

Our response to Covid-19

The Covid-19 pandemic has affected all of our lives in some way. UDG Healthcare's swift action and clear engagement enabled the organisation to withstand challenging circumstances, while continuing to support its key stakeholders.

Our Senior Executive Team acted swiftly in the early stages of the outbreak, setting up a cross-functional Global Response Team and implementing a robust plan of action. The Global Response Team remains in place as the pandemic continues to fluctuate across the world.

Protecting Our People

The Group's first concern was for the health, safety and wellbeing of our people and their families. An internal effort to protect our people was our top priority. We supported the smooth transition to remote working for the vast majority of employees and introduced additional safety measures for our Sharp employees who were involved in vital drug packaging and distribution.

To support our colleagues we provided extra IT equipment and technical support, launched weekly communication to all staff, and ensured effective and regular online team meetings and events. We also provided independent mental health training, helped leaders manage their teams remotely and, most importantly of all, launched a dedicated wellbeing website to provide free advice, resources and virtual activities. The site,

WellSpace, has been a tremendous success and provided the focal point for our Wellbeing Week and Mental Health Awareness Month.

More recently, we have been liaising with employees through our Reconnect initiative, as we prepare to bring people back into our offices in the safest possible way.

[Read more on page 56](#)

Supporting Our Clients

Despite the personal and professional challenges everyone faced during the pandemic, we are proud of our people's hard work and commitment to meet the needs of our clients, their customers and their patients. From continuing to package critical drugs and services for patients, to engaging remotely with healthcare professionals and providing insightful thought leadership, we took a proactive approach to the challenge which we all faced. We actively worked with our clients, minimised disruption and found new and innovative ways to meet their needs. We continued to win business with both existing and new clients.

[Read more on page 45](#)

Caring for Our Communities

Amid the disruption, we did not lose sight of the devastating impact that Covid-19 was having on our communities. Our people and businesses have been extraordinarily generous with both their time and money in supporting charitable causes. Donations to food banks, meals for essential workers and PPE for hospitals are among the many examples of our employees' kindness and generosity.

[Read more on page 58](#)

Business Resilience

The Group has adapted well to the challenges of the Covid-19 pandemic. Despite the economic backdrop, the Group generated a net cash inflow from operations in the year of \$230.7 million and delivered adjusted operating profit of \$165.3 million, an increase of 7% on the prior year. The Group is well positioned to navigate through the uncertainty of the pandemic and there is significant liquidity headroom available on our existing financing facilities.

[Read more on page 30](#)



Further information

- [Financial Review on pages 30 to 33](#)
- [Operational Review on pages 34 to 45](#)
- [Risk Management on pages 46 to 51](#)
- [Governance on pages 61 to 86](#)

Our employees

Protecting the health, safety and wellbeing of our employees remains a top priority for the organisation.

Some of the ways we have supported our c. 9,000 employees and their families during the pandemic include:

- Following the WHO and local government guidelines in all 29 countries in which we operate.
- Providing extra PPE, cleaning and social-distancing measures to protect those at our Sharp Packaging sites.
- Increasing support for colleagues working from home.
- Bringing isolated colleagues together virtually for fun activities, such as movie nights and book clubs.
- Launching a dedicated wellbeing website, WellSpace, with advice and resources available 24/7.
- Offering a range of health and wellness activities during our own Wellbeing Week and Mental Health Awareness Month.

Our communities

We have a long record of supporting communities around the world through fundraising and hands-on projects. During the pandemic, we redoubled efforts to help those affected by the crisis.

Some of the ways we've done this include:

- Donating to local food banks.
- Launching the #MarkforHeroes social media campaign to encourage people to give back to essential workers.
- Donating to the #fuellingthefrontline campaign, which provides meals to frontline workers fighting Covid-19 in Ireland.
- Delivering food parcels to elderly residents in Philadelphia.

Healthcare professionals & patients

Our purpose to partner with clients to deliver innovative healthcare solutions that improve patients' lives is more important than ever during this pandemic. We have continued to support patients, and those who have faced extraordinary challenges in caring for them. We have done this by:

- Carrying out more than 6,000 patient home visits and over 2,500 remote support calls.
- Helping more patients leave hospital by providing care in their own homes.
- Providing contact centre service support to Covid-19 survivors as part of the high-profile 'The Fight is in Us' plasma donation drive.
- Supporting the development of potential Covid-19 treatments and vaccines.
- Providing extra support, samples and educational tools to healthcare professionals.
- Donating urgently needed PPE to hospitals.
- Turning surplus raw materials into face shields.

Our clients

Despite the challenges of the pandemic, we continued to relentlessly deliver for our clients. Highlights include:

- Onboarding ten new clients in the last number of months (Ashfield Communications).
- Ensuring the successful launch of six new drug products – sometimes ahead of schedule – despite Covid-19 restrictions (Sharp Packaging U.S.).
- Continuing to win new client projects (Ashfield Commercial and Clinical).
- Pivoting seamlessly to virtual engagement with clients.
- Enabling reps to work remotely to support clients' products.
- Transforming live events into successful virtual meetings (Ashfield Meetings & Events).
- Supporting the development of potential Covid-19 vaccines and treatments (Sharp).
- Supporting the rapid launch of three crucial oncology therapies (Sharp).
- Providing well-received thought leadership pieces on the future of customer engagement.

Our investors

We took swift and decisive action to mitigate the impact of the pandemic on trading performance and to protect the Group's finances. We have done this by:

- Adapting the way we work to ensure seamless business continuity.
- Launching a dedicated Covid-19 Response Centre section of our website to keep investors up to date.
- Implementing cost-control measures to mitigate the potential impacts of Covid-19.
- Maintaining a robust financial position, with a strong balance sheet and liquidity position.
- Implementing a temporary 20% salary cut for the Board and Senior Executive Team.

