



Management Disclosure and Performance Data

In this section of the Viatriis 2021 Sustainability Report, we present a comprehensive description of the company's management, governance and organization of important sustainability matters.

The information presented herein complements the information presented in the preceding chapters. Our intention is to provide additional information of the work and performance of Viatriis for our stakeholders. This report has been prepared in accordance with GRI Standards: Core level and references the Sustainability Accounting Standards Board (SASB) disclosures. Viatriis' GRI Content Index and SASB Reference Table are presented on p. 82-91. Disclosures in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) are presented on p. 92.

UNGC 10 Principles

HUMAN RIGHTS

- 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
- 2: make sure that they are not complicit in human rights abuses.

LABOR

- 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- 4: the elimination of all forms of forced and compulsory labor;
- 5: the effective abolition of child labor; and

- 6: the elimination of discrimination in respect of employment and occupation.

ENVIRONMENT

- 7: Businesses should support a precautionary approach to environmental challenges;
- 8: undertake initiatives to promote greater environmental responsibility; and
- 9: encourage the development and diffusion of environmentally friendly technologies.

ANTI-CORRUPTION

- 10: Businesses should work against corruption in all its forms, including extortion and bribery.

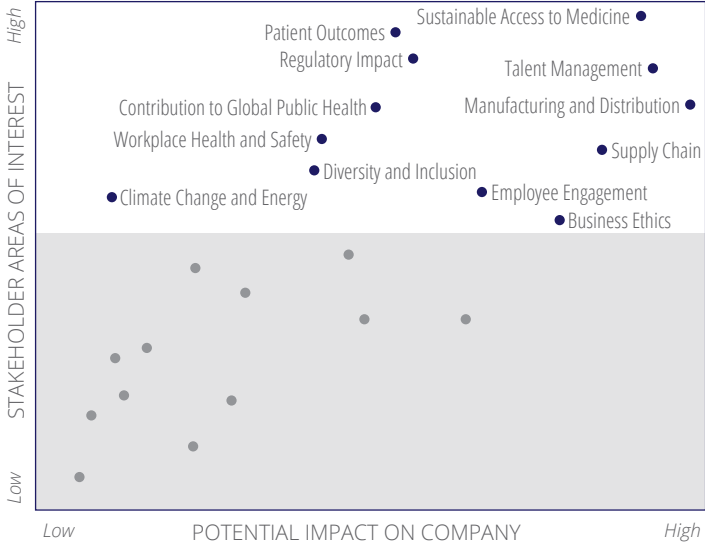
ESG TOPICS PRIORITY ASSESSMENT

As reported in the Viatris 2020 Sustainability Report, in the first part of 2021, we conducted an assessment of internal and external perspectives on topics potentially pertinent to future ESG-related areas of focus for Viatris. The assessment was not intended to be, nor does it reflect, a quantitative evaluation of or commentary on strengths or weaknesses in the noted areas. It was intended to help inform our future decisions regarding matters relevant to long-term sustainability and ESG-focused strategies, as well as for purposes of GRI-related reporting.

The assessment aimed to survey the evolving external sustainability and ESG perspectives across geographies and reflect the issues we believe internally are most relevant given our newly formed company and our knowledge of our business, operations, and global workforce. We considered input from external stakeholders and research from other sources, capturing viewpoints and feedback from customers, partners, investors, non-governmental organizations (NGOs), employees, community groups and policymakers. Internal perspectives were provided by functional leaders and internal experts representing key areas of our company and spanning our geographic footprint.

The following table depicts the full list of topics that were considered in this exercise, while the matrix indicates the relative degree of external stakeholder interest and potential company impact as perceived internally for the top-ranked topics.

Full List of Topics Assessed		
Access to Medicine Manufacturing and Distribution Product Donations Sustainable Access to Medicines Being a Responsible Employer Diversity and Inclusion Employee Engagement Talent Management Workplace Health and Safety	Societal Impact Community Engagement and Impact Contribution to Global Public Health Local Community Capacity Building Patient Outcomes Environmental Stewardship Climate Change and Energy Environmental Protection Product Stewardship Waste and Water	Responsible Business Business Ethics Corporate Governance Data Privacy and Protection Ethical Marketing and Promotion Human Rights Regulatory Impact Responsible Product Development Risk Management Supply Chain



The priority topics to Viatris relate to our mission, our people and our business, and include:

- Sustainable Access to Medicine, Patient Outcomes and Contribution to Global Public Health.
- Talent Management, Employee Engagement, Workplace Health and Safety and Diversity and Inclusion.
- Manufacturing and Distribution, Supply Chain, Regulatory Impact, Climate Change and Energy and Business Ethics.

Following this work, as noted earlier in the report, we established company-wide goals.

We will continue to evaluate and review external developments to determine, based on our knowledge of the company, our platforms, our workforce, and the industry, any appropriate changes to our areas of focus and priority.

ACCESS AND GLOBAL HEALTH

Our Portfolio and Reach	2020	2021
Total number of doses sold	>80 billion	>80 billion
Number of molecules	>1,400	>1,400
Number of countries and territories reached	>165	>165
Major therapeutic areas	>10	>10
Coverage percentage of the top 10 causes of death globally	100	100
Coverage percentage of the top 10 causes of death across low- and lower-middle income countries ¹	100	100
Total investments in R&D	\$555.1M	\$751.1M
Products in development by region ²		
Developed Markets	180	210
Emerging Markets	90	70
Greater China	40	30
JANZ	45	65
Products pending approval by region ³		
Developed Markets	430	530
Emerging Markets	1,200	1,050
Greater China	5	15
JANZ	45	10
Customer service levels		
Developed Markets	93%	93%
Emerging Markets	98%	96%

*Including active and pending patents

Our Portfolio and Reach	2020	2021
Greater China	100%	100%
JANZ	98%	98%
Number of medicines on the WHO list of prequalified products (including cross-listed approvals) ⁴	60	58
HIV/Aids:	36	34
Reproductive Health	9	9
TB	6	6
Hepatitis	4	4
Malaria	2	2
Biotherapeutics — Oncology	2	2
Influenza	1	1
Number of patents maintained to date*	5,228	3,400
Licenses via the Medicines Patent Pool ⁵	6	7
Number of countries on the Access to Medicine Foundation list of Access Countries to which Viatri supplies products	97/106	99/108

As part of expanding access to medicine across geographies, in 2021, we:

- Received >700 global product approvals
- Completed >145 submissions in >120 different countries, including >90 products in Emerging Markets
- Made >550 regulatory filings, which includes >330 individual market submissions for Emerging Markets
- Completed 10 drug master filings

Sources

¹[WHO: The top 10 causes of death](#)

²Numbers have been rounded and refer to unique molecule + dosage form by segment

³Numbers have been rounded, (Molecule + form + Country)

⁴As of March 11, 2022

⁵[Medicines Patent Pool](#)

Ensuring Quality and Patient Safety in Processes and Products

Protecting patients and consumer health by ensuring the quality and safety of our products is at the heart of how we operate across our network. Every step of our development, manufacturing and monitoring processes — from product development to sourcing of raw materials to producing and distributing finished dosage forms - is grounded in this commitment. At Viatriis, we take pride in doing what is right, not what's easy, every time.

Quality Management

We maintain a quality infrastructure at the global level that includes extensive experience and expertise, robust and comprehensive Global Quality Policies that establish uniform requirements for fundamental processes and controls within the Quality Management System (QMS), as well as Global Quality IT systems, which are implemented and designed to establish industry best practices and consistency throughout our global network.

Our operations are supported by robust quality systems and standards and processes which are designed to ensure product quality and patient safety. These programs are also designed to ensure that our operations continue to remain in a state of sustained compliance with statutory and regulatory requirements, such as current Good Manufacturing Practices (cGMP), Good Pharmacovigilance Practices (GPvP) and Good Clinical Practices (GCP) for all markets that they serve.

We apply relevant quality guidelines to our Global Quality Policies, including: Eudralex, Falsified Medicines Directive, ICH Quality Guidelines, WHO GMP, Food and Drug Administration Safety and Innovation Act and the EU Excipient Risk Assessment for ascertaining GMP for excipients of medicinal products for human use. We use a Regulatory Intelligence and Knowledge Management Dissemination Program to better inform, evaluate and implement regulatory updates, industry trends and internal knowledge across the Viatriis network.

Our QMS and Product Safety and Risk Management System maintain standard operating procedures for quality-related core components, including but not limited to:

- Managerial oversight and responsibility
- Ongoing and continuous training
- Frequent internal/external audits
- Testing practice and compendial compliance

- Products risk assessment
- Regular compliance monitoring and communication
- Incident investigation, corrective and preventive action
- Standardized document control and change management
- Compilation, trending and review of key quality metrics

Quality Governance and Organization

The Head of Global Quality reports to the President and the following functions are within the overall Global Quality structure:

- Global Operations Audit
 - Global Learning and Development
 - Global Quality Compliance
 - Global OSD and API Quality
 - Global Injectables Quality
 - Global Dermatologics Quality
- Global Complex Products Quality
 - Global Clinical and Bioanalytical Quality
 - Global Quality Systems/QA IT Technical Quality
 - Global Quality Investigations and Regulatory Quality
 - Global Third Party/Affiliate Quality
 - Global Quality Integration/ Surveillance

We continuously evolve our quality organization to ensure alignment with the business operations and to enhance compliance with applicable standards. Quality leadership was restructured to facilitate broader surveillance functions and to continue to strengthen compliance. Existing global quality resources are embedded within the operational verticals to align closely with the business units and drive consistency across the sites. These enhancements promote closer connectivity among operational leaders and lead to improved product quality, supply continuity and patient access.

As part of our integration of the two legacy companies, we also have further enhanced the Global Quality Manual, taking best practices from each legacy company. We also enhanced consistency across more than 20 global policies and procedures, including, but not limited to, the policies governing investigations, self-inspections, APR process, data integrity, Field Alert Reporting and Risk Management.

Training for Continuous Improvement

Our Global Learning and Development program provides comprehensive and effective training to assure access to and delivery of knowledge to global operations personnel in coordination with vertical and site based training programs. This program coordinates and standardizes training requirements, content, techniques and training delivery methods to continually strengthen our corporate learning culture as part of Global Training policy requirement. We also provide a regulatory intelligence program that provides personnel access to current global regulations, publications and industry trends.

Our Global Learning Development program ensures that role- specific and periodic cGMP training programs are compliant with regulatory requirements both regionally and globally. cGMP training is conducted on an annual basis and, as needed, more frequently in accordance with regulatory requirements at the site and/or global level.

In addition to training on the theory and practice of cGMP, we utilize a curriculum- based approach to ensure all analysts, operators, and other personnel are fully trained based upon their defined job descriptions and assigned duties. The curricula are specifically designed for each job description.

Procedural and cGMP training is required for all personnel whose duties are in any way associated with the manufacturing, packaging, processing, holding, or testing of products or whose duties require them to enter manufacturing areas or laboratories, as well as any other personnel whose activities could affect the quality of the product. Personnel working in areas where contamination is a hazard, such as clean areas, sterile areas or areas where highly active, toxic, infectious, or sensitizing materials are handled, are given additional specific training. Training in cGMP is conducted by qualified individuals to assure that employees remain familiar with the specific cGMP requirements applicable to them.

Quality Monitoring in Our Operations

Our Global Operations Audit program relies primarily on oversight by a specially trained team of internal global experts, augmented and supported by independent third parties. The global internal audit program is a key component of our oversight and monitoring of the quality performance across our network. The internal audits are designed to proactively evaluate compliance against the GQM/ GQP and global cGMP regulations.

- Dedicated audit leads are assigned to quality operations within each vertical to participate in all internal audits within that vertical. Site and vertical leadership collaborate to ensure continued, robust processes and to periodically evaluate existing processes and risk mitigation mechanisms. Internal audits are performed on a regular basis for each production/API site as well as our distribution, packaging and laboratory sites.
- Internal sites are required to take appropriate corrective and preventative actions in response to any observations, with set timelines for implementation.
- Quality Councils at each site oversee and monitor key performance indicators, track quality incidents, identify trends and have the authority to escalate incidents to senior quality leadership.
- At the global level, senior quality leadership routinely reviews and monitors key performance indicators from each vertical/site and their respective corrective/preventive actions for incidents and trends.

In recent years we streamlined the global internal audit program to include expedited timelines for issuance of observations and increased site leadership engagement to ensure immediate remediation of identified observations. We further increased focus on global investigations oversight, third-party management, and surveillance across our sites.

Following each internal audit, the inspected site is required to submit a corrective and preventive action (CAPA) plan to remediate any identified discrepancies. These CAPAs are submitted to our Global CAPA Management team for review and approval. Furthermore, any CAPA from critical and/ or major observations are reviewed and verified for completion by the Global Operations Audit Team.

Quality Risk Assessment

Proactive risk assessment is central to our approach to ensuring quality. We apply the principles outlined in International Conference of Harmonization (ICH) Q9 Quality Risk Management, as well as those in ICH Q10 Pharmaceutical Quality System.

Quality Culture

Employees are provided training on quality culture to ensure personnel have a clear understanding of our commitment to quality. In 2021 we kicked off a Quality Campaign with the following focus:

- **Excellence via Quality:** We must all do what’s right, not what’s easy. We focus on getting our work done right — the first time — we follow our robust processes and pay close attention to detail. And we understand the science.
- **Integrity via Quality:** If you see something that isn’t right, speak up. Our reputation depends on it. We are all accountable for operating with integrity and empowered to take action to do what is right.
- **Accountability via Quality:** At Viatris, we are all accountable to operate with a quality-first mindset. Our commitment to quality gives patients the assurance they need to be empowered to live healthier at every stage of life.
- **Proactivity via Quality:** We are proactive and seek to address issues before they become problems. We collaborate with others to generate solutions and implement them quickly.
- **Reliability via Quality:** Focus on simplification — overly complex processes can lead to mistakes. We never settle for “good enough.” Business continuity is enabled by a commitment to quality.

Ensuring a High-Quality Supply Chain

To help ensure the integrity of our supply chain, a highly experienced Viatris committee undertakes a rigorous review of suppliers and third parties prior to their selection for the supply of active pharmaceutical ingredients and drug products. After selection, those suppliers and third parties execute an agreement that specifically details our expectations and right to conduct regular on-site audits to ensure compliance regulations, applicable regulatory reporting requirements, and allow access to all records related to the supplied products, among other requirements.

- To support external suppliers in meeting quality standards, we may place company Quality personnel at the site of a supplier to engage, monitor, and mentor the site team and foster continued quality compliance.
- We conduct routine audits to assess the strength and performance of the QMS. Frequency is based upon cyclical audit requirements by facility type, historical regulatory inspection performance, and key product launches.
- In 2021, in response to the pandemic, we instituted a virtual audit program that enabled us to effectively conduct audits and remain in compliance with regulatory auditing requirements. In total, 612 GMP, 69 GCP and 23 pharmacovigilance (PV) audits were conducted by the company’s global Operations Audit team at our facilities and suppliers.

External contractors and suppliers approved for business with us are recorded in an internal global database which encompasses a mixture of third-party manufacturers (sterile and non-sterile), third-party packagers, third-party laboratories, distribution centers, miscellaneous service providers, API suppliers (sterile and nonsterile), excipient suppliers and packaging component suppliers.

Working with Health Authorities

We constantly review our products, processes and facilities throughout our network and work closely with external health authorities to ensure transparency regarding emerging information, including shortages, adverse-event reporting of other manufacturers' products, development of new scientific and testing criteria and evolving regulatory and manufacturing expectations everywhere we operate. We continuously learn from these interactions as scientific, technology and regulatory expectations continue to evolve.

- The health authority inspections provide extensive external certification of the company sites and our suppliers and provide authorization for further production and marketing.
- We are making progress to resolve the identified observations regarding Viatris' active FDA Warning Letters.
- In 2021, more than 90 health authority inspections were conducted across our facilities. The COVID pandemic has had an impact on this number compared to previous years.

Notable International Health Authority Inspections in 2021 include: FDA (USA), EMA, HPRA (Ireland), MHRA (United Kingdom), TGA (Australia) and WHO.

Patient and Product Safety

Our Product Safety & Risk Management (PSRM) function has a Pharmacovigilance (PV) system with robust processes described in 120+ global Policies, Standard Operating Procedures and Work Instructions, altogether ensuring patient care and safety in relation to the use of our products during both their development and once placed on the market.

We are in the final stages of completing the integration of legacy Mylan and legacy Upjohn PV systems into one Viatris global pharmacovigilance system by ensuring appropriate policies, procedures, resources, IT infrastructure and agreements are in place to meet global pharmacovigilance requirements.

Global PV governance committees, such as the Corporate Product Safety Committee and the Pharmacovigilance System Oversight Committee, are responsible for periodic and ad-hoc evaluation of new safety-relevant information and facilitates full oversight of compliance and the performance of the Viatris PV system.

Potential new safety-relevant information is assessed and evaluated through our corporate safety governance structure and important new information is communicated in a timely manner to regulatory authorities, healthcare professionals and patients.

To manage safety of a diversified and complex product portfolio — made up of prescription medicines, over-the-counter medicines, combination products, medical devices, food supplements, cosmetics - we have highly skilled and trained cross functional teams of medical and scientific professionals who review and report our risk and benefit assessments to regulatory authorities worldwide.

- In 2021, the company submitted more than 350,000 individual safety reports and more than 1,500 aggregate reports to health authorities and business partners with a compliance rate of over 99%.
- The company currently has more than 310 risk management plans and associated interventional measures designed, where required, to help ensure our products are used safely and effectively.

Mechanisms like periodic meetings of the Joint Pharmacovigilance Governance Committee for oversight of new safety and compliance matters and service delivery teams for the operational matters have played a vital role for the Viatris Product Safety & Risk Management department to maintain oversight of the safety profile and regulatory compliance for legacy Upjohn products, managed in Pfizer's system, during the transition period.

As part of our PV system, the benefit-risk profile of all our products is continuously monitored and assessed, ensuring safety information about our products is provided to regulatory authorities, healthcare professionals and patients in a timely manner. Also, PSRM is engaged in a number of Post Authorization Safety Studies (PASS) to ensure the safety of approved products is monitored continuously with effective risk minimization measures.

Our PV system operates in accordance with global Policies, Standard Operating Procedures and Work Instructions to ensure managerial responsibility and standardized processing for all activities. The procedures are continuously monitored for appropriateness and updated to allow oversight and PV governance. In late 2021, relevant procedural documents have been updated to meet the requirement of new EU Clinical Trial Regulations implemented in January 2022.

Key activities are monitored for performance and compliance against standards, targets and thresholds. The PV system is subject to both internal and external audits and inspections by regulatory authorities from around the world. The company's compliance and deviation monitoring mechanisms are in place for any observations resulting from audits and inspections to ensure they are thoroughly analyzed for root causes and that impact is addressed.

As appropriate, corrective and preventive actions required are tracked until effective implementation of compliance with worldwide pharmacovigilance regulations. All processes are designed to be compliant with the EU Good Pharmacovigilance Practices (GVP) or, if applicable, stricter regulations anywhere in the world.

The internal audit schedule relating to pharmacovigilance activities is based on a robust risk assessment with all PV system processes in scope. The frequency of the audits is normally annually for global processes and global service providers and approximately once every three years or less for affiliates based on risk assessment.

Our Product Safety & Risk Management function is a key component of our PV system and participates in all internal and external audits.

In 2021, in addition to the 23 internal PV audits commissioned by our Global Operations Auditing team, there were eight external PV audits by business partners and six PV inspections by national health authorities. No critical findings were identified in these audits or inspections in 2021.

We conduct training that complies with the company's policy on PV Training Standards, which defines training curriculum, frequency, effectiveness measurements, documentation and other requirements. Employees who are part of our PV system are assigned professional development training courses based on individual experience. In 2021, we conducted the mandatory annual Basic PV-training for our approximately 37,000 colleagues.

In our continuous effort to innovate and enhance our system, we continued our efforts in 2020 to further explore the use of emerging technologies, such as cloud-based solutions, automation, artificial intelligence (AI), data analytics and digital communication interfaces in our areas of safety-case report management, upgrading of our global safety database (ARGUS) and safety surveillance with objective to potentially enhance our product safety evaluation, communication and risk mitigation capabilities.

During the COVID-19 pandemic, the PSRM function developed and implemented our Pharmacovigilance Business Continuity Plan, which outlines a comprehensive approach to risk management, staffing and safety systems, among other items, to ensure continued operations during unplanned disruptions. This helped minimize the potential impact to patients and HCPS.

Product Testing

All ingredients used in our products undergo rigorous testing to assure they meet registered specifications. For all products, as regulated by cGMP, we conduct extensive testing, including raw material, intermediate and finished product. As required by applicable regulations, we also conduct post-distribution stability testing.

Product Recall Management

Effective quality and product safety management systems are designed to detect and manage potential risks. These programs may result in product recalls as part of their design. Recalls are largely initiated by a pharmaceutical company as a precautionary measure in cases of possible or actual risk to the quality and safety of the product, and/or risk to the patient. Although there is no harmonized international standard between countries on what constitutes a recall, Viatris has internal global requirements that each company site must maintain a written procedure to govern the recall of products based upon health authority regulatory requirements in the territories in which our products are provided. A product recall serves to safeguard the health of patients — demonstrating our responsibility and the efficacy of the Quality Management System (QMS). It is relevant to point out that the type and size of a product portfolio, along with other factors, may impact the number of recalls across companies.

Conducting Responsible Clinical Development

Clinical operations, including clinical trials, are key to advancing access to medicine for patients across the world. We are committed to conducting clinical trials in an ethical way and to promoting patient safety and protection of patient rights throughout the study lifecycle. Our global program for clinical research and applicable standard operating procedures are designed to adhere to international best practice and good clinical practice (GCP) as defined in the Declaration of Helsinki and the International Council for Harmonisation of Technical Requirements for Pharmaceuticals for Human Use (ICH) framework.

In 2021, we continued research activities across diverse regions in which patients may experience various health care and/or economic challenges. Our research encompassed varied therapeutic areas, including mental health disorders, dermatologic conditions, ocular maladies, allergies, and pulmonary diseases, among others.

We conduct clinical trials in many regions of the world as part of the process to eventually make treatments available to patients. To support the geographic expansion of products and bring more products to more patients with diverse needs, the number of trials in new settings has increased. Moving forward, Viatris will continue to work to include patient representatives of the regions where approval is sought, focusing on improving patient access to needed therapies globally.

Diversity in Clinical Trials

Viатris supports FDA's guidance on Diversity in Clinical Trials and works to include diverse patient populations for global studies that will be submitted for approval to FDA and other health authorities. Considerations for diversity include both demographic criteria (e.g., gender, race, ethnicity) as well as non-demographic criteria (e.g. co-morbidities, organ dysfunction, the extremes of weight range). Viatris is committed to working with health authorities to enhance safety, scientific rigor and diversity in our clinical trials.

Health authorities across the globe have called for increased pediatric research to support accurate labelling for pediatric populations. Viatris complies with applicable GCP requirements to ensure that pediatric clinical trial requirements are completed with a focus on patient safety and integrity of clinical trials data.

Our range of clinical experience and scale includes: 27,000 study participants across 9 therapeutic areas; 800 PKPD / adhesion & human factor studies with over 30,000 healthy volunteers; and more than 80 clinical development and post marketing programs inclusive of Phase I, Phase II/III and Phase IV.

Management and Oversight

The Head of Global Clinical Operations reports to the Chief Medical Officer, who reports to the company's President. Our Global Quality Management System (QMS) is at the core of our clinical investigations. It includes procedures on internal processes associated with drug development as well as processes for overseeing and auditing outsourced activities completed by our vendor partners. Dedicated independent members of our Quality team conduct periodic assessments and audits across our operations and at our vendors. Any potential or actual incidents are managed through clear processes and escalated to senior management as appropriate. Our QMS requires ongoing review of procedures to ensure continued alignment with GCP regulations and guidance documents.

Global Standards

Regardless of where the trials are conducted and whether they are performed in-house or by a qualified third party, the company's global standard operating procedures apply with the aim to ensure the robust adherence to applicable policies, procedures and regulatory requirements. We develop clinical study protocols for every clinical trial, which contain criteria and procedures for the conduct of each trial. The procedures for clinical site assessment are developed prior to the selection of investigators. The company maintains procedures that require ongoing evaluation of a clinical site's conduct of clinical studies from study initiation through study closeout. We work with our partners to ensure that clinical investigators are carefully screened prior to being selected to participate in a clinical study and require that clinical investigators conduct careful screening and selection of patients consistent with the written study protocols.

We also require that all clinical studies receive review and approval from institutional review boards/independent ethics committees (IRB/EC). These committees evaluate and provide approval and ongoing review of clinical trials with a primary goal of ensuring patient rights and safety. The review of each clinical study must be properly documented for every clinical site participating in a clinical study for the company. IIRB/EC documentation of review/approval must be available for all clinical sites that participate in a clinical study. Additionally, health authorities may place clinical study activities on hold should there be concerns that arise that warrant such action.

The company's governance councils, quality committees and clinical development teams oversee the conduct of clinical trials, including regular monitoring of ongoing trials, and partner with internal and external experts and investigational sites to promote patient safety and data integrity across our clinical development programs. In addition, we use quality councils, governance boards and independent data monitoring committees when appropriate to support quality, safety and protection of participants in our clinical development programs.

Our standard operating procedures specifically address the requirements associated with the development of Investigator Brochures, Clinical Protocols and Informed Consent Forms in order to adhere to applicable regulations. A cross-functional development and review process is incorporated into the procedures to ensure that experts in various functions have input into the design and approval of these documents. These documents provide clinical investigators with sufficient background on the investigational product to protect the safety of research participants, that the clinical study is scientifically rigorous and that participants are well-informed of the potential risks and benefits, study goals, procedures, and their critical role in clinical research. All employees involved in this aspect of a clinical trial undergo training for this purpose.

Informed Consent

The company’s standard operating procedure governing the informed consent process is part of the QMS. It includes detailed procedures regarding the development, review, approval, implementation and confirmation of the informed consent process for adult and pediatric trials.

- Informed consent documents are written in a manner that allows potential trial participants, regardless of reading skills and local language, the ability to make an informed decision that considers the potential risks and benefits of trial participation.
- Local independent ethics committees review and approve informed consent forms prior to patient participation in a clinical study.
- The clinical investigator ensures that patients understand the informed consent document prior to participation in the clinical study.
- As part of adhering to GCP, trial participants are provided instructions for contacting clinical site staff to address questions and concerns during the course of the clinical trial. Site staff are likewise provided company clinical development team contacts who are available to provide support as needed.

Risk Management in Clinical Development

The QMS provides procedures on assessing potential risks associated with the various aspects of clinical development, such as study design, vendor selection, site selection and patient populations. The application of data analytics supports efficient trial management and oversight.

Trial Data Transparency

The company’s QMS addresses the publication of clinical trial data in publicly accessible registries, as required by global regulations to promote transparency. We publish results of applicable clinical trials in publicly accessible registries such as www.clinicaltrials.gov, <https://eudract.ema.europa.eu>, and others. As part of complying with the GCP, we follow the Food and Drug Administration Amendments Act (FDAA) 801 and the Final Rule requirements for disclosure and results posting in the U.S. and are following the EU Clinical Trial Directive (EC) No. 001/20/EC in the EU. When the Clinical Trial Regulation EU No. 536/2014 goes into effect, we will comply with that regulation.

The company also maintains procedures that describe a scientifically rigorous process for the preparation and dissemination of scientific articles addressing the results of clinical trials to ensure that HCPs and patients have access to information on the results of clinical trials.

Moving forward, Viatri Global Clinical Operations will continue to work to transform the clinical trials process through new ways of working and process optimization through the

implementation of innovative clinical trial solutions from end to end, as well as globally aligned systems and processes. Our priorities will always be patient safety, regulatory and protocol compliance, and data integrity.

Animal Studies

We do not conduct animal testing unless it is required by national regulation. We are committed to the “3 R” approach (Replacement, Reduction and Refinement) with respect to ethical animal testing. Facilities performing animal testing on our behalf are required to comply with regional scientific procedures for laboratory animal science. These facilities use and/or are approved by the Association for Assessment and Accreditation of Laboratory Animal Care (AAALAC). Our Global Operations Audit team performs regular audits on entities and facilities involved in animal testing to ensure compliance.

Promoting Product Security and Fighting Falsified Medicine

To mitigate the risks from counterfeit products and protect the security of products and safety of patients, we have a formal infrastructure to support oversight of product security and guide applicable efforts. Our Product Integrity Coordination Committee consists of leaders from Compliance, Quality, Regulatory, Medical Affairs and Security. The company’s Product Security team conducts an annual risk assessment of the portfolio to determine those products which may be at a higher risk for counterfeiting or diversion activity. This assessment takes into consideration several aspects including therapeutic category, dosage type, regulatory concerns, medical affairs concerns, and previous incident history. Products with higher levels of risk are given priority attention when it comes to analysis and market monitoring. We also use intelligence gathered from open market analysis to prioritize risk.

We conduct investigations when there is suspicion of counterfeit or at-risk products and to support health authorities and law enforcement investigations. In addition to internal resources, we collaborate with external stakeholders such as online sales platforms, platforms as needed to further identify and prevent the distribution of counterfeit products.

We have controls to guard against theft and diversion of controlled substances and operate a system to identify suspicious orders of controlled substances.

We have a cross-functional team including members from Compliance, Customer Relations, Controlled Substance Monitoring, Global Security, Distribution Center, Regulatory Legal, and Regulatory Affairs that works to operate our strong programs designed to detect and prevent diversion within the supply chain. This cross-functional team has established strong partnerships with custom agents, local and federal law enforcement, and state and local licensing. At the same time, we take steps to assure that patient care is not interrupted by disruptions in the flow of medication to our customers and patients across the globe.

Our suspicious order monitoring program includes for example:

- Experienced compliance team
- Dedicated suspicious order monitoring team
- Data and analytical programs
- Customer due diligence
- Education and training
- On-going engagement with state and federal regulators

In addition, we also have a dedicated product diversion program, which encompasses anonymous reporting mechanisms, which together with our suspicious order monitoring systems, supports risk mitigation.

Falsified medicine – medicine that is sold as authorized, authentic medicine but in fact contains ingredients of poor or toxic quality or dosage – continues to be an issue for the pharmaceutical industry. We have made significant investments in packaging and information technology to further enhance our ability to detect and prevent the distribution of counterfeit products. By lowering the likelihood that falsified products will enter the supply chain, we are helping to ensure the integrity of distributed products and continued access to high-quality medicine.

The company has global policies to govern validation, operations, serialization and product security. New and updated procedures have also been implemented across all manufacturing sites to drive consistency in packaging, management, master data and distribution of serialized product. Among these are processes to track and trace serialized products. An internal product safety group assists in monitoring the supply chain to help ensure it is not breached.

Serialization

Serialization is a process that helps companies obtain valuable information about the products they sell, and where they are made and shipped. It is required by a myriad of government regulations that require pharmaceutical companies to track their products along the supply chain and verify their authenticity. The goal of serialization is to ensure that medicines reaching consumers are not counterfeit, stolen or contaminated. Our quality, regulatory and serialization teams work to ensure that serialization requirements for all countries are met. In doing so, the company works closely with industry groups such as the RxGPS Alliance,

a group of multinational pharmaceutical supply chain stakeholders who have a common interest in advancing global alignment of drug serialization and tracing requirements to harmonize various standards among countries.

Serialization efforts include technology that uniquely numbers each pack and places a serialization mark, known as a 2D data matrix, on products. We work internally and externally (with contract manufacturers) to ensure that products made for patients include these identifying marks. Eventually, the serialization process will leverage aggregation, which places a unique code on shipping packages of our products. This code will associate data for each packaged product.

Once products are serialized, our work continues. Large amounts of data created by serialization must be managed, maintained and reported to authorities or trading partners. Shipments to customers will also include serialization data. This new way of conducting business is driving the digital supply chain with emphasis on data and product integrity.

For global manufacturers the challenges with serialization are requirements that vary by markets. Various versions of track and trace and endpoint authentication have emerged around the world, and we are working hard to meet these requirements to ensure access to high-quality, affordable, and authentic medications to ensure patient safety and compliance with global serialization regulations.

Integration of legacy Upjohn products into Viatri's serialization architecture progressed in 2021 and will continue in 2022.

Ensuring Reliable Supply Chains

Maintaining a reliable supply of pharmaceutical products is always critical, but even more so – and often more challenging — in the midst of a pandemic. As an essential business, Viatri has taken action to avoid supply chain disruptions for critical medicines.

We rely on our suppliers and business partners to deliver high- quality, affordable and accessible products to our customers and ultimately to patients. In addition to robust procedures and controls, maintaining good relationships helps us to reduce risk and ensure a high-quality and reliable supply as well as advance on our sustainability practices. The strong relationships with logistics partners were especially valuable in addressing the volatile changes in demands amid the pandemic.

Global, diverse and flexible supply chains are key to timely and affordable access to medicine. We were able to maintain a global service customer level of 90% during the pandemic, in part thanks to our ability to assess stock daily and move products from one region to another based on needs and availability.

Our approximately 40 manufacturing sites across more than five continents, combined with our global supply chain network and the facilities of the many partners with whom we collaborate on manufacturing, development, supply and logistics, offer a worldwide, strategically located network of robust size and scope.

We have approximately 600 third parties that enhance our internal capacity and capabilities. From an API point of view, we are vertically integrated on many key products, and we have built long-term strategic partnerships with our API suppliers to mitigate disruption.

We are one of the world's largest producers of APIs, providing them to customers in more than 100 countries. We are the leading producer of API used in generic ARVs, which treat HIV/AIDS. We also produce API for products in the following areas: antibacterial; central nervous system agents; antihistamines/antiasmatics; cardiovascular, antivirals; antidiabetics; antifungals; and proton pump inhibitors.

Approximately half of our API comes from India and China, and the other half from North America, Europe, and emerging markets. In India, we have 15 manufacturing facilities located in seven different states, which mitigates the risk of disruption in any given part of the country.

- More than 20 countries supply top 100 products from nearly 80 different locations. Many products registered at multiple sites offers risk mitigation and flexibility to meet demand
- 50% of top 100 products dual sourced for API and/or finished product
- >20 countries supply API for top 100 products

For Europe, our finished dosage form facilities are supported by five different countries, to mitigate risk of disruption. Viatris' global supply chain is strategically designed to support our business and to protect the quality and safety of our diverse and increasingly complex products. We are continuously monitoring inventory levels of our raw materials and dosage forms.

Designed to reach more patients with more solutions when and where they need them, our regional supply sites are often in close proximity to our key markets and utilize demand and supply data to leverage capabilities and create efficiency and flexibility across our operations.

We have a Rapid Response Advanced Planning system, which is a state-of-the-art technology for supply chain planning and management. The program enables key stakeholders to be closely connected across our global operations. It enables us to update and share information in real time, allowing us to leverage capacities and resources across key functions such as commercial, supply chain, warehousing and manufacturing. We look out over a 24-month horizon and plan supply to meet both the forecast and safety stock requirements to buffer against any potential fluctuations in demand or supply. In 2021, the supply chain team partnered with commercial teams to better understand customer requirements and further improve forecast accuracy. Doing so helps us plan production and reduces the risk of excess stock.

Forging Strong Supplier Relationships

Strong relationships, a global, diverse, flexible and transparent supply chain, and well-established processes enabled Viatris to maintain reliable supply and address volatile demands and urgent patient needs. Recent events caused volatility and supply chain distribution in general, proving the value of having good relationships with our partners. The Viatris Supplier Relationship Management program focuses on preferred suppliers to mitigate risk and enhance long-term strategic partnerships.

Expectations from key stakeholders about our management of key sustainability matters in our own operation as well as in our external supply chain are rapidly evolving. Our continued commitment to work more closely with our key partners in the external supply chain will help us meet these expectations and be a Partner of Choice® in building more resilient and sustainable supply chains.

Supplier Code of Conduct

Our Supplier Code of Conduct provides guidance for doing business with us. The code references international conventions underpinning the UN Global Compact, the Women's Empowerment Principles and the CEO Water Mandate. Viatris is a signatory of all three. The code is an important policy tool in our work to enhance supplier relationships, part of mitigating supply chain risks and raising awareness on responsible practices.

Building out Sustainable Sourcing

Our sourcing vision is to serve as:

- Integrator of social, ethical and environmental parameters into Viatris Sourcing Practices, Standards & Strategies
- Partner of Choice®
- Catalyst for supply resilience ensuring access to more markets and patients worldwide

As part of the integration work that continued in 2021, we took the opportunity to review our governance and programs on sustainable sourcing. New members joined our Council for Sustainable Sourcing to better reflect the new company and to further facilitate ownership across key functions. The council includes members from Viatris' vertical and sourcing leadership, EHS and CSR leadership, Quality and Compliance.

This group will continue to:

- Provide guidance and direction for sustainable sourcing
- Develop governance, practice and reporting of sustainable sourcing
- Instill the culture of sustainable sourcing within sourcing teams
- Set annual sustainable sourcing goals and objectives
- Develop, implement and align with enterprise policies and metrics from a sustainable sourcing perspective
- Continue to expand our focus on green procurement.

In 2021, significant efforts went into further expanding our program on sustainable sourcing, leveraging the strengths and experiences from our legacy companies. Areas of focus included:

- Updating a new Supplier Code of Conduct for Viatris, reflective of our membership in the Pharmaceutical Supply Chain Initiative (PSCI)
- Developing new standards for EHS, labor and ethics assessment of external suppliers
- Scaling up the number of suppliers included in Viatris' sustainability and risk assessment procedures
- Proceeding with the supplier assessments for the AMR IA Framework on Responsible Manufacturing
- Source selection for Direct Materials

- Partnerships and communication
- Monitoring, reporting and continuous improvements

Partnerships and collaboration are essential for continued progress and impact. Viatris joined the PSCI in 2021, to benefit from joint principles and to help promote collectively responsible supply chain management and better conditions across the industry. By partnering with PSCI, we also hope to contribute to finding synergies and enhance efficiencies across our supply chains, ultimately allowing us to allocate resources to the mission of creating sustainable access to high-quality medicine.

The Pharmaceutical Supply Chains Initiative (PSCI) is a nonprofit business membership organization with a vision for excellence in safety, environmental and social outcomes for the global pharmaceutical and healthcare supply chain. The purpose is to bring together members to define, establish and promote responsible supply chain practices, human rights, environmental sustainability, and responsible business.

Mitigating Supply Chain Risk

We have a robust due diligence process to better understand supplier capabilities and ensure their ability to comply with regulatory and compliance requirements. As part of de-risking the supply chain, we also have a process for dedicated sustainability risk assessment based on the PSCI principles. For the latter, we are including suppliers in a phased approach.

We apply robust and proactive risk mitigation programs with current suppliers and for qualifying alternate suppliers. We monitor performance through reporting, trend analysis and consistent business review meetings, and maintain escalation and cross-functional issue management processes. Sourcing teams routinely meet with suppliers to review the performance of supply and create action plans to address identified risks. For our third-party finished-dose formulation suppliers, we maintain an end-to-end product management approach.

Source Selection

Source selection is a key sourcing process for Direct Materials to ensure vendors meet our minimum standards for quality, cost and compliance. In 2021, we continued to expand our focus in this area to include global EHS in the process. Key vendors of strategic brands were assessed against PSCI principles.

Supplier Diversity in the U.S.

Promoting DE&I goes beyond our colleagues and serving patients. Advancing how we consider DE&I in our business dealings is part of helping to create more equal and resilient communities.

In the U.S., the Supplier Diversity Program supports small businesses and businesses owned by minorities, women and veterans. We are committed to continue to build relationships with small and diverse businesses.

We monitor spending and provide access to databases featuring diverse suppliers to promote these businesses. Our senior sourcing members meet quarterly to review achievements related to supplier diversity, and we continue to make program adjustments as we seek to expand our efforts in this area.

Tackling Medicine Shortages

Drug shortages are a challenge across the globe, with several causes that are in some instances very complex. This has been especially true amid the COVID-19 pandemic as countries closed their borders and enforced lockdowns, requiring increased collaboration with industry and governments to mitigate the impact on patients and find solutions.

The constraints of the pandemic have added to an already strained system, where global demand for medicine is increasing significantly, putting extra pressure on manufacturers and supply chains to produce and supply products around the globe. Global supply chain disruptions are continuing, exacerbated by global unrest and inflation. At the same time, governments all over the world are facing the urgent need to manage spending amid increasingly tight budget constraints.

Generic medicines have proven to be important in addressing both challenges: Generics lower the cost of medicine through increased competition in the marketplace with increased availability of treatments. However, generics manufacturers are facing increasing costs related with inflationary pressure combined with procurement models that often only look at the lowest price or pricing systems that don't allow medicine prices to keep up with unprecedented spikes in production costs. The combination can be difficult for industry to manage while pursuing the mission of access.

Global, diverse and flexible supply chains are essential to timely access to affordable medicine and, to that end, a key element in mitigating shortages is to promote and uphold policies that protect and enable these supply chains.

We have been actively engaged in drug shortage task forces initiated by health authorities to identify potential solutions to minimize shortages. We are also working with a variety of stakeholders to find a holistic and long-term solution to ensure continued supply and access to medicines.

Distribution

The company's products make their way to patients through a variety of distribution channels and intermediaries, and local laws and customs give rise to different types of pharmaceutical markets (distribution, tender, substitution and prescription). The customers we work with include retail pharmacies; specialty pharmacies; wholesalers and distributors; payers, insurers and governments; and institutions such as hospitals, among others. We work closely with them and other important collaborators, including NGOs, to help ensure the most efficient distribution of products possible.

Supporting Appropriate Use of Medications

Helping patients use medicines appropriately and adhere to prescriptions are crucial factors in improving health and well-being around the world. We promote the appropriate use of medicines and have several initiatives aimed at educating patients on medical conditions and ways to better manage them. We support online portals, websites and mobile applications that offer features ranging from tracking symptoms to reminding patients about refilling prescriptions. In addition, some digital solutions provide real-time guidance for healthcare providers to help them understand a patient's overall status. We support individual dose dispensing across several European countries to increase therapeutic adherence and reduce medication errors, which is particularly important for elderly patients taking multiple medications. Dose dispensing not only helps an individual patient use medication correctly, it also assists caretakers and healthcare professionals in managing medications more effectively. Further, we adapt packaging to include symbols and pictograms that illustrate dosage schedules to make it easier for patients to take the right doses of medicines at the right time.

Participating in Relevant Patient Assistance And Government Sponsored Healthcare Or Tender Programs

Viatriis participates in various government sponsored healthcare or tender programs around the world. In the U.S., we also offer a patient assistance program that provides certain medicines for free to patients with demonstrated financial need. In January 2022, we launched an updated Viatriis Patient Assistance Program, which incorporates elements from the legacy Upjohn and legacy Mylan organizations and allows us to continue our commitment to helping patients get the treatments they need, when and where they need them.

EMPLOYEES

Human Relations Organization and Governance

Our Human Relations (HR) function takes a people-first approach to supporting the success of our colleagues and our business by being closely integrated at all levels of the organization. The HR function focuses on the priority areas of talent, organizational effectiveness, engagement and DE&I. This framework allows for HR to deliver solutions with specificity at the regional and local levels, while operating as a global community as it executes on its strategy.

The Human Relations function reports to the CEO. The function provides quarterly updates to the Compensation Committee of the Viatris Board of Directors and, as needed, to the full board on topics such as talent succession, DE&I, integration efforts and more.

Global centers of excellence (COEs) for Talent, Total Rewards, People Insights and Employee & Labor Relations design strategies and programming in support of the company's people, performance and growth. The COEs are supported by our new People Solutions team, driving efficiencies through process development, technology, analytics and project management. Regional HR leaders are also accountable for helping to deploy global and local programs, working closely with our commercial, operations, scientific affairs and enabling functions.

Actionable insights and guidance are provided by HR business partners who align our people strategy with business strategy at all levels of the organization. HR support for employee services is provided through channels that include online portals and regional people service centers.

Workforce data from across our global organization is regularly refreshed and reviewed to provide analytics and insights on talent trends to inform decision-making that benefits the business and improves the employee experience.

Compensation and Benefits

We maintain a robust rewards framework that provides competitive compensation and benefits aligned with the market. In addition to rewarding employees, it also is intended to align with the company's business strategy of increasing shareholder value. Our discretionary short- and long-term discretionary incentives include performance-based annual cash bonuses, sales incentive compensation programs and equity grants, each designed to drive the continued development of our business, recognize achievements, create shareholder value and encourage behaviors expected of leaders.

We actively manage our incentive programs to ensure they are dynamic to attract key talent, performance-driven to motivate and reward employees in achieving our stated objectives in support of the continued growth of our business, and aid retention. Managers annually evaluate employees' performance and total compensation. We also leverage benchmarking tools and subscriptions with external partners to ensure our total rewards programs are competitive and equitable.

We remain committed to the fair, equitable treatment of individuals regardless of grounds such as gender, race and ethnicity in our compensation practices and will continue to take measures in support of pay equity.

Recognizing Freedom of Association

We recognize and respect the rights of employees to have access to representation and collective bargaining, as articulated in the International Labor Organization core conventions. Around the world, we have a significant number of colleagues in manufacturing, commercial and corporate functions who are represented and covered by collective agreements. We engage with employee representatives globally and strive to maintain productive relationships with them as we do with all employees.

Involving Employee Representatives

We are committed to informing and consulting with employee representatives and routinely obtain their input, particularly regarding the work environment, employee safety, and providing wages, benefits and terms and conditions of employment aligned with the market.

WORKFORCE DATA¹

Workforce	2020	2021
Total Workforce	45,975	41,761
Employees	41,652	37,184
Contingent Workers	4,323	4,577
Employees by Gender	2020	2021
Female	34.4%	35.6%
Male	65.6%	64.4%
Employees by Segment & Gender	2020	2021
Developed Markets	39.2%	36.2%
Female	48.6%	51.7%
Male	51.4%	48.3%
Emerging Markets ²	41.7%	43.6%
Female	16.6%	17.4%
Male	83.4%	82.6%
Greater China	13.0%	14.7%
Female	50.2%	50.6%
Male	49.8%	49.4%
JANZ	6.1%	5.5%
Female	30.0%	33.9%
Male	70.0%	66.1%

Viatris values diversity, embraces uniqueness and every person's experience of self, including all dimensions of gender. Viatris currently reports on gender categories of male and female in accordance with the applied reporting standards.

Viatris plans to make EEO-1 data available in the future.

Full-time (Equivalent) Employees by Segment	2020	2021
Overall	98.5%	98.5%
Developed Markets	96.4%	96.0%
Emerging Markets	100.0%	100.0%
Greater China	99.9%	100.0%
JANZ	98.9%	99.0%
Employees by Function & Gender	2020 ³	2021
Commercial	31.6%	32.5%
Female	48.3%	50.5%
Male	51.7%	49.5%
Enabling Functions (General & Administrative)	7.6%	8.1%
Female	43.5%	43.3%
Male	56.5%	56.7%
Operations	52.9%	50.7%
Female	23.2%	23.1%
Male	76.8%	76.9%
Scientific Affairs	7.9%	8.7%
Female	44.5%	44.7%
Male	55.5%	55.3%

¹ Data as of Dec. 31, 2021

² India makes up 78% of Emerging Markets workforce. India manufacturing specifically makes up 60% of the Emerging Markets workforce.

³ 2020 data adjusted to reflect remapping of Operations G&A employees to Operations from Enabling Functions to achieve consistency in year-over-year comparison with 2021 data

WORKFORCE DATA

People Managers ¹ by Segment & Gender	2020		2021	
	FEMALE	MALE	FEMALE	MALE
People Managers Overall	32.5%	67.5%	33.2%	66.8%
Developed Markets	41.8%	58.2%	43.4%	56.6%
Emerging Markets	15.8%	84.2%	16.9%	83.1%
Greater China	49.9%	50.1%	49.7%	50.3%
JANZ	21.5%	78.5%	26.9%	73.1%
People Managers as a % of Overall Female or Male Workforce	FEMALE	MALE	FEMALE	MALE
People Managers Overall	15.1%	16.4%	15.6%	17.3%
Developed Markets	16.3%	21.5%	16.7%	23.3%
Emerging Markets	12.8%	13.7%	14.3%	14.8%
Greater China	15.4%	15.6%	14.8%	15.4%
JANZ	10.4%	16.2%	12.2%	17.0%
Senior Management by Gender ²	FEMALE	MALE	FEMALE	MALE
Overall	21.5%	78.5%	22.2%	77.8%

Board Composition	2021
Total # of Board Members	13
By gender	
Board Members who identify as Female	3
Board Members who identify as Male	10
By race and ethnicity	
Board Members who identify as African American or Black	1
Board Members who identify as Asian	1
Board Members who identify as Two or More Races or Ethnicities	1

Employees by Age Group	2020	2021
Average Age	39.7	39.6
Under Age 25	4.4%	4.5%
Ages 25-34	34.6%	33.9%
Ages 35-44	30.8%	32.2%
Ages 45-54	20.7%	20.9%
Ages 55-64	9.0%	8.1%
Ages 65 and Over	0.5%	0.4%
Career Progression by Gender ³	2020	2021
Overall	16.7%	20.0%
% of Overall Female Population	15.4%	19.8%
% of Overall Male Population	17.3%	20.2%

¹Managers defined as colleagues with at least one direct report

²Senior management is equivalent to vice president level and above

³Progression defined as a change in grade or title due to lateral or expanding responsibilities

To learn more about the background and perspectives of the members of the Viatris Board, please see [Viatris 2021 Proxy Statement](#), [Viatris Amendment No. 1 on Form 10-K/A to the 2021 Viatris Annual Report](#), and the [Corporate Governance Principles](#).

WORKFORCE DATA

Employee New Hire Rate ¹	2020	2021
Overall	9.6%	11.3%
Female	11.5%	14.4%
Male	8.6%	9.7%
Average Employee Tenure ²	2020	2021
Overall	9.5	8.5
Female	9.0	7.9
Male	9.8	8.8
Employee Turnover Rate ³	2020	2021
Overall ⁴	8.1%	23.1%
Female	9.5%	23.7%
Male	7.4%	22.8%
Voluntary Employee Turnover	6.1%	9.8%
Female	7.1%	11.5%
Male	5.6%	9.0%
Involuntary Employee Turnover ⁴	1.8%	13.0%
Female	2.3%	12.0%
Male	1.6%	13.5%
Other Employee Turnover ⁵	0.2%	0.3%
Female	0.2%	0.2%
Male	0.2%	0.3%

¹2020 new hire rate includes full-year legacy Mylan data and legacy Upjohn data after Nov. 16, 2020

²Includes prior years of service with Mylan and Upjohn

³Regular employees only; 2020 data adjusted to reflect reclassification of mutual agreement and retirement from Other to Voluntary to achieve consistency in year-over-year comparison with 2021 data; 2020 turnover rate includes full-year legacy Mylan data and legacy Upjohn data after Nov. 16, 2020

⁴Data reflects the global restructuring initiative announced in 2020

⁵Reasons include disability, ill health and inability to return from leave of absence, among others

ENVIRONMENTAL, HEALTH AND SAFETY

Management System and Governance

At Viatris, we have a holistic approach to and integrated management of environmental, health and safety (EHS). We are creating an EHS management model, continuing the integration of two strong legacy programs and leveraging their strengths. Founded on 13 Principles, our framework is built to support compliance with local regulatory requirements and global company policies and to nurture a culture of continuous improvement.

Our Global EHS Policies — the Global Environmental Stewardship Policy, Global Climate Change Policy, Global Water Policy — and Global Health & Safety Policy are based on our governing EHS Principles. The policies apply to all of Viatris’ global operations, from senior management down through every level of the organization.

The company’s Technical Requirements establish global minimum operating requirements for a variety of environmental and safety activities. Our global programs, guidelines and technical standards cover topics including safety, waste management, wastewater management and discharge, incident management, chemical management, facility design, ozone-depleting substances and refrigerants, air emissions, pharmaceuticals in the environment and environmental hazard assessments of products.

Implementing these policies and standards helps support compliance with applicable regulations in the countries and locations where we operate, in addition to filling potential gaps where certain regulations may not exist.

The management system is built on the following principles:

- PRINCIPLE 1:** Management and Leadership Accountability

PRINCIPLE 2: Risk Assessment and Management

PRINCIPLE 3: Regulatory Compliance Management

PRINCIPLE 4: Emergency Response and Preparedness

PRINCIPLE 5: Incident Management

PRINCIPLE 6: Environmental Sustainability and Stewardship
- PRINCIPLE 7:** EHS Training

PRINCIPLE 8: Information Systems and Performance

PRINCIPLE 9: Contractor and Supplier Operations

PRINCIPLE 10: Occupational Toxicology and Industrial Hygiene

PRINCIPLE 11: Facility Acquisition, Divestiture and Design Requirements

PRINCIPLE 12: Change Management

PRINCIPLE 13: Assessment and Improvement

Roles and Responsibilities

Each business unit and its respective operating units must have in place programs and systems that address all applicable principles set out in the Global EHS Management System. Established at all levels of the organization, EHS functions, roles and responsibilities are in place to help curate a culture of safety and environmental compliance.

The Viatris President oversees operations within the company and provides guidance and strategic direction on operational topics including environmental, health and safety and climate change-related topics. The Global EHS function is integrated across the organization and reports into the Chief Operating Officer (COO), through vertical leaders. The COO reports to the President. The Viatris Board’s Risk Oversight committee is appraised on applicable EHS issues including climate-related issues such as regulatory or compliance activities, external and internal reporting requirements, as well as hurricane preparedness and response, among other topics.

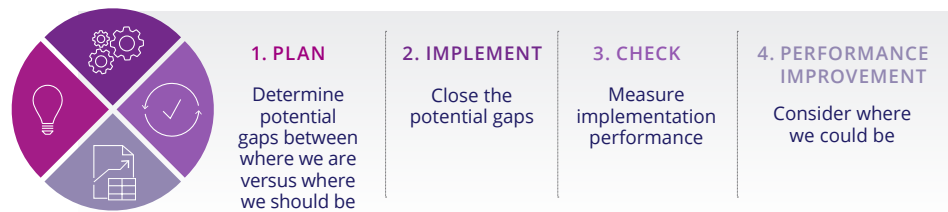
Working collaboratively with operations and business unit leaders, the Global EHS team leverages technical expertise across multiple disciplines, including environmental management, health and safety, industrial hygiene, occupational toxicology, training, process safety and information technology (IT) systems. Site and regional teams are supported by global subject matter experts in key areas of EHS. The Global EHS team oversees the data collection, management and monitoring of EHS activities through a global database and system.

EHS FUNCTIONS AND ROLES	Global EHS Governance	Global EHS
	Comprised of cross-functional leaders who provide guidance on the Global EHS Program.	Develops and oversees the EHS policies, programs, standards, guidance documents, systems and tools implemented at Viatris.
Global EHS Shared Services Teams	Regional EHS Teams	Site EHS Leads and Teams
Provide expert knowledge, guidance and tools for EHS Teams globally and include Occupational Toxicology, Industrial Hygiene, Process Safety, EHS Training and EHS Systems.	Provide direct support to Site EHS and GMs including compliance, program, system and guidance support and support Global and Regional programs, systems and guidelines.	Focus directly on site EHS compliance, management, programs and activities.

Continuous Improvement

We work to continuously improve our EHS programs by keeping safety and environmental management at the forefront of our vision and practices. The Global EHS Management System supports the systematic identification of continuous improvement opportunities and industry best practices.

The Global EHS Management System builds on a four step cycle for continuous improvement:



Internal and External EHS Audits

Internal assessment and audit are core components of our EHS management approach and serve several purposes, including identifying risks to people, the environment and the company; fostering continuous improvement; and promoting knowledge transfer. In 2021, we further built out our EHS risk assessment program. We routinely conduct assessments and on-site audits, including reviews of our systems, procedures, programs and data. Every site has a one- to five-year auditing frequency, with the actual schedule established per a risk-based approach that incorporates EHS performance trends, facility design, regulatory compliance and other EHS program requirements. For observations identified, the audited facility develops and implements action plans, which are tracked by the EHS function.

Reporting

We monitor and track many elements of our environmental and safety performance, allowing us to manage data, oversee results and identify risks and opportunities. Our IT systems include custom-built databases, tools, dashboards and reports that drive EHS compliance and identification of key trends, opportunities and information.

We are committed to being transparent regarding the company's environmental efforts and performance. We report externally on an annual basis and communicate throughout the year to inform internal and external stakeholders about our work and raise general awareness of environmental issues.

Health and Safety Performance

Across all locations, protecting the safety of not only our employees but also our contractors and visitors is vital. Contractors and visitors are covered by site-specific EHS policies and procedures. With established guidelines for contractor safety management, pre-screening and training, the safety performance of our contractors is tracked.

Health and Safety Performance	2020	2021
Total Recordable Incident Rate (Recordable cases per 200,000 hours worked)	0.53	0.48
Total DART Incident Rate (cases per 200,000 hours worked)	0.38	0.31
Total Lost Time Incident Rate (Lost time cases per 200,000 hours worked)	0.32	0.27
Work-related fatalities	0	0

External Certifications	2020	2021
Number of sites certified to OSHA 18001 and ISO 45001	14	15
Number of sites certified to the British Safety Council	6	4

Environmental Certifications

External Certifications	2020	2021
Number of sites certified to ISO 14001	21	17
Number of sites certified to ISO 50001	8	7

2020 data represents Legacy Mylan. 2021 data represent Viatriis.
Data as of February 2022. Information may be restated due to the availability of additional data.
Includes data for manufacturing, packaging, research and development, and distribution sites based on direct operational control.

40% of total manufacturing locations are ISO14001 certified

100% of India API manufacturing locations are ISO 14001 certified

93% of India manufacturing locations are ISO14001 certified

Risk Management

EHS risks are evaluated for our products, processes and facilities. As directed by company policies, the Global EHS Management System and technical requirements, each site is required to utilize EHS risk assessments using a formal process to analyze environmental, health and safety risks and maintain continuous improvement plans.

We assess the risks to our network on an ongoing basis and take measures to help ensure our ability to uphold a stable supply of medicines. Protecting our employees, our products, our facilities and the environment has always been a priority. As part of those efforts, we also evaluate regulatory and physical risks and opportunities associated with the effect of climate change across our operations.

Environmental risk management plans include improving water management, increasing recycling efforts, mitigating climate change risks including management of ozone-depleting substances, refrigerants, GHG emissions, improving energy efficiencies and data management.

Other environmental management areas of focus include:

- Waste
- Water scarcity analysis using the World Resources Institute Aqueduct tool
- Wastewater treatment and discharge
- Regulated air emissions
- GHG emissions and climate change, including physical risks such as extreme weather-related and chronic physical risks such as drought or extreme temperatures
- Pharmaceuticals in the environment, including antimicrobial resistance

As part of Viatri’s Global EHS Management System, we are implementing a new program and technical requirement on Pharmaceuticals in the Environment. Viatri conducts qualitative manufacturing effluent risk assessments to determine the appropriate level of control measures to be implemented in manufacturing to protect the environment from releases of pharmaceutical ingredients. Meanwhile, Viatri is expanding its journey of conducting quantitative manufacturing effluent risk assessments to other product classifications in addition to previously completed antibiotic assessments. Viatri has established a prioritization scheme to help drive the progression of these assessments from a high to low-risk basis.

GHG Emissions and Climate Change

We are committed to taking steps in an effort to mitigate our impact on and risk from climate change. As noted previously in the report, we have committed to set near-term company-wide emission reductions in line with climate science with SBTi. These goals have been submitted to the SBTi for validation and approval.

Operations sites have set various short-term strategies that support the company’s overall commitments and goals, and several initiatives have been implemented throughout the organization. These include increasing the purchase of renewable energy, utilizing alternative fuel sources and fugitive emissions reductions, and phasing out ozone-depleting substances, as required. We are systematically looking for ways to improve energy management and efficiencies by implementing energy efficiency and emissions reduction projects.

As part of the extensive work to develop science-based reduction targets for Scope 1, 2 and 3, we did baseline assessments and forward-looking plans. Since 2020, we have been evaluating Scope 3 emissions including from purchased goods and services, other fuel-and-energy-related activities and from upstream and downstream transportation, as part of advancing on our SBTi objectives. We plan to further intensify supplier engagement and leverage the PSCI partnership.

We recognize the focus on relevant information on the management of risks and opportunities related to climate change through the enhanced disclosure recommendations from the Task Force on Climate-related Financial Disclosures (TCFD), and we continue to incorporate its recommendations into our strategies and disclosures.

Energy Purchased (GWh)	2020	2021
Total electric purchased	747	714
Renewable electric sources	86	86
Non-renewable electric sources	660	628
Total fuel purchased (GWh)	1,178	1,161
Biomass	10	9
Coal	584	624
Fuel Oil	221	165
Natural Gas	194	168
Propane	133	161
Others	36	35
Total energy purchased (GWh)	1925	1875
Energy Intensity Ratio (GWh / million USD revenue)*	0.105	0.105

Greenhouse Gas Emissions (thousand metric tons CO ₂ e)	2020	2021
Total GHG emissions	785.3	770.9
Scope 1 GHG emissions	352.4	355.0
Scope 2 GHG emissions (Market-based)	432.9	415.8
Total GHG Emissions Intensity Ratio (metric tons CO ₂ e/million USD revenue)*	42	43

Notes related to tables

* The 2020 Revenue is the unaudited combined company revenue as stated on page 99 of the Form 10-k for the Fiscal Year Ended December 31, 2021. This is used for modeling purposes to provide a year-on-year comparison for the intensity metrics.

- Reflects the merger of Mylan and Upjohn plus the divestiture of sites sold in 2021
- Operational control model used, this includes manufacturing, packaging, research and development, distribution and large commercial facilities
- Data for 2020 has been adjusted to account for acquisitions and divestitures, in accordance with the methodology prescribed in the WRI Greenhouse Gas Protocol
- Excludes data and sources from employee travel and commutes, small administrative/lab sites, small warehouses and other business transportation
- Data does not include process emissions from manufacturing or emissions from insignificant sources such as welding gases, lab gases, fire extinguishers, dry ice, etc.
- All solvent combustion in air pollution control devices in Scope 1 emissions is treated as ethanol
- 2021 GHG emissions verification in progress. This is being conducted by a third-party to a reasonable level of assurance using the methodology of the GHG Protocol issued by the World Business Council for Sustainable Development and the World Resources Institute
- Where applicable, prior year data has been restated due to improved data quality

Water and Wastewater Management

We recognize that water is a scarce resource in some of the communities where we live and work. We are committed to working proactively to protect water resources and continue to improve our water management practices and systems.

Our goal is to perform water risk assessments for all locations in high or extremely high water risk areas as identified by the World Resource Institute and identify appropriate water conservation initiatives by 2025. All operations sites are periodically audited to ensure compliance with local regulatory and internal standards.

Responsible wastewater treatment is a key point of focus for our industry. Our teams work to identify opportunities to improve water management within our highly regulated industry. The production requirements of our operations, coupled with local regulations and infrastructure, guide the type of water and wastewater management techniques applied. We implement appropriate controls, technologies and containment strategies to minimize the amount of potential pharmaceutical ingredients that could enter wastewater. All wastewater streams are then treated to ensure compliance with local regulatory and internal standards. In India, multiple sites apply zero liquid discharge (ZLD) technology that eliminates wastewater discharge. To help ensure our ZLD- equipped plants continue to operate effectively, we continue to conduct independent, third-party assessments on some ZLD facilities and will continue to conduct additional evaluations.

We maintain all applicable permits and authorizations for wastewater discharge issued by governing authorities and comply with all local discharge limits. As per our technical requirements, sites are to minimize the amount of pharmaceutical ingredients released to the environment and must conduct manufacturing effluent risk assessments to confirm that management practices are adequate to reduce risk.

Key Principles in Responsible Effluent Management

- Compliance with applicable company standards and regulatory requirements
- Implementation of defined sound wastewater management programs that are based on risk management and good engineering principles
- Utilizing published/industry API specific discharge targets based on safe concentrations in the receiving surface waters (PNECs)
- Conducting manufacturing effluent risk assessments of wastewater containing API at our manufacturing locations; if a risk is identified, implement appropriate additional controls to mitigate the risk to an acceptable level

Pharmaceuticals in the Environment

The primary pathways for pharmaceuticals entering the environment from human use are by normal patient excretion, improper disposal of medicine by consumers and the use of pharmaceuticals in agriculture and livestock. A significantly smaller contribution stems from emissions resulting from the pharmaceutical manufacturing process.

While gaps remain in the scientific link between pharmaceuticals in the environment and human health risk, we are committed to reducing pharmaceuticals discharged from our manufacturing operations. The company's approach to addressing and minimizing the potential impact of pharmaceuticals in the environment (PiE) from our own manufacturing is based on a wide range of activities and governance:

- Risk and Impact Evaluation
- Risk Reduction and Control
- Engagement and Policy

We are active participants in several trade association work groups with a focus on responsible effluent management and appropriate disposal of unused medicine.

Water Use & Discharge Summary (thousand m³)	2020	2021
Total water withdrawal	4,037	3,866
Total water recycled and reused	593	632
Total water discharged	1,905	1,775
Sites with zero liquid discharge (ZLD) systems	9	9

- Reflects the merger of Mylan and Upjohn plus the divestiture of sites sold in 2021
- Where applicable, prior year data has been restated due to improved data quality
- Includes data for manufacturing, packaging, research and development, and distribution sites based on direct on operational control
- Some data includes estimates and is subject to revision

Water Use by Sources (thousand m³)	2020	2021
Municipal/Third-party	3,246	3,244
On-site borewell	551	559
Rainwater	57	60
Other	3	2

- Reflects the merger of Mylan and Upjohn plus the divestiture of sites sold in 2021
- Where applicable, prior year data has been restated due to improved data quality
- Includes data for manufacturing, packaging, research and development, and distribution sites based on direct operational control
- Total wastewater discharge includes sanitary/domestic sewage
- Some data includes estimates and may be updated at a later time when more accurate data is available

Waste Management

The companywide EHS waste management standards, along with industry regulations, govern specific handling, treatment, storage and disposal of all waste. Each waste stream is reviewed and evaluated to determine the best treatment method. Waste treatment methods are selected based on the type of waste treatment requirements and internal standards. We strive to use recycling, reuse and energy recovery options, including waste-to-energy facilities, cement kilns and fuel-blending facilities where possible to treat waste. Converting waste to energy contributes to the substitution of fossil fuel at these facilities.

We have a goal to achieve a 50% increase in the number of zero landfill locations by 2030; using 2020 as a baseline year.

Waste Management (thousand metric tons)	2020	2021
Total waste generated	75.10	80.93
Hazardous waste	52	57
Non-hazardous waste	23	24
Percentage of waste recycled or sent to energy recovery (%)	74%	70%
Significant spills	0	0

- Reflects the merger of Mylan and Upjohn plus the divestiture of sites sold in 2021
- Where applicable, prior year data has been restated due to improved data quality
- Includes data for manufacturing, packaging, research and development, and distribution sites based on direct operational control
- Some data includes estimates and is subject to revision

Air Emissions

We are committed to reducing emissions in the air, and we use the companywide EHS program to identify, track, monitor and control prioritized emissions per industry standards and regulatory guidelines. Our facilities are equipped with air emission control devices to manage regulated air pollutants. Viatris has developed a new Air Emissions Technical Requirement that expands the tracking of air pollutants, and includes requirements around pharmaceutical emissions, storage tank system fugitive emissions, visual emissions, and odor.

External initiatives in which we engage regarding manufacturing and the environment include:

- CDP reporting
- AMR Industry Alliance
 - Board Member
 - Manufacturing Work Group
- Medicines for Europe
 - Environment, Health, and Safety Work Group
- Inter-Association Initiative on Pharmaceuticals in the Environment Task Force
- Bulk Drug Manufacturers Association of India
- Pharmaceutical Supply Chain Initiative (PSCI)

CSR OVERSIGHT AND COMPLIANCE

CSR Governance

Viatri's Board of Directors (Viatri's Board) oversees management's efforts with respect to CSR through its Risk Oversight Committee. The CSR function operates as a center of excellence within the Corporate Affairs leadership team. The head of CSR Development and Operations drives the strategic and operational development of CSR across the company together with key partners. The Head of Corporate Affairs reports directly to the CEO and communicates quarterly with the Viatri Board through the Risk Oversight Committee. The global CSR function includes teams in the U.S., Europe and India with additional partners across other geographies.

A multifunctional CSR Advisory Committee comprised of global leaders convenes monthly and monitors the progress and supports the integration of CSR initiatives across the organization. Progress on strategic focus areas and execution of relevant tasks rely on a broad and engaged network of functional leaders across the company. Additional monthly and quarterly structured forums, addressing areas of focus with regards to CSR and sustainability for specific key functions, complement the advisory committee.

Risk Governance and Management

We are committed to operating ethically and with integrity and seek to apply a holistic, enterprise-wide approach to risk management. We are subject to a number of risks inherent in the complex and rapidly changing environment in which we operate including, but not limited to, global operations, environmental and social matters. The company's management and employees implement and administer risk management processes to identify material risks to our business. Management assesses, monitors and manages material risks to our business, all while maintaining flexibility in how we operate. To further embed risk management and compliance into our culture, we implement policies and procedures and train employees on how to comply with them. Management reports quarterly to the Viatri Board's Risk Oversight Committee regarding enterprise risk, as well as the other committees regarding risk-related matters within the scope of their oversight responsibilities. Global Internal Audit and Global Compliance report into the Audit and Compliance committees of the Viatri Board, respectively.

The company's enterprise risk management (ERM) and business crisis management processes and associated programs are supported by multiple functional areas, including, among others, Global Internal Audit, Global Information Technology, Global Information Security, Global Compliance, CSR, Global EHS, Global Security, Finance, Legal, Quality and Product Safety. Other stakeholders support the company's ERM activities as needed. These programs are designed to support the business and ensure that the company is prepared to respond to a variety of events

How Viatri Considers Price as Part of Our Commitment to Accessibility

At Viatri, we provide a portfolio of more than 1,400 approved molecules for patients across a broad range of major therapeutic areas, spanning both noncommunicable and infectious diseases. Our global portfolio includes best-in-class, iconic brand-name products as well as global key brands; generics, including branded and complex generics; and biosimilars. Many of the medicines in our portfolio are not protected by patents and therefore are subject to a general trend of price deflation over time.

As we participate in tender programs or public-private partnerships around the globe, we evaluate the price of the generics within our portfolio based on an assessment of patients' need, supply, demand, the cost of manufacturing and the affordability of our products, especially as it relates to the equivalent brand name drug, among other determinants. Other factors considered when pricing our branded portfolio include their value to patients and providers as well as current economic indicators.

Ensuring that patients across all income levels have access to the medicines we offer means we must carefully evaluate the socioeconomic conditions within each market where Viatri does business while simultaneously sustaining our ability to consistently provide patients with a reliable supply of the quality products they need. We are uniquely positioned to provide holistic solutions for governments, NGOs and health systems globally as we partner to connect more people to products and services.

that may adversely impact it, such as unrest/conflicts, legal or regulatory matters, supply disruptions, pandemics, environmental events — including those related to climate change (e.g., flooding, drought, extreme temperatures, severe storms or other significant business interruptions).

By embedding our ERM processes into the company's strategic planning process, we seek to optimize our ability to identify risks, while also identifying and leveraging opportunities. We conduct periodic enterprise risk assessments to identify key and emerging risks. The ESG priority assessment informs the periodic enterprise risk assessment. For each key and emerging risk identified, we have a process to establish risk ownership and evaluate risk mitigation activities. We continue to expand the use of key risk indicators to enhance our ability to evaluate risk mitigation activities and as a tool for risk monitoring and reporting.

As we continue to expand into new geographies — potentially with different risk profiles — safeguarding integrity in business conduct and our assets is critical. We have well-established procedures to identify, manage and monitor risks as part of expanding our business. Risks associated with expansion into new geographies and other outputs of our ERM program are leveraged by Global Internal Audit in determining areas over which it will perform audits.

In connection with its oversight responsibilities, the Compliance Committee of the Viatris Board reviews significant global compliance-related policies relating to pricing and/or commercialization of the company's products and services, among other oversight responsibilities.

Global Privacy Governance

The company is committed to protecting the information relating to identified or identifiable natural persons (Protected Data). The Viatris Privacy Notice (Privacy Notice) describes our collection, use, disclosure and retention of Protected Data in relation to our websites, apps, services, and platforms, and the use of them, our marketing and provision of products and services, our interactions with individuals in-person, by calling us, or by mail, and otherwise during the operation of our business. The Privacy Notice also explains the ways in which, under applicable laws, a person can control the processing of their Protected Data and exercise other rights.

All company personnel are required to adhere to and comply with applicable company policies and procedures. Should applicable data protection laws or regulations provide for more stringent requirements than specified in our governance documents, those applicable data protection laws and regulations govern.

The company monitors, investigates, and responds to suspected and/or confirmed Protected Data incidents as required by applicable data protection laws and in proportion to the nature, extent, and sensitivity of the Protected Data.

The Head of Global Privacy oversees all ongoing activities related to the development, implementation, maintenance, and adherence to the company's policies and procedures relating to Protected Data.

Key areas within Global Privacy Governance include, but are not limited to:

- Employee training;
- Aligning the company's practices and procedures with all relevant local, regional, national, and international laws and regulations;
- Overseeing the revision and negotiation of privacy agreements and privacy terms;
- Privacy and data protection due diligence for third parties, including vendors and HCPs, and in connection with distribution arrangements and acquisitions;
- Ensuring appropriate and compliant responses to individual's privacy rights requests;
- Appropriate contact with relevant data protection authorities and handling inquiries and requests for information from same; and
- Investigation of any suspected and/or confirmed incidents.

Information Security

We have an information security strategy which focuses on implementation of effective controls, procedures, and training on decreasing risks, increasing information security maturity, improving security capabilities and secure partnership enablement.

Our Information Security organization consists of an internal team of certified subject matter experts in the areas of information security risk management, supply chain information security, incident response, security operations, access and application security, education and awareness and security operations. The team is supplemented by a 24/7 managed security service provider that serves as the initial point of contact globally for security monitoring, incident response and vulnerability management.

The Viatris leadership team is updated as needed or on a quarterly basis regarding the status of the overall cybersecurity program, emerging external and internal risks and key risk indicator performance. The Chief Information Security Officer and Chief Information Officer reports bi-annually to the Risk Oversight Committee of the Viatris Board regarding our information security program and performance.

Sources | For more detailed information about the risks and uncertainties associated with our business activities, see our Annual Report on Form 10-K for the year ended Dec. 31, 2021

As part of our multi-year information security program, we focus on seven key threat areas: malware, hacking, social, physical, misuse, accidental and environmental. Across each of these seven areas, we have comprehensive policies and procedures in place to identify and mitigate risks as well as train employees. In addition to internal experts, we utilize third parties for management, controls and audits. Depending on the asset risk profile, testing is conducted on a quarterly basis. Our control procedures are designed to support a remote-flexible work environment.

Protections Against Hacking

We run a security monitoring program in partnership with an external managed security service provider. We employ multifactor authentication and certificate-based encryption for all external access and authenticated connections. Vulnerability management and patch management processes are in place to reduce the overall threat landscape. The network is monitored 24 hours a day, seven days a week, and 365 days a year using industry best practices, tools and processes. Penetration testing is conducted quarterly by internal and third-party resources based on asset risk. Cybersecurity simulations, including tabletop exercises, are executed to test the company's procedures and the internal team's ability to detect, respond and recover in the event of an attack. Our standards and policies are reviewed on an annual basis by a third party.

As part of continuing to improve our overall information security capabilities, we focus on addressing all areas of the National Institute for Science and Technology (NIST) Cybersecurity Framework: Identify, Detect, Protect, Respond, and Recovery. Every two years, we conduct an information security benchmark using the Information Security Forum's (ISF) assessment tool. In addition to the overall risk mitigation program, we carry a multitiered cyber insurance policy.

Cultivating Good Conduct and Compliance

Everyone in the company — and those acting on our behalf — are personally responsible and accountable for the company's reputation and dedication to doing business with integrity. We implement robust policies, procedures, and associated training to support that individual responsibility.

Organization

The Chief Compliance Officer (CCO) has the operational responsibility to ensure the company's corporate compliance program is effective and robust and directs its day-to-day implementation. To ensure broad perspectives and independence in the compliance department, the CCO reports to the Viatri's Board's Compliance Committee and the Chief Executive Officer.

The Compliance Committee makes recommendations to the Board and/or oversees the development, implementation, maintenance and monitoring of the corporate compliance program, the Code of Business Conduct and Ethics, and significant related global policies designed to support and promote compliance with company requirements, and legal rules and regulations. This includes topics such as Anti-Corruption and Fair Competition, which are covered within the Code of Business Conduct and Ethics.

The company's Code of Business Conduct and Ethics outlines guiding principles on how employees and those working on our behalf must conduct themselves. It also informs on policies and standards while providing high-level guidance on critical areas of the company's business operations.

The compliance department is organized by operating regions and Global Centers of Excellence (CoE). The compliance department and the Global Compliance Program are structured in a manner consistent with the Office of Inspector General of the U.S. Department of Health and Human Services (OIG) Resource Guide for Measuring Compliance Program Effectiveness. A direct report to the CCO leads three global CoEs that are anchored by our Global Compliance Service Hub and that support the company's global operating regions and business. A senior compliance leader manages each respective CoE, which focuses on policies, training and communications, risk assessment and monitoring, due diligence, and investigations.

Areas of focus in Viatri's global compliance framework include:

- Raising Concerns
- Operational Compliance
- Fraud and Corruption
- Fair Competition, Pricing, and Anti-trust
- Corporate and Securities Laws
- Fair Employment and Data Privacy Practices

Sources | For more detailed information about the risks and uncertainties associated with our business activities, see our Annual Report on Form 10-K for the year ended Dec. 31, 2021

To reinforce our commitment to compliance, in 2021 we:

- Continued to harmonize compliance-related topics into a unified policy landscape for Viatriis
- Continued to implement an effective, comprehensive and consistent Global Compliance Monitoring Program to improve risk-management capabilities
- Further enhanced our compliance investigations process in consideration of company requirements as well as evolving laws and regulations

We also established a Global Compliance Service Hub in India, which includes the following key elements:

- Enhanced management of Trade Control Risk
- Mergers & Acquisitions Due Diligence under the direction of global leadership
- Updated the current system for Transparency Reporting

The compliance department oversees the development, maintenance and recordkeeping of general and administrative global policies and procedures and performs various periodic and needs-based operational audits throughout the year, often in conjunction with Internal Audit.

As part of reinforcing the culture of compliance in the continued integration, during 2021, we implemented a Global Compliance Campaign to further underscore how our commitment to ethical standards and robust compliance helps to support our mission and is vitally important to the patients who use our products. The Global Compliance Campaign addressed compliance-related tools, leadership messaging and training, among other activities. In addition, our CEO and CCO held virtual town halls, together with regional compliance leaders and compliance champions across our global footprint. Looking to 2022, an external assessment of the Viatriis global compliance program is planned.

Training and Education

We require and provide dedicated training on anti-corruption, fair competition and the company's Standards for Interactions with HCPs, for employees with relevant job responsibilities. We also require specific training courses for individuals based on their function. Examples include:

- Vendors that may interact with government officials on our behalf also receive anticorruption training.
- Depending on their role, part-time employees and contractors are required to take subsets of the trainings listed above.

- Employees who deal directly with the government receive additional, focused training related to Standards for Interactions with HCPs from their local Compliance partner(s).
- Established regional investigation committees to streamline the compliance investigations process while building efficiencies, aligning to the commercial segments and creating transparency and partnership with key stakeholder functions.

In addition to comprehensive training in relevant areas in which an employee may work, we require employees to complete regular trainings in regard to the Code of Business Conduct, Fair Competition an Anti-Corruption, among other topics, and track completion rates. In 2021, the completion rate for Code of Business Conduct and Ethics training was 97%.

Fighting Corruption and Promoting Fair Competition

The company's anti-corruption program is based on the elements of the U.S. Department of Justice (DOJ) and Securities and Exchange Commission (SEC) Resource Guide to the U.S. Foreign Corrupt Practices Act; the U.K. Ministry of Justice Bribery Act 2010 Guidance; and the Organisation for Economic Cooperation and Development's Good Practice Guidance on Internal Controls, Ethics and Compliance, as well as the local laws where we operate.

A few highlights:

- Our anti-corruption policy requirements set out in our Global Compliance Governance Document strictly forbid bribery and corruption in any form anywhere we do business.
- The policy defines bribery and corruption, including facilitation payments, which are strictly prohibited even where permitted under local law.
- We have monitoring and auditing procedures in place to identify and deter such payments.
- We reassess our anti-corruption program periodically and make enhancements as warranted.

Training is provided for employees regarding bribery, corruption, facilitation payments and areas of increased risk. The training also guides employees on what constitutes acceptable behavior and how to seek support when questions arise. We also monitor any case of suspected conflict of interest. Each identified case is investigated and if concerns remain after investigation, actions are taken as appropriate.

We provide several options for personnel to submit concerns or seek guidance: either online or via telephone, mail or email. Colleagues can also to reach out to their manager, specific departments, their local compliance support, or use the Compliance Line.

As part of the company’s ERM program, Internal Audit assesses anti-corruption and anti-fraud management over entities throughout the world from a corruption risk perspective.

Size (the number of people and sales volume) and a country’s ranking in the Transparency International Corruption Perception Index (CPI) are key to informing the potential risk profile of an entity. Entities identified as being in a higher-risk environment along with those of strategic importance to the company are a particular focus. Further, we monitor business activities that are deemed an elevated risk — such as government officials and HCP interactions — through established internal processes and controls. Our procedures also address our business partners. In 2021, we continued updating local risk assessments based on development of the business and compliance risks globally.

Ensuring Good Conduct in External Partnerships

External partners sometimes act as intermediaries on our behalf or in settings where special skills or expertise are required. Given their role, it’s essential these partners comply with the company’s ethical and anti-corruption standards and act with good judgment.

The compliance department identifies business partner categories that may carry higher inherent corruption and/or reputational risk. These partners operating in high-risk areas (whether geographic or subject matter), noted during the business contract drafting and approval process, are subject to a risk review based on a robust due diligence process including investigation and clarification of discovered legal, civil and reputational allegations or convictions.

Anti-corruption language is included in our contracts, as applicable. We also have a process to train business partners who interact with government officials on the company’s behalf in our anti-corruption policy requirements and procedures.

Reporting Compliance Concerns

We encourage open communication, provide a variety of channels for reporting potential compliance violations, and strictly prohibit retaliation relating to any reports made in good faith.

Employees are encouraged to discuss compliance concerns with their supervisor, Human Relations, Legal, or Compliance. They also can use the company’s Compliance Line, which is operated by an external party.

The Compliance Line is available 24/7 and permits anonymous reports in all countries in local languages where permitted by law. In addition, colleagues can report a concern through the online web portal located on the Company’s intranet.

For investigating, resolving and remediating reported events, our Global Policy on Reporting and Investigating Compliance Related Matters requires thorough, timely, and impartial investigation of reported concerns in coordination with the Human Relations team as well as Legal and other functions as appropriate, and fair and consistent disciplinary measures when appropriate.

The policy is available to all employees on the company’s intranet. Every effort will be made to keep reports of CRMs and ORMs confidential to the extent possible, consistent with the need to conduct an adequate investigation and in accordance with any applicable local law. Compliance and its partners seek to maintain confidentiality throughout the investigation process and to help ensure that good faith reporters do not suffer negative employment actions as a result of their allegations.

Responsible Marketing and Promotion

Our colleagues often interact with members of the healthcare community as part of their efforts to educate on the appropriate use and efficacy of the company’s products. These interactions are important and fundamental to increasing patient access but may bring elevated risk.

Our Standards for Interactions with HCPs instruct employees on proper behavior when engaging with HCPs. The standards are grounded in company-wide standards and take into consideration local laws and regulations. Any member of our workforce who interacts with HCPs is trained on the standards and is required to comply with them. Additionally, employees are trained in the company’s Code of Business Conduct and Ethics, which also addresses interactions with HCPs.

We have well established global, regional and local policies and procedures that inform employees on appropriate interactions with the healthcare community and requirements pertaining to drug promotion and ethical marketing. Risk assessments, monitoring and employee training are key components of each. Our policies are consistent with regulations and adhere to ethical standards set forth by the company and industry associations.

The Global Policy for the Marketing and Advertising Review Council requires the establishment of local procedures to ensure that all promotional materials and other commercial communications are reviewed and approved internally by appropriate subject matter experts.

- The goal of the local review procedures implemented under the policy is to ensure that all materials and communications intended for promotional or commercial purposes are accurate, truthful, medically and scientifically sound, not misleading, and compliant with all applicable marketing, legal, regulatory and medical requirements and company policies.
- These local procedures include robust review processes, risk assessments and compliance monitoring as part of the company’s compliance program and enterprise risk management.

Promotional activities and materials must never involve promotion of drugs for off-label indications, uses, doses or populations.

Engaging in Political Activity Responsibly

As part of advocating for sustainable access to medicine and holistic solutions for more resilient healthcare systems, we educate stakeholders on complex topics related to the highly regulated pharmaceutical industry. As a global healthcare company, we seek to mitigate the risk of unintended negative consequences for patients from even the most well-intended policies.

In accordance with relevant laws and regulations, Viatris may support political candidates and organizations of various political parties, directly or through trade associations, in support of public policies that align directly with Viatris’ mission and policy objectives. Among other areas of interest, we support efforts that contribute to pharmaceutical safety and innovation to further our mission in providing patients access to high quality medicine.

All political contributions are required to be made in accordance with relevant local laws. Only to the extent allowed by law may Viatris directly contribute to political candidates and political organizations. This is relevant primarily for Viatris’ U.S. subsidiaries and Viatris’ U.S. Political Action Committee (ViaPAC), a voluntary, nonpartisan, employee run committee. The Viatris Board’s Compliance Committee oversees company global policies and procedures for corporate political and lobbying expenditures. A report of these expenditures, along with certain U.S. trade association affiliations, is made available on our website. Viatris’ policy governing political contributions also is available on Viatris.com. Within the U.S., that includes filing relevant lobbying and political contribution reports in accordance with the U.S. Lobbying Disclosure Act. Those reports can be found on the U.S. Senate office of Public Records website or the U.S. House of Representatives Office of the Clerk website. Viatris is also required to comply with any laws that govern its lobbying and advocacy efforts generally.

Respecting Human Rights

As a participant in the UN Global Compact, we recognize our responsibility to support and promote the protection of human rights within and beyond our own operations. We do so through our core business and in how we conduct ourselves in our dealings with partners. We are committed to the Ten Principles of the UN Global Compact and respect the International Bill of Human Rights and the Fundamental Conventions of the International Labour Organization.

The company's global policies and associated procedures, employee and partner training and due diligence are the foundation of our work to mitigate the risk of human-rights violations.

Topics relevant to human rights are addressed through a variety of company policies, including our Code of Business Conduct and Ethics, Supplier Code of Conduct, Policy Statement Regarding Slavery and Human Trafficking, Global Policy on Combatting Human Trafficking in Persons, Policy on Diversity and Inclusion and the Global Policy Prohibiting Discrimination, Harassment and Retaliation as well as the companywide EHS program.

Examples include:

- freedom of association
- prohibition of trafficking of persons
- prohibition of forced and child labor
- handling of identity and immigration documents
- wages
- working hours
- safety in the workplace
- preventing harassment
- recruitment practices

Honoring Our Commitment as a Publicly Traded Company

Viatrix Inc. is a publicly traded company listed on NASDAQ and incorporated in Delaware. The Viatrix Board of Directors is responsible for oversight of the company and its management. Viatrix' board has established eight committees, each of which operates pursuant to a written charter. Certain of the directors' duties, rights and responsibilities are detailed in the company's Certificate of Incorporation, Bylaws and committee charters, among other governance documents. Viatrix is subject to applicable rules, regulations and/or listing standards of the U.S. Securities and Exchange Commission, NASDAQ and the U.S. State of Delaware General Corporation Law, among other requirements.