



Endo International plc
2021 Corporate Responsibility Report

Helping everyone
we serve live their
best life



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Vision

Helping everyone we serve
live their best life

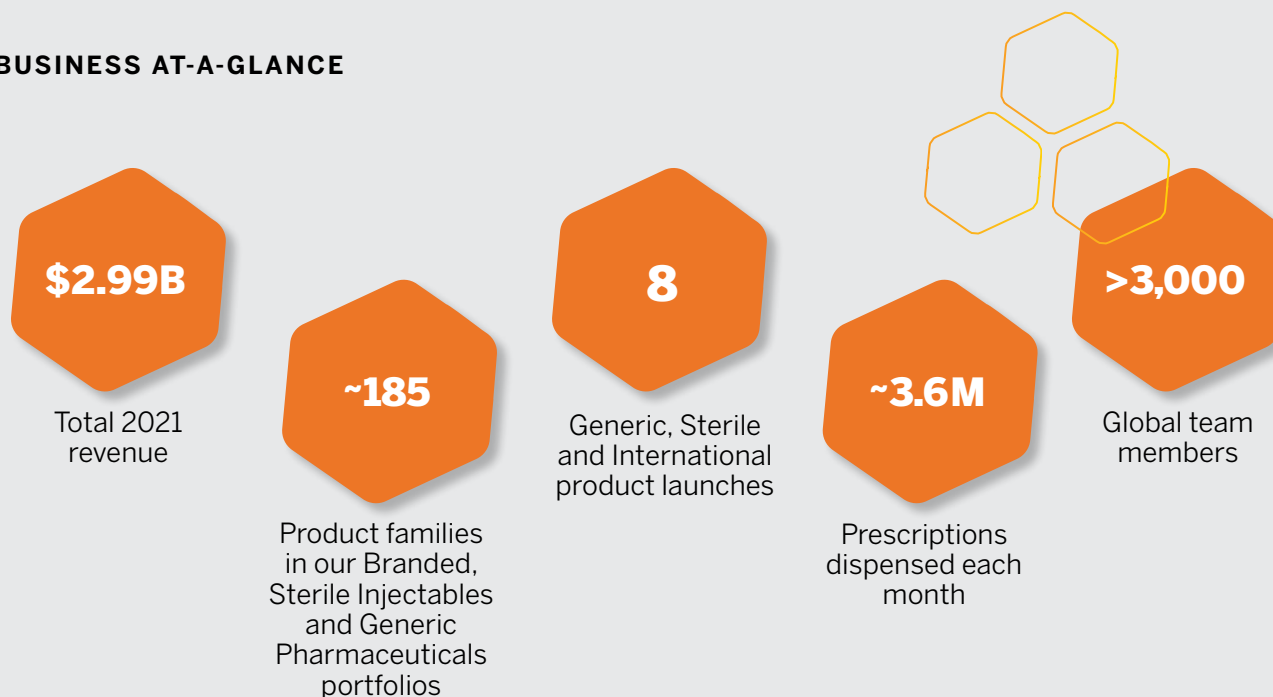
Mission

We develop and deliver life-enhancing
products through focused execution

Values

Integrity & Quality
Innovation
Drive
Collaboration
Empathy

BUSINESS AT-A-GLANCE



Endo International plc **Business Overview**

Endo is a specialty pharmaceutical company committed to helping everyone we serve live their best life through the delivery of quality, life-enhancing therapies. Endo has a long history of evolving as a company to develop and deliver high-quality products to address the many needs of patients. More than 3,000 global team members work tirelessly to bring critical medicines to those who need them most. Our business is focused in the following areas:

Branded Pharmaceuticals

Driven by expert product development, our product portfolio includes a suite of branded pharmaceutical products in men's health and orthopedics, delivered through our Endo Medical Therapeutics business. Additionally, we are excited to have officially entered the U.S. medical aesthetics market in March 2021 with the first and only Food & Drug Administration (FDA)-approved injectable for cellulite, delivered through our Endo Aesthetics business. Qwo® is clinically proven to treat moderate to severe cellulite in the buttocks of adult women.

Sterile Injectables

With an unparalleled reputation for providing quality products, our Endo Injectable Solutions business partners with hospitals and healthcare systems to reduce complexity through life-enhancing solutions, innovating together to add value where it matters—from manufacturing to treatment—so healthcare providers can focus on patient care.

Generic Pharmaceuticals

A recognized leader in the generics market, we develop, manufacture and commercialize approximately 125 cost-effective generic pharmaceutical product families through our Endo Generics, Par Pharmaceutical business. We offer products in a wide variety of therapeutic categories.

International Pharmaceuticals

Internationally, we operate primarily through our Paladin Labs business in Canada, where we provide prescription and over-the-counter products.

Global Locations

Endo is a global business with locations, including R&D, manufacturing and laboratory facilities, in Ireland, the U.S., Canada and India. Our global headquarters is based in Dublin, Ireland, with U.S. corporate offices in Malvern, Pennsylvania.

A Letter From Our President and Chief Executive Officer



Endo's vision is to help everyone we serve live their best life. We do this by producing high-quality, life-enhancing products, as well as through the way we conduct our business, adopting practices that positively impact our stakeholders. To further integrate this commitment into our Company, in 2021 we formed an Environmental, Social and Governance (ESG) Steering Committee, comprised of members of the Senior Executive Team, to guide our ESG strategy and execution and set goals at the highest levels in the Company.

We are seeing the results of these efforts across the business and, importantly, the positive impact we are having on our customers, team members and the broader communities where we live and work while creating a stronger and more sustainable foundation from which Endo can continue to grow.

Some highlights you'll see in the following pages: progress on our strategy to advance diversity, equity and inclusion in all that we do, including an increase in female representation in our U.S. workforce and senior leadership roles and an external analysis that found no pay inequities within our Company; the implementation of strategies to limit our climate impact; and a partnership with the U.S. government to support its pandemic preparedness program.

In addition to addressing longstanding ESG-related issues, such as racial and gender inequity, climate change and health of underserved populations, we faced newer obstacles in 2021. The widely discussed supply chain and labor shortages resulting from the pandemic, for example, reinforced our strategy to advance our supply chain resilience and redundancy across multiple geographies to secure an uninterrupted supply of products for our customers.

All of this was achieved alongside strong financial and operational results. As we worked to meet every opportunity and challenge, I was reminded over and over again of our team's ingenuity, perseverance and unflinching dedication to our Company's vision, mission and values. I know this solution-oriented and can-do spirit will continue to move us forward in 2022.

I want to thank our global team members for their work every day as they help Endo transform into the Company we aspire to be. There is more work to be done, and together, we will continue to strive to be a force for good for our team, our customers and our world.

Blaise Coleman | President and Chief Executive Officer

Expand and Enhance Our Portfolio

We are investing to build a more differentiated and durable portfolio that benefits our customers and creates sustainable long-term value.

9 Received 9 **FDA approvals**

>30% **Sterile R&D pipeline** increased by more than 30%

36 **Scientific data presented** at 36 conferences and published in 8 peer-reviewed journals

Reinvent How We Work

We are embracing the future by accelerating new ways of working to better serve our customers, promote innovation and improve productivity.



Horsham, Rochester and Indore expanded capabilities—supporting supply chain resiliency



Introduced **new and innovative digital tools** to support business needs

86 86 Good Catch nominations received through the **Culture of Excellence** at Horsham and Indore, leading to 79 performance improvement projects

Be a Force for Good

We are committed to the adoption of more sustainable practices that positively impact our stakeholders, including the promotion of diversity and inclusion in all we do.

>1,000

Fostered **an inclusive culture through training, engaging and connecting**. Reached over 1,000 team members through our diversity, equity and inclusion survey. Heard from over 500 team members who participated in **40+ focus groups**



Contracted with the U.S. government to build capacity at Rochester to **produce critical medicines** for future pandemic preparedness



Helped our global community through Endo Gives. Gave more than \$300K to charity. Donated 500K medicines to organizations. Supported more than 10 organizations that address food insecurity

Challenge Accepted—Embedding ESG into Our Everyday Work at Endo



When we began our ESG journey in 2020, Endo was also in the process of establishing a new corporate vision, mission and strategy. In many ways, the timing couldn't have been better. As our leadership team worked together to define our strategic priorities, it was clear that raising Endo's commitment to serving as a force for good should be a business imperative, alongside delivering for our customers and reinventing how we work. This pillar has served as a foundation to support our ESG strategy, the results of which are outlined here in our 2021 Corporate Responsibility Report.

While a strategy is important, it is meaningless without an execution plan. We set achievable goals and encouraged our team to think about what else they could do—how they could go above and beyond to support our vision to help everyone we serve live their best life. The concept of "Challenge Accepted" emerged, as we met with team members across functions and geographies, asking them to each take accountability for helping our Company continue to transform and achieve our goals.

As you will read in the pages that follow, we saw our global team members step up in 2021, helping to drive our continued transformation and embracing our ESG priorities. From the formation of new employee resource groups, like our veterans group; to initiatives to diversify the suppliers we use; all the way to our Operations and Supply teams in Ireland, the U.S., Canada and India, who are working on innovative ways to manage our resources to decrease our climate impact, we are seeing significant progress across all the pillars of our ESG strategy.

As we look to 2022 and beyond, we will build on this progress and begin to define longer-term goals. With multiple years of data available to us now, we are also able to track our progress annually, with the goal of driving continuous improvement across our business.

The challenge of incorporating ESG into our everyday business was accepted by our team with great success in 2021, and we look forward to what we will be able to achieve together in 2022 and beyond.

Laure Park | Senior Vice President, Investor Relations and Corporate Affairs

Governance and ESG Materiality Assessment

Risk Management & Board Oversight

At Endo, we govern our enterprise risks and opportunities through a robust risk management and mitigation program. As part of our enterprise risk management (ERM) process, our Board and management team monitor long-term risks and opportunities that may be impacted by ESG issues. In 2021, we established an ESG Steering Committee, which is comprised of members of our Senior Executive Team. The ESG Steering Committee guides our ESG strategy and execution and integrates it with our corporate strategy and broader ERM approach.

While management has the day-to-day responsibility for identifying, assessing and managing our risk exposure, including those related to ESG matters, our Board provides oversight in connection with those efforts with particular focus on the most significant risks we face. The Board performs its risk oversight role in several ways:

- Board meetings regularly include strategic overviews and updates by the CEO and, as appropriate, third-party independent advisors that address the most significant issues and risks affecting Endo.
- The Board is regularly provided with updates from our business and functional leaders.
- The Board reviews and discusses the risks associated with our financial forecast, business plan and operations.

The Board has and will continue to play an important role in providing guidance and oversight of our ESG strategy. Our progress is reported to and tracked by our Board committees throughout the year. Our Nominating, Governance & Corporate Responsibility Committee has oversight of our overall ESG strategy and will receive updates on the Our World strategic pillar and pricing; our Audit & Finance Committee has oversight of our overall ERM process and will receive updates on information security; our Compensation & Human Capital Committee will receive updates on the Our Teams strategic pillar; and the Compliance Committee will receive updates on business ethics, product safety and quality.

ESG Materiality Assessment

The key tenets of our ESG strategy are based on a materiality assessment we conducted to identify the areas around which to focus our ESG tracking and reporting. We worked with stakeholder groups across Endo to understand the perspective of our customers, our team members and the patients we serve, as well as other stakeholder groups. We also engaged our investor community to find out the areas of our business that most interest them. We consulted external frameworks, including the Sustainability Accounting Standards Board (SASB); accessed industry-specific guidelines for healthcare companies; and looked to our industry peer group.

As a result of these engagement efforts, we have identified four core areas and associated topics of ESG reporting focus.

Our Business Practices	Our Team	Our Customers	Our World
Business Ethics	Human Capital	Product Safety & Quality	Environmental Impact
Compliance	Health & Safety	Access to Healthcare	Material Sourcing
Information Security	Community Involvement	Pricing	

In this section, you'll find information on:

- **Corporate Compliance Program**
- **Risk Management**
- **Compliance Culture**
- **Code of Conduct**
- **Supplier Business Practices**
- **Information Security**
- **Key Policies & Procedures**

Our Business Practices

Operating with integrity and delivering our products with a quality mindset are shared values across our Company. We expect team members to do the right thing, even when no one is watching, and to be accountable for their actions. These foundational behaviors are key to maintaining a culture of compliance and ethics—a priority for our business that is reflected on our Company performance scorecard. Our organizational structures, systems and policies provide the foundation from which this culture can thrive.

Corporate Compliance Program

Endo's Corporate Compliance team oversees the Corporate Compliance Program, establishes clear rules of business conduct, provides education and training for our team members and monitors the program effectiveness. It is designed to drive a culture that enables the Company to achieve its vision, while upholding the Company's policies and procedures, as well as all applicable legal, regulatory and industry standards.

Endo's Seven Corporate Compliance Program Elements

Designated Compliance Officer and Committee	Standards enforcement and disciplinary guidelines
Policies, procedures and standards	Internal monitoring and auditing
Training and education	Investigations and corrective action
Effective communication	

For more information on the specific components of Endo's Corporate Compliance Program listed above, please visit endo.com.

Risk Management

Having a robust process to manage compliance risks is one of the main ways the Company can anticipate and mitigate possible risks to the business. The process is co-owned by Corporate Compliance and senior leaders. By partnering closely, the Corporate Compliance team is able to collaborate directly with the business to properly identify our compliance risks, as well as work together to mitigate and manage them. The periodic review of our risk assessment enables the Company to evolve and revise its risk profile due to changes in our business, compliance and/or legal environments. This feeds into a broader enterprise risk management process that is overseen by our Senior Executive Team, management team and Board.

A Culture that Sets the Tone from the Top

In addition to the Board of Directors and our CEO leading our compliance efforts at the very top of our organization, Endo has a Global Compliance Committee led by our Chief Compliance Officer. This committee includes members of the Senior Executive Team and other leaders who oversee and enhance our compliance program and work to embed a culture of compliance throughout the Company. People who manage others set the day-to-day expectations for our employees and provide the most visible example of our culture of compliance and ethics. They are tasked with emphasizing the importance of annual trainings; setting the right example through their own words, actions and behaviors; and reinforcing ethical standards. They also educate team members about all of the avenues available to them to seek advice or to report concerns.

Employee Code of Conduct

Anchored by our Code of Conduct, we work at every level of the Company to educate team members about our policies and standards and how to raise issues or concerns. Endo's Code applies to all employees globally and defines how we interact with patients, healthcare providers, payors, suppliers, government officials, the healthcare community, shareholders and each other. All team members, full-time contractors and select part-time contractors and vendors are required to complete quarterly training on the tenets of the Code and certify that they will adhere to it. Our compliance training

is continually reviewed and updated as the environment and our business evolves so that employees are receiving the most relevant and timely information on these important topics. In 2021, more than 99% of employees completed the quarterly training around the Code.

The Code calls on team members to take accountability and "own it" by:

Knowing the Rules

Acting With Integrity and Respect

Speaking Up

Endo's Ethics Hotline is a telephone line and online portal through which team members, customers or any stakeholder can ask questions or report concerns. We take every report seriously and conduct appropriate investigations promptly and fairly, and we strictly prohibit retaliation for making good-faith complaints. The Ethics Hotline is managed by an external party and is operated 24 hours a day. Details are available at endo.ethicspoint.com.

CHALLENGE ACCEPTED

Setting a Tone From the Top



Endo's "Leadership Insight" series highlights leaders who provide their perspectives on Endo's values, one of which is Integrity and Quality. Having a variety of team members share their personal views has helped set a tone from the top that underscores the importance of business integrity at Endo. As part of this series, Olga Zinavenka, Global Compliance Officer, shared what it means to her to be part of a company like Endo that values compliance and ethics.

"I think we all want to be a part of a company that we can feel proud of—one where everyone is treated with respect and dignity and one where our customers, community and industry partners are valued and engaged ethically."

Olga Zinavenka, Global Compliance Officer

Supplier Business Practices

We partner with many suppliers to help us develop and deliver life-enhancing products to the people who need them most. All suppliers working with or on behalf of Endo are expected to share in our commitment to operate in an ethical, social and environmentally responsible manner by abiding by these principles, which serve as the foundation for the Endo Supplier Code of Conduct (Supplier Code). Key components of our Supplier Code include:



To hold our suppliers accountable, Endo intends to evaluate suppliers' fulfillment of the principles contained in the Supplier Code and expects suppliers to cooperate, including remediating identified issues. Endo will collaborate with suppliers committed to improving conditions or issues with the goal of managing risks and creating long-term, sustainable value. To view our Supplier Code of Conduct, please visit endo.com.

In line with our broader Diversity, Equity and Inclusion (DEI) strategy, we are also building a supplier diversity program to promote the use of businesses that are owned by minorities, women, veterans, LGBT leaders and other underrepresented groups. By working with a more diverse group of suppliers, we believe we will make better-informed decisions that will drive our business forward and expand opportunities to historically underrepresented business owners.

Information Security

Our business depends on the efficient and uninterrupted operation of our communications systems, networks and other information technology. With these tools, we manage employee and customer data, which we take great care to protect. We continuously invest resources to maintain, enhance, develop, replace and add to our information technology infrastructure, and we protect it with industry-leading cyber security systems. We ask our suppliers to maintain similar commitments to protecting our data and that of our customers and employees.

The Information Technology Security (ITS) office develops Endo's information security vision, strategy and program. Reporting to the Chief Information Officer, the ITS office leader provides monthly updates to the Senior Executive Team and

quarterly updates to the Board Audit & Finance Committee. Endo's Information Security Policy is maintained and championed by the ITS office through trainings, testing and awareness efforts provided to all team members.

In 2021, the Company continued its CyberSafe Initiative by adding a new "CyberSafe Chat" series. Endo's information technology and security experts held casual small group meetings virtually to educate and empower colleagues to support the Company in its efforts to keep business and employee information protected. To test team members' knowledge of how to avoid phishing attempts, the Information Technology team followed up these educational efforts with mock attacks. The simulations helped the team understand the Company's risk areas and customize ongoing training and education.



CHALLENGE ACCEPTED

Supplier Diversity



While we build our supplier diversity program, our teams are embedding DEI into their business plans. Our Legal team, for example, communicated to its external law firms and vendors its expectation that staffing on Endo matters reflect Endo's commitment to fostering diverse teams.

"I've been glad to see Endo taking a proactive role in running our business with ESG goals in mind, including articulating it as one of our key business priorities. Our Legal team plays a critical role in driving DEI goals in our selection and direction of our law firms and vendors. Diverse teams are critical to innovation because they provide different perspectives, reduce groupthink and enhance decision-making."

Jobina Jones-McDonnell, VP & Assistant General Counsel, Litigation & Risk

Key Business Policies & Procedures

Our policies and procedures detail how we must conduct our business to comply with both our Company standards and local laws and regulations. Throughout the year, team members complete trainings to educate themselves about work-specific policies, procedures, laws and rules. Below, please find highlights from a selection of our Company-wide policies and procedures. More details can be found on endo.com.

Working With Healthcare Professionals

Endo educates healthcare professionals about our products, collaborates with them on research, relies on their expertise as advisers and trains them on the approved use of our products. Interactions with these professionals are governed by their respective country's laws, regulations and standards. We train all team members to work in a manner that is consistent with applicable laws and standards.

Responsible Marketing & Promotion

Endo is committed to promoting our products based on their approved uses and the needs of patients. We require truthful, on-label and ethical communications that will help healthcare professionals make informed and independent decisions about how they can use our products for their patients. Our team members complete annual training specific to this policy and our standard operating procedures that support it.

Anti-Bribery & Corruption

As regulators, payors or purchasers of our products, government officials are integral to our business. We may interact with government officials or entities through our R&D, regulatory, manufacturing and import/export activities. Our interactions with government officials must comply with applicable anti-corruption laws. We prohibit all forms of bribery and corruption, including any such conduct by our third-party intermediaries. Endo trains relevant team members on due diligence and interactions with third-party representatives.

Anti-Discrimination & Harassment

Endo is committed to providing equal employment opportunity and fair treatment to all applicants and employees on the basis of merit and prohibits discrimination based on

race, color, national origin, religion, ancestry, physical or mental disability, medical conditions, genetic information, marital status, pregnancy status, gender identity or expression, age, sexual orientation, veteran or military status or any other classification protected by law. The Company is also committed to fair employment practices in its dealings with all employees, and therefore, all team members are required to comply with all applicable labor and employment laws, including laws prohibiting discrimination and harassment. The Company strongly prohibits and will not tolerate harassment of employees by managers, supervisors, co-workers or non-employees. Similarly, the Company will not tolerate harassment by its employees of any non-employees with whom the Company does business.





In this section, you'll find information on:

- Diversity, Equity & Inclusion
- Team Member Safety & Wellness
- Career Development
- Community Outreach

Our Team

At Endo, we are focused on revolutionizing the employee experience and fostering a culture of inclusion and belonging where team members can: 1) **thrive** within a safe working environment supported with excellent benefits; 2) **grow** their careers through curiosity, exploration, learning and fulfilling on-the-job experiences; and 3) **connect** with each other and within the broader community in meaningful ways. All of this is underpinned by a comprehensive Diversity, Equity and Inclusion strategy, which serves as the foundation for our people strategy and is shaping the way we work as a team.

Diversity, Equity & Inclusion in the Workplace

At Endo, our diversity unites and connects us as One Team. We are committed to cultivating, valuing and embracing every person's distinct voice. We seek to create a culture where everyone feels a sense of belonging and where unique perspectives fuel innovation and drive our success. This includes promoting an environment where our team members welcome and appreciate an inclusive workplace culture that draws strength from differences in race, ethnicity, gender identity or expression, national origin, color, sexual orientation, disability status, age and all other unique characteristics.

In 2021, we fielded a global Diversity, Equity and Inclusion (DEI) survey, which included more than 1,000 participants from across our sites and conducted more than 40 focus groups to engage team members even more fully. The feedback we received from these sessions has helped us to identify areas of success and opportunities for improvement, including expanding learning options and solutions for all team members.

Our DEI strategy is led by our Global Head of DEI; is championed by a global and cross-functional DEI Leadership Council, sponsored by our CEO; and is focused across three key objectives: talent, culture and community.

Talent	Culture	Community
Build a strong pipeline of team members who represent the communities we serve through systematic, equitable practices	Accelerate inclusion by reinforcing a culture where each team member is respected, valued and feels a sense of belonging	Understand and support the needs of our diverse patients and customers, expand outreach and build trust

Talent

To build a strong, diverse team, we are focused on both talent acquisition and equitable pay practices. We must measure and hold ourselves accountable for recruiting and engaging team members that are representative of the diverse stakeholders we serve, including historically underrepresented communities and women.

Pay Equity

In 2021, one of the ways we measured our progress against this imperative was to evaluate pay equity across our teams. We engaged an external firm to conduct a comprehensive analysis of pay within all groups at all levels of the organization. We were pleased that no inequities were found.

Representation

In 2021, the Company saw increases in female representation in our U.S. workforce overall (51% in 2021 versus 47% in 2020), and additional gains in the number of females in senior leader roles in the U.S. (29% in 2021 versus 21% in 2020). We also made progress in improving the diversity of our global management team, at both the manager/director and senior leader (vice presidents and

above) levels. This is aligned with the progress we have made with our Board of Directors, 38% of which is female. Because setting the right tone from the top of our organization is critical, we believe these are important steps forward.

Apart from the gains mentioned above, representation of females and people from historically underrepresented communities remained relatively flat across our general workforce in 2021. We are working with leaders to emphasize the importance of on-boarding diverse talent through the advancement of our diversity recruiting strategies, initially focusing on expanded internal systems and partnerships with diversity-focused organizations to extend our outreach. Following a successful roll-out and training around recruitment in 2021, focused on securing diverse pools of candidates and internal interview panels, we are now working with teams to execute and measure our progress.



Culture

Through training and team engagement, we are working to foster a culture of inclusion at Endo. In 2021, we continued to build awareness and understanding and, importantly, promote and sustain behavior change. Key initiatives included:

- DEI Leadership Workshops:** This program targeted our top organizational leaders, including the CEO and his leadership team, to give them the tools to build a culture of inclusion and the organizational agility to enable it. Approximately 100 of our top leaders participated in a workshop in 2021.
- GlobeSmart Training Tool:** A new tool was introduced that invites team members to uncover how culture influences working styles. By completing a quick self assessment, team members see their results and those of their team members, plotted visually on a graph and identify areas of similarities and differences among members of their team. GlobeSmart promotes stronger team collaboration and creates an inclusive environment by providing resources, and a deeper understanding of how people from different backgrounds learn, engage and thrive.
- Cultural Education and Awareness:** Through a sustained communication campaign, our team has worked to identify, communicate and celebrate the seven months of DEI recognition; acknowledged key holidays and milestones; published team member testimonials; and provided awareness and learning resources to honor the diversity of our teams.

Employee Resource Groups

Our employee resource groups (ERGs) are another way we engage our team around important DEI priorities. These grassroots groups organize by specific dimensions of identity or interest and develop programs and events to provide forums for team members to network and amplify their voices.

 Vets Veterans at Endo Together	VET's mission is to provide a network of support and resources for Endo's veterans, military families and allies and to increase veteran representation within Endo.
 AWE Alliance for Women at Endo	AWE's goal is to create an inclusive community of women and men who seek to understand, develop, encourage and empower women.

Community

One of the best ways to understand and support the needs of our diverse patients and customers is to proactively seek out partners and suppliers who can serve as representative voices. In addition to our supplier diversity program, we are also proud to support the important work of advocacy groups and coalitions that are advancing DEI across our industries, nationally and internationally. Through their ongoing educational and awareness efforts, these organizations (some of which are listed below) also provide helpful resources as we work to broaden our team's knowledge and understanding of DEI.

CEO ACTION FOR DIVERSITY & INCLUSION

Endo's President and CEO, Blaise Coleman, is a signatory of CEO Action for Diversity & Inclusion™, the largest CEO-driven business commitment to advance diversity, equity and inclusion within the workplace. Recognizing that change starts at the executive level, CEO Action represents more than 2,000 CEOs of the world's leading organizations who are leveraging their individual and collective voices to build productive, diverse and inclusive workplaces.



The National LGBT Chamber of Commerce is the business voice of the LGBT community and is the largest global not-for-profit advocacy organization specifically dedicated to expanding economic opportunities and advancement for LGBT people.



The Global Summit of Women's Global Diversity Colloquium is a unique forum that showcases corporate best practices in advancing gender equity in the workplace globally.



The Healthcare Businesswomen's Association is a global non-profit organization comprised of individuals and organizations from across the healthcare industry committed to furthering the advancement and impact of women in the business of healthcare. The HBA accomplishes its mission through strong business networks, education, research, advocacy and recognition for individuals and companies.



Team Member Safety

We have a robust safety program that monitors our work zones, educates team members about best practices and records and/or reports any safety issues so that we can learn from them, continuously improve and keep our team members safe. In 2021, our overall Recordable Incident Rate was 0.7 per 100 employees (versus .08 in 2020). Our procedures and practices to maintain this safety level are ingrained into our Culture of Excellence efforts, which rewards team members for bringing attention to issues they observe and incentivizes them to proactively improve ways of working to enable better outcomes. This commitment to excellence within our manufacturing plants has allowed Endo to maintain critical product supply to our customers while keeping team member safety a top priority.

Team Member Wellness

At Endo, we want our team members to lead healthy lives so that, together as a team, we can better support our vision of helping everyone we serve live their best life. We put a great deal of effort into developing and maintaining a competitive suite of Total Rewards programs, which are focused on team members' physical, personal and financial well-being. These programs include:

- Comprehensive medical benefits
- Disease management programs
- Stress management support
- Smoking cessation assistance
- Discounts for gym memberships to encourage healthy living
- Endo Savings and Investment Plan, as well as tax-free saving and spending accounts

Workforce flexibility has increasingly become an important driver of employee satisfaction and was something Endo and companies around the world needed to fully embrace in 2020 when the COVID-19 pandemic first began. After watching how effective our team could be in a remote working environment, we sought feedback through surveys and focus groups to determine how team members would prefer to work moving forward. Overwhelmingly, they wanted more flexibility. The Company listened and launched a formal Flexible Work Arrangement (FWA) policy, which allows individuals to work with their leaders to determine the time and the place that they can be most productive and effective in helping the Company to achieve its goals. Since the launch of this policy, team members have shared an increased sense of trust, empowerment and level of productivity, and they appreciate that their input was sought on this critical topic. This also enables Endo to have access to a broader and more diverse talent pool that is not limited to specific geographic locations.

Career Development

Endo offers a fast-paced and challenging work environment in which all team members are encouraged to grow, both professionally and personally. The Company provides a variety of training programs and an educational assistance program to help team members improve their job-related skills and long-term career potential. To bolster our own internal training capabilities and support personal development, we have partnered with LinkedIn Learning to give our team access to more than 30,000 expert-led courses. In 2021, approximately 500 employees completed more than 1,700 courses and 35,000 videos. The program supports key learning priorities across the business.

Endo also has a robust new hire onboarding program, trainings and leadership development courses that are customized to various Career Pathway programs within the Company, including R&D, Commercial, Technical Operations, Engineering, Manufacturing and Quality, among others. Tailored learning and development programs like those listed on the following page enable effective succession planning and a strong, ready-now leadership pipeline, which resulted in approximately 160 internal promotions in 2021, or 8% of eligible team members.

Commercial Leadership Development Program: This robust manager training program is designed to identify talented sales professionals who can be trained to be leaders within the Company. Team members go through an immersive leadership experience, consistent training protocols, coaching and mentoring. The goal of the program is to have internal candidates ready to assume open leadership roles. The program is working. In 2021, all open Sales Leadership positions were filled with team members who had been through this program.

Clinical Development Scientist Onboarding & Training Program: To better prepare, train and engage our team of R&D professionals, the R&D leadership team created a new program in 2021 that provided consistent onboarding orientation for all global R&D team members, role-specific training requirements and opportunities to engage with R&D leadership both informally and formally throughout the year. The Company also established a new R&D training department to oversee and manage this program in support of their long-term career aspirations.

Aspire: This one-year program is a comprehensive leadership development training for high-potential females at Endo.

Building on the current foundation, in 2022, Endo is focused on increasing opportunities for career development and expanding DEI learning opportunities. To help achieve these objectives, the Company recently launched a Learning and Development Center of Excellence whose purpose is to establish an enterprise-wide training, learning and development strategy and program to address the specific needs of teams across the globe.



Star Treatment The Men's Health team gathered in our Malvern office to premiere Endo's first-ever branded commercial



Hot Wheels
Our Rochester team held their very own car show across shifts to build collaboration and connect team members



Going Virtual The Dublin team kept their connections strong while working remotely



Milestone Makers Bravo to our Horsham team who started manufacturing the 200th batch of the drug substance used to make XIAFLEX® and Qwo®

Community Outreach: Our Team's Commitment to Giving Back

At the heart of Endo are thousands of global team members who are dedicated to our vision of helping everyone we serve live their best life. Our commitment to the communities where we live and work is core to who we are. The Company's "Endo Gives" philanthropic effort brings together all elements of giving to help those in need: time (volunteering), talent (knowledge) and treasure (monetary donations and matching gifts).

Through our volunteer efforts, team members from around the world give back and help improve the lives of others by working with local charities that have special meaning to them. It is an important way for employees to share in one of our corporate values—empathy. To further encourage our team members to give back, Endo also provides dollar-for-dollar matches to those who donate to charities, matching up to \$1,000 per employee, per calendar year. In addition, the Company provides charitable grants to support non-profits, with a focus on healthcare disparities. This focus has been guided by our broader DEI strategy, with active participation from our ERGs.

Endo believes good health is the foundation to living your best life, and as a healthcare company, is dedicated to reducing healthcare disparities and promoting a healthier global community. One of the biggest healthcare disparities that faces our population is hunger or food insecurity. Without proper nutrition, many people can fall victim to preventable diseases. Therefore, Endo focuses its charitable efforts to support organizations that promote "food as medicine." Some of the team's efforts in 2021 are highlighted below.

- Endo has partnered with the Chester County Food Bank (CCFB) for nearly a decade. In 2021, our Malvern, PA team worked with the food bank on two major initiatives to support their mission to provide access to real, healthy food for residents of the community, where 1 in 4 families is food insecure.
- The U.S. corporate office supports the food bank with its Raised Bed Garden Program. The Company maintains 20 raised beds at the Malvern site, and 100% of the harvest is distributed to food banks and kitchens across the region. While the focus is on producing foods that meet the needs of families served by CCFB, on average each year, Endo's gardens produce more than 1,000 pounds of fresh produce that is donated to the community.



Hearing Clearly As part of Endo Gives, team members in India visited the Government School for the hearing impaired, hosting "hearing camps" and providing hearing aids to students in need



Health Partners Paladin Labs team members continue their longstanding efforts to support Moisson Montreal, the largest food bank in Canada

- The Medical Affairs team created beautiful artwork canvases, which were then transposed onto reusable food bags as donations for the food bank. The reusable tote bags help food bank patrons carry their food supplies in a more dignified way, while also reducing reliance on single-use plastic bags.
- Our India-based teams worked to donate food and other important household items (such as hygiene kits and school supplies) to a number of organizations within their communities. Their focus was particularly around organizations that support underprivileged populations including the Mariammas Children's Home, Kakkum Karangal (an elder care facility) and Sahodharan (an organization dedicated to supporting the LGBT community), all based in Chennai, India. These are just a few examples of the 22 non-profit organizations the team visited, logging more than 4,000 volunteer hours.
- Our Paladin team based in Canada participated in a day of volunteering at Moisson Montreal, the largest food bank in Canada, by preparing perishable foodstuffs for distribution to local community organizations.

CHALLENGE ACCEPTED

Stepping up for Our Veteran Community



In conjunction with Veteran's Day in the U.S., our newly formed employee resource group—VET—initiated a virtual donation drive to support Community Hope, a leading nonprofit organization serving homeless veterans and families throughout New Jersey. Team members were asked to make monetary donations that went toward the purchase of personal items and kitchen supplies for veterans. The VET Co-chairs were inspired by Endo's Matching Gifts program and realized that if they organized this drive, employee contributions would be matched by the Company. As a result, we contributed more than \$4,400 to this organization.



"One of our key business priorities at Endo is to be a force for good. As our group of veterans began to meet and think about ways we could support both the Company's mission and the needs of veterans who are not as fortunate as us, figuring out how to be a part of the broader Endo Gives initiative just made sense. We are very proud of this inaugural fundraiser and look forward to seeing how we can make it even more successful in the future."

Don Corsaro, Jermaine Johnson and Bryan Epps, VET Co-chairs

Select Performance Indicators*

Gender Diversity in the Global workforce by Geography	2021				2020					
	Female	% Female	Male	% Male	Total	Female	% Female	Male	% Male	Total
Total number of employees	1,061	32%	2,207	68%	3,268	1,111	33%	2,223	67%	3,334
U.S.	826	51%	781	49%	1,607	891	47%	1,010	53%	1,901
India	138	9%	1,349	91%	1,487	120	10%	1,142	90%	1,262
Rest of World	97	56%	77	44%	174	100	58%	71	42%	171


Gender Diversity in the Global workforce by Job Category	2021				2020					
	Female	% Female	Male	% Male	Total	Female	% Female	Male	% Male	Total
Total number of employees	1,061	32%	2,207	68%	3,268	1,111	33%	2,223	67%	3,334
Vice Presidents and Above (executives)	17	24%	55	76%	72	13	18%	61	82%	74
Managers and Directors	326	37%	544	63%	870	312	36%	544	64%	856
All Other Employees	718	31%	1,608	69%	2,326	786	33%	1,618	67%	2,404
U.S.	826	51%	781	49%	1,607	891	47%	1,010	53%	1,901
Vice Presidents and Above (executives)	16	29%	39	71%	55	12	21%	44	79%	56
Managers and Directors	255	49%	263	51%	518	248	47%	282	53%	530
All Other Employees	555	54%	479	46%	1,034	631	48%	684	52%	1,315
Rest of World (excludes India)	97	56%	77	44%	174	100	58%	71	42%	171
Vice Presidents and Above (executives)	1	14%	6	86%	7	1	10%	9	90%	10
Managers and Directors	57	52%	52	48%	109	53	55%	43	45%	96
All Other Employees	39	67%	19	33%	58	46	71%	19	29%	65

Ethnic Diversity in the U.S. Workforce	2021	2020
Vice Presidents and Above (executives)	55	56
White	82%	86%
Asian	9%	7%
Black/African American	4%	4%
Hispanic/Latino	4%	2%
Other/Not Disclosed	2%	2%
Managers and Directors	518	530
White	78%	78%
Asian	11%	12%
Black/African American	4%	4%
Hispanic/Latino	4%	4%
Other/Not Disclosed	3%	2%
All Other Employees	1,034	1,315
White	65%	57%
Asian	12%	20%
Black/African American	9%	10%
Hispanic/Latino	10%	10%
Other/Not Disclosed	5%	2%

Diversity in the Board Composition	2021	2020
Women on the Board	38%	22%
Minorities on the Board	13%	0%
Employee Turnover	2021	2020
Voluntary turnover	11.9%	7.2%
Safety	2021	2020
OSHA Total Recordable Incident Rate (per 100 employees)	0.7	0.8
Days Away, Restricted and Transferred Rate (per 100 employees)	0.6	0.5

* To access our full data summary file, which includes these and additional performance indicators, please visit our [Corporate Responsibility webpage](#).





In this section, you'll find information on:

- **Research and Development Philosophy**
- **Clinical Trial Conduct**
- **Publications Process**
- **Patient Safety**
- **Counterfeit Medicines**
- **Quality Management**

Our Customers: Product Quality & Safety

Our commitment to quality and safety starts with our approach to research and development. It begins with consistent and comprehensive training for our team, a pledge to conduct our research with scientific rigor, transparent communication of the data we generate and continuous monitoring of the safety and efficacy of our products. In our manufacturing facilities, we then follow consistent standards to meet and exceed industry regulations and have expanded our Culture of Excellence that encourages our team members to identify ways they can improve our processes to optimize operations and maintain the quality of the products we deliver to our customers.

Research and Development Philosophy

Our Research and Development (R&D) organization approaches the goal of delivering innovative new products to address patient needs with Endo's One Team philosophy. Across the globe, our scientists, physicians, regulatory experts, statisticians, data managers, medical writers and clinical operations staff work together, striving for the highest quality work, embracing technology and recognizing innovation. Endo has active R&D programs in men's health, orthopedics and medical aesthetics. Beyond these therapeutic areas, we also have focused development in the area of sterile injectable products and complex generic products.

Clinical Trial Conduct

Endo is committed to running studies with the highest quality. Our clinical studies are performed in compliance with current Good Clinical Practices, including the International Council for Harmonization of Technical Requirements for Registration of Pharmaceuticals for Human Use (ICH) guidance. In addition, the Endo Generics team follows all applicable regulations for generic drug development issued by the Office of Generics (OGD). Key elements of our process include:

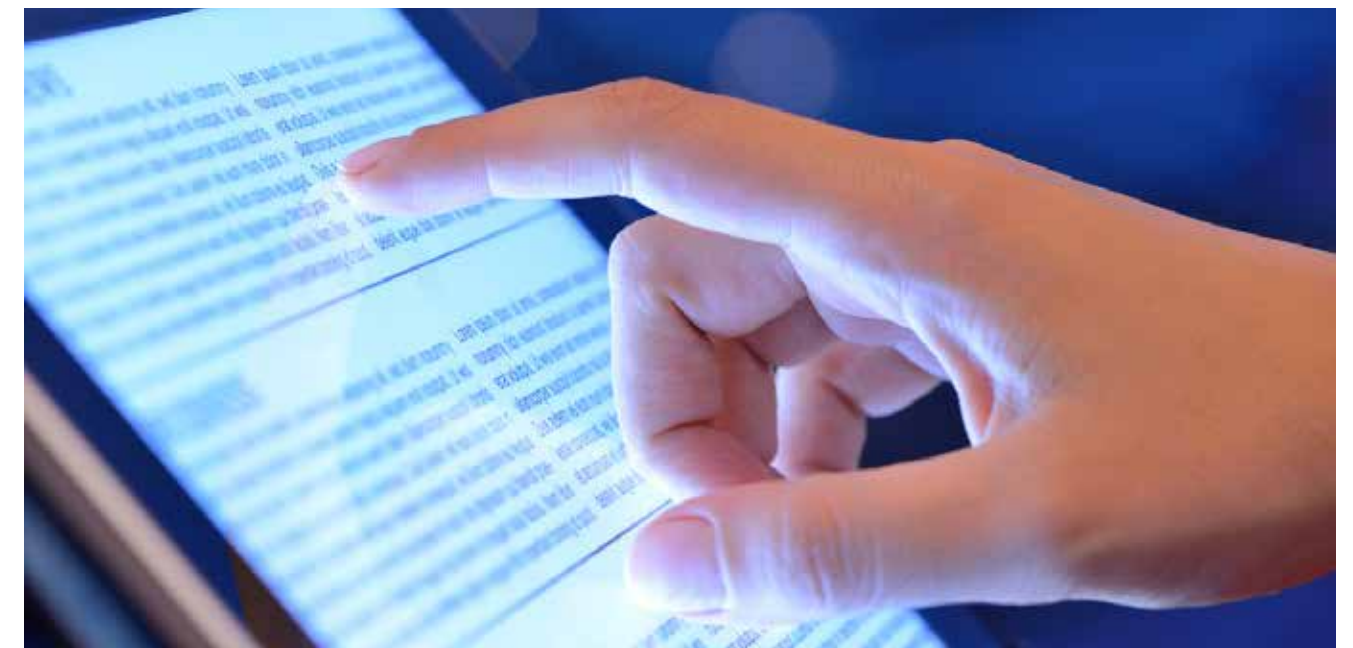
Training	All R&D team members go through robust annual training aligned to the ICH Good Clinical Practice training as well as Good Manufacturing Practice.
Oversight	All clinical study designs at Endo are reviewed and approved by an established internal committee called the Protocol Approval Committee (PAC). This committee includes team members from many disciplines in Endo including Clinical Development, Medical Affairs, Regulatory Affairs and Safety.
Risk-based Management	Endo has implemented a Risk Assessment and Management process that begins at the clinical study planning stage and extends through the execution of clinical studies.
Patient Protections	Standard operating procedures are in place to manage patient safety and take into consideration all potential study participants, including vulnerable participants such as children, prisoners and pregnant women. Endo endeavors to follow all applicable regulations around vulnerable participants.
Proactive Quality Management	Quality by Design (QbD) principles are used when initiating and monitoring our clinical trials, meaning we consider and include quality aspects in our study conduct from design to implementation.
Electronic Systems and Documentation	Electronic systems support the validation and quality control of all users, and track and document all data entries required over the course of any given trial, in support of the ALCOA+C principles of quality documentation. ALCOA+C stands for Attributable, Legible, Contemporaneous, Original, Accurate and Complete.
Auditing	We have clear Standard Operating Procedures we follow to support additional auditing efforts including vendor audits, system audits, investigator and regulatory audits.
Animal Welfare	We approach the use of animals with humane and ethical concern for those animals, with an aim to limit animal testing whenever possible.

For more details on our clinical trial conduct, please visit: [Endo | Clinical Trial Conduct](#)

Publications Process

Endo is committed to publishing complete, accurate, transparent, objective and scientifically balanced information related to data from its studies, as well as information related to the evaluation of safety and efficacy of any Endo product. Once an applicable clinical trial is completed, we disclose the results through a variety of processes, including but not limited to, ClinicalTrials.gov postings led by the R&D Operations team, as well as various other publication activities such as abstracts, manuscripts and journal articles led by the scientific communications group. Of note, the publishing process is outlined in a specific policy, known as the Scientific Publications Policy. Before initiating the development of an Endo publication, a scientific publication concept form is developed, reviewed and approved by the Scientific Publications Committee, which reports into the Chief Medical Officer. In 2021, we shared data related to our products through 36 presentations at industry conferences and 8 publications in peer-reviewed journals.

Endo Publications must be consistent with internal policies and in compliance with applicable laws, regulations and guidelines related to scientific and medical publications, including the International Committee of Medical Journal Editors and the current version of Good Publication Practices. The Company strives to be timely and transparent in its communication of Endo-sponsored study results, whether favorable or unfavorable. The policy also requires the Company disclose any conflicts of interest that may exist for any of the authors or study contributors.



Prioritizing Patient Safety

As we develop new products to bring to market, evaluating product safety is of paramount importance. Our Pharmacovigilance team works to identify, understand and communicate all safety information about Endo's products to our customers—both the prescriber and patient. This process starts with our clinical trials, where we identify adverse events and risks so that they can be shared with regulators to assess the overall risk-benefit profile and determine the product's viability. Once approved, these risks must also be clearly communicated.

After our products get to market, we have a robust monitoring program that allows us to appropriately report to the FDA and other regulatory agencies any significant side effects or safety issues that may occur. We have a responsibility to detect and report adverse events and quality complaints associated with our products, including unfavorable side effects, dosing errors, misuse, device malfunctions and concerns about performance or efficacy of a product. We have an established process to do so in a timely and efficient manner, including a call center, medical information portal and email.

We may also conduct post-marketing clinical trials and health economic studies to gather additional data on certain products after they have reached the market. As these studies are completed, we share this information with appropriate audiences such as regulatory authorities, researchers and prescribers to improve the understanding of how our products are being used in real-world settings and to help healthcare professionals use our products safely and effectively.



Counterfeit Medicines

Counterfeit medicines pose a significant risk to patient health and safety. To protect our patients, we take a proactive approach to product safety by investing in surveillance and public private collaboration. We work with those involved in the supply chain to monitor distribution channels and improve surveillance of distributors and re-packagers.

Endo invests in packaging and information technologies to align with global mandates around serialization. The unique product identifiers developed for serialization enables the tracking and tracing of product movement through the supply chain, from the manufacturing site to patient dispensation (including government systems and trading partners) and allows authorized trading partners today to verify the authenticity of our medicines with a simple scan.

Quality Management

Our Global Manufacturing and Supply Chain team works across our sites and with our partners around the world to help maintain our standards for manufacturing quality. All sites conform to U.S. current Good Manufacturing Practices and all other applicable local regulations. Team members go through a significant level of training and certification process annually and are recognized for improving the quality and effectiveness of their processes and procedures.

Through our Culture of Excellence program, team members and leaders identify process improvements, seek diverse perspectives to solve problems and innovate new ways of working. The program is rooted in the Six Sigma methodology and centered on six key dimensions:

Leadership and Vision

Attitudes and Mindset

Gemba Walk

Leading Indicators and Action Triggers

Oversight, Reporting and Action

Cultural Behaviors



¹ SPE® Six Dimensions of Cultural Excellence

CHALLENGE ACCEPTED

**Horsham & Indore
Good Catches**



Protecting the quality of our products is the responsibility of all team members at Endo. Our Culture of Excellence program is both a top-down and bottom-up approach to embedding the principles of continuous improvement across the Company. It is designed to encourage and empower employees to examine how things are done and to look for ways to make them better, all with the goal of improving the quality and effectiveness of our processes and procedures to improve on the timely release of products to our patients.

A key tenet of our training is to identify “good catches”—these are incidents that could result in an error if not corrected or could greatly improve a process. We instituted a program at several locations that awarded team members for recognizing and calling out these opportunities. In 2021, that effort resulted in almost 80 process improvements.

“Our Culture of Excellence program has been a welcome enhancement to our site operations here in Horsham. Through engagement in the program, team members come to work with a renewed sense of purpose. They know that they will not only be recognized positively for making good catches, but also that their observations can lead to broader process improvements here at our site and possibly across Endo. In 2021, we saw reductions in cycle times and other process improvements as a result of the team’s good catches. Knowing that each of us has the power to make positive change at Endo has boosted team member engagement and further underscored the quality of the products we produce here.”

Dan Sciola, Director of Culture of Excellence, Horsham, Pennsylvania

“The Culture of Excellence improves the safety, purity and quality of our products and our environment through clear and effective communication. Implementing a Culture of Excellence will have a sustainable, long-term impact on standardizing and simplifying our procedures and, in turn, help us build One Team.”

Rameshvari Tendulkar Dhandar, Manager, Quality Assurance, and Culture of Excellence Champion, Indore, India

Quality Management Continued

Our internal dedication to excellence and quality serves us in an industry that is highly regulated. Endo works with a number of regulatory agencies including the FDA, the Drug Enforcement Agency (DEA), Health Canada, the Ireland Health Products Regulatory Agency (HPRA) and Indian FDA, as well as the state boards of pharmacy across the U.S. and similar bodies in our operating locations outside of the U.S. In 2021, there were 9 inspections of our sites by regulatory agencies. Due to COVID-19 travel restrictions and socially distanced working practices, our Quality team proactively adapted its internal and supplier inspection programs to allow for remote inspections. The Company experienced no interruptions to these critical programs and maintained full support and compliance with the FDA’s remote inspection

program, including a fully remote U.S. FDA review at one of our India facilities, as well as with on-site approaches maintained by other agencies in the U.S., Canada and India.

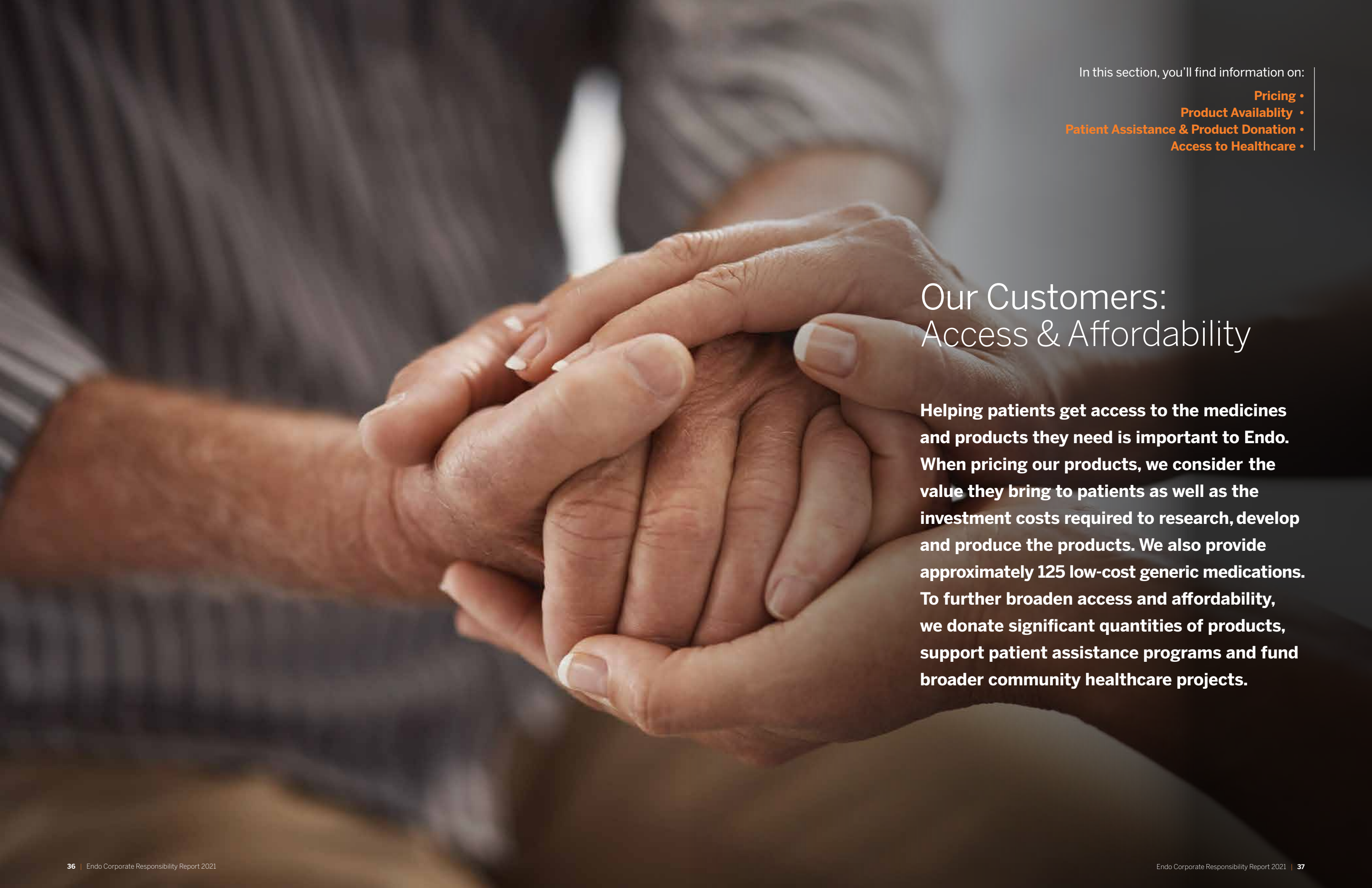
As a result of our commitment to quality and continuous improvement, we have had no warning letters and no inspections that have resulted in an Official Action Indicated Notification since 2014. Our voluntary, Company-initiated recalls decreased from five in 2020 to two in 2021. The product recalls were initiated with the probability of adverse health consequences being remote. None of the recalls in 2021 indicate a failure in our global quality management systems and relate to two specific product defects detected as part of post release inspection and specification updates. We credit our quality systems and checks that were able to detect the issues associated with these batches quickly.

Select Performance Indicators*

Product Safety (HC-BP-250a.3)

	2021	2020	2019
Global Product Recall Rate	0.004153	0.001896	0.000084
Recalls	2	5	1
Number of Regulatory Inspections of Endo sites by Worldwide Health Authorities	9	14	17
Percentage of Regulatory inspections that resulted in zero observations	63%	82%	59%

* To access our full data summary file, which includes these and additional performance indicators, please visit our [Corporate Responsibility webpage](#).



In this section, you'll find information on:

- Pricing •
- Product Availability •
- Patient Assistance & Product Donation •
- Access to Healthcare •

Our Customers: Access & Affordability

Helping patients get access to the medicines and products they need is important to Endo. When pricing our products, we consider the value they bring to patients as well as the investment costs required to research, develop and produce the products. We also provide approximately 125 low-cost generic medications. To further broaden access and affordability, we donate significant quantities of products, support patient assistance programs and fund broader community healthcare projects.

Pricing

At Endo, we provide appropriate pricing information to governments, private payors and healthcare providers. Team members are trained to provide information about billing, coverage, reimbursement and coding that adheres to federal, state and local laws and industry codes. The Company maintains strict policies related to the approval, documentation and communication of lawful discounts, rebates and administrative fees. In 2021, our U.S. portfolio net price decreased by 5% compared to 2020, on top of the 4% decline in price we reported in 2020.

Pharmaceutical interventions can also lead to cost savings for the overall healthcare system through the avoidance of more expensive surgical options and hospital stays. As an example, we make a medicine to treat Dupuytren's contracture, or DC, which is a fibrotic disorder that can lead to permanent contracture of the fingers. Current treatment options for DC include surgical interventions, needle aponeurotomy or, as an alternative, up to three injections in a palpable cord of collagenase clostridium histolyticum (CCH), manufactured by Endo.

In one health economic study, treatment with our CCH product was associated with a 11.5% reduction in the total cost of care compared with that for surgery.¹ In addition, a recent publication of a claims database analysis showed that patients with Peyronie's disease (PD) who received CCH as their first treatment (rather than surgery) were less likely to undergo subsequent surgery compared with those who received surgery first within a 12-month post-treatment follow-up.²

Endo is also working to introduce product enhancements that can reduce the need for additional interventions in various healthcare settings. In early 2022, we launched VASOSTRICT[®], vasopressin injection, USP, in ready-to-use 100 mL pre-mix bottles, the first and only ready-to-use (RTU) formulation of the drug. RTU products help streamline operations for hospitals by eliminating the need to prepare or transfer the product before patient administration. This may reduce waste and costs, optimize convenience and workflow, and heighten accuracy and compliance by reducing the chance for preparation error—all of which support quality patient care.

Product Availability

As a manufacturer of critical care products, addressing product availability and patient access is a top priority for Endo. To maintain supply continuity of our product VASOSTRICT[®], vasopressin injection, USP, we announced a new partnership with Premier's Premier ProRx[®] program in 2021. Premier has worked for years to maintain supply continuity for medications in high demand, and this agreement enables Endo to have access to their robust and highly reliable supply channel.

Gaining approval for the first generic version of Chantix[®] this year was another way Endo worked to improve the access and affordability of a product in high demand and in low supply in the U.S. Varenicline is the first and currently the only available FDA-approved generic version of Chantix[®] in the U.S. Endo is proud to be the first to offer a generic version of this medicine, and to significantly increase access to this important smoking cessation therapy.

Patient Assistance & Product Donation

In 2021, Endo donated approximately 500,000 units of medicines. All product donations are made through third-party partnerships that adhere to the World Health Organization guidelines on product donations.



Americares is one of Endo's long-standing partners in the product donation space. Endo has provided product donations to Americares for 20 years and is a longtime

and proud supporter of its emergency programs. Americares is a health-focused relief and development organization that saves lives and improves health for people affected by poverty or disaster. Supporting more than 4,000 health centers worldwide with transformative health projects and donations of medicine, Americares improves the health of millions of people affected by poverty, disaster and inequity every year. Americares responds to more than 30 disasters each year, establishes long term recovery projects and brings preparedness programs to communities vulnerable to disasters. This year, Americares responded to 42 emergencies caused by natural disasters, man-made crises and disease outbreaks reaching 37 countries, including the U.S. Americares has noted that they are seeing an increase in frequency and severity of these events, made especially difficult this year due to the ongoing COVID-19 pandemic. Endo continues to support this organization's efforts to support and strengthen our global community.

When patients cannot afford their medicines and treatments, patient assistance programs can help to offset co-pays or other out-of-pocket expenses. Through an independent charitable grant, Endo supports a third-party foundation that adheres to guidance issued by the Office of the Inspector General to support patients in need. They offer financial assistance through a number of disease funds, which are aligned to many of the disease areas for which Endo products are used. The foundation operates independently and maintains complete patient confidentiality for the patients they support.

Access to Healthcare

Our vision to help everyone we serve live their best life guides us in our commitment to reduce healthcare disparities. Grounded in our values and behaviors, we are driven to unite with purpose to do all we can to promote health equity by supporting sustainable solutions through programs and investments that aim to inspire hope and promote healthier lives. We partner with professional and non-profit organizations that are working to expand access to care for at-risk populations. Some of these collaborations are highlighted on the following pages.

¹ Journal of Hand Surgery: ORIGINAL RESEARCH | VOLUME 1, ISSUE 2, P57-64, APRIL 01, 2019: Episode of Care With Collagenase Clostridium histolyticum Versus Fasciectomy for Dupuytren Contracture: A Real-World Claims Database Analysis; Stephen B. Camper, MS, PhD, *z Victoria Divino, BA, y David Hurley, MD, * Mitch DeKoven, MHSay - * Endo International plc, Malvern, PA; y IQVIA, Falls Church, VA; z S.C. was employed by Endo International plc at the time of the study Link: [https://www.jhsgo.org/article/S2589-5141\(18\)30036-7/fulltext](https://www.jhsgo.org/article/S2589-5141(18)30036-7/fulltext)

² Trost L, Huang H, Han X, Burudpakdee C, Hu Y. Penile surgery for patients with Peyronie's disease initially treated with collagenase clostridium histolyticum or surgery: a claims database analysis. Int J Impot Res. 2022 Jan 10. doi: 10.1038/s41443-021-00522-8. Epub ahead of print. PMID: 35013566. (<https://pubmed.ncbi.nlm.nih.gov/35013566/>)

National Obesity Care Week

For the past five years, Endo has been a Corporate Council member of the American Society for Metabolic & Bariatric Surgery (ASMBS) and a proud corporate sponsor of Obesity Care Week (OCW). Originally founded in 2015, OCW has a global vision for a society that understands, respects and accepts the complexities of obesity and values science and clinical care. Their goal is to deliver science and clinical education on obesity and to advocate for access to affordable and comprehensive care for patients with obesity. In 2021, a group of Endo team members was recognized as the top fundraiser for the second consecutive year. Through Endo's participation in the ASMBS Foundation's Walk from Obesity, along with a Company healthcare partnership grant, Endo was able to make a significant contribution toward ASMBS research in obesity and COVID-19 and access-to-care initiatives.

CHALLENGE ACCEPTED

Supporting Access to Critical Medicines in Future Pandemics



When the U.S. Government approached Endo about serving as a potential partner to help support the production of critical medicines to prepare for future pandemics, the Company was happy to step up and offer our knowledge, facilities and manpower around sterile injectables to aid U.S. national defense efforts. Our Par Sterile Products team entered into a cooperative agreement with the U.S. Government in November that will expand the Company's sterile fill-finish manufacturing production capacity and capabilities at the Rochester, Michigan plant to support the government's national defense efforts.

Under the terms of the agreement, Endo will establish a new sterile fill-finish manufacturing asset capable of processing liquid or lyophilized products requiring Biosafety Level (BSL) 2 containment. It will also provide expanded product inspection and packaging capacity. The agreement is a result of efforts defined under the Defense Production Act to address vulnerabilities in critical product supply chains and strengthen the advancement of domestic manufacturing of essential medicines.

“Fill-finish manufacturing requires a specialized skill set, critical to the production of injectable medicines—which are often at the center of a pandemic response. Our team is well-equipped to serve as a partner to the government to support additional production capacity, should we face a future pandemic like COVID-19. We know the important role we play in making sure patients get the medicines they need, and we are honored to be part of this important effort.”

Paula Del Papa, Vice President and General Manager,
Manufacturing Operations, Rochester, Michigan

Reaching Patients in Need

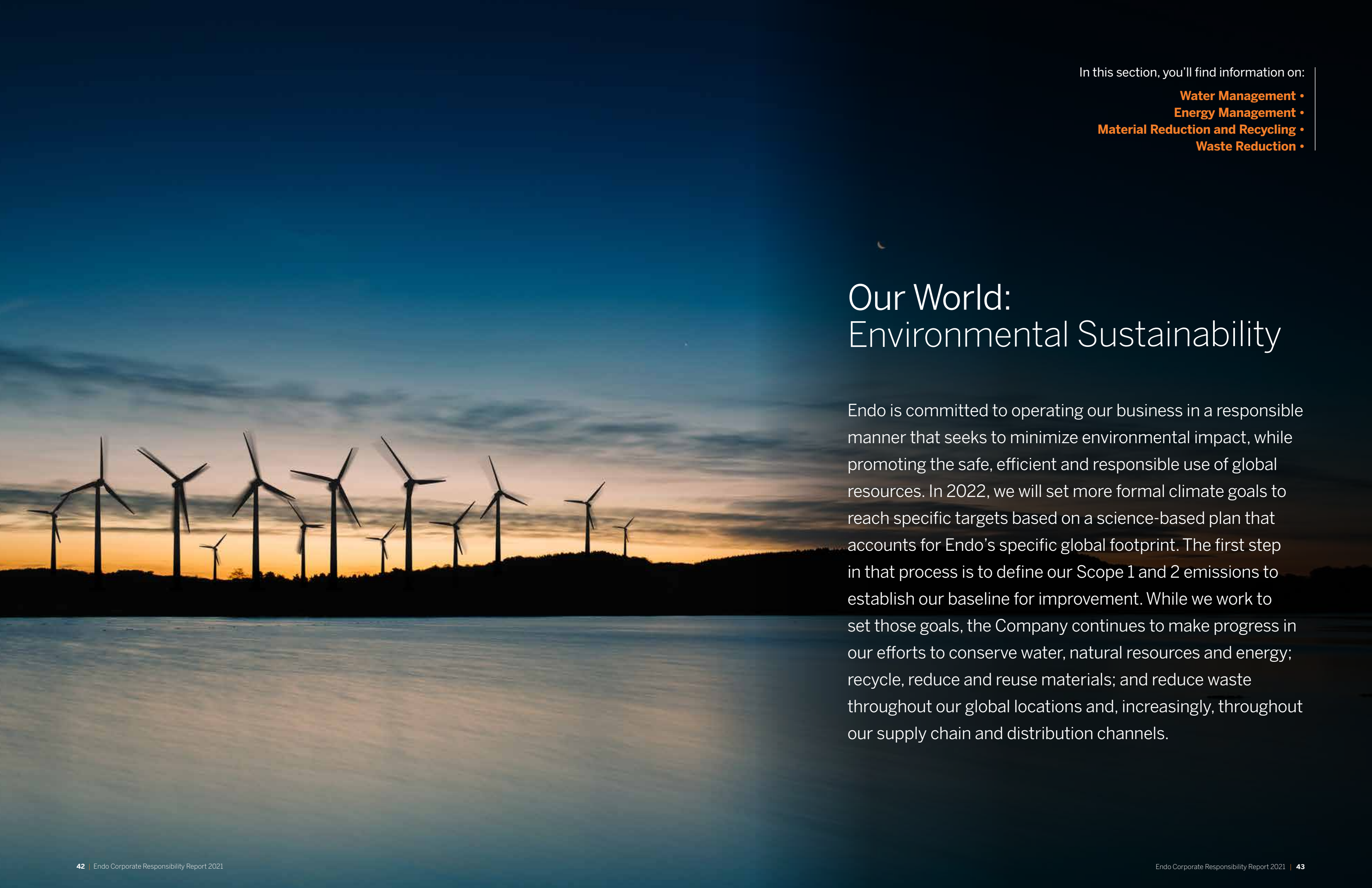
We know patients do not always get access to the healthcare they need, especially those who live in remote places, where the closest hospital or healthcare provider could be many hours away. For the past five years, Endo's team in Chennai, India has partnered with Hand in Hand, India to support their Mobile Health Unit to improve access to care. Covering 20 villages and reaching more than 50,000 beneficiaries since launching, the Mobile Health Unit provides health awareness, general and specialized health camps to improve health, sanitation and hygiene services and to enhance healthy living.

Endo has worked with Hand in Hand, India to expand this project to cover a greater area in and around both Chennai and Indore, where Endo has expanded, meaning we will reach even more patients. In recognition of this contribution, our team in India received the Best Corporate Social Responsibility Project for Healthcare in Tamil Nadu at the 9th India CSR Awards in 2021 and the Outstanding Social Impact Award of the National Awards for Excellence in Corporate Social Responsibility (CSR) for their notable work in the Health Care sector.



Men's Health Awareness

As part of Endo's long-standing commitment to men's health issues, we were proud to partner with the Michigan Institute of Urology (MIU) Men's Health Foundation in Detroit to support the 11th annual Men's Health Event, which featured head-to-toe health screenings including blood work, vaccinations, oral cancer and dental checks, colorectal cancer screening, HIV testing, vision and hearing screenings, diabetic foot checks and leg vein screenings for over 700 men. Many men do not have insurance and have come to depend on this event for their annual physical, so Endo was pleased to sponsor this important event.



In this section, you'll find information on:

- **Water Management**
- **Energy Management**
- **Material Reduction and Recycling**
- **Waste Reduction**

Our World: Environmental Sustainability

Endo is committed to operating our business in a responsible manner that seeks to minimize environmental impact, while promoting the safe, efficient and responsible use of global resources. In 2022, we will set more formal climate goals to reach specific targets based on a science-based plan that accounts for Endo's specific global footprint. The first step in that process is to define our Scope 1 and 2 emissions to establish our baseline for improvement. While we work to set those goals, the Company continues to make progress in our efforts to conserve water, natural resources and energy; recycle, reduce and reuse materials; and reduce waste throughout our global locations and, increasingly, throughout our supply chain and distribution channels.

Water Management

Around 700 million people in 43 countries suffer today from water scarcity,¹ and therefore, water is a resource that must be carefully managed. Water is important in both the development and manufacturing processes we practice at our sites, and Endo has embraced both traditional and new technologies, such as membrane filtration/reverse osmosis, to support our management of this limited resource. Effective water management strategies will remain a focus in 2022. Several of our current projects are detailed below.

Site	Water conservation method	2021 Results
Rochester, MI	New manufacturing equipment that produces on-demand steam	1,800,000 gallons of water saved annually
Chennai, India	Reverse osmosis (RO) of plant effluents and sanitary waste	14,000 gallons per day of RO water used for plant service and gardening
	Rainwater harvesting and infiltration back into ground water/aquifers	Up to 56,000 gallons of rain water collected per storm/event
Indore, India	Reverse osmosis of plant effluents and sanitary waste	6,000 gallons per day of RO water used for plant services and gardening
	Rain water harvesting and infiltration back into ground water/aquifers	Up to 20,000 gallons of rain water collected per storm/event
	Expanding rain water collection from 20,000 gallons to 130,000 gallons in 2022	

¹Water scarcity | International Decade for Action 'Water for Life' 2005-2015 (un.org)

Energy Management

Endo began a program in 2020 to plan, direct and control the supply and consumption of energy across our global manufacturing sites and facilities. The goal is to achieve effective use of energy products while minimizing costs and pollution with conscious, judicious and efficient use of resources. To achieve this goal, we have implemented a multi-year strategy that centers on a move from diesel to cleaner and more efficient natural gas as well as renewable energy alternatives.

We are customizing an energy strategy for each of our facilities based on local market regulations and practices and each site's unique energy requirements. Highlights of some of our major sites are noted below.

- Driven by construction and production preparation activities, our use of diesel grew by 8% in 2021, compared to 25% in 2020. We expect a reversal of growth in 2022, with our Indore site switching to natural gas, which burns cleanly and is the eco-friendliest of all fossil fuels for certain utilities.

- Boiler equipment for our new site in Indore will include main steam utilities that are dual fuel. The initial startup will use diesel until the installation of the natural gas line is completed, estimated in 2022.
- Installation of a new steam boiler plant at our Rochester site in 2020, resulted in a 38% reduction in natural gas use in 2021, on top of a 49% reduction reported the prior year.
- Our Mumbai (Digha), India sites decreased their use of diesel by 88% through a switch to natural gas in 2021 compared to 2020.

In 2021, our total electric energy use decreased by 2%, aided by the sale of two sites late in the year. As our global footprint has both expanded, in years past, and retracted more recently, we have listed our energy consumption per square foot in the table below, to demonstrate our progress.

Year	Energy consumption (Gigajoule)/square foot
2019	0.206 GJ/sq. ft.
2020	0.213 GJ/sq. ft.
2021	0.208 GJ/sq. ft.

Material Reduction & Recycling

Recycling is an important way companies can protect the environment. We have active recycling programs underway across each of our manufacturing facilities, offices and labs. Many states within the U.S., as well as India and Ireland, have separate and distinct recycling requirements, with which we comply. We also instituted an internal global recycling program to encourage team members to identify ways in which they can improve recycling efforts within their own sites. In 2021, we increased our recycling by 86%, from 345 tons to 640 tons, the majority of which was plastics and corrugate materials.

Waste Reduction

In producing millions of products and their packaging, our sites naturally generate waste in the form of rejected components, printed materials or water-spent solvents. The goal is to limit waste and to repurpose it in sustainable ways. In 2021, we observed an increase in hazardous waste and non-hazardous waste due to the sale of two facilities. However, our team remains diligent in working to get this number down in 2022 and beyond.

To repurpose waste, our teams work with local organizations that specialize in turning waste into sustainable sources of energy. For example, our Chestnut Ridge plant sends 100% of non-hazardous waste to be incinerated. Approximately 90% of this incineration process is handled at a "waste-to-energy" facility, where steam from the combustion process operates a turbine-generator to produce electricity. To put this in perspective, incinerating just one ton of waste at an energy conversion facility can power the average American home for 3.2 months.²

² [What can you do with a megawatt-hour? - Freeing Energy](#)

CHALLENGE ACCEPTED

Changing the Way We Work to Improve the Environment



Endo's efforts to conserve energy, manage water and reduce waste at all our sites is part of our enterprise-level plan to reduce emissions. In addition to these efforts, our team members have been empowered to think about any and all ways that they can work to reduce our overall carbon footprint. They know that small changes can add up over time.

One example is the Company-sponsored travel program in Chennai and Indore that has helped to reduce the need for employees to drive themselves to work and instead offers a daily bus that travels to our sites from the surrounding towns.

“The Endo bus has been hugely popular with our teams in Chennai and Indore, and a way for us to contribute to our community’s desire to lower emissions. We know this is important to Endo and to our government, who has pledged to reduce India’s overall emissions intensity by 33-35% by 2030. In addition, team members gain back time in their day when they would have normally been behind the wheel, which employees have appreciated. The bus operates 24 hours a day and seven days a week for all shifts (up to 170 employees), reducing travel danger, increasing employee safety, and collectively reducing individual diesel consumption for work trips. This is part of our broader effort to serve as a socially responsible member of our community here in Chennai.”

Sampathkumar Chittibabu, Vice President, Corporate Affairs, India

Our Information Technology (IT) team has also been thinking about improving our team’s productivity and eliminating waste. They launched the DocuSign technology across the business in 2021. Through this service, signatures can be captured digitally with far greater speed and efficiency and with a lot less paper. With more than 3,600 documents created through this tool in 2021 alone, Endo saved more than 2,800 pounds of wood, avoided 460 pounds of waste and conserved 8,000 gallons of water.

“One of our IT goals is to increase Endo’s ability to collaborate efficiently and effectively. Operating throughout the pandemic has reinforced the importance of digital tools in enabling a productive work environment, especially when you cannot be face-to-face. In DocuSign, we were able to give our team members a new tool that streamlined paper-heavy and often time-consuming processes to increase our efficiency and, at the very same time, reduced our impact on the environment, which we know is such an important goal of our business.”

Cheryl Stouch, Executive Director, IT Corporate Functions

Looking to the Future

All Endo capital projects, whether for new construction or enhancements to current sites, must meet the Company’s environmental standards. As we introduce new machinery within our sites or replace aging equipment, determining whether these investments can support our long-term environmental goals is a major driver in our decision making. Each Endo site will also be employing a consistent Environmental Management System framework to drive performance against a common set of metrics. For example, our site in Chennai, India was the first site within the Endo manufacturing network to have been granted an ISO 14001 Standard Certification from British Standards Institution (BSI), the national standards body of the United Kingdom. The ISO 14001 standard provides guidance on how a company can reduce its impact on the environment and meet its business goals. We are now working to pursue the same ISO 14001 certification for our remaining manufacturing sites over the course of the coming years. We will also be working with our vendors and suppliers in the future to proactively partner with them on ways we can further reduce our overall environmental impact together.



Select Performance Indicators*

Environmental Health

Energy Consumption	Units	2021	2020	2019
Electricity	Gigajoules	341,216	349,850	306,792
Natural Gas	Centum Cubic Feet	2,248,129	2,819,714	4,323,396
Diesel Fuel	Gallons	448,148	414,455	330,612

GHG Emissions

	Units	2021	2020	2019¹
Scope 1 greenhouse gas (GHG) emissions	Metric Tons CO2e	16,872	19,745	27,475
Scope 2 greenhouse gas (GHG) emissions	Metric Tons CO2e	43,967	41,409	37,395

Water Consumption

	Units	2021	2020	2019
Total consumption	Gallons	157,833,375	147,126,115	132,138,557

Waste Generation

	Units	2021	2020	2019
Hazardous Waste	Tons	446	341	553
Non-Hazardous Incineration	Tons	1,133	670	907

Recycling

	Units	2021	2020	2019
Cardboard, Metal and Plastic	Tons	640	345	237

* To access our full data summary file, which includes these and additional performance indicators, please visit our [Corporate Responsibility webpage](#).

¹ Endo’s base year for measuring GHG emissions is 2019

Sustainability Accounting Standards Board (SASB) Reference Guide

The Sustainability Accounting Standards Board (SASB) is an independent, standards-setting organization that promotes disclosure of material sustainability information to meet investor needs. In line with our ESG materiality assessment, Endo has documented our performance against applicable SASB metrics across the four pillars of our ESG strategy: Our Business Practices, Our Team, Our Customers and Our World.

Based on availability of information, not all metrics include historical data or are reported fully with SASB guidance. We plan to continue to evaluate metrics and expand data in future reports to demonstrate trends. To access our full data summary file, please visit [endo.com](https://www.endo.com), and to read more about our work across these pillars, please visit the corresponding pages, detailed below, of this Corporate Responsibility Report.

Section: Our Business Practices

SASB Code	Topic	Metric Details	Category	Comment	Pages
HC-BP-510a.1	Business Ethics	Total amount of monetary losses as a result of legal proceedings associated with corruption and bribe	Quantitative; reporting currency		15
HC-BP-510a.2	Business Ethics	Description of code of ethics governing interactions with health care professionals	Discussion & analysis		11
HC-BP-270a.2	Ethical Marketing	Description of code of ethics governing promotion of off-label use of products	Discussion & analysis		14

Section: Our Team

SASB Code	Topic	Metric Details	Category	Comment	Pages
HC-BP-330a.2	Employee Recruitment, Development & Retention	(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) mid-level managers, (c) professionals, and (d) all others	Quantitative; rate	Employee turnover data currently excludes India which will be reported in future reports	18-27
SV-PS-330a.1	Workforce Diversity & Engagement	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	Quantitative; percentage (%)	Endo defines "All Other Employees" generally as individual contributors and supervisors	18-27
FB-AG-320a.1	Workforce Health & Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR) for (a) direct employees and (b) seasonal and migrant employees	Quantitative; rate	Endo calculates the number of lost workdays following the OSHA guidelines, including days not normally scheduled as workdays, such as weekends, holidays, etc	21-27

Section: Our Customers

SASB Code	Topic	Metric Details	Category	Comment	Pages
HC-BP-250a.1	Drug Safety	List of products listed in the Food and Drug Administration's (FDA) MedWatch Safety Alerts for Human Medical Products database	Discussion & analysis		34-35
HC-BP-250a.3	Drug Safety	Number of recalls issued, total units recalled	Quantitative; number		34-35
HC-BP-250a.5	Drug Safety	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	Quantitative; number		34-35
HC-BP-210a.1	Safety of Clinical Trial Participants	Discussion, by world region, of management process for ensuring quality and patient safety during clinical trials	Discussion & analysis	Reported beginning 2021 Corporate Responsibility Report	30-35
HC-BP-240b.2	Affordability & Pricing	Percentage change in: (1) average list price and (2) average net price across U.S. product portfolio	Quantitative; percentage (%)	Average net price represents the year-over-year change in the net price of products in the U.S. portfolio (unweighted), which is the list price less rebates, discounts, and fees	38-41
HC-BP-260a.1	Counterfeit Drugs	Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting	Discussion & analysis	Reported beginning 2021 Corporate Responsibility Report	33
HC-BP-260a.2	Counterfeit Drugs	Discussion of process for alerting customers and business partners of potential or known risks associated with counterfeit products	Discussion & analysis	Reported beginning 2021 Corporate Responsibility Report	33
HC-BP-260a.3	Counterfeit Drugs	Number of actions that led to raids, seizure, arrests, and/or filing of criminal charges related to counterfeit products	Quantitative; number	Reported beginning 2021 Corporate Responsibility Report	*

Section: Our World

SASB Code	Topic	Metric Details	Category	Comment	Pages
RT-EE-130a.1	Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Quantitative; Gigajoules (GJ), percentage (%)	Data for 2021 reflects sale of certain properties completed in 4Q'21	44-47
RT-CH-110a.1	Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Quantitative; metric tons CO ₂ e	GHG emissions data includes >95% of our global square footage, with 2019 being our measurement base year.	44-47
RT-CH-110a.2	Greenhouse Gas Emissions	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion & analysis		44-47

* See Data Summary File at www.endo.com/our-responsibility

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Forward-Looking Statement**Cautionary Note Regarding Forward-Looking Statements**

This 2021 Corporate Responsibility Report contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 and any applicable Canadian securities legislation, including, but not limited to, statements concerning our social, economic, environment and governance related strategy and goals. Such forward-looking statements are based on management's current beliefs and expectations and are subject to substantial risks and uncertainties, both known and unknown, that could cause our future results, performance or achievements to differ materially from those expressed or implied by such statements. Although we believe the forward-looking statements and information contained in this report are based upon reasonable assumptions and expectations, readers should not place undue reliance on them or any other forward looking statements. Important factors that could cause or contribute to differences in our actual results, performance or achievements from those expressor implied by our forward-looking statements include risks relating to our ability to impact and effectively execute on our social, economic, environment and governance related strategy and goals, as well as the risks more fully described in the documents that we file with the Securities and Exchange Commission, such as under the caption "Risk Factors" in our Forms 10-K, 10-Q and 8-K filings, as applicable, and with securities regulators in Canada on the System for Electronic Document Analysis and Retrieval ("SEDAR"), and as otherwise enumerated herein or therein. The forward looking statements in this report are qualified by these risk factors. Endo assumes no obligation to publicly update any forward looking statements, whether as a result of new information, future developments or otherwise, except as may be required under applicable securities law.