

Chief Executive Officer's letter

2016 was a transformative year for Shire, in which we became the leading global biotechnology company in rare diseases.

Along with our employees around the world who bring their incredible talent and passion to work every day, I'm proud of the milestones we've achieved in service to patients and all those who support them on their journey. I also know that we have only scratched the surface and that, as a global leader, many great responsibilities lie ahead.

Responsibility and responsible leadership permeate everything we do. At Shire, we address significant unmet medical needs and work tirelessly to improve people's lives with breakthrough medicines. Meeting the fundamental objective of responsible leadership is by no means a simple proposition. It is a challenging endeavor that depends on the efforts of our entire organization and the partnerships and trust we develop with our patients and stakeholders.



Together we have a unique opportunity to place underserved patient communities at the center of all we do and have a positive impact on society.



Flemming Ornskov, MD, MPH
Chief Executive Officer

Throughout 2016, we embarked on a number of key activities to improve our approach to Responsibility. First among these was reaffirming our steadfast commitment to Responsibility within our newly combined Company, following our acquisition with Baxalta. During the year we laid solid foundations, including an examination of our most material Responsibility issues and merging many of our related policies, systems, and processes as a newly combined Company.

I am eager to build on the work that we've done and extend our role as a champion for patients and a role model for responsible leadership. We will achieve this by attracting, retaining, and developing our talent, and managing our operations in an ethical and sustainable way. In 2017, we will bring all these areas together to define a long-term strategy for Responsibility.

Our approach to Responsibility thus far has continued to gain recognition. We are a constituent in the FTSE4Good Index Series and ranked first in Newsweek's 2016 Green Ranking. We were also named Pharma Company of the Year by Scrip Intelligence, a significant recognition awarded annually by industry peers, for our enduring commitment to serving patients and families affected by rare diseases.

I am honored to work alongside my colleagues at Shire. Together we have a unique opportunity to place underserved patient communities at the center of all we do and have a positive impact on society. I invite you to explore our Responsibility highlights and progress in this 2016 Annual Responsibility Review.

As always, I thank you for your continued support and partnership.

Sincerely,



Flemming Ornskov, MD, MPH
Chief Executive Officer

Gaining recognition

FTSE4Good

In 2016, we remained a constituent of the FTSE4Good Index Series, a leading responsibility investment index.

Newsweek's Green Ranking

We were ranked as the 'greenest' company in the world from Newsweek, improving on our position of second last year.

Pharma Company of the year

We were named Pharma Company of the year by Scrip Intelligence, a recognition awarded by industry peers for our commitment to serving patients with rare diseases.