards, such as current Good Clinical Practices (cGCP) and Good Clinical Laboratory Practices (GCLP) as well as all relevant local regulations.

We are transparent when reporting our clinical trial results and uphold the highest ethical standards. In 2021, we launched Teva's new [Clinical Trials website](#), which provides an overview of our clinical trials, including medical conditions of interest, a map of sites and links to registrations and results disclosures on [ClinicalTrials.gov](#) and the [EU Clinical Trials Register](#). We publish all Teva-sponsored study data in a timely, objective and accurate manner regardless of a study's outcome.



60

clinical trials were conducted in **26 countries** despite challenges caused by the COVID-19 pandemic

## Ethics and Transparency in Clinical Trials Approach

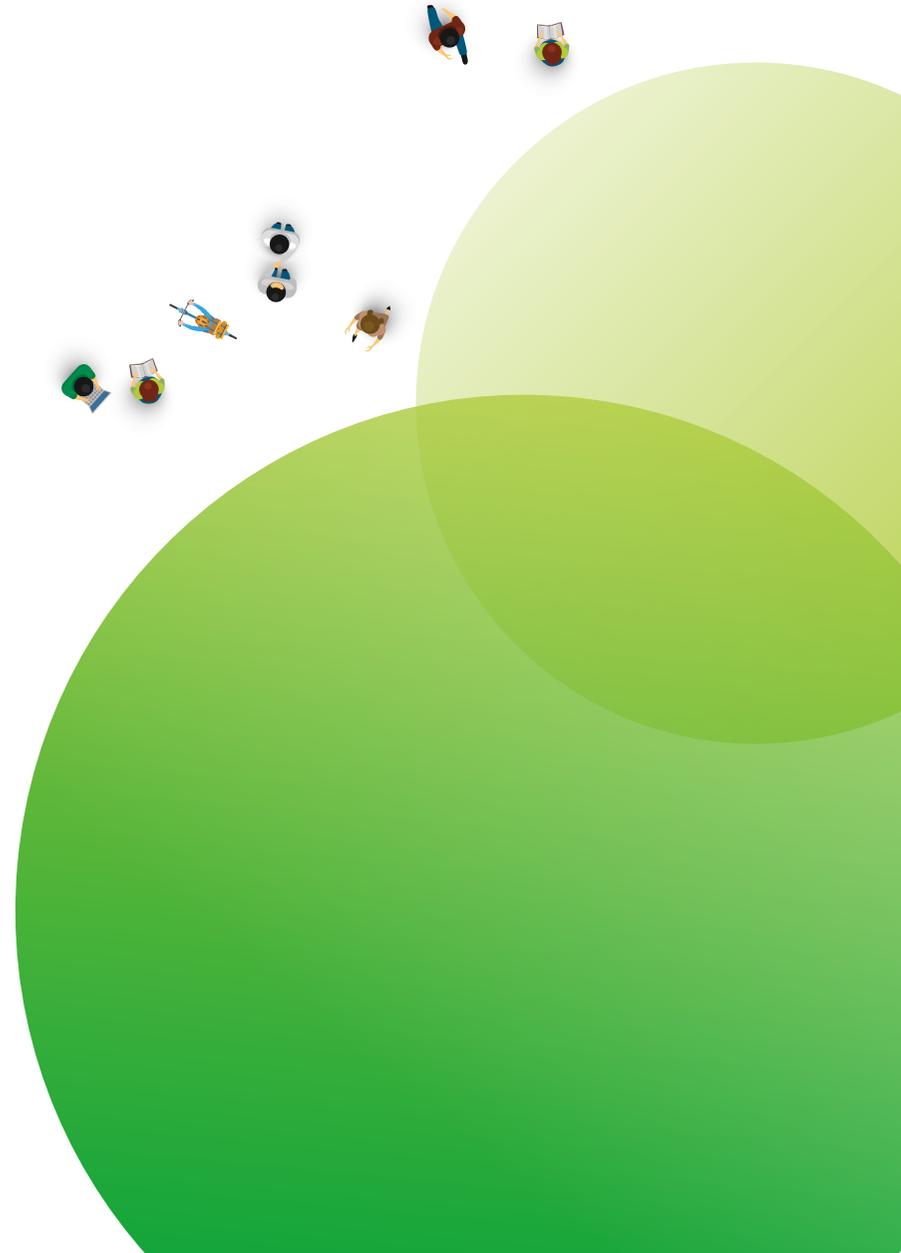
[Teva's Policy on Clinical Trial Transparency and Disclosure](#)

## Governance

Specialty Clinical Development is managed by the Head of Clinical Operations, who reports to the Head of Specialty R&D. Generics Clinical Development is managed by the Vice President, Global Generics and Biosimilars Clinical Development and Operations, who reports to the Health of Generics Development and Internal Clinics. The Clinical Trial group includes more than 600 full-time employees.



# Governance



# Corporate Governance

Good governance is fundamental to our responsible business operations and sustainability.

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We hold ourselves to the highest standards, which we know our patients and stakeholders expect of us. Our Board of Directors guide and oversee our practices and how management implements our responsible business practices. [Teva's Statement of Corporate Governance Principles](#) is adopted by the Board and outlines its responsibilities to Teva, its shareholders and other stakeholders. We value transparency and continuously seek to improve our business practices, guided by our [Corporate Governance and Policy Documents](#). Please refer to our [Proxy Statement for Teva's 2022 Annual Shareholder Meeting](#), which was filed with the US Securities and Exchange Commission on April 13, 2022, for additional corporate governance disclosures and practices.



# Business Ethics, Anti-bribery and Anti-corruption

Conducting business with integrity and transparency is non-negotiable for Teva.

Our compliance vision is for business to be gained the right way, not by any means necessary. We work to promote integrity among employees through robust policies, trainings, communications and resources. Our [Ethics and Compliance Disclosure](#) was published in 2021 and outlines our compliance vision, governance and goals, which reflects how we are committed to further strengthening our culture of compliance.



## Business Ethics, Anti-bribery and Anti-corruption Approach

- [Teva's Code of Conduct](#)
- [Teva's Global Prevention of Corruption Policy](#)
- [Teva's Ethics and Compliance Disclosure](#)

## Governance

Our Chief Compliance & Ethics Officer reports directly to our CEO, and the Compliance Committee of the Board of Directors oversees and reviews our policies and practices for legal, regulatory and internal compliance. Teva's Global Compliance & Ethics department ensures our business partners have a consistent and dedicated partner at all levels of work.

## Goals

Training	Train or retrain 100% of active employees on applicable Teva's compliance policies by 2023
	Train or retrain 100% of active sales employees on compliance policies related to marketing practices by 2023
Evaluation Processes	Maintain annual 100% evaluation of submitted high-risk third-party business partners through Teva's Third-Party Due Diligence tool
Culture of Compliance	Train new employees and retrain 100% of active employees on how to report concerns through Teva's Office of Business Integrity hotline by 2023
	Strengthen Teva's culture of compliance, maintaining our Gartner global index at parity or greater than external benchmark

For an update on 2021 goals, see [Teva's 2021 ESG Progress Report Disclosures](#), page 47.

## Strategic Compliance Training

Teva has a risk-based global compliance training and communications program. Every role at Teva is assigned a risk designation based on interactions with members of the healthcare community or government officials and the personnel in those roles receive relevant compliance trainings. Aligned with our targets, we continued to train employees on important ethics topics. Our Way of Life training is an annual series of bundled compliance modules on various topics. In 2021, trainings touched on shaping ethical behavior, doing the right thing, fair competition, conflicts of interest and data privacy. In 2021, more than 20,000 employees were trained on ethics, with a 99.6% completion rate.

## Promoting a Culture of Compliance

Teva's culture of compliance includes promoting an environment where Teva colleagues take accountability for understanding and properly managing risks and potential consequences of decisions. We encourage rigorous, open debate that leads to ethical business decisions. This culture encompasses all aspects of Teva's global operations, from research and development to active pharmaceutical ingredient (API) sourcing.

We have created an online compliance and ethics library of materials that managers use to link business requirements and compliance guidelines. We also developed and began deploying customized compliance mastery training for senior leaders and their teams to equip them with knowledge to drive compliance and ethics at a local level. To help colleagues learn and improve, we make available anonymized case studies of how Teva remediated certain compliance issues.

We have a target to keep our Gartner global index score at parity or greater than external benchmark, and in 2021, we were at parity with external benchmarks. Gartner's RiskClarity™ is an online survey tool developed and managed by Gartner and used by more than 200 companies to assess and measure ethical culture. Questions fall into two categories, including compliance culture (e.g., comfort speaking up, openness, organizational justice, clarity of expectations, tone from the top) and compliance climate (e.g., direct manager leadership, team environment, signals/processes).

Teva's Code of Conduct is based on anti-bribery and anti-corruption provisions of the US Foreign Corrupt Practices Act, UK Bribery Act and other national laws. It is also aligned with industry associations' codes of conduct, which govern interactions with healthcare professionals, healthcare organizations, patients, patient organizations, government officials and third parties. Teva's Code of Conduct also encompasses trade sanctions, speak-up culture, anti-competition and data privacy. We train all our employees on our Code of Conduct every three years. Our last global campaign was in 2019, and the completion rate was 99.5%. In 2021, 98% of new employees completed training on our Code of Conduct.

## Internal Audit

Our Global, Independent and Objective Assurance (GIA) function provides risk-based and objective assurance, advice and insight. GIA applies a systematic, disciplined approach to evaluating and improving the effectiveness of Teva's governance, risk management and control processes.

Teva's Internal Audit policies and procedures are designed to be consistent with elements of The Institute of Internal Auditors' (IIA) International Professional Practices Framework (IPPF). Our internal auditing activities include information gathering, review, analysis, evaluation, appraisal and testing for the adequacy of management systems and controls. Our annual audit plan is focused on compliance (anti-bribery/anti-corruption), finance (financial control and books and records) and IT (cyber and information security and IT governance). For more details on our disclosures, please see [Teva's 2021 ESG Progress Report Disclosures](#), page 48.

## Responding to the Opioid Crisis

We understand the abuse of opioids—whether illicit opioids or those available legally by prescription that are misused or subsequently diverted—is a public health crisis in the US and other countries around the world. We are committed to helping address opioid abuse and support health authorities and other stakeholders in addressing the various aspects of this public health crisis.

# Data Privacy and Security

## Ensuring Data Privacy

We have strict policies in place and follow laws and regulations to maintain the privacy of our data.

96%

completion rate of global privacy training campaign

Our information technology (IT) tool, which supports our privacy obligations, was enhanced to include additional functionalities, and several company policies that include privacy touchpoints were revised to enhance personal data measures in 2021. All Teva IT infrastructure

is certified by ISO 27001. We have more than 30 approved policies and standards, all of which are managed in our document management system.

## Safeguarding Data Security

Our internal cybersecurity policy guides all our efforts. In 2021, employees were assigned global training on the importance of safeguarding personal information. We sent more than 350,000 email simulations in 28 different languages. We also increased our capabilities to identify security incidents using different tools, including implementation of breach attack simulation and network deception tools. We operate a 24/7 global security operation center to manage any report by employees of a potential privacy incident

During 2021, we evaluated 60 different cloud-based vendors, which involved two security questionnaires—one to evaluate the vendor security process and the other to evaluate the technical controls for the suggested service. Both questionnaires reflect the risk level of the vendor and support our decision process capabilities.

### Data Privacy and Security Approach

[Teva's Global Data Privacy Policy](#)

### Governance

Teva's Global Privacy Steering Committee, managed by our Global Privacy Officer, sets clear goals and priorities across our business.

### Goals

**Training** Train 100% of employees that process personal data on Teva's privacy policies by 2022

For an update on 2021 goals, see [Teva's 2021 ESG Progress Report Disclosures](#), page 53.

"Ensuring ethics and transparency across our organization gives Teva our license to operate, enhances our ability to support patients and builds trust among our stakeholders."

**Lori Queisser**  
SVP, Chief Compliance  
& Ethics Officer



## Responsible Lobbying

We actively engage with trade and industry associations, as well as with nongovernmental organizations, scientists, healthcare professionals and patient groups on important issues.

These relationships are important and support a sustainable healthcare system for our patients. For relevant disclosures, please see [Teva's 2021 ESG Progress Report Disclosures](#), page 52.

### Responsible Lobbying Approach

[Teva's Position on Government Affairs](#)

## Responsible Sales and Marketing

We communicate transparently and ethically with our stakeholders, including healthcare professionals, to ensure our patients understand our products.

We implement our responsible sales and marketing practices across all business units and regions, and our promotional materials undergo ethical review and approval. Our sales and marketing activity is conducted in accordance with all relevant laws and regulations. We promote access to medicines for all by adhering to globally defined principles and through appropriate and relevant channels and materials.



**North America Commercial** provided 67 (95.5% completion rate) and **Teva Canada** (from January 2020 through March 2022) provided 36 (100% completion rate) live compliance trainings to commercial sales, marketing and market access employees with direct contact with healthcare professionals and/or government officials as part of their onboarding process. In 2021, 98% of all new US sales representatives and 100% of all new Canada sales representatives completed live compliance training.



### Responsible Sales and Marketing Approach

[Teva's Position on Marketing and Promotional Practices](#)

### Governance

Marketing and promotional practices are under the responsibility of the Executive Vice President for Global Marketing & Portfolio. The implementation in our markets is under the accountability of the Executive Vice Presidents for Commercial in each of our business regions.



# Responsible Supply Chain

With one of the largest pharmaceutical supply chains in the world, Teva's suppliers play a critical role delivering quality treatments to our patients, customers and communities. In 2021, we better aligned our suppliers with our values and policies and set long-term targets to accelerate their ESG performance.

## Maintaining a Resilient Supply Chain

We leveraged internal and external databases during the COVID-19 pandemic to assess risks and potential impact on Teva operations and engaged external risk monitoring tools to increase monitoring of critical suppliers. We also added COVID-19 as a criteria for supplier risk evaluations to ensure our suppliers had business continuity plans in place.

Our Global Procurement team continued to improve assessment of risk in sourcing projects of strategic importance, leveraging internal risk checklists aligned with risk databases to provide robust risk analysis and mitigation. In addition, we implemented a risk/ESG questionnaire for suppliers participating in requests for proposals (RFP), which provides risk scoring to sourcing managers. These are complemented via risk research and analysis on short-listed suppliers participating in RFPs to ensure relevant ESG and risk topics are considered. We implemented supply assurance risk alerts to ensure awareness of global supply chain risks, which are leveraged to inform other functions (e.g., supply chain), assess impacts to Teva and implement mitigation measures.

### Responsible Supply Chain Approach

[Teva's Position on Responsible Supply Chain](#) (New in 2021)

[Teva's Supplier Code of Conduct](#) (Updated in 2021)

[Teva's Position on Human Rights](#)

### Governance

Our responsible supply chain strategy is defined by Teva Global Operations (TGO) and Teva's ESG team. Our TGO Sustainability Task Force monitors and coordinates initiatives that deliver on several ESG targets, including those related to our supply chain. This task force is made up of workstreams across Teva's business units, including Environmental, Health and Safety, ESG, procurement, global engineering, global facilities management, global supply chain, manufacturing and IT.

### Goals

### Progress

	Assess 100% of critical suppliers on ESG performance by 2025	On track (39% out of 522 critical suppliers have been assessed by EcoVadis)
Assessment	Achieve bronze or higher score for more than 75% of critical suppliers in EcoVadis by 2025	On track (42% out of 522 critical suppliers have bronze or higher medals in EcoVadis)
	Achieve silver or higher score for more than 50% of critical suppliers in EcoVadis by 2025	On track (27% out of 522 critical suppliers have silver or higher medals in EcoVadis)

For an update on 2021 goals, see [Teva's 2021 ESG Progress Report Disclosures](#), page 50.

## Integrating ESG Into Our Supply Chain

Our dedicated Global Procurement ESG function has defined a clear and ambitious strategy to deliver on Teva's short- and long-term ESG targets. We continue to expand our ESG Network, not only with EcoVadis and Responsible Health Initiative (RHI), but also as active members of Pharmaceutical Supply Chain Initiative (PSCI) environmental and scope 3 working groups.

Teva has worked with EcoVadis for more than five years to help manage risks and opportunities among our supply chain partners and drive improvements. Our partnership with EcoVadis helps Teva make more sustainable procurement decisions, while encouraging our suppliers to align with our sustainability policies and practices.

68%

of Global Procurement employees were trained on ESG

Our EcoVadis Sustainable Procurement score increased by 40%, placing Teva among the **top 1% of pharmaceutical companies** assessed

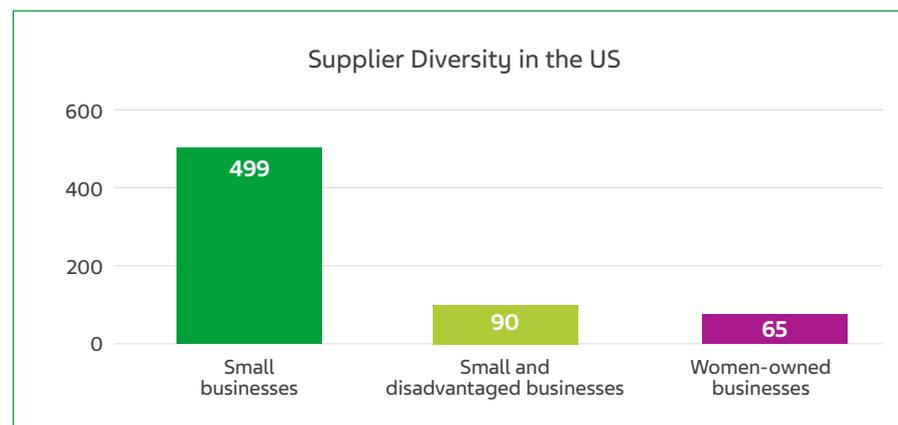
We are working toward our target of expanding our ESG assessments to 100% of critical suppliers by 2025. In 2021, the total number of critical suppliers assessed by EcoVadis grew from 72 suppliers to 218 suppliers. Teva's average supplier ESG performance score in EcoVadis increased by 1.4 points (from 39.1 in 2020 to 40.5 in 2021).

We continued to strengthen our partnership with with the Responsible Health Initiative (RHI), an organization powered by EcoVadis that supports health technology and pharmaceutical companies in accelerating sustainability in supply chains. Teva participated in working groups and webinars designed to improve suppliers' carbon emissions and engagement. In 2021, the RHI supplier network grew by 10% (to nearly 2,000 companies).

Our procurement policies and initiatives consider how our suppliers perform across environmental and social criteria, including through five annual supplier audits on labor, ethics and environmental, health and safety in compliance with the PSCI Audit Program. We also embed ESG criteria (e.g., compliance with AMR Industry Alliance Common Antibiotic Manufacturing Framework) into our supplier selection process to address key topics, allowing Teva to validate whether our suppliers have appropriate environmental management measures in place.

## Expanding Supplier Diversity in the US

Teva's inclusion and diversity (I&D) framework includes how we embed I&D throughout our operations, including our supply chain. We create a diverse global supplier network that best reflects the patients, customers and communities we serve. In the US, we participate in outreach and matchmaking events to develop relationships with small and diverse suppliers. In 2021, we contracted 499 small (vs. 403 in 2020) and 90 small, disadvantaged businesses (vs. 70 in 2020).



## Human Rights in the Supply Chain

We work with suppliers that are aligned with our aspirations, approach and commitment to human rights, as outlined in [Teva's Position on Human Rights](#). Teva's revised Supplier Code of Conduct requires suppliers to comply with international labor and human rights regulations. In 2021, our Global Procurement team implemented an ESG educational session, which also addressed modern slavery and human rights for relevant internal procurement stakeholders. To proactively identify and assess potential human rights impacts and risks, we request corrective action plans from suppliers that receive EcoVadis labor theme scores below a certain threshold (45). We plan to conduct a human rights assessment of our supply chain in 2022.

As part of our supplier program, Teva is a member of:

- New York & New Jersey Minority Supplier Development Council (NYNJMSDC)
- Women's Business Enterprise Council – New York (WBEC Metro NY)
- National LGBT Chamber of Commerce (NGLCC)
- Diversity Alliance for Science, Inc. (DA4S)
- PSCI
- RHI
- AMR Industry Alliance



# Quality Manufacturing and Patient Safety

## Manufacturing Quality Medicines

The patients who rely on our treatments trust us with their health and well-being and we do everything in our power to provide them with high-quality medicines. Teva prioritizes quality across our 53 manufacturing facilities and our entire business. Our senior management upholds an effective quality management system (QMS) to monitor, control and achieve our quality objectives. Continuous quality improvement is a key element of our QMS.

## Combating Counterfeit Medicines

Counterfeit medicines may be harmful to consumers, as they might not contain any active pharmaceutical ingredients (API), an incorrect amount of API and/or other contaminants. We keep our supply chain secure and educate the public and stakeholders about warning signs and potential harms of counterfeits. We also implement technologies and systems globally to help identify and mitigate suspected counterfeits.

Teva Global Corporate Security (GCS) established a dedicated Product Security team, which adopts a holistic loss prevention and anti-counterfeiting approach to protect patients and preserve trust in our medicines. GCS carefully manages the security of our supply chain through strict policies and procedures designed to keep the legitimate drug distribution system safe and secure. GCS also monitors illicit online sales, with the goal to protect the public by countering the illegal internet sales of counterfeit, substandard and/or unsafe medicines. In addition to our internal strategy, industry cooperation is required to address the root cause of substandard and falsified medicines. Teva is one of 39 members of the Pharmaceutical Security Institute (PSI), a non-profit membership organization dedicated to protecting public health, increasing awareness of counterfeits and initiating enforcement actions through authorities.

### Quality Manufacturing and Patient Safety Approach

[Teva's Position on Quality Manufacturing](#)  
[Teva's Position on Patient Safety \(New in 2021\)](#)

### Governance

Quality compliance is the responsibility of the Senior Vice President and Chief Quality Officer, who ensures the design, implementation and continuous improvement of Teva's Quality Management System. Teva's Global Quality Leadership Team is responsible for facilitating the development and implementation of the Global Quality Strategy across Teva.

For an update on 2021 goals, see [Teva's 2021 ESG Progress Report Disclosures](#), page 52.

For counterfeit medicines, the appropriate health or regulatory authority is notified according to requirements and all immediate trading partners that may have received counterfeit medicines are notified simultaneously. We establish a Counterfeit Event Response team of members from across the organization to coordinate and document all counterfeit medicine activities. The quality assurance unit quarantines any suspect or illegitimate product within Teva's possession or control until products are cleared or removed from the supply chain. We also take appropriate steps to assist trading partners with removing products not controlled by Teva.

## Prioritizing the Safety of Our Patients

The safety of our patients is a key priority for Teva. Our Global Pharmacovigilance (PV) unit is dedicated to enhancing patient safety, assessing the benefits and risks of our products and implementing actions, when necessary, to minimize risks. Teva has implemented a safety network to identify and mitigate new safety signals—information on a new or known adverse event that may be associated with a medicine—quickly and efficiently to immediately reduce patient risk. All case reports are reported to the global health authorities as per legal and regulatory requirements.

In 2021, we received 195,000 adverse event reports, from which 99.9% of which were related to medicines sold, and 0.1% were related to medicines under clinical trials. Of these, 38,000 potential signals (drug-event combinations) were further evaluated to determine their significance for patient safety. The results of these reviews were featured in more than 1,680 cumulative reports, which were shared with health authorities. We also implemented more than 200 product label updates and more than 150 additional measures to ensure an appropriate benefit-risk profile for our medicines. Additionally, we implemented five new cross-functional boards to monitor and improve Teva's compliance with all external and internal requirements for patient safety.

Teva is a member of the European Federation of Pharmaceutical Industries and Associations (EFPIA) PV working group and chairs the Medicines for Europe (MfE) PV working group. These collaborations aim to harmonize product information and risk minimization activities across companies to ensure clear and aligned product information and treatment instructions for patients and healthcare providers.

We develop and implement mandatory safety trainings for all employees, covering various communication protocols and reporting methods for sharing patient and product safety information. The first training is completed by employees within three months of joining Teva, followed by annual mandatory refresher trainings to ensure full compliance with patient safety policies and procedures tied to individual roles.

The Teva PV system is reviewed for compliance with internal and external regulations through a variety of different ways, including:

- Metrics on compliance, quality and volumes
- Internal audits by an internal team of independent PV auditors
- PV audits by other companies and external companies specializing in performing PV audits
- Inspections by health authorities

The potential adverse impacts of emerging technologies on patient safety are included as part of product development assessments, in-licensing assessments and post-launch market surveillance activities.

# Disclosures

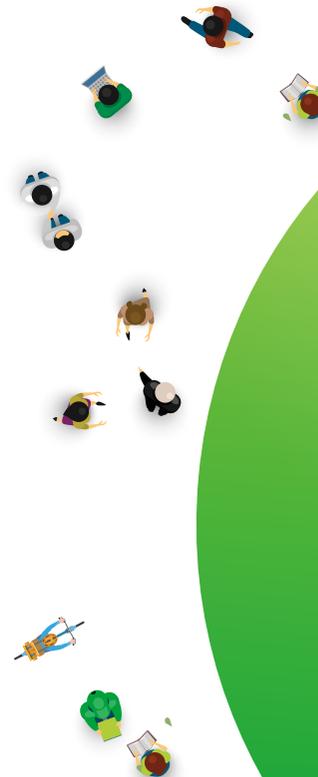


Global Reporting Initiative  
(GRI) Content Index

Sustainability Accounting  
Standards Board (SASB) Index

UN Global Compact Principles

Task Force on Climate-Related  
Financial Disclosures (TCFD)





# 2021 Reporting

This report describes our key actions to advance environmental, social and governance (ESG) in 2021. It covers our achievements in 2021, as well as some in 2022 that were a result of efforts made in 2021. It complements information contained in our 2021 Annual Report (Form 10-K).

The report is written in accordance with the Global Reporting Initiative (GRI) Standards: Core option. GRI reporting principles have been applied in compiling this report. This report fulfills our commitment to submitting an annual Communication on Progress to the United Nations Global Compact and reaffirms our commitment to embedding its principles across our business. For the second time, Teva is reporting per the Sustainability Accounting Standards Board (SASB) standards. As a pharmaceutical company, we have included disclosures related to the Biotechnology & Pharmaceuticals SASB industry standards. On a global level, reporting is done on a voluntary basis to address the topics important to our stakeholders. In specific operations, this report is used to comply with non-financial disclosure requirements.

This report was externally assured by DNV, as specified in the Assurance Statement, based on limited assurance level according to the International Standard on Assurance Engagements (ISAE) 3000 standard (Revised). For more information, please see [pages 58-59](#). External verification of greenhouse gas (GHG) emissions data was carried out for the sixth time. Teva 2021 GHG inventory has been verified in accordance with the ISO 14064-3:2006 standard by SGS, with limited assurance. The full verification statement can be found [here](#). Access to medicines and GHG emissions KPIs included in Teva's sustainability-linked bond were verified by DNV and SGS, respectively.

Please contact Amalia Adler-Waxman, SVP, Global Head, ESG, with any feedback or suggestions at [Amalia.Adler-Waxman@tevapharm.com](mailto:Amalia.Adler-Waxman@tevapharm.com).

# Independent Assurance Statement

Teva Pharmaceutical Industries Ltd (“Teva”) commissioned DNV Business Assurance Italy S.r.l. (“DNV”, “we”, or “us”) to undertake independent assurance of a sub-set of the information disclosed in the company’s ESG Progress Report (the “Report”) for the year ended 31st December 2021.

## Scope and Approach

We performed our work using DNV’s assurance methodology VeriSustain™, which is based on our professional experience, international assurance best practice, including the International Standard on Assurance Engagements 3000 - Revised (“ISAE 3000”) and the Global Reporting Initiative (“GRI”) Sustainability Reporting Standards. We evaluated the Report for adherence to the GRI 101 Principles for defining report content of stakeholder inclusiveness, materiality, sustainability context and completeness (the “Principles”).

## Performance Data and Information

The scope of our work covers the following 2021 disclosures (“Performance data and information”) from the Report:

- **Materiality and stakeholders** (disclosures according to the materiality and stakeholders’ expectations)
- **Stakeholder engagement and reporting practice:**
  - » GRI 102-40 List of stakeholder groups
  - » GRI 102-42 Identifying and selecting stakeholders
  - » GRI 102-43 Approach to stakeholder engagement
  - » GRI 102-44 Key topics and concerns raised
  - » GRI 102-45 Entities included in the consolidated financial statements
  - » GRI 102-46 Defining report content and topic boundaries
  - » GRI 102-47 List of material topics
- **Employee information and diversity:**
  - » GRI 102-8 Information on employees and other workers
  - » GRI 102-41 Collective bargaining agreements
  - » GRI 401-1 New employee hires and employee turnover
  - » GRI 405-1 Diversity of governance bodies and employees
- **Water and effluents:**
  - » GRI 303-1 Interactions with water as a shared resource
  - » GRI 303-2 Management of water discharge-related impacts
  - » GRI 303-3 Water withdrawal
  - » GRI 303-4 Water discharge
  - » GRI 303-5 Water consumption
- **Access to medicines:**\*
  - » KPI 1.a: Number of regulatory submissions across six key therapeutic areas (TAs)
  - » KPI 1.b: Product volume through four access to medicine programs, including donations and social business across six key TAs

### Responsibilities of Teva and of the assurance providers

Teva have sole responsibility for the preparation of the Report. In performing our assurance work, our responsibility is to the management of Teva; however, our statement represents our independent opinion and is intended to inform all stakeholders. DNV was not involved in the preparation of any statements or data included in the Report except for this Independent Assurance Statement.

DNV’s assurance engagements are based on the assumption that the data and information provided by the client to us as part of our review have been provided in good faith. DNV expressly disclaims any liability or co- responsibility for any decision a person or an entity may make based on this Independent Assurance Statement.

### Level of assurance

We planned and performed our work to obtain the evidence we considered necessary to provide a basis for our Assurance Opinion. We are providing a ‘limited level’ of assurance. A ‘reasonable level’ of assurance would have required additional work at Group and site level to gain further evidence to support the basis of our Assurance Opinion.

(\*) Assurance carried out with reference to the information presented in TEVA’s Sustainability Linked Financing Framework. The scope of our work for these KPIs covered years 2017, 2018, 2019 and 2020 in addition to 2021.

We evaluated the Performance data and information using the GRI 101 Reporting Principles for defining report quality (accuracy, balance, clarity, comparability, reliability and timeliness) together with Teva's data protocols for how the data are measured, recorded and reported.

The review of any data from prior years is not within the scope of our work (this includes any data in scope in previous years that has been re-stated).

## Basis of Our Opinion

A multi-disciplinary team of sustainability and assurance specialists performed work at Group level. We undertook the following activities:

- Review of the current sustainability issues that could affect Teva and are of interest to stakeholders;
- Review of Teva's approach to stakeholder engagement and recent outputs;
- Review of information provided to us by Teva on its reporting and management processes relating to the Principles;
- Interviews with selected Subject Matter Experts and senior managers responsible for management of sustainability issues and review of selected evidence to support issues discussed;
- Virtual site visits to Zagreb (Croatia), Gajarula (India) and Tel Aviv (HQ, Israel) to review process and systems for preparing site level sustainability data and implementation of sustainability strategy. We chose the sites based on their contribution to Water and Effluents KPIs disclosed in Teva's ESG Progress Report, their location, and previous site-visits performed;
- Review of supporting evidence for key claims in the Report. Our checking processes were prioritised according to materiality and we based our prioritisation on the materiality of issues at Group level; and
- Review of the processes for gathering and consolidating the selected Performance data and, for a sample, checking the data consolidation.

## Our Opinion:

- Based on the work undertaken, nothing came to our attention to suggest that the Report does not properly describe Teva adherence to the Principles of stakeholder inclusiveness, materiality, sustainability context and completeness.
- In terms of quality of the Performance data and information, nothing came to our attention to suggest that these data have not been properly collated from information reported at operational level, nor that the assumptions used were inappropriate.

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For and on behalf of DNV Business Assurance Italy S.r.l.  
Vimercate (MB), Italy  
6th May 2022



**Ricardo Arena**  
Lead Assessor



**Alessia Segalini**  
Assessor



**Massimo Trombetta**  
Assessor

## Independence

DNV's established policies and procedures are designed to ensure that DNV, its personnel and, where applicable, others are subject to independence requirements (including personnel of other entities of DNV) and maintain independence where required by relevant ethical requirements. This engagement work was carried out by an independent team of sustainability assurance professionals. We have no other contract with Teva.

## DNV Business Assurance

DNV Business Assurance Italy S.r.l. is part of DNV – Business Assurance, a global provider of certification, verification, assessment and training services, helping customers to build sustainable business performance. [www.dnv.com](http://www.dnv.com).

# From Materiality to Strategy

Of the 25 topics identified in our materiality assessment, our strategy focuses on 21, given changes to lexicon and consolidation of topics based on their relevance, potential for future impact and management at Teva—as outlined in the corresponding table.

Material Topics		Topics Included in ESG Strategy	
1	Access to Health and Medicines		
2	Partnering		
3	Global Health Priorities	1	Access to Health and Medicines
4	Health Outcomes Contribution		
5	Intellectual Property	2	Intellectual Property
6	Antimicrobial Resistance	3	Antimicrobial Resistance
7	Business Ethics, Anti-bribery and Anti-corruption	4	Business Ethics, Anti-bribery and Anti-corruption
8	Climate Change Resilience	5	Climate Action & Resilience
9	Data Privacy and Security	6	Data Privacy and Security
10	Diversity and Inclusion	7	Inclusion and Diversity
11	Economic Impact	8	Economic Impact
12	Emissions, Effluents and Waste		
13	Pharmaceuticals in the Environment	9	Emissions, Effluents and Waste
14	Employee Health, Safety and Well-being	10	Employee Health, Safety and Well-being
15	Ethics and Transparency in Clinical Trials	11	Ethics and Transparency in Clinical Trials
16	Good Governance	12	Corporate Governance
17	Sustainable Supply Chain		
18	Human Rights	13	Responsible Supply Chain
19	Pandemic Preparedness and Disaster Relief	14	Pandemic Preparedness and Disaster Relief
20	Pricing	15	Pricing
21	Quality Manufacturing and Patient Safety	16	Quality Manufacturing and Patient Safety
22	Responsible Lobbying	17	Responsible Lobbying
23	Responsible Sales and Marketing	18	Responsible Sales and Marketing
24	Responsible Use of Natural Resources	19	Responsible Use of Natural Resources
		20	Employee Engagement
25	Talent Recruitment, Development and Retention	21	Talent Recruitment, Development and Retention

## Cautionary Note Regarding Forward-Looking Statements

This 2021 Environmental, Social and Governance Progress Report contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, which are based on management's current beliefs and expectations and are subject to substantial risks and uncertainties, both known and unknown, that could cause our future results, performance or achievements to differ significantly from that expressed or implied by such forward-looking statements. Important factors that could cause or contribute to such differences include risks relating to:

- our ability to impact and effectively execute on our social, economic, environment and governance related strategies and goals; environmental risks; failure to comply with applicable environmental laws and regulations worldwide; our ability to satisfy the targets set forth in our sustainability-linked senior notes and in other sustainability-linked financing instruments that we may issue; the impact of ESG issues on our business; and consequences of climate change;
- our ability to successfully compete in the marketplace, including: that we are substantially dependent on our generic products; consolidation of our customer base and commercial alliances among our customers; delays in launches of new generic products; the increase in the number of competitors targeting generic opportunities and seeking U.S. market exclusivity for generic versions of significant products; our ability to develop and commercialize biopharmaceutical products; competition for our specialty products, including AUSTEDO®, AJOVY® and COPAXONE®; our ability to achieve expected results from investments in our product pipeline; our ability to develop and commercialize additional pharmaceutical products; and the effectiveness of our patents and other measures to protect our intellectual property rights;
- our substantial indebtedness, which may limit our ability to incur additional indebtedness, engage in additional transactions or make new investments, may result in a further downgrade of our credit ratings; and our inability to raise debt or borrow funds in amounts or on terms that are favorable to us;
- our business and operations in general, including: uncertainty regarding the COVID-19 pandemic and the governmental and societal responses thereto; our ability to successfully execute and maintain the activities and efforts related to the measures we have taken or may take in response to the COVID-19 pandemic and associated costs therewith; effectiveness of our optimization efforts; our ability to attract, hire and retain highly skilled personnel; manufacturing or quality control problems; interruptions in our supply chain; disruptions of information technology systems; breaches of our data security; variations in intellectual property laws; challenges associated with conducting business globally, including political or economic instability, major hostilities or terrorism; costs and delays resulting from the extensive pharmaceutical regulation to which we are subject or delays in governmental processing time due to travel and work restrictions caused by the COVID-19 pandemic; the effects of reforms in healthcare regulation and reductions in pharmaceutical pricing, reimbursement and coverage; significant sales to a limited number of customers; our ability to successfully bid for suitable acquisition targets or licensing opportunities, or to consummate and integrate acquisitions; and our prospects and opportunities for growth if we sell assets;
- compliance, regulatory and litigation matters, including: failure to comply with complex legal and regulatory environments; increased legal and regulatory action in connection with public concern over the abuse of opioid medications and our ability to reach a final resolution of the remaining opioid-related litigation; scrutiny from competition and pricing authorities around the world, including our ability to successfully defend against the U.S. Department of Justice criminal charges of Sherman Act violations; potential liability for patent infringement; product liability claims; failure to comply with complex Medicare and Medicaid reporting and payment obligations; and compliance with anti-corruption sanctions and trade control laws;
- other financial and economic risks, including: our exposure to currency fluctuations and restrictions as well as credit risks; potential impairments of our intangible assets; potential significant increases in tax liabilities (including as a result of potential tax reform in the United States); and the effect on our overall effective tax rate of the termination or expiration of governmental programs or tax benefits, or of a change in our business;
- and other factors discussed in our Quarterly Report on Form 10-Q for the first quarter of 2022 and in our Annual Report on Form 10-K for the year ended December 31, 2021, including in the sections captioned "Risk Factors" and "Forward-Looking Statements" and in our other reports that we file with the U.S. Securities and Exchange Commission. Forward-looking statements speak only as of the date on which they are made, and we assume no obligation to update or revise any forward-looking statements or other information contained herein, whether as a result of new information, future events or otherwise. You are cautioned not to put undue reliance on these forward-looking statements.