

**Da se bolje razumemo i  
gledamo svet istim očima**  
Izveštaj o održivom razvoju za 2017.

Let's understand each other  
better and share the same views

Sustainable Development Report for 2017





**Izveštaj o održivom razvoju kompanije Hemofarm A.D. priprema se šestu godinu zaredom prema svetskim smernicama Global Reporting Initiative (GRI). Ove godine izveštaj je pripremljen u skladu sa smernicama GRI, uz predavljanje 72 idikatora.**

**Procenu usaglašenosti izveštaja za 2017. godinu sa navedenim smernicama, kao i tačnost navedenih informacija, verifikovala je nezavisna revizorska kuća KPMG d.o.o. Beograd.**

**Izveštaj o održivom razvoju kompanija Hemofarm A.D. objavljuje godišnje i prethodi je izdat za 2016. godinu.**

**Sva pitanja, sugestije i dijalog na temu održivog razvoja moguće je adresirati putem mejla [svakodobre@hemofarm.com](mailto:svakodobre@hemofarm.com)**

Hemofarm A.D. Sustainable Development Report has been prepared for the sixth year in a row in accordance with the Global Reporting Initiative (GRI). This year, the Report has been prepared in accordance with the GRI Guidelines, presenting 72 indicators.

Independent auditing company KPMG d.o.o. Beograd has verified the compliance of the Report for 2017 with the indicated guidelines, as well as the accuracy of the provided data and information.

Hemofarm A.D. Sustainable Development Report is published annually and the previous one was published for the year 2016.

Any questions, suggestions and dialogue with all stakeholders on the topic of sustainable development, as well as on all other topics of importance to stakeholders can be addressed by phone to the numbers indicated on the official corporate Internet site [www.hemofarm.com](http://www.hemofarm.com) or by e-mail to [svakodobre@hemofarm.com](mailto:svakodobre@hemofarm.com).









**ODRŽIVI RAZVOJ:  
DA SE BOLJE RAZUMEMO I GLEDAMO SVET ISTIM OČIMA  
(Izveštaj o održivom razvoju Hemofarma za 2017.)**

**SUSTAINABLE DEVELOPMENT:  
LET'S UNDERSTAND EACH OTHER BETTER AND SHARE  
THE SAME VIEWS  
(Hemofarm Sustainable Development Report for 2017)**





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# / Uvodna reč generalnog direktora

## CEO Editorial

Biti lider ne znači samo biti prvi u svojoj branši i po poslovnim rezultatima. To je tek početak. Suština liderstva je u odgovornosti da se prepozna i prihvati uloga onoga koji, svojim primerom, inspiriše i vodi društvo putem razvoja, čineći ga boljim mestom za život. Hemofarm je definitivno položio taj ispit zrelosti. Zato ne iznenađuje činjenica što smo jednako visoko, na svojoj listi prioriteta, stavili jedne pored drugih – naše poslovne ciljeve i ciljeve održivog razvoja!

Održivi razvoj kao koncept poziva na odgovornost, na pametno upravljanje i korišćenje resursa, na racionalno planiranje potreba, ali pre svega poziva nas da budemo ljudi. Ciljevi održivog razvoja, njih 17 ukupno, od 2015. godine postali su ideje vodilje koje mi kao pojedinci, ali i kao društvo, zajednica, poslovni svet, države, treba da poštujemo i praktikujemo. Upravo zato, a u želji da nas ceo svet razume i pronađe motivaciju u onome što mi kao kompanija radimo, novi Izveštaj o održivom razvoju predstaviće Hemofarm upravo kroz Ciljeve održivog razvoja.

I pre nego što krenemo u predstavljanje prošlogodišnjih rezultata, dozvolite mi da se osvrnem na nekoliko bitnih faktora koji su nam i omogućili da idemo ovim putem. Verovatno jedan od najvažnijih je nastavak razvoja nove korporativne kulture koja je, uz novi sastav senior menadžment tima, definitivno promenila naše interno okruženje, otvarajući nas za nove ideje, izazove i uspehe. U tome nam je pomogla i naša matična kompanija, koja je prepoznala značaj Hemofarma na nivou cele Grupe i dala nam punu podršku u razvoju poslovanja, portfolija i novih projektnih ideja. Hemofarm je, važno je istaći, postao Štadin centar za istočnu Evropu, odgovoran za poslovanje čak 13 evropskih tržišta. Nikada jača veza sa centralom u Nemačkoj ogleda se i u približavanju novih korporativnih vrednosti i vizuelnog identiteta, što sve zajedno

Being a leader goes beyond being number one in your own branch of business or even just your business results. That is just the beginning. The crucial point of leadership lies in the responsibility to recognize and accept the role of somebody who, by setting a good example, inspires and leads a society in the pursuit of positive development, making it a better place to live. Hemofarm has definitely passed that exam of maturity. Therefore, It is no wonder that we have placed both our business goals and sustainable development goals next to each other and at an equally high level on our list of priorities!

Sustainable development as a concept calls for responsibility, smart management and utilization of resources, rational planning of needs, but it primarily calls us to be human. Sustainable development goals, 17 of them in total, since 2015 have become guiding principles that we, as individuals, as well as the society, community in general, business community, states, should apply and practice. For that very reason, and wanting the whole world to understand us and find the motivation in what we, as a company, do, the new Sustainable Development Report will present Hemofarm exactly through the sustainable development Goals.

Before setting out to present the last year results, let me refer to several significant factors which have enabled us to pursue this path. Probably one of the most important ones is to continue developing the new corporate culture which, along with a new Senior Management Team, has definitely changed our internal setting, opening up new ideas, challenges and successes for us. We have been supported in this also by our parent company, which has recognized the significance of Hemofarm at the level of the entire Group and gave us full support in the development of operations, portfolio and new project concepts. It is important to emphasize that Hemofarm has become a STADA hub for Eastern Europe, responsible for the operation of as many as 13 European markets. Never tighter ties with the headquarters in Germany are reflected also in harmonization of the new corporate values and



omogućava bolje zajedničke poslovne rezultate, konkurentnost i unapređenu globalnu reputaciju. Hemofarm je dobio i novi, podmlađeni logo, a inspiracija nam je bila osveženje koje je Štada unela i svoj vizuelni identitet. Zajedno smo uspjeli da udahnemo novi život u lica naših brendova, a da sačuvamo nasleđe i sve one vrednosti koje su nas i učinile liderima.

Kažu da „generika“ i „inovativnost“ ne idu zajedno. Hemofarm upravo dokazuje suprotno – kao vodeća generička farmaceutska kompanija u ovom regionu, naša ključna vodilja je upravo bila inovativnost i davanje mogućnosti svakome od naših tri hiljade zaposlenih da doprinesu stvaranju nečeg novog, drugačijeg, boljeg. U oktobru prošle godine Hemofarm je primljen u članstvo Globalnog dogovora Ujedinjenih nacija. Prijem u ovu svetsku mrežu društveno odgovornih kompanija i organizacija predstavlja krunu našeg skoro decenijskog bavljenja održivim razvojem i najbolju potvrdu rešenosti da kao odgovorni građani svoje okruženje ostavimo budućim generacijama boljim nego što ono trenutno jeste.

Neću menjati tradiciju i odmah vam detaljno pričati šta sledi na stranicama pred vama – zamolio bih vas da sami otkrijete zbog čega je Hemofarm i dalje jedan od najpoželjnijih poslodavaca u Srbiji, na koji način ova kompanija doprinosi razvoju mladih stručnjaka kroz koncept mentorstva i podršku dualnom obrazovanju, kako možete da unapredite svoje zdravlje, zašto je važno da podržite doniranje organa, kako izgleda digitalizacija u neočekivanim poslovnim aspektima... Ovom prilikom istakao bih samo jedno – prošle godine ponovo smo oborili rekord proizvodnje, a pride nastavili praksu racionalne potrošnje resursa i energenata; unapredili smo energetske efikasnost, a radno okruženje učinili još bezbednijim. Na početku ovog obraćanja istakao sam da mi naše poslovne ciljeve ne odvajamo od ciljeva održivog razvoja, eto dokaza tome.

Iskoristio bih priliku da vam predložim da odaberete jedan od 17 Ciljeva održivog

visual identity, which altogether leads to better common operating results, competitiveness and improved reputation at a global level. Hemofarm has also got a new, refreshed logo, and we were inspired by the refreshment that STADA introduced in its visual identity. By joint efforts, we have managed to breathe new life into the appearance of our brands, yet preserving our legacies and all the values which actually made us the leader.

They say that words 'generics' and 'innovativeness' cannot be associated. Hemofarm has just proved the opposite – our main guiding principle as the leading generic pharmaceutical company in this region was precisely innovativeness and providing each of our three thousand employees with the possibility to contribute to creating something new, different and better. Hemofarm was admitted to the United Nations Global Compact membership in October last year. The admittance to this global network of socially responsible companies and organizations is the crown of our almost a decade long dealing with sustainable development and the best confirmation of our resolution, as a responsible member of the society, to leave our environment to the generations to come in a better condition than it currently is.

I will not change the tradition and reveal to you in detail what follows on the pages which are before you – I would like to ask you to discover for yourself why Hemofarm is still one of the most desirable employers in Serbia, in what way this company contributes to the development of young professionals through the concept of mentorship and support to dual education, how you can improve your health, why it is important for you to support organ donation, how digitalization looks like in unexpected business aspects... I would like to point out just one thing on this occasion – last year, we broke the production output record again, while continuing the practice of rational consumption of resources and energy sources; we improved energy efficiency, and made working environment even safer. At the beginning of this address, I have pointed out that we do not separate our business goals from sustainable development goals, and this is the proof thereof.

I would take this opportunity to propose to you to choose one out of the 17 sustainable development goals, to be your personal goal and

razvoja, da bude vaš lični cilj i glavna oblast u kojoj ćete i sami, lično dati doprinos. Moj cilj je upravo broj 17 jer u svemu što radim nastojim da iniciram i gradim partnerstva za održivi razvoj.

the main area in which you, personally, will give your contribution. My goal is precisely goal 17 because in everything I do, I endeavour to initiate and build partnerships for sustainable development.



**Svako dobro!**

**dr Ronald Seeliger,**  
generalni direktor Hemofarma i  
potpredsednik STADA Grupe

**All the best!**

Dr Ronald Seeliger,  
Chef Executive Officer of Hemofarm and  
Vice President of STADA Group



# / Hemofarm na svetskoj mapi održivog razvoja (Uvodna reč direktorke korporativnih poslova i komunikacija)

Hemofarm on the global sustainable development map  
(Editorial of the Director of Corporate Affairs and Communications)

Održivi razvoj zvuči kao komplikovan pojam i mnogi imaju dileme šta on tačno predstavlja. Upravo zato, ovaj izveštaj nazvali smo „Da se bolje razumemo i gledamo svet istim očima“, nastojeći da kroz primere Hemofarma pokažemo šta održivi razvoj u praksi znači. Da se razumemo, savremeno poslovanje, kao i život svakog od nas, bez održivog razvoja neće imati perspektivu i baš zato želimo da vas inspirišemo.

Hemofarm je jedina kompanija iz Srbije i jedna od retkih iz Jugoistočne Evrope koja je bila učesnik i finalista globalnog takmičenja projekata u oblasti održivog razvoja „Ideje za akciju“. Reč je o godišnjem takmičenju koje organizuju Svetska banka i prestižna američka poslovna škola Vorton sa Pensilvanija univerziteta. Od ukupno 2.000 prijavljenih projekata iz celog sveta, mladi inženjeri Hemofarma i menadžeri su sa ukupno 20 projekata obezbedili kompaniji značajno mesto na svetskoj mapi održivog razvoja i u tako velikoj konkurenciji izborili se za ulazak u najuži krug takmičenja.

Globalizacija je učinila da više niko od nas nije planeta za sebe već da svi moramo da poštujemo šira, globalna pravila, a da je planeta samo jedna – ovu koju svi mi zajedno nastanjujemo i koju sutra naši potomci treba da naslede. Danas se sve gleda: od toga kako radite i šta radite do toga kakav uticaj imate na zajednicu, prirodnu i društvenu, u okviru koje poslužete. Kao što se i naš život stalno menja, i moderni biznis prolazi kroz važne promene. Kad govorimo o potomcima, kao čovečanstvo nismo dovoljno dosledni – s jedne strane, stalno govorimo da na mladima svet ostaje, dok s druge – to na delu ne pokazujemo. Naime, iako u ukupnoj svetskoj populaciji mladi čine skoro tri milijarde, u samom menjanju sveta oni su neopravdano zanemareni. I to

Sustainable development seems like a complicated term and many people have a dilemma about what it exactly means. For that very reason, we have titled this report ‘Let’s Understand Each Other Better and Share the Same Views’, attempting to show, through Hemofarm’s examples, what sustainable development means in practice. Let’s make it clear, neither modern business, nor the life of any of us, will have prospects without sustainable development, and that’s why we want to inspire you.

Hemofarm is the only company in Serbia and one of the rare companies from the South East Europe which took part and was a finalist in the global competition for projects in the area of sustainable development Ideas for Action. It is an annual competition organized by the World Bank and the prestigious US business school Wharton School of Pennsylvania University. Out of a total of 2,000 submitted projects from all over the world, Hemofarm’s young engineers and managers have managed to attain a significant position on the global sustainable development map with 20 projects in total, thus becoming a shortlisted candidate in such a big competition.

The aftermath of globalization is that none of us is a planet per se any longer, but we all have to observe more comprehensive, global rules, and that there is only one planet – the one we inhabit and that our descendants are going to inherit in the future. Everything is in focus nowadays: from what you do and how you do it, to the impact that you exert on the community, nature and society within which you operate. Modern business undergoes important changes, similar to the way our lives are in ever-changing processes. When we talk about descendants, we, as mankind, are not consistent enough – on the one hand, we always say that the world is left to the young, while on the other hand – we do not prove it through our actions. Though, if young people account for almost three billion people in the total world population, they are unjustifiably disregarded in the very process of changing the world. This is a global problem. That’s why



je globalni problem. Baš zato su takmičenja poput „Ideje za akciju“ važna jer daju šansu studentima i mladim profesionalcima iz celog sveta da iniciraju promene i učestvuju u kreiranju sutrašnjice. Mi smo želeli da damo primer drugima kako kompanije poput Hemofarma, inspirišući svoje zaposlene, a posebno mlade stručnjake, grade sigurniju i izvesnu budućnost!

A kako izgleda naša kompanijska sadašnjost, to ćete imati priliku da saznate u našem novom godišnjem izveštaju o održivom razvoju, koji je pred vama. Potpuno drugačijem, u celosti posvećenom ciljevima održivog razvoja i tome šta oni predstavljaju u globalnom kontekstu, šta znače za Srbiju i građane, za Hemofarm i zaposlene, ali i kako sve mi kao kompanija doprinosimo njihovom postizanju. Uprkos brojnim izazovima, na koje smo se osvrnuli baveći se ciljevima održivog razvoja, dve činjenice posebno ohrabruju. Prva je da je održivi razvoj postao deo osnovnog obrazovanja u školama u Srbiji, a druga da su ekonomski rast, razvoj obrazovanja i proces digitalizacije postavljeni kao tri strateška stuba održivog razvoja Srbije, što je u potpunosti usklađeno sa održivim razvojem Hemofarma i na čijim primerima je moguće mnogo toga naučiti.

Ovaj izveštaj nudi priliku da saznate i kako smo mi u Hemofarmu samo na osnovu pametnog i odgovornog poslovanja tokom protekle dve godine uštedeli čak 2 miliona evra. Otkrijte i to kako naši zaposleni planiraju službena putovanja na osnovu digitalne aplikacije i kako, putujući zajedno, smanjuju negativan uticaj na okolinu (manje vozila donosi manju potrošnja goriva, smanjenje emisije CO<sub>2</sub> i manju gužvu na parkingu). Upoznajte se i sa našom e-sekretaricom, konceptom čišćenja opreme bez zaustavljanja proizvodnog procesa ili prednostima koje nam je omogućilo uvođenje e-potpisa.

Svetska stručna javnost već je prepoznala da inovacije koje je Hemofarm primenio mogu da pomognu i drugim kompanijama, pre svega u povećanju produktivnosti uz istovremeno stvaranje ušteda, smanjenje zagađenja, čuvanje prirodnih resursa i jačanje socijalne komponente. To je veliki kompliment za nas i naše mlade stručnjake!

competitions such as Ideas for Action are important, because they give an opportunity to students and young professionals from all over the world to initiate changes and take part in creating the future. We wanted to set an example for others, how companies like Hemofarm build synergy and certain future by inspiring its employees and in particular young professionals!

You will have the chance to see how our company presently looks like in our new annual Sustainable Development Report, which is in front of you. It is completely different from the previous one and fully dedicated to the sustainable development goals and what they represent in a global context, what they mean for Serbia and its citizens, for Hemofarm and its employees, as well as in what ways we, as a company, contribute to their achievement. In spite of the numerous challenges which we had to tackle whilst dealing with these sustainable development goals, there are two facts that are particularly encouraging. The first one is that sustainable development has become a part of elementary education in the schools in Serbia, while the other one implies that economic growth, education development and digitalization process have been set as the three strategic pillars of Serbian sustainable development, which is completely in line with Hemofarm's sustainable development, the examples of which from one can learn a lot.

You will also have an opportunity to find out in this Report how we, in Hemofarm, managed to make savings of as much as 2 million euro exclusively owing to clever and responsible business operation over the course of the last two years. Discover also how our employees plan their business trips using a digital application, and travel together by sharing cars, reducing a negative impact on the environment (less cars on the road entails lower fuel consumption, reduction of CO<sub>2</sub> emissions, less crowded parking lots, etc.). Get also acquainted with our e-secretary, an equipment cleaning concept, without interrupting production process, or advantages provided by introduction of e-signature.

Professionals all over the world have already recognized that the innovations applied by Hemofarm can help also other companies, primarily in boosting productivity while simultaneously making savings, reducing pollution, preserving natural resources and strengthening social component. It is a big compliment to us and our young experts! We hope



**Nadamo se da će ova iskustva i primeri inspirisati i vas da već danas učinite nešto, makar sitno i jednostavno, što će unaprediti okruženje u kome živite i radite.**

that our experiences and examples will inspire you as well to do something, already today, no matter how small and simple it may look, which will improve the environment you live and work in.



**Sanda Savić**  
**senior direktorka korporativnih**  
**poslova i komunikacija**

Sanda Savić  
Senior Director of Corporate Affairs  
and Communications

Sanda Savić



# / Profil kompanije i upravljanje Company profile and governance

HEMOFARM U 2017.

HEMOFARM IN 2017

<b>57 godina uspeha farmaceutskog brenda<sup>1</sup></b> 57 years of success of the pharmaceutical brand <sup>1</sup>	<b>Oko 3 000 zaposlenih, od toga 2 184 u Hemofarmu AD</b> About 3 000 employees, 2 184 of whom are in Hemofarm A.D.	<b>Oko 26,3 mlrd. din. prihod od prodaje u 2017.</b> About 26.3 billion RSD of sales revenues in 2017
<b>Ponovo rekord: 244 miliona pakovanja proizvedeno tokom godine</b> A new record achieved again: 244 million packs manufactured during the year	<b>Tržište 27,1% udeo po broju kutija, a vrednosno 12,8%</b> Market 27.1% share in packs, and 12.8% in value terms	<b>Preko 70% udeo u izvozu lekova iz Srbije</b> Over 70% share in the export of medicinal products from Serbia
<b>34 tržišta na 3 kontinenta<sup>2</sup> nude proizvode Hemofarma</b> 34 markets in 3 continents <sup>2</sup> offer Hemofarm's products	<b>59,6% udeo žena na rukovodećim pozicijama</b> 59.6% share of women in management positions	<b>130.000m<sup>2</sup> zauzimaju proizvodi i poslovni objekti Hemofarma<sup>3</sup></b> 130,000m <sup>2</sup> covered by Hemofarm's manufacturing and business premises <sup>3</sup>

Hemofarm je vodeća farmaceutska generička kompanija u Srbiji i regionu, čija je primarna delatnost proizvodnja kvalitetnih, efikasnih, bezbednih i dostupnih farmaceutskih proizvoda.<sup>4</sup> Vizija Hemofarma jeste da bude vodeća kompanija u domenu brige o zdravlju. Zato je njegova misija da unapređuje kvalitet života ljudi kroz sveobuhvatnu brigu o zdravlju. Hemofarm je postao vodeća kompanija na čelu istočno evropskog Klastera STADA Grupe, koji čine još 13 tržišta.

Hemofarm svoju misiju unapređenja zdravlja nacije u velikoj meri bazira i na aktivnostima Hemofarm Fondacije, koja predstavlja vodeću zdravstvenu fondaciju u Srbiji.

Hemofarm i Hemofarm Fondacija svoj pozitivan uticaj na društvo realizuju i kroz članstvo i aktivnosti u mnogobrojnim stručnim organizacijama.<sup>5</sup> Za svoja dostignuća, kompanija i fondacija su i u 2017. nagrađene brojnim domaćim i regionalnim nagradama, koje potvrđuju njihov društveni značaj.<sup>6</sup>

Hemofarm is the leading pharmaceutical generic company in Serbia and the region, with production of quality, effective, safe and affordable pharmaceuticals as its core activity.<sup>4</sup> The vision of Hemofarm is to be the leading company in the field of healthcare. Therefore, its mission is to improve the quality of life of people through comprehensive care for their health. Hemofarm has become a leading company in charge of the Eastern European Cluster of STADA Group, comprising additional 13 markets.

Hemofarm's mission to improve the health of the nation is to a large extent also based on the activities of Hemofarm Foundation, which is the leading healthcare foundation in Serbia.

Hemofarm and the Hemofarm Foundation also exert their positive influence on society through the membership and activities in numerous professional organizations.<sup>5</sup> The company and the Foundation received numerous local and regional awards for their achievements, which confirm their importance in the society.<sup>6</sup>

<sup>1</sup> Hemofarm je osnovan 01.06.1960. u Vršcu, gde i danas ima sedište; od 2006. član je nemačke STADA Grupe.

<sup>2</sup> Jugoistočna Evropa, EU, Bliski Istok, Severna Afrika i ZND;

<sup>3</sup> Centralni fabrički kompleks u Vršcu, fabrike u Dubovcu, Šapcu i Banovcima (Srbija), Banjaluci (BiH) i Podgorici (Crna Gora), predstavništva u Beogradu, Nišu, Novom Sadu i Kragujevcu, zavisna društva u Makedoniji, BiH, Crnoj Gori, Rumuniji, predstavništvo u Alžiru i laboratorija u Temišvaru (Rumunija).

<sup>4</sup> Portfolio kompanije Hemofarm obuhvata lekove koji se izdaju na recept (Rx), preparate koji se mogu kupiti bez lekarskog recepta i obuhvataju vitamine, minerale, dodatke ishrani (OTC, CHC), kao i dijetetske suplemente.

<sup>5</sup> AHK – Nemačka privredna komora, SAM – Srpska asocijacija menadžera, FIC – Savet stranih investitora, PKS – Privredna komora Srbije, UN Global Compact itd.

<sup>6</sup> Kampanja „Najvažniji poziv u životu“ – društveno odgovornu kompaniju godine/SAM; Magazin Diplomacy&Commerce, Hemofarm Fondaciju proglasio najboljom u 2017; Društvo Srbije za odnose s javnošću nagradilo je Hemofarm za održivi razvoj... samo su deo nagrada u 2017.

<sup>1</sup> Hemofarm was founded on 1<sup>st</sup> June 1960, in Vršac where it is presently headquartered; It has been a member of German STADA Group since 2006.

<sup>2</sup> Southeast Europe, EU, Middle East, North Africa, CIS;

<sup>3</sup> The central plant complex in Vršac, the plants in Dubovac, Šabac, and Banovci (Serbia), Banja Luka (Bosnia and Herzegovina), and Podgorica (Montenegro), the representative offices in Belgrade, Niš, Novi Sad and Kragujevac, the subsidiaries in Macedonia, Bosnia and Herzegovina, Montenegro, and Romania, the representative office in Algeria and the laboratory in Timișșara (Romania).

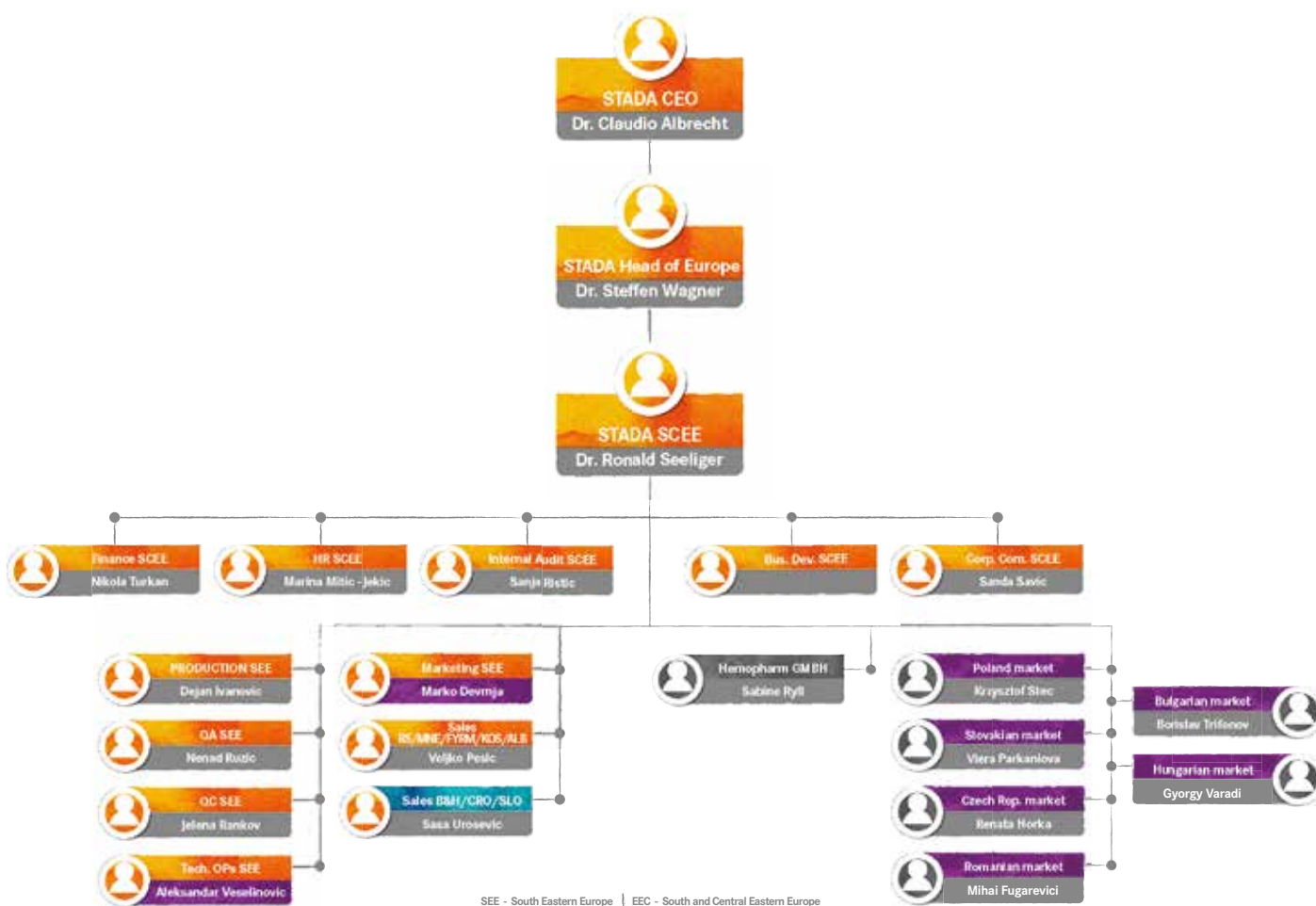
<sup>4</sup> Hemofarm's portfolio includes prescription drugs (Rx), non-prescription drugs which can be purchased without a prescription and comprise vitamins, minerals, food supplements (OTC, CHC) as well as dietary supplements.

<sup>5</sup> AHK – German Chamber of Commerce, SAM – Serbian Association of Managers, FIC – Foreign Investors Council, PKS – Chamber of Commerce and Industry of Serbia, UN Global Compact, etc.

<sup>6</sup> The Most Important Call in Life campaign – Socially Responsible Company of the Year/SAM; Diplomacy&Commerce magazine selected Hemofarm Foundation as the Foundation of the Year in 2017; Public Relations Association of Serbia awarded Hemofarm for sustainable development... and these are only some of the awards received in 2017.

Hemofarm AD je akcionarsko društvo koje posluje u okviru nemačke STADA Grupe, koja je tokom 2017. preuzeta od investicionih fondova Bain Capital i Cinven. Najviša upravljačka tela u Hemofarmu jesu generalni direktor – dr Ronald Seeliger i SMT – Senior Management Team, koji obavlja ulogu Upravnog odbora i čine ga senior direktori i menadžeri vodećih korporativnih funkcija (broji ukupno 20 članova). Dr Seeliger rukovodi radom SMT-a, koji je odgovoran za stvaranje poslovne strategije i njeno usaglašavanje sa strateškim delovanjem centrale STADA u Nemačkoj. Najviši menadžment kompanije se svesrdno zalaže za poštovanje principa i vrednosti održivog razvoja i njihovu primenu u svim aspektima poslovanja. Pored korporativnih principa upravljanja, o kojima je bilo reči u prethodnim Izveštajima o održivom razvoju Hemofarma, tokom protekle godine, stvoreni su i Principi održivog razvoja, predstavljeni na početku ovog Izveštaja.

Hemofarm A-D is a joint stock company which operates within German STADA Group which was taken over by the investment funds Bain Capital and Cinven during 2017. The top management bodies in Hemofarm include the CEO - Dr Ronald Seeliger, and SMT – Senior Management Team, which performs the role of the Management Board and is composed of Senior Directors and Managers of leading corporate functions (20 members in total). Dr Seeliger manages the work of SMT, which is in charge of creating the business strategy and its alignment with the strategic operation of STADA headquarters in Germany. The top management of the company enthusiastically advocates abiding by the principles and values of sustainable development and their application in all aspects of operation. Apart from corporate governance principles, which were referred to in previous Hemofarm's Sustainable Development Reports, the Sustainable Development Principles presented at the beginning of this Report, were created during the previous year.



#### Legenda / Legend

Pozicije obojene u narandžasto predstavljaju Hemofarm AD / Positions in orange refer to Hemofarm AD

Ljubičaste pozicije su STADA klaster za SCEE / Positions in violet refer to STADA cluster for SCEE

Narandžaste i plave pozicije čine Hemofarm Grupu / Positions in orange and blue refer to Hemofarm Group

Narandžasto ljubičaste pozicije odgovaraju i za ljubičasta tržišta / Orange - blue positions are also accountable for violet markets

# Ciljevi održivog razvoja: da se bolje razumemo i gledamo svet istim očima

Sustainable development goals: to understand each other better and share the same views

## Pojmovnik

- Ciljevi održivog razvoja
- Globalni dogovor
- Deset principa Globalnog dogovora

**Ciljevi održivog razvoja (ili engl. SDGs – Sustainable Development Goals) – predstavljaju izbalansiran skup globalno dostupnih ciljeva koji su osnova za jednak međunarodni razvoj društva. Ima ih ukupno 17 i ove ciljeve je kreirala Organizacija Ujedinjenih Nacija i zamenili su 2015. godine u Parizu prethodno aktuelne Milenijumske ciljeve razvoja. Agenda održivog razvoja UN bazira se upravo na ciljevima održivog razvoja, koji treba da usmere globalno društvo ka napretku sve do 2030. godine.**

## Terminology

- Sustainable development goals
- Global Compact
- Ten Global Compact principles

Sustainable Development Goals, or SDGs, represent a balanced pool of globally available goals which are the grounds for the balanced international development of society. There are 17 of them in total and they were created by the United Nations Organization. They have replaced the previously applicable Millennium Development Goals established in Paris in 2015. The UN sustainable development agenda is based precisely on the sustainable development goals, which should steer global society to progress until 2030.

# CILJEVI ODRŽIVOG RAZVOJA



**Globalni dogovor (ili engl. Global Compact) – najviša je instanca UN-a i najveća globalna građanska inicijativa kojoj je povereno promovisanje vrednosti koje zastupaju ciljevi održivog razvoja. Svoje delovanje bazira na javnoj odgovornosti, partnerstvu**

Global Compact – the highest instance of the UN and the world's largest civil initiative entrusted with promoting the values fostered by sustainable development goals. It grounds its action on public responsibility, partnership and transparency, which comprised of ten Universal



i transparentnosti koji su zastupljeni u okviru Deset univerzalnih principa. Cilj kome teži jeste da omogući kompanijama, vladama i pojedincima da usaglasе svoje delovanje sa punim poštovanjem ljudskih i radnih prava, očuvanjem životne sredine i antikorupcijom.

Principles. The goal it aspires to is to enable companies, governments and individuals to align their operations with universal principles of human and labour rights, environment protection and anti-corruption.



**United Nations**  
Global Compact

## Deset principa Globalnog dogovora – obuhvataju sledeće oblasti / Ten Global Compact Principles – cover the following areas

### Ljudska prava / Human rights:

**Princip 1:** Kompanije treba da podrže i poštuju zaštitu međunarodno zagwarantovanih ljudskih prava / **Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights  
**Princip 2:** Kompanije ne smeju da budu saučesnici u kršenju ljudskih prava / **Principle 2:** Businesses should make sure that they are not complicit in human rights abuses

### Standardi rada / Labor standards:

**Princip 3:** Kompanije treba da podrže pravo na slobodno udruživanje i pravo na kolektivne ugovore / **Principle 3:** Businesses should uphold the freedom of association and the right to collective bargaining  
**Princip 4:** Eliminiraju prinudni rad / **Principle 4:** Businesses should eliminate all forms of forced and compulsory labour  
**Princip 5:** Zabranе dečiji rad / **Principle 5:** Businesses should abolish child labour  
**Princip 6:** Zabranе diskriminaciju u vezi sa zapošljavanjem i zanimanjem / **Principle 6:** Businesses should ban discrimination in respect of employment and occupation

### Zaštita životne sredine / Environmental Protection:

**Princip 7:** Kompanije treba da preduzimaju mere predostrožnosti u vezi sa životnom sredinom / **Principle 7:** Businesses should support a precautionary approach to environmental challenges  
**Princip 8:** Kompanije treba da preduzimaju mere radi promocije odgovornosti vezane za životnu sredinu / **Principle 8:** Businesses should undertake initiatives to promote greater environmental responsibility  
**Princip 9:** Kompanije treba da ohrabre razvoj i širenje tehnologija koje čuvaju životnu sredinu / **Principle 9:** Businesses should encourage the development and expansion of environmentally friendly technologies

### Anti-korupcija / Anti-corruption:

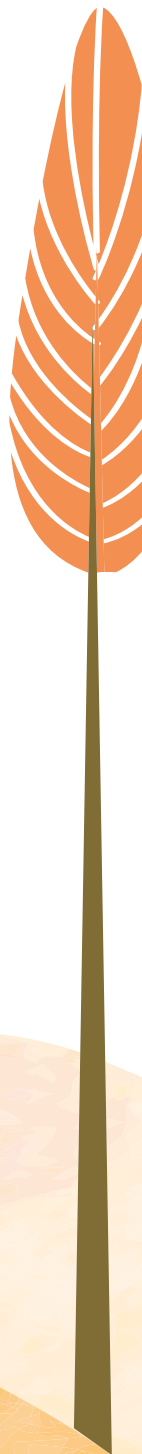
**Princip 10:** Kompanije treba da učestvuju u borbi protiv korupcije u svakom smislu, uključujući iznude i pronevere / **Principle 10:** Businesses should work against all forms of corruption, including extortion and bribery.

### Ciljevi održivog razvoja za Hemofarm predstavljaju poseban izazov:

- kako da na pravi način kompanija sagleda globalni značaj pojedinačnih ciljeva,
- kako da im da sopstveni smisao i u skladu sa tim doprinese njihovom ispunjavanju u sredinama u kojima posluje ili plasira svoj proizvode,
- kako da ciljeve u lokalnom kontekstu promoviše na najbolji način među zaposlenima, partnerima i svim zainteresovanim stranama,
- kako da ponudi dobre primere drugima i da ih inspiriše,
- kako da inicira, gradi i razvija strateška partnerstva koja će doprineti boljem ispunjavanju ciljeva.

Sustainable development goals put a special challenge on Hemofarm, in terms of:

- how the company should properly perceive the global importance of individual goals,
- how to give them their own meaning and thereby contribute to their achievement in the communities in which it operates or sells its products,
- how to promote the goals in the local context, to employees, partners and all stakeholders, in the best possible way,
- how to set good examples to others and inspire them,
- how to initiate, build and develop strategic partnerships which will contribute to improved goal achievement.



Sa tim u vezi, kako bi na najbolji način doprineo sopstvenom ali i nacionalnom, regionalnom i globalnom održivom razvoju, menadžment Hemofarma, zajedno sa ključnim stejkholderima, odabrao je primarnih 5 ciljeva održivog razvoja koji su u fokusu svih aktivnosti kompanije. Ti ciljevi su:

- Cilj broj 3 – Dobro zdravlje i blagostanje,
- Cilj broj 4 – Kvalitetno obrazovanje,
- Cilj broj 8 – Dostojanstven rad i ekonomski rast,
- Cilj broj 9 – Industrija, inovacije i infrastruktura,
- Cilj broj 12 – Održiva potrošnja i proizvodnja.

Ništa manje značajni za Hemofarm nisu ni ostali ciljevi održivog razvoja, koji su svi utkani u korporativni pristup poslovanju i podržavaju primarne ciljeve kompanije. Od sekundarnih ciljeva ipak je moguće istaći nekoliko važnijih:

- Cilj broj 5 – Rodna ravnopravnost,
- Cilj broj 7 – Pristupačna i održiva energija,
- Cilj broj 11 – Održivi gradovi i zajednice,
- Cilj broj 17 – Partnerstvo za postizanje ciljeva.

Hemofarm spada u „belu“ industrijsku granu, koja ima minimalan uticaj na životnu sredinu. Zbog toga u ovom Izveštaju neće biti posebno reči o onim ciljevima održivog razvoja koji promovišu prevenciju klimatskih promena, očuvanje biljnog i životinjskog sveta, dok će dostupnost čiste vode, kao i svi drugi aspekti upotrebe i očuvanja vodenih resursa biti obrađeni kroz ostale ciljeve o kojima govori ovaj Izveštaj. To ne znači da ovi aspekti za kompaniju nisu važni. Naprotiv. Hemofarm je jedna od prvih kompanija u Srbiji koja je ukazala na važnost razvoja svesti o klimatskim promenama i njihovom zaustavljanju, podsećajući javnost da su upravo poplave njihova direktna posledica. Hemofarm je već izveštavao i o svojim primarnim prečišćima otpadnih voda, sopstvenim arteškim bunarima, energetske efikasnosti i smanjenju emisije CO<sub>2</sub>, koja je već bila na minimumu itd. Svojom delatnošću, kompanija višestruko doprinosi napretku srpskog društva gde, između ostalog, u najširem smislu, pored razvoja zdravlja nacije, omogućava i smanjivanje siromaštva.

In that regard, Hemofarm's management, together with key stakeholders, has selected 5 core sustainable development goals, which are in the focus of all corporate activities, in order to contribute not only to own, but also to the national, regional and global sustainable development in the best possible way. Those goals include:

- Goal 3 – Good health and well-being
- Goal 4 – Quality education
- Goal 8 – Decent work and economic growth
- Goal 9 – Industry, innovation and infrastructure
- Goal 12 – Responsible consumption and production

Other sustainable development goals, which are all interwoven into the corporate approach to business operation and support the core corporate goals, are not any less important for Hemofarm either. Nevertheless, several goals of secondary importance can be singled out as more important ones:

- Goal 5 – Gender equality
- Goal 7 – Affordable and clean energy
- Goal 11 – Sustainable cities and communities
- Goal 17 – Partnerships for the Goals

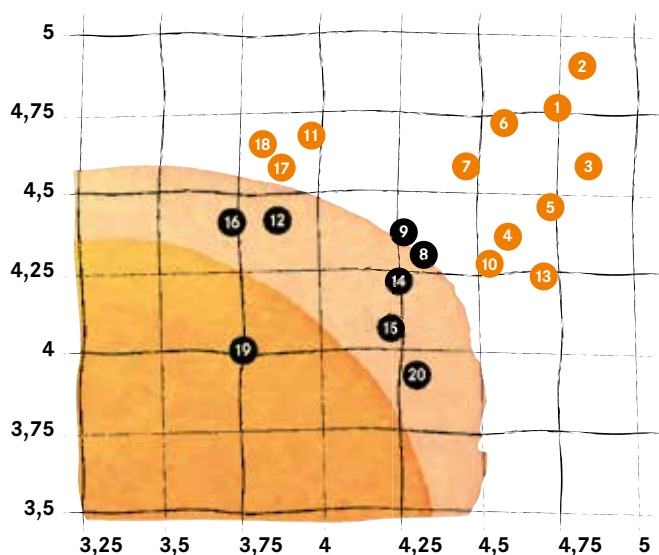
Hemofarm belongs to a white industrial branch, exerting minimal impact on the environment. Therefore, the sustainable development goals, which promote the prevention of climate changes, and protection of flora and fauna will not be specially referred to in this Report, while the availability of clean water, as well as all other aspects of utilization and protection of water resources will be elaborated through other goals this Report deals with. It does not mean that these aspects are not important to the company. It in fact means quite the opposite. Hemofarm is one of the pioneering companies in Serbia that has pointed out the importance of raising awareness of climate changes and their mitigation, reminding the public that floods are their direct aftermath. Hemofarm has already reported about its primary waste water treatment plants, proprietary artesian wells, energy efficiency and the reduction of CO<sub>2</sub> emissions, which have already been at the minimum level, etc. By its activity, the company has been contributing to the development of Serbian society in many ways, whereby, apart from the promotion of the health of the nation in the broadest sense, it also brings about, inter alia, poverty reduction.

Upravo u nastojanju da inspiriše druge, Hemofarm će se ovog puta predstaviti kroz ciljeve koje je prepoznao kao najvažnije i u okviru čijeg ispunjavanja može da pruži najveći doprinos – kroz svoje reči, dela, primere, ali i inspiraciju i motivaciju drugih. Svaki cilj će biti podeljen u tri glavna aspekta kojima je i posvećen održivi razvoj – ljude, dostignuća, planetu, kroz koje će kompanija transparentno prikazati sopstveni razvoj u protekloj godini.

With the aim to inspire others, Hemofarm will now present itself through the goals it has identified as the most important ones, and by meeting them it can not only contribute the most – through its words, actions, examples, but also inspire and motivate others. Each goal will be divided into three principal aspects the sustainable development is committed to – people, achievements, planet, through which the company will show its development over the course of the previous year in a transparent way.

## Hemofarmova matrica materijalnosti i materijalne teme

### Hemofarm's materiality matrix and materiality topics



\*Teme koje su obeležene narandžastom bojom predstavljaju najvažnije aspekte za poslovanje Hemofarma u 2017. i polazište za izveštaj o održivom razvoju za 2017. godinu, u skladu sa zbirnim rezultatima dijaloga.

\*Topics marked in orange represent the most important aspects for Hemofarm's business in 2017. These material topics also stand as a starting point for all disclosures in this Sustainability Report for 2017, according to the outcomes of stakeholder dialogue.

1. RAZVOJ PORTFOLIJIA I OPTIMIZACIJA PALETE PROIZVODA  
PORTFOLIO DEVELOPMENT AND PRODUCT RANGE OPTIMIZATION
2. OSTVARIVANJE KVALITETA I BEZBEDNOSTI PROIZVODA PREMA FARMACEUTSKIM STANDARDIMA  
ACHIEVING PRODUCT QUALITY AND SAFETY ACCORDING TO PHARMACEUTICAL STANDARDS
3. RAZVOJ I REGISTRACIJA NOVIH PROIZVODA KOJI SU SAVREMENI, KOMFORTNI I POUZDANI  
DEVELOPMENT AND REGISTRATION OF NEW CONTEMPORARY, COMFORTABLE AND RELIABLE PRODUCTS
4. ODGOVORAN MARKETING I TRANSPARENTNE KOMUNIKACIJE UZ MAKSIMALNU DOSTUPNOST INFORMACIJA  
RESPONSIBLE MARKETING AND TRANSPARENT COMMUNICATIONS WITH MAXIMUM AVAILABILITY OF INFORMATION
5. UVAŽAVANJE POTREBA I ZADOVOLJSTVA KORISNIKA PROIZVODA UZ PROAKTIVAN ODNOS PREMA REKLAMACIJAMA  
APPRECIATING CONSUMER NEEDS AND SATISFACTION WITH PROACTIVE ATTITUDE TO COMPLAINTS
6. MOTIVACIJA I EDUKACIJA ZAPOSLENIH I KONTINUIRANI RAZVOJ KORPORATIVNE KULTURE  
EMPLOYEE MOTIVATION AND EDUCATION AND CONTINUOUS DEVELOPMENT OF CORPORATE CULTURE
7. OSTVARIVANJE I UNAPREĐENJE BEZBEDNOSTI I ZDRAVLJA NA RADU  
IMPLEMENTATION AND IMPROVEMENT OF OCCUPATIONAL SAFETY AND HEALTH
8. POSLOVNA I DRUŠTVENO-SOCIJALNA USAGLAŠENOST I ANTIKORUPTIVNO DELOVANJE  
BUSINESS AND SOCIAL COMPLIANCE AND ANTI-CORRUPTION ACTIVITY
9. POŠTOVANJE LJUDSKIH PRAVA I SPREČAVANJE PRINUDNOG RADA I BILO KAKVIH ZLOUPOTREBA  
RESPECTING HUMAN RIGHTS AND PREVENTING FORCED LABOUR AND ANY ABUSES
10. RAZVOJ ORGANIZACIONA EFIKASNOST I RAST POSLOVANJA UZ UNAPREĐENJE TRŽIŠNIH POZICIJA  
IMPROVEMENT OF ORGANIZATIONAL EFFICIENCY AND GROWTH OF BUSINESS ALONG WITH IMPROVEMENT OF MARKET POSITIONS
11. POUZDANE SIROVINE OD POTVRĐENIH DOBAVLJAČA  
RELIABLE RAW MATERIALS FROM APPROVED SUPPLIERS
12. BEZBEDNO SKLADIŠTENJE I EFIKASAN TRANSPORT  
SAFE STORAGE AND EFFICIENT TRANSPORT
13. USAGLAŠENOST I KONTINUIRANO UNAPREĐENJE TEHNOLOŠKIH KOMPETENCI  
COMPLIANCE AND CONTINUOUS IMPROVEMENT OF TECHNOLOGICAL COMPETENCIES
14. UVAŽAVANJE MIŠLJENJA I DIJALOG SA KLJUČNIM ZAINTERESOVANIM STRANAMA  
APPRECIATING THE OPINION OF AND DIALOGUE WITH KEY STAKEHOLDERS
15. UNAPREĐENJE SVESITI I ODGOVORNOSTI DOBAVLJAČA O DRUŠTVENO ZNAČAJNIM ASPEKTIMA POSLOVANJA  
RAISING AWARENESS AND RESPONSIBILITY OF SUPPLIERS FOR IMPORTANT ASPECTS OF OPERATION
16. KORPORATIVNA DRUŠTVENA ODGOVORNOST I PODRŠKA LOKALNIM ZAJEDNICAMA  
CORPORATE SOCIAL RESPONSIBILITY AND SUPPORT TO LOCAL COMMUNITIES
17. UNAPREĐENJE ENERGETSKE EFIKASNOSTI I POVEĆANJE KORIŠĆENJA OBNOVLJIVIH IZVODA ENERGIJE  
IMPROVEMENT OF ENERGY EFFICIENCY AND INCREASE IN THE CONSUMPTION OF RENEWABLE ENERGY SOURCES
18. ODGOVORNO UPRAVLJANJE POTROŠNJOM VODE I SMANJIVANJE GENERISANJA OTPADA  
RESPONSIBLE WATER CONSUMPTION MANAGEMENT AND REDUCED WASTE GENERATION
19. ODGOVORNO UPRAVLJANJE EMISIJAMA GASOVA I SMANJENJE UTICAJA NA ŽIVOTNU SREDINU  
RESPONSIBLE GAS EMISSIONS MANAGEMENT AND REDUCED ENVIRONMENTAL IMPACT
20. PREVENCIJA I SMANJIVANJE RIZIKA I UPRAVLJANJE KRIZNIM SITUACIJAMA  
RISK PREVENTION AND REDUCTION AND CRISIS SITUATIONS MANAGEMENT



**U okviru dijaloga sa ključnim stakeholderima za 2017. intervjuisane su sledeće grupe:**

- najviši nivo rukovodstva kompanije (onlajn anketa) – 12 ispitanika,
- doktori – opšta medicina (onlajn anketa) – 50 ispitanika,
- veledrogerije (onlajn anketa) – 20 ispitanika,
- studenti završne godine studija na Farmaceutskom fakultetu (radionica) – 90 ispitanika,
- zaposleni u Hemofarmu (onlajn anketa) – 100 ispitanika.

Navedeni stakeholderi, koji su bili deo najnovijeg kruga dijaloga Hemofarma, zajedno sa svim prethodnim grupama ispitanika, predstavljaju važne činioce domaćeg zdravstvenog sistema. Njihovo mišljenje je važno za kompaniju, zato što oni na posredan ili neposredan način utiču na proces nastajanja, proizvodnje i potrošnje farmaceutskih proizvoda i imaju uticaj na portfolio Hemofarma:

The following groups were interviewed within the dialogue with key stakeholders for 2017:

- company top management (online survey) – 12 respondents
- doctors – general medicine (online survey) – 50 respondents
- wholesalers (online survey) – 20 respondents
- senior year students at the Faculty of Pharmacy (workshop) – 90 respondents
- Hemofarm employees (online survey) – 100 respondents

The above indicated stakeholders, which were a part of Hemofarm's latest round of dialogues, together with all previous groups of respondents, represent important factors of the national healthcare system. Their opinion is important for the company, because they influence, either directly or indirectly, the process of creating, producing and consuming pharmaceutical products as well as the Hemofarm's portfolio:



\* 737 DOBAVLJAČA: POTROŠNI MATERIJAL (327), SIROVINE (247), AMBALAŽA (99), PROMOTIVNI MATERIJAL (42), POLUPROIZVOD/BULK (18), GOTOV PROIZVOD/UPAKOVAN (4)

\* 737 SUPPLIERS: CONSUMPTION MATERIAL (327), RAW MATERIAL (247), PACKAGING (99), PROMOTIONAL MATERIAL (42), SEMIFINISHED BULK (18), FINALIZED GOOD/PACKED (4)

**Teme od značaja za poslovanje Hemofarma koje obuhvataju sve suštinske aspekte delatnosti i uticaja kompanije uključuju sledeće:**

1. **Razvoj portfolija i optimizaciju palete proizvoda,**
2. **Ostvarivanje kvaliteta i bezbednosti proizvoda prema farmaceutskim standardima,**
3. **Razvoj i registraciju novih proizvoda koji su savremeni, komforni i pouzdani,**
4. **Odgovoran marketing i transparentne komunikacije uz maksimalnu dostupnost informacija,**
5. **Uvažavanje potreba i zadovoljstva korisnika proizvoda uz proaktivan odnos prema reklamacijama,**
6. **Motivaciju i edukaciju zaposlenih i kontinuirani razvoj korporativne kulture,**
7. **Ostvarivanje i unapređenje bezbednosti i zdravlja na radu,**
8. **Poslovnu i društveno-socijalnu usaglašenost i antikoruptivno delovanje,**
9. **Poštovanje ljudskih prava i sprečavanje prinudnog rada i bilo kakvih zloupotreba,**
10. **Razvoj organizacione efikasnosti i rast poslovanja uz unapređenje tržišnih pozicija,**
11. **Pouzdanu sirovine od proverenih dobavljača,**
12. **Bezbedno skladištenje i efikasan transport,**
13. **Usaglašenost i kontinuirano unapređenje tehnoloških kompetencija,**
14. **Uvažavanje mišljenja i dijalog sa ključnim zainteresovanim stranama,**
15. **Unapređenje svesti i odgovornosti dobavljača o društveno značajnim aspektima poslovanja,**
16. **Korporativnu društvenu odgovornost i podršku lokalnim zajednicama,**
17. **Unapređenje energetske efikasnosti i povećanje korišćenja obnovljivih izvoda energije,**
18. **Odgovorno upravljanje potrošnjom vode i smanjivanje generisanja otpada,**
19. **Odgovorno upravljanje emisijama gasova i smanjenje uticaja na životnu sredinu,**
20. **Prevenciju i smanjivanje rizika i upravljanje kriznim situacijama.**

Topics of importance for Hemofarm's operation, which comprise of all of the essential aspects of activity and influence of the company include:

1. Portfolio development and product range optimization.
2. Achieving product quality and safety according to pharmaceutical standards.
3. Development and registration of new contemporary, comfortable and reliable products.
4. Responsible marketing and transparent communications with maximum availability of information.
5. Appreciating consumer needs and satisfaction with a proactive attitude to complaints.
6. Employee motivation and education and the continuous development of corporate culture.
7. Implementation and improvement of occupational safety and health.
8. Business and social compliance and anti-corruption activity.
9. Respecting human rights and preventing forced labour and any abuses.
10. Improvement of organizational efficiency and growth of business along with improvement of market positions.
11. Reliable raw materials from approved suppliers.
12. Safe storage and efficient transport.
13. Compliance and continuous improvement of technological competencies.
14. Appreciating the opinion of and dialogue with key stakeholders.
15. Raising awareness and responsibility of suppliers for important aspects of operation.
16. Corporate social responsibility and support to local communities.
17. Improvement of energy efficiency and increase in the consumption of renewable energy sources.
18. Responsible water consumption management and reduced waste generation.
19. Responsible gas emissions management and reduced environmental impact.
20. Risk prevention and reduction and crisis situations management.

U odnosu na prethodni krug **stejkholder dijaloga** (za 2016.) teme su znatno unapređene. Određene teme su sažete, a budući da kompanija nema direktan niti značajan uticaj na klimatske promene, ova tema je izostavljena.

Shodno rezultatima dijaloga, nakon rangiranja, materijalne teme Hemofarma jesu (prema ciljevima kojima teže):

#### **CILJ 3**

- Razvoj portfolija i optimizacija palete proizvoda,
- Ostvarivanje kvaliteta i bezbednosti proizvoda prema farmaceutskim standardima,
- Razvoj i registracija novih proizvoda koji su savremeni, komforni i pouzdani,
- Odgovoran marketing i transparentne komunikacije uz maksimalnu dostupnost informacija,
- Uvažavanje potreba i zadovoljstva korisnika proizvoda uz proaktivan odnos prema reklamacijama;

#### **CILJ 4 i CILJ 5**

- Motivacija i edukacija zaposlenih i kontinuirani razvoj korporativne kulture;

#### **CILJ 8**

- Ostvarivanje i unapređenje bezbednosti i zdravlja na radu,
- Razvoj organizacione efikasnosti i rast poslovanja uz unapređenje tržišnih pozicija;

#### **CILJ 9**

- Pouzdane sirovine od potvrđenih dobavljača,
- Usaglašenost i kontinuirano unapređenje tehnoloških kompetencija;

#### **CILJ 7 i CILJ 12**

- Unapređenje energetske efikasnosti i povećanje korišćenja obnovljivih izvoda energije;

#### **CILJ 12**

- Odgovorno upravljanje potrošnjom vode i smanjivanje generisanja otpada;

Compared to the previous round of stakeholder dialogues (for 2016), the topics have been significantly improved. Particular topics are more concise and considering that the company does not have either direct or significant impact on climate changes, this topic has been omitted.

According to dialogue results, after rating, Hemofarm's materiality topics (according to the goals they address) are:

#### **GOAL 3**

- Portfolio development and product range optimization.
- Achieving product quality and safety according to pharmaceutical standards.
- Development and registration of new contemporary, comfortable and reliable products.
- Responsible marketing and transparent communications with maximum availability of information.
- Appreciating consumer needs and satisfaction with proactive attitude to complaints.

#### **GOAL 4 and GOAL 5**

- Employee motivation and education and continuous development of corporate culture.

#### **GOAL 8**

- Implementation and improvement of occupational safety and health.
- Improvement of organizational efficiency and growth of business along with improvement of market positions.

#### **GOAL 9**

- Reliable raw materials from approved suppliers.
- Compliance and continuous improvement of technological competencies.

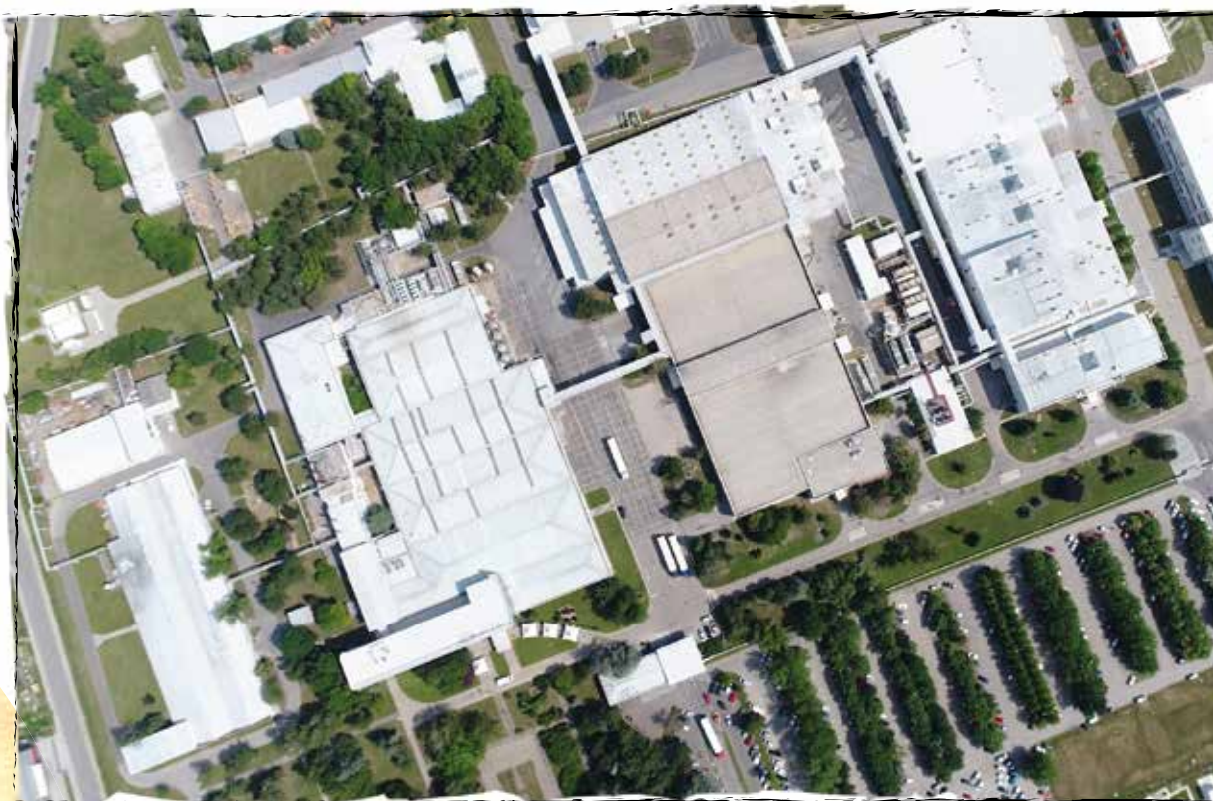
#### **GOAL 7 and GOAL 12**

- Improvement of energy efficiency and increase in the consumption of renewable energy sources.

#### **GOAL 12**

- Responsible water consumption management and reduced waste generation.





**U odnosu na prethodni krug dijaloga sa ključnim stakeholderima, kao i uprkos smanjenju broja tema, primetna su značajna kretanja u okviru matrice materijalnosti, koja svedoče o uticaju svih aktivnosti kompanije, kako prema internim tako i prema eksternim stakeholderima. Materijalnih tema je više (12 umesto 11) nego ranije.**

**Kada se posmatra kretanje materijalnih tema, kao i tema od značaja za poslovanje Hemofarma uopšte, u odnosu na prethodni krug dijaloga sa ključnim stakeholderima vidljive su sledeće promene:**

- **Razvoj portfolija i optimizacija palete proizvoda pokazuju neznatan pad, na račun kvaliteta i bezbednosti proizvoda, kao i registracije novih, savremenijih proizvoda, koji dobijaju na sve većem značaju i kod internih i kod eksternih stakeholdera;**
- **Zadovoljstvo korisnika proizvoda i reklamacije postaju sve važnije internim stakeholderima, dok kod eksternih stakeholdera gube na značaju, što je**

Compared to the previous round of dialogues with the key stakeholders, and in spite of reduced number of topics, significant trends are noticeable within the materiality matrix, witnessing the impact of all company activities both to internal and external stakeholders. There are more materiality topics than before (12 instead of 11).

Considering the materiality topics trend, as well as the topics of importance for Hemofarm in general, the following differences are noticeable compared to the previous round of dialogues with the key stakeholders:

- Portfolio development and product range optimization show a slight drop, at the expense of product quality and safety, as well as registration of new, contemporary products, which are becoming ever more important to both internal and external stakeholders;
- Consumer satisfaction and complaints are becoming ever more important to internal stakeholders, while they are becoming less important to external stakeholders, which is probably the result of great confidence of product





**verovatno uslovljeno velikim poverenjem korisnika proizvoda u kvalitet palete Hemofarma; uprkos tome, kompanija se sve intenzivnije zalaže za razvoj svesti javnosti o značaju praćenja i prijave svake, pa i najmanje sumnje, na neispravnost farmaceutskog proizvoda ili reakciju organizma na lek ili suplement;**

**- Motivacija zaposlenih i razvoj korporativne kulture sve više dobijaju na značaju, dok bezbednost i zdravlje na radu postaju tema koja je važnija eksternim stakeholderima nego ranije;**

**- Poslovna usaglašenost, antikorupcija i uvažavanje ljudskih prava beleže rast važnosti kod internih stakeholdera;**

**- Rast poslovanja i unapređenje organizacione efikasnosti jesu aspekti koji su sve važniji internim stakeholderima, dok su manje važni izvan kompanije, što je donekle i očekivano, shodno samoj njihovoj prirodi;**

**- Pouzdane sirovine, skladištenje i transport beleže isti nivo značaja, kao i ranije, dok unapređenje tehnoloških kompetencija beleži rast kod internih stakeholdera;**

**- Dijalog sa stakeholderima, pozitivan uticaj na dobavljače i korporativna društvena odgovornost dobijaju na značaju i prepoznatljivosti, čemu je očigledno doprinelo i dosadašnje izveštavanje kompanije o održivom razvoju;**

**- Energetske efikasnost, odgovornost i razmatranje upotrebe alternativnih izvora energije ostaju i dalje jedan od važnih aspekata poslovanja Hemofarma, kako kod internih, tako i kod eksternih stakeholdera;**

**- Upravljanje vodom, otpadom, rizicima i emisijama gasova postaju važniji internim stakeholderima, dok kod eksternih beleže pad značaja, što je takođe donekle očekivano, polazeći od vrste primarne delatnosti kompanije.**

consumers in the quality of Hemofarm's product range; in spite of this, the company more than ever intensively advocates raising the awareness of the public about the importance of monitoring and reporting every, even the slightest suspicion of non-compliance of a pharmaceutical product or adverse reaction to a medicine or a food supplement;

- Motivation of employees and development of corporate culture are becoming ever more important, while occupational safety and health are becoming the topic which is more important to external stakeholders than before;

- Business compliance, anti-corruption and respecting human rights are recording growth in importance to internal stakeholders;

- Growth of operations and improvement of organizational efficiency are the aspects which are ever more important to internal stakeholders, while they are less important outside the company, which is to be expected to a certain extent, in accordance with their very nature;

- Reliable raw materials, storage and transport are recording the same level of importance as previously, while improvement of technological competencies is recording a growth in internal stakeholders;

- Dialogue with stakeholders, positive influence on suppliers and corporate social responsibility are gaining in importance and visibility, to which previous reporting of the company on the sustainable development obviously contributed;

- Energy efficiency, responsibility and considering the use of alternative energy sources still remain one of the important aspects of Hemofarm operations, for both internal and external stakeholders;

- Water, waste, risk and gas emissions management is becoming more important to internal stakeholders, while they are recording a drop in importance for external stakeholders, which is also expected to a certain extent, considering the core activity of the company.



# / Hemofarmovi principi održivog razvoja

## Hemofarm's sustainability principles

### 1. Ljudska prava i bezbednost

Hemofarm iskreno podržava i poštuje zaštitu međunarodno proklamovanih ljudskih prava i stara se da ni u svom poslovanju niti u svom lancu nabavke ne bude saučesnik u kršenju ljudskih prava. U Hemofarmu se u potpunosti poštuju LGBTI prava, u skladu sa kodeksom UN. Naša korporativna kultura podržava i promoviše toleranciju, poštovanje, objektivnost i poštene međusobne odnose. Obezbeđujemo jednake šanse za svakog u Hemofarmu, odbacujući bilo kakvu vrstu diskriminacije i uznemiravanja. Bezbednost zaposlenih, podataka i podataka o ličnosti, kao i sredstava i resursa spada u jednu od naših osnovnih odgovornosti.

### 2. Dostojanstven rad i častan posao

Hemofarm zagovara jednakost polova na svim nivoima; najodlučnije odbacuje bilo koji oblik prisilnog rada, obavezujućeg rada, kao i dečjeg rada. Istovremeno, Hemofarm podržava slobodu udruživanja i u praksi priznaje pravo na kolektivni ugovor uz odbacivanje diskriminacije u pogledu zapošljavanja i zanimanja. Iskreno podržavamo proaktivnost i svi zajedno delimo sve naše uspehe.

### 3. Antikorupcija i usaglašenost

Hemofarm se suprotstavlja svakom vidu korupcije, uključujući iznudu i podmićivanje. Zagovaramo transparentnost i pošten odnos i ne tolerišemo bilo kakav vid ispoljavanja korupcije. Preduzimamo sve mere opreza da izbegnemo sukob interesa i povlašćeno poslovanje. Usaglašenost sa zakonom i regulatornim zahtevima predstavlja samo početnu tačku naše objektivnosti i odgovornosti.

### 4. Odgovorno poslovanje, kvalitet i održiva proizvodnja

Hemofarm je posvećen obezbeđivanju kvaliteta proizvoda na svim nivoima svog

### 1. Human rights & safety

Hemofarm openly supports and respects the protection of internationally proclaimed human rights and makes sure that they are not complicit in human rights abuses within its operations or inside the supply chain. LGBTI rights are fully respected in Hemofarm, in accordance with the UN convention. Our corporate culture supports and promotes tolerance, respect, objectiveness and fairness towards one another. We welcome equal opportunities for each person within Hemofarm, while rejecting any kind of discrimination and harassment. The safety of our people, personal data and data in general, as well as assets and resources remain one of our main responsibilities.

### 2. Labour & decent work

Hemofarm promotes gender equality on all levels; it strongly eliminates all forms of forced, compulsory labour or child labour. At the same time, Hemofarm upholds the freedom of association and the effective recognition of the right to collective bargaining with the elimination of discrimination in respect of employment and occupation. We encourage proactivity and share all our successes together.

### 3. Anti-corruption & compliance

Hemofarm stands against corruption in all its forms, including extortion and bribery. We promote transparency and fairness with zero tolerance to any kind of corruptive behaviour. We take all precautionary measures to avoid conflict of interest and insider trading. Being compliant to the law and regulatory requirements is only the starting point of our objectivity and responsibility.

### 4. Responsible business, quality & sustainable production

Hemofarm is committed to ensuring product quality at all levels of its operations. Efficient,

poslovanja. Efikasna, odgovorna, održiva i najmodernija proizvodnja bezbednih i efikasnih proizvoda ostaje naša osnovna obaveza prema pacijentima i korisnicima, lekarima i farmaceutima, porodicama i zajednici u kojoj živimo i radimo. To se postiže maksimalnom doslednošću i stalnom usaglašenošću sa najvišim standardima farmaceutske industrije, kao i usredsređenošću na kontinuirani razvoj i preventivnu eliminaciju svih potencijalnih rizika.

## 5. Etički marketing i komunikacije

Hemofarm teži da svima obezbedi dobro zdravlje tako što nudi dostupne i kvalitetne proizvode i tako što deli znanja i iskustva u zdravstvenoj prevenciji i zdravim životnim stilovima. Sve što prenosimo drugima naučno je dokazano i bez skrivenih pitanja, a podržano je odgovarajućim referencama. Podstičemo aktivan dijalog sa svim našim zainteresovanim stranama – na našem zajedničkom zadatku ka dobrom zdravlju i blagostanju.

## 6. Efikasnost, integritet i životna sredina

Hemofarm prihvata predostrožnost u svim izazovima kao vrhunski odraz odgovornosti, naročito kada je reč o ekologiji; preduzima inicijative kojima se promoviše veća finansijska i ekološka stabilnost i podstiče razvoji i rasprostranjenost efikasnih, ekoloških i zelenih tehnologija. Podržavamo pristup „manje je više“ gde god je to primenjivo bez uticaja na kvalitet i bezbednost proizvoda.

responsible, sustainable and state-of-the-art production of safe and effective products stand as our main commitment to our patients and consumers, doctors and pharmacists, families and the community we live and work in. It is achieved through maximum consistency and constant compliance with the highest standards of the pharmaceutical industry, as well as the focus on continuous development and preventive elimination of all potential risks.

## 5. Ethical marketing & communications

Hemofarm strives to provide good health to everyone by offering affordable quality products and sharing knowledge and experience on health prevention and healthy lifestyles. Everything we communicate is scientifically proven, with no hidden issues and is supported by relevant references. We encourage active dialogue with all our stakeholders on our shared mission towards good health and wellbeing.

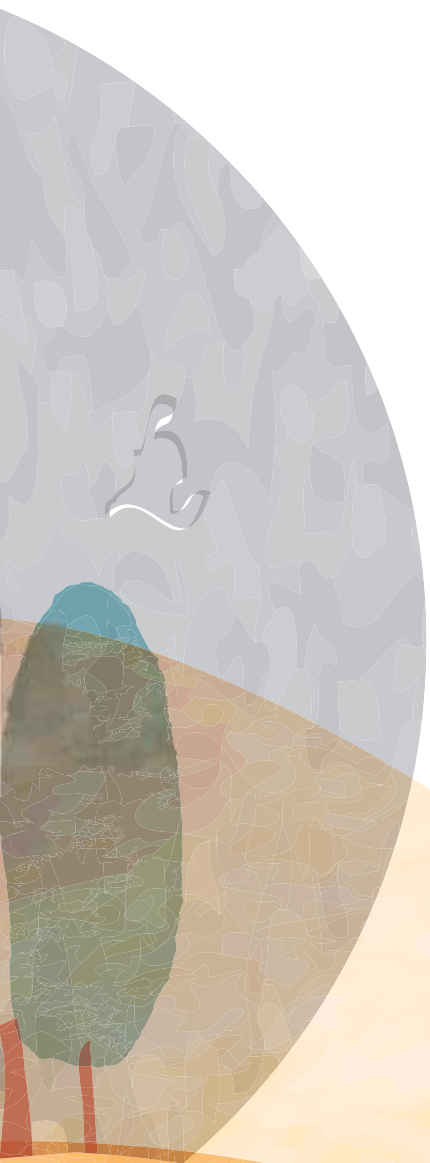
## 6. Efficiency, integrity & environment

Hemofarm supports a precautionary approach to all challenges, especially environmental ones, as a top-level indicator of responsibility; it undertakes initiatives to promote greater financial and environmental responsibility and encourages the development and diffusion of efficient, environmentally friendly and green technologies. We welcome a less is more approach wherever applicable with no impact on product quality and safety.









## **CILJEVI ODRŽIVOG RAZVOJA KOJI SU U FOKUSU HEMOFARMA**

SUSTAINABLE DEVELOPMENT GOALS IN  
FOCUS OF HEMOFARM

**Pet narednih poglavlj su štampana na ekološki prihvatljivom papiru, prilikom čije proizvodnje je 15% celulozne celuloze zamenjeno procesnim ostacima organskih proizvoda.**

Next five chapters are printed on eco-friendly paper made by replacing up to 15% of virgin tree pulp with the process residues of organic products.



**3** DOBRO ZDRAVLJE I  
BLAGOSTANJE



GOOD HEALTH  
AND WELL-BEING

Papir proizveden od procesnih ostataka organske masline.  
Paper produced from process residues of organic olive.



**Cilj broj 3 – Dobro zdravlje i blagostanje  
– ovo je najvažniji cilj Hemofarma**

Goal 3 – Good health and well-being  
– Hemofarm's most important goal





## Obezbediti zdrav život i promovisati blagostanje za ljude svih generacija

Ensure healthy lives and promote well-being for all at all ages

Usvajanja Milenijumskih ciljeva razvoja značajno je pokrenulo globalno društvo i do danas su postignuti istorijski rezultati u smanjenju smrtnosti dece (pad za oko 50%), unapređenju zdravlja porodilja (smanjenje smrtnosti za oko 45%) i borbi protiv HIV-a (pad novoizloženih za oko 30%), malarije (spaseno više od 6,2 miliona života) i drugih bolesti. Uprkos ovom ogromnom napretku, smrtnost dece u svetu je više milionska na godišnjem nivou, posebno od bolesti koje se mogu sprečiti, kao što su male boginje ili tuberkuloza. Stopa smrtnosti trudnica ili porodilja, usled komplikacija pri porođaju, takođe je visoka, a u zemljama u razvoju, svega 56% porođaja u ruralnim sredinama odvija se uz stručnu pomoć. Sida je danas vodeći uzrok smrtnosti kod adolescenata u podsaharskoj Africi, regionu kojim i dalje hara epidemija HIV-a. U isto vreme, urbane sredine pogađaju neki drugi problemi koji veoma negativno utiču na zdravlje, poput stresa, pogrešne ishrane, loših navika i ubrzanog načina života.

Srbija je prema istraživanju kvaliteta zdravstvenih usluga, u odnosu na 2016. godinu, napredovala za šest mesta i sada je na 24. mestu u Evropi. Iako je povećana dostupnost zdravstvenih usluga, sve veći broj građana odlučuje da svoje lečenje poveri privatnim ustanovama. Manjak lekara i nedovoljna transparentnost i dalje su ostaju ključni problemi koji opterećuju srpsko zdravstvo, uz visoku stopu smrtnosti kod kardiovaskularnih i onkoloških oboljenja.<sup>7</sup>

Smanjenje smrtnosti može se izbeći prevencijom i lečenjem, edukacijom, imunizacijom i zaštitom seksualnog i reproduktivnog zdravlja. Ciljevima održivog razvoja odvažno je preuzeta obaveza iskorenjivanja epidemije side, tuberkuloze, malarije i drugih zaraznih bolesti do 2030. godine. Razvoj i promocija zdravih životnih stilova spadaju u najvažnije obaveze globalnog društva na tom putu. Cilj je postići univerzalnu pokrivenost zdravstvenom

Adoption of the Millennium Development Goals has decisively set society into motion and historical results have been scored to date in reduction of the child mortality rate (a drop of approximately 50%), improvement of maternal health (mortality reduced by approximately 45%) and HIV fighting efforts (a drop in the newly-infected of approximately 30%), malaria (more than 6.2 million lives saved) and other diseases. In spite of this huge progress, the mortality of children in the world is counted by millions at an annual level, particularly the mortality from the diseases that can be prevented, such as measles or tuberculosis. The mortality rate of pregnant women or new mothers due to childbirth complications is also high and in developing countries, in rural communities, only 56% of childbirths are performed with professional support. AIDS is presently the most common cause of death of adolescents in Sub-Saharan Africa, a region which is still devastated by HIV epidemics. At the same time, urban communities are affected by some other problems which have very adverse effects on health, such as stress, malnutrition, bad habits and fast way of life.

According to a survey of the quality of healthcare services, Serbia has advanced by 6 places, presently occupying 24th position in Europe, compared to 2016. Although the availability of healthcare services has improved, more and more citizens decide to entrust their treatment to private institutions. A lack of doctors and an insufficient level of transparency still remain core problems which burden the Serbian healthcare system, along with a high mortality rate due to cardiovascular and oncology patients.<sup>7</sup>

The death rate can be reduced by prevention and adequate treatment, education, immunization and prevention in terms of sexual and reproduction-related health risks. Sustainable development goals have boldly undertaken the obligation to eradicate AIDS epidemics, tuberculosis, malaria and other communicable diseases by 2030. Development and promotion of healthy lifestyles are the most important commitments of the global society in such an undertaking. The goal is to achieve the universal coverage by

<sup>7</sup> Prema rezultatima različitih istraživanja, javno dostupnim u srpskim medijima.

<sup>7</sup> According to the results of various surveys, publicly available in the Serbian media.

**zaštitom i svima obezbediti ispravne, efikasne i pristupačne lekove i vakcine.**

health protection and provide safe, effective and affordable medicines and vaccines to everyone.

## Zvanični potciljevi / Official targets:

**3.1 Do kraja 2030. smanjiti globalnu stopu smrtnosti kod majki na manje od 70 na 100.000 živorođenih.** / By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births.

**3.2 Do kraja 2030. okončati smrtnu slučajev koji se mogu sprečiti kod novorođenčadi i dece mlađe od 5 godina.** / By 2030, end preventable deaths of newborns and children under 5 years of age.

**3.3 Do kraja 2030. okončati epidemije AIDS-a, tuberkuloze, malarije i zanemarenih tropskih bolesti i nastaviti borbu protiv hepatitisa, bolesti koje se prenose vodom i ostalih zaraznih bolesti.** / By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases.

**3.4 Do kraja 2030. smanjiti za jednu trećinu broj prevremenih smrtnih slučajeva od nezaraznih bolesti kroz prevenciju i lečenje i promovisati mentalno zdravlje i blagostanje.** / By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.

**3.5 Pojačati prevenciju zloupotrebe supstanci i lečenje posledica takve zloupotrebe, što obuhvata i zloupotrebu opojnih droga i štetnu upotrebu alkohola.** / Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol.

**3.6 Do kraja 2020. na globalnom nivou prepoloviti broj smrtnih slučajeva i povreda do kojih dolazi u saobraćajnim nesrećama.** / By 2020, halve the number of global deaths and injuries from road traffic accidents.

**3.7 Do kraja 2030. obezbediti univerzalni pristup uslugama koje se odnose na polnu i reproduktivnu zdravstvenu zaštitu (između ostalog i uslugama za planiranje porodice, informisanje i obrazovanje), kao i integrisanje pitanja reproduktivnog zdravlja u nacionalne strategije i programe.** / By 2030, ensure universal access to sexual and reproductive health-care services (including for family planning, information and education), and the integration of reproductive health into national strategies and programmes.

**3.8 Postići univerzalni obuhvat zdravstvenom zaštitom, uključujući zaštitu od finansijskog rizika, dostupnost kvalitetnih osnovnih usluga iz oblasti zdravstvene zaštite i dostupnost bezbednih, delotvornih, kvalitetnih i jeftinih osnovnih lekova i vakcina za sve.** / Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

**3.9 Do kraja 2030. bitno smanjiti broj smrtnih slučajeva i oboljenja od opasnih hemikalija, odnosno od zagađenja i kontaminacije vazduha, vode i zemljišta.** / By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.

**3.a Pojačati primenu „Okvirne konvencije Svetske zdravstvene organizacije o kontroli duvana“ u svim zemljama, na odgovarajući način.** / Strengthen the implementation of the World Health Organization Framework Convention on Tobacco Control in all countries, as appropriate.

**3.b Podržati istraživanja i razvoj vakcina i lekova za zarazne i nezarazne bolesti koje primarno pogađaju zemlje u razvoju, obezbediti dostupnost jeftinih osnovnih lekova i vakcina (u skladu sa „Deklaracijom iz Dohe o Sporazumu o trgovinskim aspektima prava intelektualne svojine (TRIPS) i javnom zdravlju“, kojom se potvrđuje pravo zemalja u razvoju da u potpunosti koriste odredbe „Sporazuma o trgovinskim aspektima prava intelektualne svojine“ koje se odnose na fleksibilnost u pogledu zaštite javnog zdravlja) i, posebno, obezbeđivati univerzalnu dostupnost lekova.** / Support the research and development of vaccines and medicines for the communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, (in accordance with the Doha Declaration on the TRIPS Agreement and Public Health, which affirms the right of developing countries to use to the full the provisions in the Agreement on Trade Related Aspects of Intellectual Property Rights regarding flexibilities to protect public health), and, in particular, provide access to medicines for all.

**3.c Značajno povećati finansiranje u oblasti zdravstva, kao i regrutovanje, razvijanje, obučavanje i zadržavanje zdravstvenih radnika u zemljama u razvoju, posebno u najnerazvijenijim zemljama i malim ostrvskim državama u razvoju.** / Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States.

**3.d Ojačati kapacitete svih zemalja, a posebno zemalja u razvoju, za rano upozoravanje, smanjivanje rizika i upravljanje nacionalnim i globalnim zdravstvenim rizicima.** / Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks.

## Šta Cilj broj 3 znači za Srbiju i građane

### What Goal 3 means for Serbia and its citizens

Zdravstveni sistem u Srbiji zahteva značajne promene kako bi umanjio negativne posledice višedecenijskog nasleđa, te postao održiv. Jedan od sigurnih načina za njegovo unapređenje jeste dodatno pomeranje fokusa sa lečenja na prevenciju. To se na jednostavan način može postići edukacijom stanovništva o zdravim životnim stilovima, ali i kroz povećanu upotrebu digitalnih platformi u zdravstvu. Šira i sistemska primena digitalizacije u zdravstvu

The healthcare system in Serbia needs undergoing substantial changes to reduce the adverse effects of many-decade legacy, and become sustainable. One of the certain ways to improve it is to additionally shift the focus from treatment to prevention. It can be simply achieved by education of population on healthy lifestyles, as well as through intensified use of digital platforms in the healthcare system. Broader and system application of digitalization in the



značajno bi unapredila proces zakazivanja pregleda, uz povećanu transparentnosti i znatne finansijske uštede. Ako se uzmu u obzir zemlje EU i njihovo elektronsko zdravstvo, uglavnom se misli na digitalizaciju dokumenata (gde se na vodećem mestu nalazi Holandija sa oko 83 % digitalizovanih zdravstvenih papira), a znatno ređe o razgovoru sa lekarom posredstvom Interneta, te postavljanju lakših dijagnoza na ovaj način, što tek dolazi u fokus procesa digitalizacije.

Ne treba zanemariti ni potrebu da se domaći zdravstveni sistem ubrzano infrastrukturno razvija, uz kontinuirano obnavljanje neophodne medicinske opreme koja je dostupna svim pacijentima u Srbiji. Takođe, potrebno je da se odliv medicinskih kadrova svede na najmanju mogući meru, kroz veću motivaciju i unapređenje uslova za dalje stručno usavršavanje i razvoj karijere u zemlji.

Prihvatanje i primena smernica i preporuka koje promoviše Cilj broj 3 održivog razvoja može značajno da doprinese ne samo unapređenju svesti i lične odgovornosti svakog pojedinca u pogledu upravljanja sopstvenim zdravljem, već i da omogući održiv razvoj čitavog domaćeg zdravstvenog sistema.

healthcare system would significantly improve the process of health checkups appointment booking, with increased transparency and significant financial savings. If EU countries and their e-healthcare system are taken into account, document digitalization is mostly in the focus (the Netherlands with approximately 83% of digitalized healthcare papers is at the forefront), rather than talking to a doctor via Internet, and giving less serious diagnosis in this way, which is yet to be in the focus of digitalization process.

The need for accelerated infrastructural development of the national healthcare system, along with continuous renewal of the necessary medical equipment which is available to all patients in Serbia, should not be disregarded either. It is also necessary to reduce the drain of medical professionals to the minimum possible level, by boosting motivation and improving the conditions for further professional upgrading and development of carrier in the country.

Acceptance and implementation of the guidelines and recommendations promoted by sustainable development Goal 3 can significantly contribute to not only raising the awareness and personal responsibility of each individual in view of personal health management, but also enabling the sustainable development of entire national healthcare system.



## Šta Cilj broj 3 znači za Hemofarm i zaposlene i koji je doprinos ispunjavanju ovog cilja

What Goal 3 means for Hemofarm and its employees and contribution to achievement of this Goal

**Materijalne teme Hemofarma u vezi sa ovim ciljem**

- Razvoj portfolija i optimizacija palete proizvoda.
- Ostvarivanje kvaliteta i bezbednosti proizvoda prema farmaceutskim standardima.
- Razvoj i registracija novih proizvoda koji su savremeni, komforni i pouzdani.
- Odgovoran marketing i transparentne komunikacije uz maksimalnu dostupnost informacija.
- Uvažavanje potreba i zadovoljstva korisnika proizvoda uz proaktivan odnos prema reklamacijama.

Doprinos unapređenju zdravlja i blagostanja ljudi predstavlja osnovnu misiju svakog zaposlenog u Hemofarmu. Zajednički cilj je bolje društvo, koje čine zdraviji i srećniji ljudi, spremni da svoje okruženje unapređuju za generacije koje dolaze. Upravo zato Cilj broj 3 održivog razvoja predstavlja najvažniji cilj Hemofarma.

Istražujući paletu proizvoda Hemofarma, koja je predstavljena i u prethodnim izveštajima o održivom razvoju kompanije, potvrđena je jedna važna činjenica – desetinama godina unazad, upravo ta farmaceutska paleta savršeno odgovara potrebama stanovništva i kliničkoj slici Srbije. Drugim rečima, Hemofarm je oduvek proizvodio upravo one lekove koji su neophodni pacijentima. Dešavalo se čak i da pojedini proizvodi ne budu profitabilni, ali su u holističkom pristupu brizi o zdravlju, predstavljali značajnu potporu domaćeg zdravstvenog sistema.

Vrednosti i principi koje zastupa održivi razvoj za Hemofarm predstavljaju „zdravstveni esperanto“ čija je uloga da se svi akteri domaćeg i svetskog zdravstvenog sistema dobro razumeju i usmere svoja zajednička stremljenja ka unapređenju globalnog zdravlja. A da bi se u tome uspelo, potreban je sveobuhvatan pristup u radu kako sa stručnjacima, tako i sa stanovništvom – od praćenja kliničkih trendova, analize navika i životnih stilova ljudi, pa sve do kontinuirane edukacije lekara i farmaceuta.

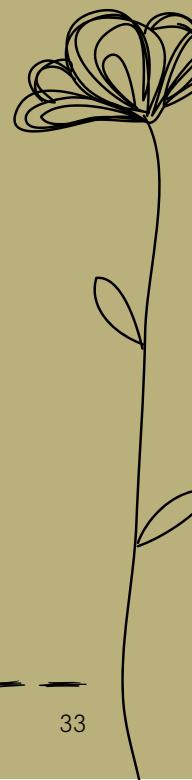
**Materiality topics of Hemofarm related to this Goal**

- Portfolio development and product range optimization.
- Achieving product quality and safety according to pharmaceutical standards.
- Development and registration of new contemporary, comfortable and reliable products.
- Responsible marketing and transparent communications with maximum availability of information.
- Appreciating consumer needs and satisfaction with proactive attitude to complaints.

Contribution to improvement of health and well-being of people is the core mission of every Hemofarm employee. The common goal is to create a better society, made of healthier and happier people, who are willing to improve their environment for the generations to come. For that very reason, Hemofarm's most important goal is the goal 3 of the Sustainable Development Goals.

An insight into Hemofarm's product range, which was also presented in the previous corporate sustainability reports, confirms an important fact – that precisely this pharmaceutical product range has been perfectly meeting the needs of the population and clinical picture of Serbia, for decades. In other words, Hemofarm has always been producing exactly the medicines which are necessary to patients. It even happened that individual products were not profitable, but in a holistic approach to health care, they represented significant support of national healthcare system.

The values and principles cherished by sustainable development are to Hemofarm the 'Healthcare Esperanto', the goal of which is that all involved parties of national and international healthcare systems understand each other well and steer their common strivings towards improvement of health on a global level. To that aim, a comprehensive approach to working both with professionals and citizens – from keeping up with clinical trends, analysing habits and lifestyles of people, to continuous education of doctors and pharmacists, is required.





Sva svoja znanja i saznanja, svaki zaposleni u Hemofarmu nastoji da posveti stalnoj optimizaciji i unapređenjima palete farmaceutskih proizvoda Hemofarma. A to je tek početak priče o zdravlju, jer proizvodi Hemofarma samo su jedan od načina kako da čovek bude zdraviji. Mnogo važnije je ono što dolazi ispred toga – odgovornost i spremnost svakog pojedinca da sam učini nešto dobro za sebe i za svoje zdravlje.

## Ljudi

Jedan od najvećih doprinosa kompanije ispunjenju Cilja broj 3 održivog razvoja ili obezbeđivanju dobrog zdravlja i blagostanja za sve jeste prebacivanje fokusa sa lečenja na prevenciju. Hemofarm se zalaže za podsticanje i promovisanje zdravih životnih stilova, navika i lične odgovornosti i angažovanosti u upravljanju sopstvenim zdravljem. Samo tako, zdravstveni sistem može da postane održiviji jer se kroz prevenciju unapređuje zdravlje nacije, gde se smanjuje broj obolelih od različitih bolesti, a raspoloživi resursi posvećuju onima kojima je pomoć i podrška zapravo potrebna. Tako se sprečava uzrok, a leče samo one posledice koje su bile neizbežne, uz maksimalno rasterećivanje zdravstvenog sistema kao celine.

Predstavljanje terapijskih prednosti, namene i upotrebe farmaceutskih proizvoda, predmet je farmaceutskog marketinga, koji se u Hemofarmu bazira na najvišim etičkim normama, proverenim činjenicama iz zdravstvenih studija, komuniciranja u skladu sa zakonom, ali i podsticanja javnosti na prijavu svih potencijalnih, pa čak i najmanjih, sumnji na neželjeno dejstvo leka. Sa tim u vezi, kompanija se zalaže i da odgovorno konzumiranje lekova, koje je u skladu sa zakonskim normama i bazirano isključivo na stručnom autoritetu medicinskih profesionalaca, što je posebno važno kada je u pitanju odgovorno konzumiranje antibiotika.

Digitalizacija je šansa za unapređenje srpskog zdravstvenog sistema i zato što omogućava lašku, bržu i dvosmernu komunikaciju sa pacijentima, uz kratke provere zdravstvenih stanja i lakših simptoma i velike mogućnosti edukacije građana. Pored značajnog doprinosa poboljšanju prevencije, digitalizacija u zdravstvu može da poveća i adherenciju tj. delotvornost lekova, upravo bazirano na kontinuiranoj edukaciji pacijenata o ispravnoj primeni terapije, što svakim danom potvrđuju značajna svetska istraživanja.

Each Hemofarm employee aims and commits all his/her skills and knowledge to the continuous optimization and improvement of Hemofarm's pharmaceutical product range. This is only the beginning of the story on health, because Hemofarm's products are only one of the ways of making a person healthier. It is much more important what precedes it – the responsibility and willingness of each and every individual to do something good for himself/herself and for his/her health.

## People

One of the major contributions of the company to achieving Sustainable Development Goal 3 or enabling good health and well-being for all includes shifting the focus from treatment to prevention. Hemofarm is committed to encouraging and promoting healthy lifestyles, habits and personal responsibility and engagement in managing one's own health. Only in this way, can the healthcare system become more sustainable because the health of the nation is promoted through prevention, whereby the number of patients suffering from various diseases is reduced and available resources are dedicated to those who actually need help and support. That's how the cause is precluded, and only the unavoidable effects are treated, with maximum disburdening of the healthcare system as a whole.

Presentation of therapeutic advantages, effect and administration of pharmaceutical products falls within the competence of pharmaceutical marketing, which is in Hemofarm based on the highest ethical norms, facts proven through healthcare studies, communication in accordance with laws, as well as encouraging the public to report any possible, even the slightest suspicion of an adverse drug reaction. To that aim, the company advocates responsible consumption of medicines, which is in line with legal requirements and based exclusively on the expert authority of health professionals, which is of particular importance when it comes to responsible use of antibiotics.

Digitalization is the chance for improvement of the Serbian healthcare system also because it enables easier, faster and two-way communication with patients, with brief medical checks and control of less severe symptoms and broad possibilities in education of citizens. Apart from considerable contribution to the improvement of prevention, digitalization in healthcare sector can also increase the adherence, i.e. efficacy of medicines, particularly based on continuous education of patients about proper administration of therapy, which is confirmed by significant global surveys every day.

Hemofarm nastoji da u bliskoj budućnosti aktivno uključi digitalne platforme i kanale u svrhu obrazovanja stanovništva kako da unapredi svoje zdravlje i odgovornost za zdravlje. Kompanija već dugi niz godina putem društvenih mreža svakodnevno deli savete za prevenciju, zdraviju ishranu, adekvatnu fizičku aktivnosti i sve ostalo što je neophodno ljudskom organizmu da bi bio zdraviji i vitalniji. Upotreba digitalnih platformi u unapređenju edukacije i zdravlja omogućiće Hemofarmu predviđanje zdravstvenih trendova po geolokacijskim regijama, čime će celokupan zdravstveni sistem imati bolji uvid u kliničku sliku Srbije i razvoj oboljenja, te neophodne preventivne mere.

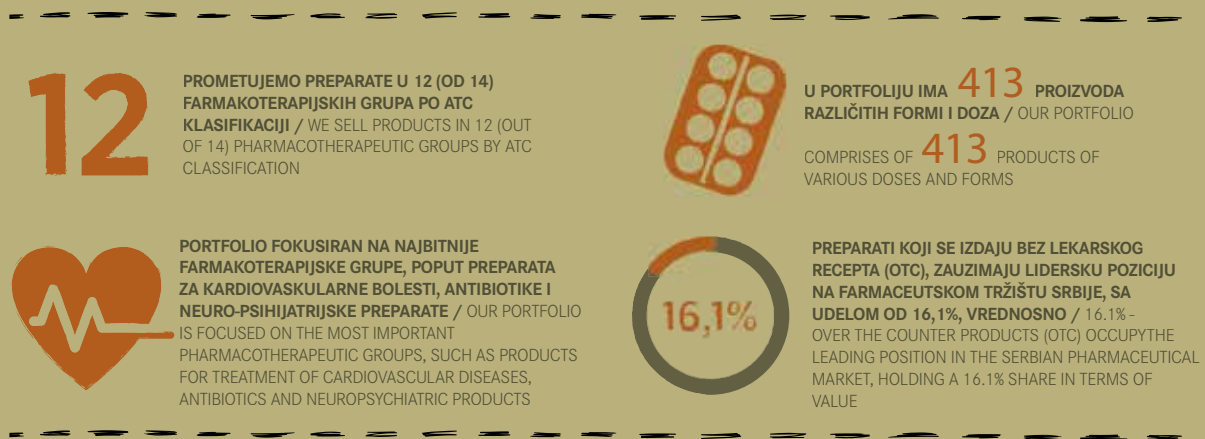
## Dostignuća

Briga o zdravlju je najvažniji zadatak Hemofarma, čiju primarnu delatnost čini proizvodnja kvalitetnih, efikasnih, bezbednih i dostupnih farmaceutskih proizvoda. Hemofarm je lider na domaćem farmaceutskom tržištu u konkurenciji od 26 domaćih proizvođača i 50 distributera, sa učešćem od 27,1% naturalno, tj. 12,8% vrednosno.

In the near future, Hemofarm aims to actively involve digital platforms and channels for educating people how to improve their health and responsibility for health. For many years already, the company has been providing, on a daily basis, recommendations for prevention, healthy nutrition, adequate physical activity and everything else that is necessary for human body to be healthier and more vital through social networks. The use of digital platforms for improving education and health will enable Hemofarm to anticipate health trends by geolocation regions, whereby the entire healthcare system will have a better insight into the clinical picture of Serbia and disease trends, and the necessary preventive actions.

## Achievements

Care for health is the most important task of Hemofarm, whose core activity is the production of quality, effective, safe and affordable pharmaceuticals. Hemofarm is the local market leader in the competition of 26 local manufacturers and 50 distributors, holding a 27.1% share in terms of packs, and 12.8% share in value terms.



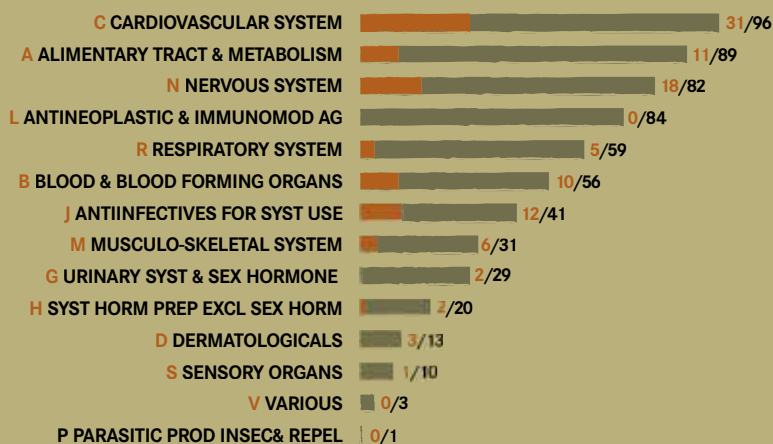
Hemofarm svoju podršku zdravstvenom sistemu iskazuje i kroz bogat portfolio farmaceutskih proizvoda koji odgovaraju upravo kliničkoj slici Srbije, odnosno potrebama stanovništva i pacijenata.

Hemofarm also shows its support to the healthcare system through a rich pharmaceutical product portfolio, exactly matching the clinical picture of Serbia and meeting the needs of the population and patients.





## PREPARATI HEMOFARMA U ODNOSU NA OSTALE PROIZVOĐAČE (U MLN EUR)\* / HEMOFARM'S PRODUCTS VS. OTHER MANUFACTURERS\*:



## VODEĆI PREPARATI NA TRŽIŠTU SRBIJE KOJI SE IZDAJU NA RECEPT (RX, PO INN-U)\* SU / TOP PRESCRIPTION ONLY PRODUCTS IN THE SERBIAN MARKET (RX, ACCORDING TO INN) ARE\*:

- BROMAZEPAM
- SODIUM CHLORIDE
- METFORMIN
- DICLOFENAC
- RANITIDINE
- LORAZEPAM
- METOPROLOL
- AMOXICILLIN, CALVULANIC ACID
- ENALAPRIL
- BISOPROLOL

\* Izvor IMS baza za 2016. godinu /

\* Source IMS database for 2017

Zakružena paleta proizvoda koji se izdaju bez lekarskog recepta (mogu se kupiti) i obuhvataju proizvode za prevenciju i ublažavanje lakših zdravstvenih tegoba, kao i suplemente tj. dodatke ishrani.

## VODEĆI OTC PREPARATI NA TRŽIŠTU SRBIJE SU:

Rounded up range of products which are dispensed (can be purchased) without prescription and include products for prevention and alleviation of milder health issues, as well as food supplements.

## LEADING OTC PRODUCTS IN THE SERBIAN MARKET:



Hemofarm sve svoje marketinške aktivnosti bazira na najvišim etičkim principima, a isticanje prednosti svojih proizvoda u prevenciji i terapiji stavlja iza nastojanja da doprinosi unapređenju zdravlja i kvaliteta života, te promoviše vođenje zdravog stila života. Sa tim u vezi, samo deo marketinških aktivnosti tokom godine obuhvatio je sledeće projekte:

- Hemofarm je tokom 2017. godine organizovao edukativno-promotivnu kampanju o štetnom uticaju sunčevih zraka, uz akcenat na uticaj štetnih infracrvenih zraka (IR- A). Cilj ove letnje

Hemofarm bases its marketing activities on the highest ethical principles, putting the advantages of its products in prevention and therapy behind the endeavour to contribute to improvement of health and quality of life, thereby promoting healthy lifestyles. In this regard, only a part of marketing activities throughout the year comprised of the following projects:

- In the course of 2017, Hemofarm organised an educational and promotional campaign on the harmful effects of sunrays, placing the accent on the impact of harmful infrared rays (IR- A). The objective of this summer campaign was to raise the awareness of the

kampanje bio je podizanje svesti opšte javnosti, pa je zato simbolično i nazvana „Ne budi crven kao rak“. Ova kampanje je za kratko vreme postala prepoznatljiva i dobro prihvaćena u javnosti. Tim lekara, pre svega pedijatar i dermatologa, davali su praktične preventivne savete sugrađanima kako da se adekvatno zaštite od sunca i sačuvaju svoju kožu, a organizovana je i edukativna radionica za medije u saradnji sa Turističkom organizacijom Beograda. Preventivna radionica pod istoimenim sloganom kampanje „Ne budi crven kao rak“, održana je i u beogradskom Dino parku, za sve zainteresovane roditelje i njihove mališane. Posetioci, njih više od stotinu, dobili su edukativne materijale na temu štetnosti sunčevog zračenja, a slične manifestacije su uspešno održane i u Dino parkovima u Novom Sadu i na Zlatiboru;

- Pokrenut je i projekat „Brand ambasadori“

general public and a pun-name – Don't be as red as a crab – was chosen for it. Over a short period of time, this campaign has become recognisable and well accepted in the public. A team of doctors, consisting of paediatricians and dermatologists, offered their fellow citizens practical advice for prevention and on how to adequately protect themselves from the sun and defend their skin. In addition, an education workshop was also organised for the media in collaboration with the Belgrade Tourist Organisation. A prevention workshop under the same name – Don't be as red as a crab – was also organised in Belgrade Dino Park, for all interested parents and their children. Over a hundred of visitors received educational materials on the harmful effects of sun radiation. Similar events were successfully organised in Dino parks of Novi Sad and on Mt Zlatibor;

- The Brand Ambassadors project was also initiated, involving senior students of pharmacy, medicine and dentistry. They all





- koje čine studenti farmacije, medicine i stomatologije na završnoj godini. Oni su prošli obuku produkt menadžera Hemofarma o preparatima koje, u skladu sa zakonom, mogu da promovišu pacijentima u apotekama, upoznavajući ih sa dijetetskim suplementima koji doprinose očuvanju zdravlja i pravilnom funkcionisanju organizma (poput Magnetansa, Probiotika, Polivit B itd.);
- U decembru, na Klinici za neurologiju, organizovana je radionica za pacijente pod nazivom „Otvorena klinika“, namenjena pacijentima koji boluju od multiple skleroze. Tema je bila poremećaji mokrenja kod pacijenata sa multiplom sklerozom. Doktori koji su održali predavanje pacijentima bili su na raspolaganju za sve vrste konsultacija i podelu praktičnih saveta za adekvatno tretiranje navedenog zdravstvenog problema;
- Hemofarm je zajedno sa svojom veletrgovinom Velexfarm, podržao preventivnu zdravstvenu akciju Doma zdravlja Valjevo pod nazivom „Medicinsko selo“ sa ciljem obavljanja preventivnih pregleda i savetovanje o zdravom načinu života meštana udaljenih seoskih

passed training organised by Hemofarm product managers on the products which, in accordance with the law, they could promote to patients in pharmacies, informing them about dietary supplements (such as Magnetans, Probiotik, Polivit B, etc.) which contribute to health protection and appropriate functioning of the body;

- A workshop for patients titled Open Clinic was organised at the Neurology Clinic in December. The workshop was intended for patients suffering from multiple sclerosis. The topic covered urinating problems in patients with multiple sclerosis. The doctors who gave the lecture to the patients remained available for all kinds of consultations and for providing practical advice for an adequate treatment of the aforementioned health issue;
- Together with its wholesaler – Velexfarm, Hemofarm supported a preventive healthcare action of the Valjevo Medical Centre, named Medical Village, with the purpose of performing preventive examinations (measuring blood pressure, checking blood sugar and cholesterol levels, consultations with doctors, etc.) and providing advice on healthy living to the inhabitants of distant rural areas in the villages of Pričević and Leskovica;
- On the eve of the World No Tobacco Day –





područja u selima Pričević i Leskovic (merenje krvnog pritiska, provera nivoa šećera i holesterola u krvi, savetovanje sa doktorima itd.);

- U susret Svetskom danu bez duvanskog dima 31.05.2017, zajedno sa Gradskim zavodom za plućne bolesti, skrenuta je pažnja putem medija na opasnosti od duvanskog dima i veliki procenat mladih koji su zavisnici od cigareta;
- U ambulanti Lešnica, u okviru Doma zdravlja Loznica, 26.11.2017, održano je Savetovalište za dijabetes, povodom Svetskog dana borbe protiv dijabetesa. Lekari opšte prakse održali su predavanje za oko 30 pacijenata kojima je dijagnostikovano ovo oboljenje na temu „Života sa dijabetesom“, uz ukazivanje na pravilnu i redovnu terapiju, suplementaciju i ishranu dijabetičara, kao i praktično savetovanje u vezi sa svim nedoumicama pacijenata;
- U Bačkoj Palanci, u holu doma zdravlja „Dr Mladen Stojanović“, održan je Bazar zdravlja 7.4.2017, povodom Svetskog dana zdravlja. godine. Tom prilikom obavljeni su besplatni preventivni pregledi i merenje krvnog pritiska, uz mogućnost da se posetioci na štandu Hemofarma informišu o prevenciji i lečenju različitih bolesti, upotrebom dijetetskih suplemenata;
- Pored tradicionalne podrške Beogradskom maratonu, sa koga se svake godine šalje zajednička poruka o važnosti zdravstvene prevencije, Hemofarm je 01.10.2017. podržao i 5. Kragujevački polumaraton;
- Na osnovu pitanja korisnika proizvoda, koja su pristizala putem korporativnih mejlova navedenih na zvaničnom veb-sajtu Hemofarma, realizovan je projekat unapređenja pozicioniranja u apotekama. Proizvodi su istaknuti na vodećim pozicijama, što je povećalo njihovu prepoznatljivost kod pacijenata za 20%;

U 2017. realizovan je i projekat „Mobilno naručivanje“ (Mobile order), koji omogućava poručivanje proizvoda na mestu prodaje, što omogućava brzo i efikasno popunjavanje asortimana Hemofarma u trenutku posete predstavnika prodaje apotekama. To značajno olakšava rad apotekarima, kao i sam proces poručivanja robe, uz značajno skraćanje vremena. Ovim projektom smanjen je broj

31/05/2017, in collaboration with the City Pulmonary Diseases Institute, attention was drawn over the media to the perils of tobacco smoke and the high percentage of young people who are addicted to cigarettes;

- A diabetes counselling was held at the Lešnica outpatient clinic, which operates as part of the Loznica Healthcare Centre, on 26/11/2017, to mark the World Diabetes Day. General practitioners gave a lecture titled Life with Diabetes to about 30 patients diagnosed with diabetes, indicating the correct and regular therapy, supplementation and diet of diabetic patients and offered practical advice regarding all dilemmas the patients might have;
- A Health Fair was held in the hall of the Dr Mladen Stojanović Healthcare Centre in Bačka Palanka on 07/04/2017, on the occasion of the World Health Day. On that occasion, free preventive check-ups and measuring blood pressure were organised. At the Hemofarm stand, visitors also had a chance to receive information on the prevention and treatment of different diseases through the use of dietary supplements;
- In addition to the traditional support to the Belgrade Marathon, where from a joint message on the importance of health prevention is sent each year, Hemofarm also supported 5th Kragujevac Half Marathon on 01/10/2017.
- The project of improvement of product positioning in pharmacies was completed on the basis of inquiries of product users, which arrived via corporate e-mails listed on the official Hemofarm website. Products were placed on most attractive positions which increased their recognisability with patients by 20%;

The Mobile Order Project was implemented in 2017, facilitating product ordering at the point of sale, enabling the fast and efficient restock of Hemofarm product range on the occasion of a visit of sales representatives to pharmacies. This makes the pharmacists' job much smoother, as well as the ordering process itself, with significantly reduced the lead time. This project reduced the percentage of pharmacies which had been short of Hemofarm OTC/CHC products from 3.5% to 2% of the total number of pharmacies.

The Hemofarm Foundation has been supporting the healthcare system of Serbia by making it stronger, increasing sustainability and developing the awareness and knowledge of



apoteka u kojima su bili deficitarni OTC/CHC proizvodi Hemofarma i to sa 3,5% na 2% ukupnog broja apoteka.

Hemofarm Fondacija pruža podršku zdravstvenom sistemu Srbije u cilju njegovog osnaživanja, povećanja održivosti i razvoja svesti i znanja kako stručne javnosti, tako i stanovništva, o zdravim životnim stilovima i unapređenju zdravlja. U okviru strateškog programa „Svim srcem za zdravlje“ u 2017. godini realizovano je 39 aktivnosti za koje je ukupno utrošeno 331.864,24 evra. Neke od njih su: Akademija Fondacije Hemofarm, edukacija za neuraologe, edukativna kampanja o štetnom sunčevom zračenju – „Ne budi crven kao rak“, više projekata u okviru kojih su realizovane donacije institucijama zdravstvenog sistema Srbije, projekat promocije doniranja organa – „Najvažniji poziv u životu“, kampanja za prevenciju kardiovaskularnih bolesti „Oboj u crveno. Svim srcem“ na Beogradskoj nedelji mode i dr. Medicinska edukacija u okviru projekta Akademija Fondacije Hemofarm održana je kroz 119 skupova koje je pohađalo 9.375 lekara i farmaceuta.

Jedan od najvažnijih projekata u okviru koga je realizovana i najveća kampanja Hemofarm Fondacije jeste „Najvažniji poziv u životu“. Cilj je podizanje svesti građana o značaju doniranja organa i povećanje broja transplantacija u Srbiji u cilju donošenja novog zakona o transplantaciji (koji je usvojen tokom 2018). Novi zakon podrazumeva model tzv. pretpostavljene saglasnosti, i značajno će doprineti većem broju donora i transplantacija. Svoju podršku kampanji javno su izrazili predstavnici najviših vlasti u Srbiji, premijerka, ministri i predstavnici stručnih tela, zatim brojni predstavnici diplomatskog kora, civilnog društva, privrednici i javne ličnosti, čiji stavovi su pretočeni i u autorske tekstove u okviru bloga na sajtu fondacije, a koje su preneli vodeći domaći štampani i elektronski mediji. Oni su, svi zajedno, doprineli povećanju vidljivosti kampanje i pomogli stanovništvu u prevazilaženju predrasuda o doniranju organa. Kampanja i projekat su promovisani i na svim vodećim domaćim festivalima i manifestacijama poput Beogradskog festivala igre, 30. Beogradskog maratona i dr., gde su svi učesnici pozvani da potpišu donorske kartice. Jedan od najvećih rezultata „Najvažnijeg poziva“ jeste i ustanovljavanje Nacionalnog dana donora u Srbiji, 06. juna, koji je u 2017. drugi put obeležen i to emitovanjem

both professionals and the population about healthy lifestyles and improvement of health. Thirty-nine activities were carried out within the strategic programme Wholeheartedly for Health in 2017, the accomplishing of which required EUR 331,864.24 in total. Some of them were: Hemofarm Foundation Academy, education for neurologists, educational campaign on harmful sun ray effects – Don't be as red as a crab, several projects within which donations to Serbian healthcare institutions were granted, The Most Important Call in Life campaign – organ donation promotion project, Go for Red, Wholeheartedly campaign for prevention of cardiovascular diseases at the Belgrade Fashion Week, etc. Medical education within Hemofarm Foundation Academy project conducted through 119 congresses and seminars which were attended by 9,375 doctors and pharmacists.

The Most Important Call in Life is one of the most important projects within which the major Hemofarm Foundation's campaign has been implemented, aimed at raising the awareness of the citizens about the importance of organ donation and the increasing the number of transplants in Serbia, for the purpose of adopting a new Law on Transplantation (which was adopted in 2018). The new law stipulates the model of so called 'presumed consent' and it will considerably contribute to reaching a larger number of donors and transplantations. The campaign has been publicly supported by the highest government officials in Serbia, the prime minister, ministers and expert body representatives, then numerous representatives of diplomatic corps, civil society, business people and public figures, whose positions have also been converted into copyright texts within the blog on Foundation's Internet site, which were quoted by leading national printed and electronic media. They, all together, contributed to improving campaign visibility and helped society in breaking the prejudice on organ donation. The campaign and the project were also promoted at all national festivals and manifestations, such as Belgrade Dance Festival, 30th Belgrade Marathon, etc., at which all attendees were invited to sign donor cards. One of the biggest achievements of The Most Important Call in Life campaign is establishing of the National Donor Day in Serbia on 6 June, which was marked in 2017 for the second time by broadcasting on the national TV of the eponymous documentary dealing with the problems of patients waiting for organ transplantation, by the author Danica Vučenić and director Mateja Rackov.

na nacionalnoj televiziji istoimenog dokumentarca o problemima pacijenata koji čekaju transplantaciju organa, autorke Danice Vučenić i reditelja Mateje Rackova.

Kampanja „Najvažniji poziv“ doprinela je najvećem pomaku u istoriji transplantacije u Srbiji, gde je u 2017. obavljeno čak 92 transplantacije, a potpisano oko 160.000 donorskih kartica. Takođe, Srbija je početkom 2017. postala članica Evrotransplanta. Kampanja „Najvažniji poziv u životu“ dobila je glavnu nagradu VIRTUS za najbolju kampanju na nacionalnom nivou u 2016. godini, a nagrađena je i na Festivalu integrisanih komunikacija „KAKTUS“ i na konferenciji „Prilika“, Društva Srbije za odnose s javnošću. Hemofarm fondacija bila je prisutna i na 30. Beogradskom maratonu, kada je 80 zaposlenih kompanije Hemofarm iz Vršca, Šapca i Beograda učestvovalo u Trci zadovoljstva, polumaratonu, maratonu i u korporativnoj štafetnoj trci. Poruka „Najvažniji poziv u životu“ poslata je sa štanda Hemofarma i Fondacije Hemofarm gde su svi zainteresovani učesnici i posmatrači Beogradskog maratona bili u prilici da se kod nadležnih lekara Uprave za biomedicinu i predstavnika fondacije dodatno informišu i potpišu donorske kartice. Pored toga, u partnerstvu sa Beogradskim festivalom igre, Fondacija Hemofarm još jednom je ukazala na važnost doniranja organa, zajedno sa ambasadorom Nemačke u Srbiji g. Akselom Ditmanom, glumcima Ateljea 212 i učesnicima Beogradskog festivala igre, koji su tom prilikom potpisali donorske kartice.

## Planeta

Hemofarm je kompanija koja polaže beskompromisnu pažnju na izbor najkvalitetnijih i strogo proverenih farmaceutskih sirovina, zato što su kvalitet i bezbednost proizvoda na prvom mestu. Ovo je suštinski važno prvenstveno zbog bezbednosti i zdravlja korisnika proizvoda, ali i opšteg uticaja na planetu i okruženje, jer se životni ciklus farmaceutskog proizvoda ne završava nužno konzumiranjem. Važno je adekvatno upravljati i lekovima sa isteklim rokom, ambalažom farmaceutskih proizvoda i sl.

Pored toga što je upotreba recikliranog kartona za pakovanje proizvoda na veoma visokom nivou (preko 80%), to nije dovoljno za očuvanje planete. Hemofarm, u skladu sa aktuelnim pravnim propisima, nema mogućnost

The Most Important Call in Life campaign has brought about the most substantial progress in the history of transplantation in Serbia, with the aftermath of as much as 92 transplantations performed and about 160,000 donor cards signed in 2017. At the beginning of 2017, Serbia also became a member of Eurotransplant. The Most Important Call in Life campaign won the VIRTUS main award for the best campaign at the national level in 2016 and it was also awarded at KAKTUS Integrated Communications Festival and at the Prilika conference, organized by the Serbian Public Relations Association.

The Hemofarm Foundation also joined the 30th Belgrade Marathon, at which 80 employees of Hemofarm from Vršac, Šabac and Belgrade took part in the Fun Run, half marathon, marathon and relay-race. The Most Important Call in Life message was sent out from Hemofarm and Hemofarm Foundation's booth where all interested attendees and viewers of the Belgrade marathon had a chance to get properly informed with the competent doctors from the Directorate for Biomedicine and Foundation representatives and sign donor cards. Additionally, in partnership with the Belgrade Dance Festival, the Hemofarm Foundation once again pointed out to the importance of organ donation, together with the German Ambassador to Serbia, Mr. Axel Dittmann, the actors of Atelje 212 and the participants of the Belgrade Dance Festival, who signed donor cards on that occasion.

## Planet

Hemofarm is the company which pays uncompromising attention to the selection of the top quality and strictly controlled pharmaceutical raw materials, because product quality and safety are the most important thing to us. This is of essential importance primarily due to safety and health of product consumers and also the general impact on the planet and environment, because a life cycle of a pharmaceutical product does not necessarily end upon consumption. It is equally important to adequately handle the medicines with expired shelf life, pharmaceutical packaging material, etc.

Besides keeping the use of recycled cardboard for packaging purposes at a very high level (over 80%), it is not sufficient for preserving our planet. In accordance with the applicable legal regulations, Hemofarm does not have the capacity to directly collect pharmaceutical waste from end users (patients), for which the





direktnog sakupljanja farmaceutskeg otpada od krajnjih korisnika (pacijenata), za šta je odgovornost prebačena na apoteke, ali zato plaća adekvatne takse za zbrinjavanje ove vrste otpada. Ipak, kompanija nastoji da doprinese razvoju svesti javnosti da lekove sa isteklim rokom ne treba odlagati u smeće, već namenski zbrinjavati predajom u najbližu apoteku, u skladu sa nacionalnom strategijom upravljanja ovom vrstom otpada.

Hemofarm Fondacija, osim svesrdne podrške zdravstvenom sistemu Srbije, veliku pažnju polaže i na brigu o životnoj sredini, okruženju i planeti. Za dobro zdravlje nije dovoljna samo lična odgovornost, već i kvalitet okruženja u kome ljudi žive i rade. U okviru programa „Svim srcem za prirodu“ tokom 2017. posađeno je novih 100 stabala u Šapcu i još 100 u Podgorici, a Fondacija je zajedno sa predstavnicima lokalne uprave, čelnicima Hemofarma, glumcima i javnim ličnostima nastavila da ukazuje na značaj zdravog okruženja ali i sprečavanja negativnog uticaja čoveka na klimatske promene.

Aktivnosti koje su inicirane kao potvrda visokog nivoa svesti zaposlenih u Hemofarmu, a koje podržavaju primarnu delatnost kompanije na način da šira društvena zajednica oseti pozitivan uticaj, uključuju i:

- projekat sprečavanja falsifikovanja lekova, jer je pored kvalitetnih farmaceutskih sirovina, jednako važno i očuvanje integriteta originalnih proizvoda, čija je bezbednost dokazana i na najvišem mogućem nivou; projekat se realizuje u skladu sa najnovijom evropskom FMD regulativom (Falsified Medicines Directive), koja podrazumeva jedinstveno obeležavanje svake kutijice leka određenim UI ili SN brojem (Unique Identifier Number ili Serial Number), koji omogućavaju da se zahvaljujući posebnom uređaju praktično očitava da li su kutije bile naknadno otvarane na putu od proizvodnje do skladišta i dalje do svog krajnjeg odredišta, čime se značajno smanjuje mogućnost falsifikovanja lekova;
- promociju odgovornog konzumiranja lekova, isključivo u skladu sa savetima doktora i farmaceuta, kroz niz edukativnih tekstova u štampanim i digitalnim medijima, sa posebnim fokusom na antibiotike, budući da stanovništvo u Srbiji neretko poseže za samomedikacijom, čak i kada su u pitanju Rx proizvodi;
- promocija razvoja svesti o važnosti

competence has been assigned to pharmacies, but it therefore pays adequate fees for disposal of this kind of waste. Nevertheless, the company strives to contribute to making the public aware that the medicines with the expired shelf life should not be thrown into garbage, but rather dedicatedly disposed of by handing over to the nearest pharmacy, in accordance with the national strategy of managing this kind of waste.

Apart from providing full support to the healthcare system of Serbia, Hemofarm Foundation pays particular attention also to protection of the environment and the planet. Good health requires not only personal responsibility, but also the quality of the environment in which people live and work. One hundred new trees were planted in Šabac, and 100 trees more in Podgorica within Wholeheartedly for Nature programme in 2017, and together with the representatives of local administration, Hemofarm managers, actors and public figures, Foundation has continued emphasizing the importance of healthy environment, and also of preventing the negative impact of humans on climate changes.

The activities, which have been initiated as a confirmation of a high level of awareness of Hemofarm employees and which support the core activity of the company in a way that a wider social community can experience a positive impact, include also:

- Drug counterfeiting prevention project, because apart from having quality pharmaceutical raw materials, it is equally important to preserve the integrity of original products, the safety of which has been proven at the highest possible level; the project is implemented in accordance with the latest EU FMD (Falsified Medicines Directive) regulations, which imply unique labelling of each carton with the specific Unique Identifier Number or Serial Number, which owing to a special device, practically enable reading whether the cartons were subsequently opened on the way from production warehouse to the end destination, whereby the possibility of drug counterfeiting is significantly reduced;
- Promotion of the responsible consumption of medicinal products, exclusively in accordance with doctors' and pharmacists' recommendations, through a series of educational texts in printed and digital media, with a special focus on antibiotics, considering that the citizens of Serbia often resort to self-medication, including even Rx products,
- Promotion of raising awareness about the importance of the disposal of pharmaceutical waste by involving each patient, who will, after

**zbrinjavanja farmaceutskog otpada uključivanjem svakog pacijenta koji će nakon što se završi terapija, nakon što se lek potroši ili mu istekne rok, lek i ambalažu zaista predati u najbližu apoteku, koja će dalje distribuirati prikupljeni farmaceutski otpad, u skladu sa zakonom, a Hemofarm razmatra i dodatne mogućnosti za ponovnu reciklažu kutijica leka, koje su inače već od recikliranog kartona, a koje bi teorijski eventualno mogle ponovo da se prerađe i vrate u upotrebu.**

completion of treatment, consumption of medicine or expiry of shelf-life, hand over the medicine and packaging material to the nearest pharmacy, which will further distribute collected pharmaceutical waste, in accordance with the law, and Hemofarm also considers additional possibilities of repeated recycling of cartons, which have already been made of recycled cardboard and which could theoretically be possibly recycled again and returned to use.







**4** KVALITETNO  
OBRAZOVANJE



QUALITY  
EDUCATION

Papir proizveden od procesnih ostataka organskih citrusa.  
Paper produced from process residues of organic citrus.



**Cilj broj 4 – Kvalitetno obrazovanje**

Goal 4 – Quality education



## **Obezbediti inkluzivno i kvalitetno obrazovanje i promovisati mogućnosti celoživotnog učenja**

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Ukupna stopa upisane dece u regionima u razvoju dostigla je 91% od 2015. godine na ovamo, a broj dece koja su prekinula školovanje, na svetskom nivou, smanjen je gotovo upola. Isto tako, značajno je porasla stopa pismenosti, a danas je u školama mnogo više devojčica nego ikada ranije, što sve zajedno predstavlja zavidan uspeh. U ostvarivanju napretka, regioni u razvoju naišli su na teške izazove zbog visoke stope siromaštva, oružanih sukoba i drugih vanrednih situacija, poput zapadne Azije i severne Afrike. Uprkos globalnom napretku u dostupnosti obrazovanja i razvoju svesti o njegovom suštinskom značaju, disparitet između ruralnih i urbanih područja je i dalje zabrinjavajući. Verovatnoća da će prekinuti školovanje četiri puta je veća kod dece iz najsiromašnijih domaćinstava nego kod dece iz onih najbogatijih.

Problemi obrazovanja u Srbiji mahom se svode na rigidnost obrazovnog sistema i zastarelost infrastrukture i obrazovnih programa. Ograničene finansijske mogućnosti prosečne srpske porodice, dodatno su opterećene neophodnim izdacima za obrazovanje, usled čega upravo obrazovanje u izvesnom broju slučajeva biva zanemareno i nedovoljno dostupno.

Postizanje inkluzivnog i kvalitetnog obrazovanja sve dece potvrđuje uverenje da je školovanje najmoćnije i dokazano sredstvo održivog razvoja. Prema ovom cilju, globalno društvo nastoji da do 2030. godine obezbedi uslove da sve devojčice i dečaci mogu da završe besplatnu osnovnu i srednju školu. Takođe, cilj je da se obezbedi i univerzalna pristupačnost strukovnog i višeg obrazovanja, te ukinu nejednakosti u vidu različitog tretiranja polova i materijalnog statusa u obrazovanju.

The total enrolment rate in developing regions has reached 91% since 2015 to date, while the number of children who discontinued their education worldwide was almost halved. In addition, the literacy rate rose drastically and nowadays there are more girls in schools than ever, which altogether is a great success. On the route to progress, the developing regions – such as West Asia and North Africa, faced demanding challenges owing to the poverty rate, armed conflicts and other extraordinary situations. Despite global progress in the availability of education and raising awareness on its crucial importance, the disparity between rural and urban areas is still worrying. The probability of dropping out is four times higher in children coming from the poorest families than in children from the richest ones.

The problems of education in Serbia mainly boil down to rigidity of the educational system and obsolescence of the infrastructure and the educational programmes. The financial straits of average Serbian families are an additional burden to the necessary expenditures for education, due to which the education itself becomes neglected and insufficiently accessible in a certain number of cases.

Achieving inclusive and quality education for all children confirms the conviction that educating children is the most powerful and substantiated means of sustainable development. In accordance with these goals, global society endeavours to secure conditions for all girls and boys to complete free primary and secondary schools by 2030. In addition, the goal is also to provide universal accessibility of vocational and higher education and eradicate the inequalities in view of different treatment of genders and financial status in education.

## Zvanični potciljevi: / Official targets:

**4.1 Do kraja 2030. obezbediti da sve devojčice i dečaci završe besplatno, jednako i kvalitetno osnovno i srednje obrazovanje koje vodi ka relevantnim i delotvornim ishodima učenja.** / By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.

**4.2 Do kraja 2030. obezbediti da sve devojčice i dečaci imaju pristup kvalitetnom razvoju u ranom detinjstvu, brzi i predškolskom obrazovanju kako bi se pripremili za osnovno obrazovanje.** / By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education.

**4.3 Do kraja 2030. obezbediti jednaku dostupnost jeftinog i kvalitetnog tehničkog, stručnog i tercijarnog obrazovanja, uključujući univerzitetsko, za sve žene i muškarce.** / By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.

**4.4 Do kraja 2030. znatno povećati broj mladih i odraslih koji imaju relevantne veštine, između ostalog i tehničke i stručne, za zaposlenje, pristojne poslove i preduzetništvo.** / By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

**4.5 Do kraja 2030. eliminisati rodnu nejednakost u obrazovanju i obezbediti jednak pristup svim nivoima obrazovanja i stručnim obukama za ranjive grupe, uključujući osobe sa invaliditetom, starosedelačko stanovništvo i decu u ranjivim situacijama.** / By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.

**4.6 Do kraja 2030. obezbediti da svi mladi i znatan broj odraslih (i muškaraca i žena) postignu jezičku i numeričku pismenost.** / By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy.

**4.7 Do kraja 2030. obezbediti da svi učenici steknu znanja i veštine potrebne da se unapredi održivi razvoj, između ostalog i putem edukacije za održivi razvoj i održive stilove života, ljudska prava, rodnu ravnopravnost, kao i za promovisanje kulture mira i nenasilja, pripadnosti globalnoj zajednici i poštovanja kulturne raznolikosti i doprinosa kulture održivom razvoju.** / By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.

**4.a Izgraditi i poboljšati obrazovne objekte koji su prilagođeni deci, osobama sa invaliditetom i rodnim razlikama, te obezbediti bezbedna, nenasilna, inkluzivna i delotvorna okruženja za učenje za sve.** / Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all.

**4.b Do kraja 2020. na globalnom nivou znatno proširiti broj stipendija koje su dostupne zemljama u razvoju, posebno najnerazvijenijim zemljama, malim ostrvskim državama u razvoju i afričkim zemljama, za pohađanje višeg obrazovanja u razvijenim zemljama i ostalim zemljama u razvoju, uključujući stručnu obuku i informacione i komunikacione tehnologije, kao i tehničke, inženjerske i naučne programe.** / By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries.

**4.c Do kraja 2030. znatno povećati broj kvalifikovanih učitelja, između ostalog i kroz međunarodnu saradnju za obuku učitelja u zemljama u razvoju, posebno u najnerazvijenijim zemljama i malim ostrvskim državama u razvoju.** / By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially in the least developed countries and small island developing states.

## Šta Cilj broj 4 znači za Srbiju i građane What Goal 4 means for Serbia and its citizens

Danas se obrazovanje u Srbiji susreće sa brojnim izazovima, naučnog, socijalnog i drugog razvoja, sa velikim tehnološkim promenama i globalizacijom. Razvoj obrazovanja je važan uslov za razvoj društva koje bi trebalo da bude zasnovano na znanju sposobnom da obezbedi zaposlenost stanovništva.

Donekle zastareli obrazovni programi predstavljaju srž problema srpskog obrazovnog sistema. Drugi značajan nedostatak je da je stečeno znanje uglavnom reproduktivnog tipa, što su pokazali PISA testovi. Vizija razvoja srednjeg obrazovanja je da ono postane funkcionalno, racionalno, fleksibilno i uz to svima dostupno. Najvažniji zahtev je da postane usaglašeno sa potrebama tržišta rada. Nedostatak stručnih kadrova ozbiljan je rizik za srpsku privredu, jer ih strane kompanije mogu potražiti u drugim zemljama i tamo usmeriti svoje investicije. Usvojeni zakon o dualnom obrazovanju važan je pomak u kvalitetnijem osposobljavanju srednjeg stručnog kadra, ali je i čvršća

Nowadays, education in Serbia is facing numerous challenges, in the view of scientific, social and other development, facing huge technological changes and globalisation. Development of education is an important precondition for development of society that should be based on knowledge adequate for securing employment of population.

Serbia should increase the level of both domestic and foreign investments in education. Somewhat outdated educational programs are the core of the problem of the Serbian educational system. The second significant disadvantage is that the knowledge acquired is predominantly of a reproductive type, which has been confirmed in PISA tests. The vision of development of secondary education is that it should become functional, rational, flexible and accessible to all, in addition to that. The most important requirement is that it should become harmonised with the needs of the labour market. Lack of professionals poses a serious risk for Serbian economy, since foreign companies might seek them in other countries and redirect their investments there. The adopted Law on Dual Education represents an important step towards better quality





saradnja privrede i univerziteta neophodna. Srpska privreda tek treba da se razvija i potrebno joj je sve više kvalitetnih inženjera koji imaju visok nivo fundamentalnih znanja, a u isto vreme poseduju primenjena znanja i veštine kako bi bili sposobni da se za kraće vreme prilagode potrebama rada u industriji. Privreda mora da ukaže kakvi su joj kadrovi potrebni, a univerziteti da svoje obrazovne programe dopune u skladu sa potrebama.

Jedan od neophodnih i hitnih procesa, koji će bitno unaprediti obrazovanje u Srbiji, jeste digitalizacija – kroz razvoj samog sistema, kvaliteta nastave, poboljšavanje stručnosti kadrova i tehničke opremljenosti, ali i osavremenjavanje obrazovnih profila i programa. Istovremeno, principi koje zastupa Cilj broj 4 održivog razvoja mogu da ostvare veoma značajan pozitivan uticaj na sveobuhvatni razvoj domaćeg obrazovnog sistema.

training of secondary-education professional personnel; however a closer cooperation between businesses and universities is also necessary. Serbian economy has yet to develop and it needs an increasing number of competent engineers with high level of fundamental knowledge as well as applied knowledge and skills in order to be able to adapt to the requirements of work in an industry in a short period of time. Businesses must indicate what kind of professionals they need, and universities must complement their educational programmes according to the needs.

One of the essential and urgent processes, that is going to significantly improve the education in Serbia, is digitalisation – through the development of the system itself, the quality of teaching, improvement of professional level of personnel as well as technical equipment, and also through modernising educational profiles and programmes. Simultaneously, the principles advocated by sustainable development Goal 4 can exert a substantial positive effect on the comprehensive development of the national educational system.

## Šta Cilj broj 4 znači za Hemofarm i zaposlene i koji je doprinos ispunjavanju ovog cilja

What Goal 4 means for Hemofarm and its employees and contribution to achievement of this Goal

### Materijalne teme Hemofarma u vezi sa ovim ciljem

- Motivacija i edukacija zaposlenih i kontinuirani razvoj korporativne kulture.

Kvalitetno obrazovanje je za kompaniju i zaposlene direktan preduslov za postizanje uspeha, kroz razvoj korporativne kulture, unapređenje operativne izvrsnosti, ličnog razvoja... Ako se krene od činjenice da je dolazak milenijalaca na scenu promenio sve, ili bar većinu onoga što je važno pre njih, onda ne iznenađuje to što je obrazovanje jedan od najjačih aduta za animiranje mladih ljudi da apliciraju za nove poslovne pozicije. Visina mesečne zarade prestaje da bude glavni motiv, a mogućnosti za edukaciju i lični razvoj dolaze u fokus. Kada se tome doda i činjenica da je Hemofarm, zvanično i već tradicionalno, jedan od najpoželjnijih poslodavaca u Srbiji, onda je jasno koliko se visoko kotiraju treninzi i razvoj zaposlenih u kompaniji.

### Materiality topics of Hemofarm related to this Goal

- Employee motivation and education and continuous development of corporate culture

For the company and its employees, quality education is a direct precondition for achieving success, through development of corporate culture, improving operational excellence, personal development etc. Starting from the fact that the arrival of the millennials on the scene has changed everything or at least most of what was in place before them, it does not come as a surprise that education has become one of the most powerful incentives in prompting young people to apply for new jobs. The amount of monthly salary has ceased to be the main motive, while possibilities for education and personal development have come into focus. Bearing in mind the fact that Hemofarm has officially and already traditionally been one of the most desirable employers in Serbia, it is obvious how high the training and development of the company employees are rated.

A to je samo jedan ugao pristupa ličnom razvoju, jer Hemofarm nastoji da, pored svojih zaposlenih, jednako kvalitetno razvija i društvo u kome posluje, dajući tako direktan doprinos unapređenju kvaliteta kadrova na tržištu rada. Već dugi niz godina, zajedno sa svojom Fondacijom, u obrazovnim oblastima koje su u vezi sa poslovanjem kompanije, Hemofarm dodeljuje stipendije za učenike i studente koji su pokazali izvanredne rezultate u školovanju a lošijeg su materijalnog stanja. Pored toga, mentorski program i podrška konceptu dualnog obrazovanja treba da omoguće budućim mladim profesionalcima da u realnom poslovnom okruženju praktično provere i unaprede svoja teorijska znanja.

Kada zaposleni stasavaju u radnom okruženju u kome imaju brojne mogućnosti za lični razvoj, onda ne iznenađuje činjenica da u Hemofarmu postoji portal za podnošenje novih ideja, gde samo jednim klikom svako može da da sopstveni predlog za unapređenje nekog poslovnog procesa, procedure ili samog uređaja za proizvodnju. Ovaj portal je nastao kao povratna potreba zaposlenih da se i oni na izvestan način oduže kompaniji i okruženju baziranom na konstruktivnoj i pozitivnoj korporativnoj kulturi.

### Ljudi

Tokom 2017. godine, Hemofarmovi zaposleni su prošli ukupno 3.262 internih i eksternih obuka i treninga. Kompanija je nastavila sa kontinuiranim ulaganjem u razvoj svojih zaposlenih, i to kroz unapređenje znanja i veština u delokrugu ekspertize (kako u zemlji, tako i u inostranstvu), učenje stranih jezika, kao i edukacija iz domena mekih veština (engl. soft skills). Konkretno, kada je reč o ekspertizi, 456 zaposlenih bilo je u prilici da čuje evropske odnosno svetske trendove u zavisnosti od zahteva radnog mesta.

Ukupno 152 osobe bile su uključene u edukacije iz domena finih veština, pri čemu su dominantno bile zastupljene teme timskog rada i saradnje, prezentacionih veština i delegiranja. Pritom, realizovani su i četvorodnevni razvojni programi namenjeni zaposlenima koji su prvi put počeli da upravljaju ljudskim resursima, uz dodatni razvoj onih koji su već duže na rukovodećim pozicijama. Kroz ove razvojne programe ukupno je prošlo 50 ljudi.

Yet, this is only one angle of approach to personal development since, in addition to the development it provides to its own employees, Hemofarm endeavours to equally well develop the society it operates in, thus directly contributing to the improvement of quality of workforce on the labour market. For a number of years already, together with its Foundation, Hemofarm has been granting scholarships in academic fields which are related to the business operation of the company to students who have achieved excellent results in their education but whose financial status is not favourable. In addition, the mentorship programme and the support to the dual education concept are supposed to enable future young professionals to test and improve their theoretical knowledge in practice of a real business environment.

When employees develop in a work environment in which they have numerous options for personal development, it comes as no surprise that Hemofarm has a portal for suggesting new ideas, where by one click everyone can give their own proposal for an improvement of a business process, procedure or piece of manufacturing equipment. This portal has been created to facilitate the need of the employees to return the favour in certain way to the company and the environment based on a constructive and positive corporate culture.

### People

Throughout 2017, Hemofarm employees attended a total of 3,262 internally and externally organised education and training courses. The company persisted with the continuous investment in development of its employees, through the enhancement of professional knowledge and skills (both in the country and abroad), learning foreign languages, as well as in soft skills education. In particular, with regard to professional training, 456 of the employees had a chance to hear about European and/or world trends depending on requirements of their work place.

A total of 152 persons were involved in education in the domain of soft skills, where the dominant topics were: team work and collaboration, presentation and delegating skills. In addition, four-day development programmes were completed, intended for the employees who started managing human resources for the first time, with additional development of those who had been occupying management positions for a long time already. A total of 50 people completed these development programmes.



Na nivou Hemofarm Grupe, za potrebe internih i eksternih edukacija investirano je 366.031 evro, dok na nivou Hemofarma AD ta cifra iznosi 289.727 evra. Investirajući u zaposlene, Hemofarm nastoji da se diferencira na osnovu njihovih veština, znanja i motivacije, gradeći dodatnu tržišnu komparativnu prednost i unapređujući poslovne performanse.

Ukupan broj sati koje su zaposleni Hemofarma proveli na obukama tokom protekle godine iznosi 6.524 h (što je neznatno manje u odnosu na 2016 – 6.737 h) ili skoro 3 h po zaposlenom (što je, kada se uzme u obzir smanjenje broja zaposlenih, na istom nivou kao 2016).

Bezbednost i zdravlje na radu jesu aspekti od suštinskog značaja za dobro i sigurno radno okruženje za zaposlene u Hemofarmu. Njihova edukacija sa tim u vezi predstavlja jednu od najvažnijih preventivnih mera u ovoj kompaniji jer osposobljava za prepoznavanje potencijalnih opasnosti i primenu mera za zaštitu od njih. Tokom 2017. izvršeno je 2.108 obuka (4.601 u 2016; pad broja obuka uslovljen je činjenicom da su nakon intenziviranja aktivnosti u domenu edukacije i prevencije zaključno sa 2017. svi zaposleni prošli osnovne obuke, uz određeni broj reobuka ) iz bezbednosti i zdravlja na radu, zaštite životne sredine, zaštite od požara i prevencije udesa , a svi zaposleni su prošli i testiranje poznavanje opšteg dela bezbednosti i zdravlja na radu, tehničke zaštite, pružanja prve pomoći, prevencije udesa i zaštite od požara. Oni su takođe učestvovali i u obaveznim godišnjim vežbama evakuacije u slučaju vanrednih situacija u fabričkim postrojenjima u Vršcu, Šapcu i Dubovcu, u skladu sa internim procedurama kompanije.

## Dostignuća

Kontinuirani razvoj korporativne kulture u Hemofarmu baziran je na samom razvoju zaposlenih, kao i na njihovoj edukaciji i motivaciji, jer su upravo oni ključni nosioci pozitivnih promena i napretka kompanije. Unapređenje korporativne kulture direktno se odražava na bolje poslovanje, ali i na bolji sveukupni odnos sa ključnim stejkholderima. Hemofarm je tokom 2017. godine započeo

A sum of EUR 366,031 was invested for the purpose of internal and external education programmes on the level of Hemofarm Group, while on the level of Hemofarm A.D. the figure amounts to EUR 289,727. Investing in employees, Hemofarm endeavours to differentiate them based on their skills, knowledge and motivation, building additional comparative market advantages and enhancing business performance.

The total number of hours Hemofarm employees spent in training courses last year amounted to 6,524 hours (which is slightly less in relation to the year 2016 – 6,737 hours) or 3 hours per employee (which is at the same level as last year, taking into account the reduction of the number of employees). Occupational safety and health are aspects of essential importance for good and safe work environment for Hemofarm employees. Their education in this regard is one of the most important preventive actions in Hemofarm, since it enables them to identify potential hazards and to take actions for protection from such hazards. In the year 2017, 2,108 training courses were completed (4,601 in 2016; the decrease in the number of training courses is a result of the fact that concluding with 2017, after the intensifying of the education and prevention activities, all the employees had completed the basic training courses, in addition to a certain number of retraining courses) in the field of occupational safety and health, environmental protection, fire protection and accident prevention. All the employees have passed the tests of knowledge of the general parts of occupational safety and health, technical protection, first aid, accident prevention and fire protection. The employees also took part in mandatory annual evacuation training in case of emergency situations in manufacturing plants in Vršac, Šabac, and Dubovac, in line with the company in-house procedures.

## Achievements

Continuous progress in Hemofarm's corporate culture is based on the very development of employees, as well as on their education and motivation, because they are indeed the key bearers of positive changes and progress of the company. The improvement of corporate culture has a direct affirmative effect upon the improvement of business operations, and the overall relationship with key stakeholders. Over the course of 2017, Hemofarm



rad na usaglašavanju sopstvenih korporativnih ključnih vrednosti, bržnosti, dostupnosti, kvaliteta i poverenja, sa korporativnim ključnim vrednostima STADA Grupe, u cilju približavanja i integracije obe korporativne kulture u harmoničnu celinu spremnu za dalji rast čitave grupacije. Istovremeno, kompanija se suočila sa svojevrsnim izazovom – kako da na još efikasniji i jednostavniji način integriše u svoje poslovno i društveno okruženje zaposlene koji tek započinju karijeru u Hemofarmu. Bitan preduslov u tom procesu jeste unapređenje edukacije potencijalnih i novih kadrova još tokom školovanja i studiranja, uz omogućavanje poslovne prakse i sticanja praktičnih znanja i veština u realnom i savremenom radnom okruženju.

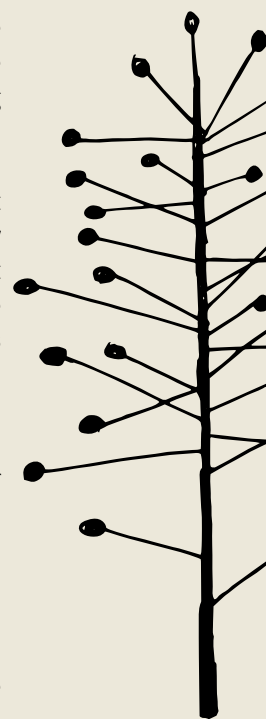
Hemofarm kao farmaceutske proizvođač ima kontinuiranu potrebu za stručnim kadrovima. Tim kadrovima je, do sada, kada započnu svoju karijeru u kompaniji, a dolaze iz specijalizovanih škola i sa fakulteta čiji obrazovni profili odgovaraju Hemofarmovim potrebama, u proseku bilo potrebno do 6 meseci da se priviknu na najsavremenije laboratorijske, istraživačke ili proizvodne uslove. Tokom školovanja i studija, oni su imali priliku da stiču praktična znanja i da vežbaju u laboratorijama koje su uglavnom zastarele, uz neretko manjak potrebnih resursa, a kada dođu u Hemofarm, sretnu se sa opremom koju nisu imali priliku da vide i isprobaju. Zato je kompanija odlučila da svesrdno podrži koncept dualnog obrazovanja, a na bazi pozitivnih iskustava učenika i studenata koji već dugi niz godina posećuju proizvodne komplekse kompanije.

Dobar primer saradnje upravo je zajednički projekat Hemofarma i Tehnološko-metalurškog fakulteta, Univerziteta u Beogradu. Projekat su tokom 2017. pokrenuli bivši studenti TMF-a koji danas u Hemofarmu zauzimaju važne funkcije u menadžmentu, inženjeringu, proizvodnji, kontroli kvaliteta, kao i ostalim oblastima tehničkog poslovanja, a koji najbolje poznaju problematiku novih kadrova iz postojećeg obrazovnog sistema. Brz napredak u procesima farmaceutske proizvodnje doprinosi produbljivanju jaza između teorije i prakse što je i bila glavna motivacija za Hemofarm da za dobrobit studenata

started harmonizing its key corporate values – care, affordability, quality and confidence, with the key corporate values of STADA Group, for the purpose of aligning and integrating both corporate cultures into a harmonious unit ready for further growth of entire group. At the same time, the company faced a certain challenge – how to integrate the employees who have just began their career in Hemofarm in its business and social environment in a more efficient and simple way. An important precondition in the process is to improve the training of potential and new staff as early as during school and university studies, enabling internship and acquiring practical knowledge and skills in an actual and modern working environment.

As a pharmaceutical manufacturer, Hemofarm has a continuous need for professional staff. Such professionals have so far needed 6 months on average to adapt to the cutting edge laboratory, research and manufacturing conditions when they start their careers in the company, in spite of coming from specialised schools and universities the educational profiles of which match the needs of Hemofarm. During their studies they had the opportunity to gain practical knowledge and practice in laboratories that were mainly dated, very often lacking resources and once they come to Hemofarm, they find equipment that they have never had a chance to see and try. The company has therefore decided to support the concept of dual education wholeheartedly, based on the positive experience of students who have been visiting the manufacturing plants of the company for a long number of years in a row.

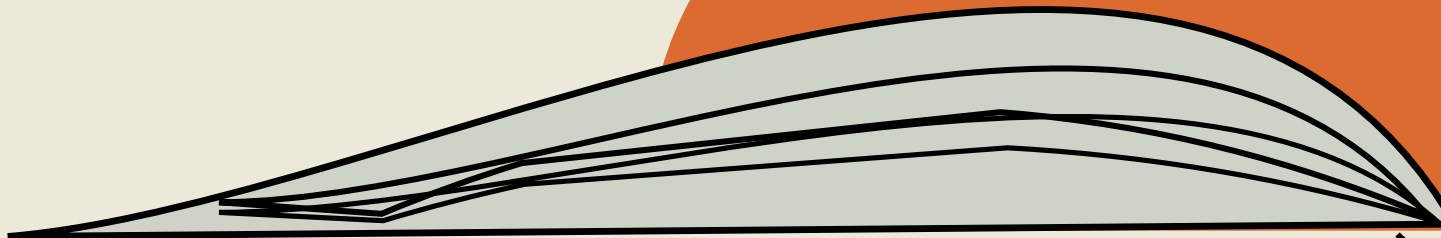
A good example of collaboration is indeed the joint project of Hemofarm and the Faculty of Technology and Metallurgy of Belgrade University. The project was initiated in 2017, by former students of the Faculty of Technology and Metallurgy, who nowadays occupy prominent functions in management, engineering, production and quality control, as well as in other areas of technical operations and who are most familiar with the problem areas of newcomer professionals from the existing educational system. Fast progress in the processes of pharmaceutical manufacturing contributes to a widening of the gap between theory and practice, which served as the main motive for Hemofarm to initiate the project of advancement of teaching courses at the Department of Pharmaceutical Engineering of the





**pokrene projekat unapređenja nastave na smeru Farmaceutskog inženjerstva TMF-a. Odabrano je 10 predmeta koji će biti dopunjeni i osavremenjeni najnovijim stručnim znanjima i saznanjima iz prakse. To smo postigli uspešnom saradnjom i nastavljamo dalje. Zajednički tim inženjera Hemofarma i profesora TMF-a radio je složno skoro godinu dana kako bi omogućili studentima da svoja znanja obogate kroz saradnju sa profesionalcima u kompaniji koja je lider farmaceutske industrije u regionu. Pored upoznavanja sa procesima i radom u realnom okruženju, studentima je kroz koncept dualnog obrazovanja omogućeno i da na praktičan način shvate**

FTM for the benefit of students. Ten subjects have been selected, which would be complemented and modernised with the latest professional knowledge and information from the practice. We have achieved this through successful collaboration and we are moving on. The joint team of Hemofarm engineers and FTM professors worked together for almost one year in order to enable students to enhance their knowledge through collaboration with professionals in the company which is the regional pharmaceutical leader. In addition to learning about the processes and work in real environment, the concept of dual education enables the students to comprehend in a practical manner the requirements and challenges of one of the most strictly regulated industries in the world.



**šta su sve zahtevi i izazovi jedne od najstrože regulisanih industrija na svetu.**

Ovim projektom je planirano uključivanje šireg obima stručnih profila sa TMF-a, u skladu sa samim razvojem industrije i realnih sadašnjih i budućih potreba tržišta rada, među kojima bi bili i studenti sa inženjerstva zaštite životne sredine, inženjerstva materijala, biotehnologije i biohemijaskog inženjerstva. Očekivano je u nekim narednim fazama i pokretanje zajedničkih naučno-istraživačkih projekata, a već sada su benefiti koncepta dualnog obrazovanja više nego očigledni – Fakultet dobija privlačniji i kvalitetniji program za studente, poboljšanje nastavnih uslova, stručnu edukaciju profesorskog kadra,

This project has envisaged involvement of a wider range of professional profiles from the Faculty of Technology and Metallurgy, in line with the development of the industry itself and in accordance with the current and future realistic requirements of the labour market. Among others, students of environmental engineering, materials engineering, biochemical engineering and biotechnology will be involved. Initiating joint scientific research projects is expected in some of the future phases, while the benefits of the dual education concept are more than obvious already – the Faculty gets a more attractive and better programme for students, improvement of teaching conditions, professional education of professors, while Hemofarm gets an opportunity to engage the best of the highly qualified engineers of







a Hemofarm priliku da angažuje najbolje visokokvalifikovane inženjere tehnologije, neophodne za dalji rast obe kompanije. Ovo je dobar primer kako snažna industrija može da pruži podršku obrazovnim institucijama, i da tamo gde ima volje, ideja o bliskoj saradnji univerziteta i privrede postane realnost, baš kao što je to slučaj u Austriji, Nemačkoj, Švajcarskoj...

## Planeta

Jedna od najvećih grešaka jeste kada se planeta posmatra odvojeno od ljudi koji žive na njoj i čiji je uticaj i otisak presudan za budućnost planete. Zato Hemofarm pristupa razvoju svog okruženja prvenstveno polazeći od ljudi. A kontinuirani razvoj ljudi nedvosmisleno vodi i čitavu planetu putem razvoja. Upravo ta motivacija rukovodi Hemofarm i Hemofarm Fondaciju da, pored intenzivnog razvoja svojih zaposlenih, zajedno razvijaju i buduće generacije i mlade profesionalce koji će već sutra biti odgovorni za budućnost planete.

technology, which is essential for the further growth of the company. This is a good example of how a powerful industry can offer support to educational institutions and turn the idea of close collaboration between universities and businesses into reality wherever there is good will to do so; just like in Austria, Germany, Switzerland...

## Planet

One of the greatest mistakes is to view the planet separately from the people who live on and whose impact and footprint is crucial for the future of the planet. Therefore, Hemofarm approaches the development of its environment starting primarily from the people. Continuous development of people undoubtedly leads towards the development of the entire planet. This very motive guides Hemofarm and the Hemofarm Foundation to jointly participate in the development of future generations and young professionals, in addition to the intensive development offered to their employees, generations that will as of tomorrow take responsibility for the future of the planet.



U okviru programa „Svim srcem za znanje“ Hemofarm Fondacija već tradicionalno, dugi niz godina, dodeljuje stipendije najboljim studentima medicine i farmacije, kao i deci zaposlenih u Hemofarmu. Glavni cilj je da se osnaže mladi lošijeg materijalnog stanja, a koji su pokazali izvanredan uspeh u školovanju i tokom studija. Takođe, Fondacija izdvaja i pomoć za školovanje dece preminulih radnika Hemofarma. U 2017. kao vid dodatne podrške stipendistima Fondacije Hemofarm pokrenut je i Mentorski program. U okviru realizacija programa „Svim srcem za znanje“ u 2017. dodeljeno je 60 stipendija, uz ukupno ulaganje od 69.958,57 evra. Konkurs za dodelu stipendija za školsku 2017/18. proširen je pa su osim studenata medicine i farmacije, pozvani i studenti farmaceutskog inženjerstva kao i inženjerstva zaštite životne sredine.

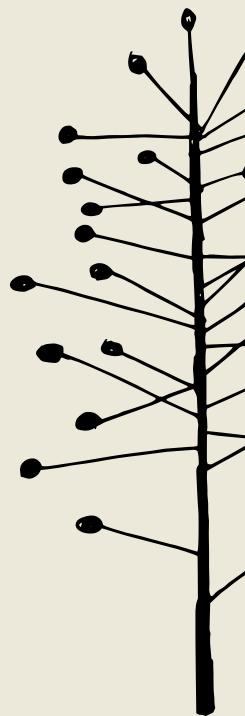
Prvi ciklus Mentorskog programa za stipendiste Fondacije fokusiran je na podsticanje ličnog i profesionalnog razvoja mladih u smislu jačanja kapaciteta budućih farmaceutskih i medicinskih radnika i stručnjaka, kao i stvaranje pozitivnog ambijenta za zapošljavanje mladih u Srbiji. Prvi mentori su bili stručnjaci Hemofarma iz sektora marketinga i prodaje, obezbeđenja i kontrole kvaliteta, istraživanja i razvoja, kancelarije za projekte, oblasti proizvodnje i dr., a projekat je omogućio polaznicima i predavanja renomiranih eksternih stručnjaka iz različitih popularnih oblasti, kao što su nevraomarketing (dr Nikolaos Dimitriadis sa Univerziteta Šefild), aktivizam u zajednici (Veran Matić sa televizije B92), kako do prvog posla (Noha Elbadavi, međunarodni stručnjak za ljudske resurse) i dr.

Za stipendiste i učesnike Mentorskog programa, u oktobru 2017. organizovana je studijska poseta centralnom fabričkom kompleksu Hemofarma u Vršcu i to pogonu proizvodnje, visokoregalnom skladištu, hemijskoj i mikrobiološkoj laboratoriji. Tom prilikom, stipendisti su imali priliku da se upoznaju sa najsavremenijim tehnologijama u oblasti farmaceutske industrije, ali i da razmene iskustva sa stručnjacima iz Hemofarma.

As part of its Wholeheartedly for Knowledge programme, the Hemofarm Foundation has traditionally been granting scholarships to best students of medicine and pharmacy, as well as to the children of Hemofarm employees, for a long number of years already. The main objective is to support young people whose financial status is challenging, and who have achieved excellent results throughout their high school and university education. In addition, the Foundation has been granting support to the education of children of deceased Hemofarm employees. The Mentorship Programme was launched in 2017 as a form of additional support to the Hemofarm Foundation scholarship owners. Sixty scholarships were granted as part of the Wholeheartedly for Knowledge programme in 2017, a total investment of EUR 69,958.57. The scholarship competition has been expanded for the School Year 2017/18, by inviting the students of pharmaceutical engineering and environmental engineering to apply for scholarships, in addition to the students of medicine and pharmacy.

The first cycle of the Mentorship Programme for the Hemofarm Foundation scholarship owners focused on encouraging the personal and professional development of young people in the sense of reinforcing capacities of the future pharmaceutical and medical employees and professionals, as well as creating a positive environment for employment of young people in Serbia. The first mentors were Hemofarm experts from marketing and sales, quality assurance and quality control divisions, research and development, project office, production and others. The project also ensured its participants attend lectures of renowned external experts in different popular fields, such as neuromarketing (Dr Nikolaos Dimitriadis from Sheffield University), community activism (Veran Matić from B92), how to get the first job (Noha Elbadawy, international HR expert), and other.

A study visit to the central plant complex of Hemofarm in Vršac was organised for the scholarship owners and mentees of the Mentorship Programme in October 2017, where they saw the production plants, the automated high-bay warehouse and the chemical and microbiological laboratories. This was an opportunity for the scholarship owners to learn about the latest technologies in the field of pharmaceutical industry and also to exchange experiences with Hemofarm experts.





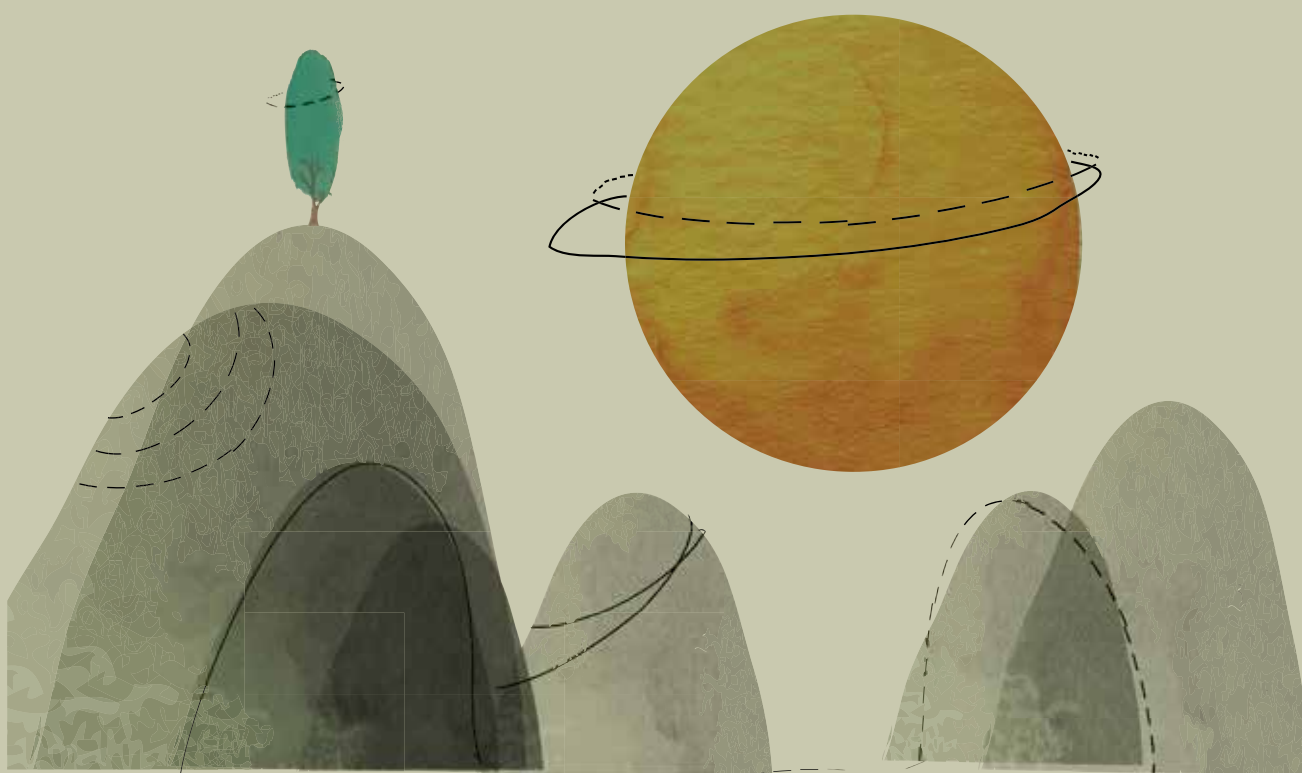


## 8 DOSTOJAN RAD I EKONOMSKI RAST



DECENT WORK AND  
ECONOMIC GROWTH

Papir proizveden od procesnih ostataka organskog kivija.  
Paper produced from process residues of organic kiwi.



**Cilj broj 8 – Dostojanstven rad i ekonomski rast**  
Goal 8 – Decent work and economic growth



## Promovisati inkluzivan i održiv ekonomski rast, zaposlenost i dostojanstven rad za sve

Promote sustained, inclusive sustainable economic growth, full and productive employment and decent work for all

Tokom proteklih 25 godina, broj radnika koji žive u ekstremnom siromaštvu drastično je pao, uprkos dugotrajnim poslasticama ekonomske krize iz 2008/2009. godine. U zemljama u razvoju, pripadnici srednje klase danas čine više od 34% ukupno zaposlenih, a njihov broj je utrostručen u periodu od 1991. do 2015. godine. Ipak, s obzirom na to da se globalna ekonomija još uvek oporavlja, evidentan je sporiji rast, povećanje nejednakosti i nedovoljno brzo povećanje stope zapošljavanja, koja ne ide u korak sa porastom radne snage. Prema Međunarodnoj organizaciji rada, u 2015. godini bilo je više od 204 miliona nezaposlenih.

U Srbiji je nezaposleno 31,2% mladih, što je iznad evropskog proseka (18,5%). Sve više poslodavaca i investitora traži mlade ljude za zapošljavanje, ali imaju i zamerke da veliki broj njih nema adekvatna znanja. Pored niske radne aktivnosti i zaposlenosti mladih, problem je i to što veliki broj mladih ima status nekvalifikovanih ili polukvalifikovanih.<sup>8</sup>

Svrha Ciljeva održivog razvoja jeste podsticanje privrednog rasta putem veće produktivnosti i tehnoloških inovacija. Promovisanje politika koje podstiču preduzetništvo i otvaranje novih radnih mesta u tome su ključni, kao i efikasne mere na iskorenjivanju prisilnog rada, ropstva i trgovine ljudima. Sa ovim zadatim rezultatima na umu, cilj je da se postigne potpuno i produktivno zapošljavanje i muškaraca i žena, kao i rad dostojan čoveka.

During the last 25 years, the number of workers who live in extreme poverty has decreased drastically, in spite of long-lasting consequences of the economic crisis of 2008-2009. In developing countries, members of the middle class account for more than 34% of the total number of employees nowadays and their number has tripled in the period from 1991 - 2015. However, as the global economy is still recovering, it is evident that the growth is slower, inequality is increasing and employment rate is not increasing rapidly enough, i.e. it does not keep up with the labour force growth. According to the International Labour Organization, there were more than 204 million unemployed people in 2015.

31.2% of young people in Serbia are unemployed, which is above the European average (18.5 %). More and more employers and investors are searching for young people to hire, but they complain about the fact that many of them do not have the adequate knowledge. In addition to low work activity and employment of young people, the problem is that many of them are unqualified or semi-qualified.<sup>8</sup>

The purpose of the Sustainable Development Goals is to achieve higher levels of economic growth by increased productivity and technological innovations. Promoting policies which encourage entrepreneurship and creating of new jobs are the key to this, as well as efficient measures for eradicating forced labour, slavery and human trafficking. With these goals in mind, the aim is to achieve full and productive employment of men and women, as well as decent work.

<sup>8</sup> Prema rezultatima različitih istraživanja, koja su javno dostupna putem medija i interneta.

<sup>8</sup> According to the results of various surveys, which are publicly available in the media and on the Internet.

## Zvanični potciljevi: / Official targets:

**8.1 Održati ekonomski rast po glavi stanovnika u skladu sa nacionalnim okolnostima, a u najnerazvijenijim zemljama održati rast bruto domaćeg proizvoda na nivou od najmanje 7 odsto godišnje.** / Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries.

**8.2 Postići više nivo ekonomske produktivnosti preko diversifikacije, tehnoloških unapređenja i inovacija, između ostalog i fokusirajući se na radno intenzivne i visoko profitabilne sektore.** / Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.

**8.3 Promovisati razvojno orijentisane politike koje podržavaju proizvodne aktivnosti, stvaranje pristojnih poslova, preduzetništvo, kreativnost i inovativnost i podsticati formalno osnivanje i rast mikropreduzeća, odnosno malih i srednjih preduzeća, između ostalog i kroz pristup finansijskim uslugama.** / Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

**8.4 Progresivno unaprediti, do kraja 2030. g., globalnu efikasnost resursa u potrošnji i proizvodnji i uložiti napore da se ekonomski rast razdvoji od degradacije životne sredine u skladu sa 10-godišnjim okvirom programa koji se odnose na održivu potrošnju i proizvodnju, uz vodeću ulogu razvijenih zemalja.** / Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead.

**8.5 Do kraja 2030. postići punu i produktivnu zaposlenost i dostojanstven rad za sve žene i muškarce, što obuhvata i mlade ljude i osobe sa invaliditetom, kao i istu platu za rad jednake vrednosti.** / By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

**8.6 Do kraja 2020. bitno smanjiti udeo mladih koji nisu zaposleni niti su u procesu obrazovanja, odnosno obuke.** / By 2020, substantially reduce the proportion of youth not in employment, education or training.

**8.7 Preuzeti neposredne i delotvorne mere kako bi se okončali prisilni rad, moderni oblici ropstva i trgovina ljudima, obezbedila zabrana i eliminisali najgori oblici dečijeg rada, uključujući regrutovanje i korišćenje dece vojnika, kao i kako bi se do 2025. godine okončao dečiji rad u svim njegovim oblicima.** / Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.

**8.8 Zaštititi radna prava i promovisati bezbedno i sigurno radno okruženje za sve radnike, uključujući radnike migrante, a posebno žene migrante, i one koji rade opasne poslove.** / Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

**8.9 Do kraja 2030. osmisliti i primeniti politike za promovisanje održivog turizma koji stvara radna mesta i promoviše lokalnu kulturu i proizvode.** / By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.

**8.10 Jačati kapacitete domaćih finansijskih institucija kako bi se podsticala i širila dostupnost bankarskih, osiguravajućih i finansijskih usluga za sve.** / Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.

**8.a Povećati podršku na osnovu „Pomoći za trgovinu“ za zemlje u razvoju, posebno za najnerazvijenije zemlje, između ostalog i preko „Unapređenog integrisanog okvira za pitanja trgovinsko-tehničke pomoći najnerazvijenijim zemljama“.** / Increase Aid for Trade support for developing countries, in particular least developed countries, including through the Enhanced Integrated Framework for Trade-Related Technical Assistance to Least Developed Countries.

**8.b Do kraja 2020. razviti i operacionalizovati globalnu strategiju za zapošljavanje mladih i primeniti „Globalni pakt o zapošljavanju“ Međunarodne organizacije rada.** / By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization.

## Šta Cilj broj 8 znači za Srbiju i građane

### What Goal 8 means for Serbia and its citizens

Visok procenat mladih u Srbiji, njih oko 16,5%, niti radi, niti se školuje. U evidenciji Nacionalne službe za zapošljavanje oko 23% mladih je do 30 godina starosti i oni prosečno čekaju na posao dve godine. Prema istraživanju koje je sprovedla Unija poslodavaca u kome je učestvovalo oko 1.200 ispitanika, mladi ne poznaju prava koja mogu da ostvare na tržištu rada i visok je procenat onih koji bi prihvatili da rade bez ugovora.

Samo 15% mladih od 30 godina ne bi prihvatilo da radi na crno, što postavlja ključni izazov – smanjenje neformalne ekonomije kroz uspostavljanje privrednog ambijenta koji će podsticati rast privatnog sektora. Bez ugovora o radu spremno je da radi 16,39%, a oko 58% ispitanika je odgovorilo da bi prihvatio da radi na crno ukoliko nema drugog izbora. Isplatu dela zarade na ruke, a ne preko računa prihvata

A high percentage of young people in Serbia, about 16.5% of them, neither works nor goes to school. The records of the National Employment Service contain approximately 23% of people under the age of 30 and they have been waiting for a job for around two years on average. According to the survey conducted by the Employers Union with around 1200 participants, young people are not familiar with their rights at the labour market and there is high percentage of those who would accept work without a contract.

Only 15% of those younger than 30 would not accept to work without a contract, which sets a key challenge – reduction of the informal economy through establishing an economic environment which would encourage the growth of the private sector. 16.39% of survey participants are willing to work without a labour contract, and around 58% of survey participants responded that they would accept to work without a contract if there was no other choice. The survey of the Employers Union





70,2% mladih, dok na ovakav način isplate nije spremno 18,2% ispitanika, pokazalo je istraživanje Unije poslodavaca.

Iskorenjivanje sive ekonomije jeste jedan od najvažnijih koraka ka stvaranju poslovnog okruženja u kome su moguć dostojanstven rad i ekonomski rast. To je obaveza svakog pojedinca, ali možda ponajviše velikih kompanija koje svojim primerom treba da pomognu i inspirišu mala i srednja preduzeća. Na taj način, srpska ekonomija može da postane privredni ambijent istih među jednakima – poslovna scena na kojoj se cene i uvažavaju lojalna konkurencija i pozitivne komparativne prednosti. Tako će se omogućiti razvoj i nekih drugih globalno aktuelnih biznis modela, poput cirkularne ekonomije, što vodi ka napretku celog srpskog društva, na bazi principa koje zastupa Cilj broj 8 održivog razvoja.

has shown that 70.2% of young people would accept to be paid partially in cash and not to their bank account, while 18.2% participants were not willing to accept this kind of payment.

Eradication of the grey economy is one of the most important steps toward creating a business environment in which decent work and economic growth are possible. It is the obligation of every individual, but perhaps mostly of big companies, to set an example for small and medium-sized enterprises and thereby help them and inspire them. In that way, the Serbian economy can become a business environment of the same among equals – business scene in which loyal competition and positive comparative advantages are appreciated and respected. This would enable the development of some other business models currently used around the world, such as circular economy, which would lead to progress of the entire Serbian society, based on the principles advocated by the sustainable development Goal 8.

## / Šta Cilj broj 8 znači za Hemofarm i zaposlene i koji je doprinos ispunjavanju ovog cilja

What Goal 8 means for Hemofarm and its employees and contribution to achievement of this Goal

### Materijalne teme Hemofarma u vezi sa ovim ciljem

- Ostvarivanje i unapređenje bezbednosti i zdravlja na radu.
- Razvoj organizaciona efikasnost i rast poslovanja uz unapređenje tržišnih pozicija.

Za Hemofarm i zaposlene Cilj broj 8 znači šansu da se pokaže moć pozitivne selekcije – kada se biraju oni najbolji da rade u kompaniji koja je tržišni lider, i kada se ti isti kadrovi, koji su najvredniji resurs, kontinuirano razvijaju i unapređuju, a njihova prava beskompromisno štite. Tada je uspeh logična posledica, a ne srećna okolnost.

Hemofarm nastoji da vrednosti u koje veruje prenosi i kaskadira kroz sistem svojih dobavljača i poslovnih partnera. U skladu sa tim, kompanija se zalaže za puno poštovanje prava zaposlenih i u partnerskim kompanijama, te odbija da posluje sa onima

### Materiality topics of Hemofarm related to this Goal

- Implementation and improvement of occupational safety and health.
- Improvement of organizational efficiency and growth of business along with improvement of market positions.

For Hemofarm and its employees, Goal 8 means a chance to show the power of positive selection – when the best ones are selected to work in a company which is the market leader and when those same employees, who are the most valuable resource, are continuously developed and improved and their rights protected without compromise. Success is then a logical consequence and not a lucky circumstance.

Hemofarm strives to pass on and cascade the values it believes in through the system of its suppliers and business partners. Accordingly, the company is committed to fully respecting the rights of employees also in the partner

koji nisu regulisali poreze i doprinose za svoje zaposlene. To je, pored ostalog, dodatni mali, ali suštinski, podsticaj Hemofarma unapređenju domaćih ekonomskih prilika. A veliki doprinos očuvanju integriteta i prava svakog zaposlenog. Kada bi sve kompanije postupale slično, ekonomske prilike i čitav ambijent bili bi mnogo bolji.

Bezbedno i sigurno radno mesto jeste još jedan imperativa Hemofarma u svakodnevnom poslovanju. I to ne samo za zaposlene, što potvrđuju brojna priznanja, već i za podizvođače i sve koji obavljaju uslužne delatnosti u okviru nekog od poslovnih kompleksa Hemofarma. Neretko su radnici eksternih dobavljača, kako bi mogli da obavljaju poslove za Hemofarm, po prvi put dobili zaštitu opremu, koja im je kasnije služila i za sve druge poslove.

Cilj broj 8 je za Hemofarm obećanje da su integritet i dostojanstvo zaposlenih na prvom mestu. I to još od osnivanja kompanije, pre skoro 60 godina. Kada je pojedinac poslovno emancipovan, on je spreman da ispunjava i svoje građanske obaveze i da bude stabilan oslonac društva. Njegova ekonomska nezavisnost omogućava stabilnost čitave porodice, a tu je već reč o osnovnoj gradivnoj jedinici društva. Jednostavno rečeno: zadovoljan zaposleni = zadovoljna porodica = zadovoljno društvo!

## Ljudi

Bezbednost i zdravlje na radu svih 2.184 zaposlenih u kompaniji potvrda su odgovornog odnosa Hemofarma prema zaposlenima, poslovnim partnerima i okruženju u kome posluje, za šta je kompanija više puta nagrađivana na nacionalnom nivou.<sup>9</sup> Na svim poslovnim i proizvodnim lokacijama u Hemofarmu bezbednost i zdravlje na radu, kao i bezbedan boravak uopšte, ostvaruju se i kontinuirano unapređuju kroz niz sinhronizovanih i povezanih aktivnosti, prvenstveno usmerenih na prevenciju<sup>10</sup> i edukaciju. Nacionalna zakonska regulativa i smernice tek su polazna osnova za Hemofarm. Ova složena i važna oblast u kompaniji

companies and refuses to cooperate with those who did not pay taxes and contributions for their employees. That is, among other things, a small additional, yet essential, incentive of Hemofarm for improvement of local business situation: and a big contribution to preserving integrity and rights of each employee. If all companies acted in a similar way, business circumstances and entire business setting would be much better.

A safe and secure work place is another one of Hemofarm's imperatives in daily business. Not only for employees, which is confirmed by numerous recognitions, but also for subcontractors and all of those who provide some services within one of Hemofarm's business complexes. It was not uncommon that the workers of external suppliers, in order to be able to perform works for Hemofarm, were given for the first time the protective equipment which later served them for all other jobs.

Goal 8 for Hemofarm is a promise that the integrity and dignity of employees comes first. And it has been like this ever since the company was founded, almost 60 years ago. When an individual is emancipated in business terms, he/she is ready to meet citizen obligations and be a stable pillar of the society. His or her economic independence enables stability of an entire family, which is the basic building block of a society. Simply put: satisfied employee = satisfied family = satisfied society!

## People

The occupational safety and health of all 2184 employees in the company is a confirmation of the responsible relation of Hemofarm towards employees, business partners and its environment, for which the company has received several awards at the national level.<sup>9</sup> In all business and production sites of Hemofarm, occupational safety and health, as well as safe stay in general, are achieved and continuously improved through a series of synchronized and connected activities, primarily directed to prevention<sup>10</sup> and education. National legislation and guidelines are only a starting point for Hemofarm. This complex and important area in the company is also regulated by procedures of integrated system

<sup>9</sup> Povodom obeležavanja 28. aprila – Svetskog dana bezbednosti i zdravlja na radu i Dana bezbednosti i zdravlja na radu u Republici Srbiji

<sup>10</sup> Bezbednost se ostvaruje pomoću sistema video-nadzora i javljača požara. U centralnom vršaćkom fabričkom kompleksu aktivna je i specijalizovana vatrogasna brigada sa namenskim vozilom koje je na raspolaganju i za pomoć Opštini Vršac, u slučaju požara. Služba fizičko-tehničkog obezbeđenja Hemofarma, čiji su iskusni i profesionalni članovi tima zaduženi za poštovanje poslovnog reda i bezbednosti zaposlenih i svih drugih korporativnih resursa, posebnu pažnju polaže na kontinuiranu edukaciju sa fokusom na poštovanje i zaštitu ljudskih prava.

<sup>9</sup> On the occasion marking 28 April – World Day for Safety and Health at Work and Safety and Health at Work Day in the Republic of Serbia.

<sup>10</sup> Safety is achieved using the video surveillance and fire alarm system. In the central factory complex in Vršac, there is an active specialized fire brigade with dedicated vehicle available also as help to the Municipality of Vršac in case of fire. Physical-technical security service in Hemofarm, whose experienced and professional team members are in charge of respecting the business order and safety of employees and all other corporate resources, pays special attention to continuous education focused on respecting and protecting human rights.



regulisana je i procedurama integrisanog sistema upravljanja zaštitom životne sredine (ISO 14001) i sistema upravljanja bezbednošću i zdravljem na radu (OHSAS 18001), za koje je Hemofarm sertifikovan u svojim pogonima u Vršcu, Šapcu i Dubovcu. Na svim ključnim lokacijama kompanije već postoje digitalne info table na kojima je prikazan broj povreda na radu na samoj lokaciji u tekućoj godini, broj dana bez povreda i datum poslednje povrede. U okviru centralnog fabričkog kompleksa u Vršcu postavljen je i brzinomer za kontrolu brzine motornih vozila koja saobraćaju unutar fabričkog kruga, što je zajedno sa info tablama višestruko unapredilo svest zaposlenih i posetilaca o značaju prevencije i bezbednosti.

Strateško i operativno upravljanje aspektima bezbednosti povereno je Odboru za bezbednost Hemofarma,<sup>11</sup> koji aktivno učestvuje u istragama potencijalnih incidenata, kao i davanju predloga i sugestija za unapređenje sistema, kao najbolja veza između menadžmenta i zaposlenih. Tokom 2017. godine u sklopu preventivnih mera izvršeni su pregledi i ispitivanja opreme za rad i ličnu zaštitu, električnih instalacija, uslova radne sredine. Bezbedno upravljanje hemikalijama regulisano je u okviru procedura integrisanog Sistema i zakonske regulative.<sup>12</sup>

U procesu selekcije potencijalnih izvođača radova ili dobavljača, kompanija ne pravi razliku u bezbednosti i zaštiti zdravlja na radu svojih zaposlenih i svojih poslovnih partnera. Posebno se vodi računa da li je poslovni partner solventan, ispunjava zakonske uslove i primenjuje mere bezbednosti i zdravlja na radu. Zato je potrebno da pre otpočinjanja saradnje priloži potvrde o plaćenom porezu, izjave o poštovanju ljudskih prava i prava zaposlenih, zatim dokaze da su radnici prijavljeni i da popuni Kvalifikacioni upitnik i BSCI upitnik.<sup>13</sup> Tek kada se izvođač kvalifikuje, potpisuje se obavezujući Aneks o bezbednosti i zdravlju na radu, zaštiti životne sredine i zaštiti od požara. Ovakva provera i prethodna kvalifikacija poslovnih partnera jeste od suštinske važnosti jer je tokom 2017. u fabričkim lokacijama Hemofarma svakodnevno bio prisutan veliki broj izvođača radova o čijoj bezbednosti i zaštiti zdravlja na radu je trebalo brinuti na najvišem

of environmental protection management (ISO 14001) and the system of occupational safety and health management (OHSAS 18001) for which Hemofarm is certified in its plants in Vršac, Šabac and Dubovac. In all key locations of the company already there are digital info boards showing the number of work injuries at the respective location in the current year, number of days without injuries and the date of last injury. Within the central factory complex in Vršac, there is also a speedometer for controlling the speed of motor vehicles which move within the factory grounds, which together with info boards has significantly raised the awareness of employees and visitors about the significance of prevention and safety.

Strategic and operational management of the safety aspects has been entrusted to the Hemofarm Safety Board<sup>11</sup>, which actively participates in investigations of possible incidents, as well as giving proposals and suggestions for improvement of the system, as the best connection between the management and the employees. Equipment for work and personal protection, as well as electric installations and work environment conditions, have been inspected and tested within the preventive actions in 2017. The safe management of chemicals is regulated within the procedures of integrated System and legislation.<sup>12</sup>

In the process of selection of potential contractors or suppliers, the company does not differentiate between the occupational safety and health protection of its employees and that of its business partners. It is particularly taken into consideration whether the business partner is solvent, if it meets the legal conditions and applies all measures of occupational safety and health protection. Therefore, it is necessary to enclose confirmations on paid tax, statements on respecting human rights and rights of employees, evidence that the employees have been registered and to fill in the Qualification and BSCI Questionnaire<sup>13</sup> before commencing cooperation. Only after the contractor has been qualified, a binding Annex on Occupational Safety and Health, Environmental Protection and Fire Protection is signed. Such control and preliminary qualification of business partners is of essential importance, because there were numerous contractors at factory locations of Hemofarm throughout 2017, whose safety and protection of health at work had to be taken care of at the highest level. In

<sup>11</sup> U skladu sa zakonskom regulativom i Pojedinačnim kolektivnim ugovorom o bezbednosti i zdravlju na radu

<sup>12</sup> Na korporativnom intranetu postoji baza hemikalija sa uputstvima za bezbedno rukovanje i ponašanje u eventualnim opasnim situacijama, te je tako dostupna svim korisnicima hemikalija.

<sup>13</sup> U skladu sa specifičnim potrebama, potencijalni izvođači radova dužni su da dostave i potvrde o obukama za bezbedan i zdrav rad, lekarska uverenja, polise osiguranja, stručne nalaze, elaborate, procedure, pravilnike...

<sup>11</sup> Pursuant to legislation and the Individual Collective Bargaining Agreement on Occupational Safety and Health

<sup>12</sup> On the corporate Intranet, there is a database of chemicals with instructions for safe handling and behaviour in possible hazardous situations, hence, it is available to all users of chemicals.

<sup>13</sup> In line with specific needs, potential contractors are obliged to submit certificates on trainings for safe and healthy work, doctor's certificates, insurance policies, expert findings, elaborates, procedures, rulebooks...



nivou. U centralnom fabričkom kompleksu u Vršcu, usled aktuelnih građevinskih radova, mesečno je bilo prisutno između 25 i 30 firmi sa oko 100 zaposlenih, dok je u šabačkom kompleksu taj broj iznosio do 10 firmi sa oko 40 zaposlenih. Najveću nagradu za sav uloženi trud u domenu bezbednosti i zaštite zdravlja na radu, kao i potvrdu da su složene i beskompromisne procedure neophodne, predstavlja činjenica da nije bio povreda na radu nijednog od radnika izvođača radova!

**Analizu stanja bezbednosti i zdravlja na radu u 2017. prikazuje sledeća tabela:**

the central factory complex in Vršac, due to the current construction works, there was between 25 and 30 companies with around 100 employees every month, while in the Šabac complex, that number was up to 10 companies with around 40 employees. The greatest reward for all the invested efforts in the area of occupational safety and health protection, as well as confirmation that the strict and uncompromised procedures are necessary, is the fact that there were no work injuries of any of the contractors' employees!

Analysis of the status of safety and health at work in 2017 is shown in the following table:

<b>Hemofarm A.D.</b>			
<b>Indikator performansi procesa /</b> Process Performance Indicator		<b>2016</b>	<b>2017</b>
<b>Broj zaposlenih /</b> Number of employees		<b>2.323</b>	<b>2.184</b>
<b>Broj povreda na radu /</b> Number of work injuries		<b>21</b>	<b>19</b>
<b>Broj BZR obuka/kurseva /</b> Number of trainings/courses on Safety and Health at Work		<b>4.601</b>	<b>2.108</b>
<b>% broja povreda u odnosu na ukupan broj zaposlenih /</b> % of no. of injuries compared to the total no. of employees		<b>0.9</b>	<b>0.85</b>
<b>Broj izgubljenih časova (usled akcidenta na milion časova rada) /</b> No. of lost hours (due to accidents per 1 million hours of work)		<b>966,9</b>	<b>1.057,85</b>
<b>Broj registrovanih nebezbednih događaja /</b> No. of registered unsafe events		<b>20</b>	<b>30</b>

Svaki zaposleni je pojedinačno ostvario 2.088 sati rada, a ukupno je ostvareno 4.560.192 sati rada (za svih 2.184 zaposlenih). Ukupno je izgubljeno 603 radna dana (4.824 radnih sati) usled povreda. Broj izgubljenih časova usled akcidenta na milion časova rada povećan je u odnosu na 2016. godinu za 9,4%. U odnosu na 2016. godinu zabeleženo je smanjenje ukupnog broja povreda za 9,5%, a takođe i smanjenje procenta povređenih radnika u odnosu na ukupan broj zaposlenih za 5,5%.

Each employee individually worked for 2,088 hours and the total achieved number is 4,560,192 hours of work (for all 2,184 employees). In total, 603 work days were lost (4,824 work hours) due to injuries. The number of lost hours due to accidents per 1 million hours of work has increased compared to 2016, by 9.4%. Compared to 2016, the total number of injuries decreased by 9.5%, as well as the percentage of injured workers compared to the total no. of employees, by 5.5%.





Nebezbedni događaji su situacije ili okolnosti koje nisu dovele do povrede/štete, ali su mogle da ih izazovu. Zaposleni su ohrabreni da prijave svaki nebezbedan događaj ili situaciju i tako spreče povrede ili oštećenja. Broj registrovanih nebezbednih događaja povećan je za 50%, što nije posledica manje bezbednosti u Hemofarmu već upravo višeg nivoa svesti zaposlenih o ovoj važnoj temi, koja je presudan aspekt za dalju prevenciju.

Briga o zaposlenima i njihovim porodicama odražava korporativne vrednosti. Zato su zaposlenima garantovane pogodnosti koje prevazilaze iz odredbe radnih i srodnih propisa na nacionalnom nivou. Hemofarm je kompanija koja uvek nastoji da deluje proaktivno, te pored direktnih ulaganja<sup>14</sup> kontinuirano brine o zaposlenima i kroz:

- osiguranje od posledica nesrećnog slučaja: svih 24 h, i na radu i van rada, uključujući nastanak invaliditeta ili gubitak života;
- dobrovoljni penzioni fond: zarad dobrih uslova života i po odlasku u penziju, kompanija uplaćuje 2.000 dinara mesečno zaposlenima<sup>15</sup> koji iz svojih sredstava uplaćuju najmanje 1.000 dinara;
- dobrovoljno zdravstveno osiguranje: namenjeno svim zaposlenima a pokriva troškove lekova, specijalističkih pregleda, lečenja, operacija i sl.;
- Fond solidarnosti: finansiranje rada sportskih sekcija i rekreacije zaposlenih; pomoć zbog bolesti i bolovanja dužeg od 6 meseci; pomoć zaposlenom za rođenje i usvojenje deteta, pomoć samohranim roditeljima, pomoć zaposlenom prilikom smrti člana uže porodice...

U okviru Hemofarma dostupni su i stručni saradnici za pružanje psihosocijalne podrške zaposlenima i njihovim porodicama kako bi na najkvalitetniji način izbalansirali svoju karijeru sa porodičnim životom i tako bi se potpunije ostvarili na oba polja.

Interna komunikacija predstavlja jedan od pokazatelja stepena razvoja radnog

Unsafe events are situations or circumstances which did not lead to injury/damage, but they could have caused it. Employees were encouraged to report any unsafe event or situation and thereby prevent injuries or damage. The number of registered unsafe events increased by 50%, which is not the result of reduced safety in Hemofarm, but rather of a higher level of awareness of the employees about this important topic, which is a decisive aspect for further prevention.

Caring about employees and their families is a reflection of corporate values. That's why the employees have guaranteed benefits which exceed the provisions of labour regulations and other related regulations on national level. Hemofarm is a company which always tries to be proactive, and, in addition to direct investments<sup>14</sup>, continuously cares for employees by:

- insurance from consequences of an accident: all 24 hours, at work or outside, including disability or death;
- voluntary retirement fund: for good living conditions after retirement, company is paying RSD 2,000 monthly to the employees<sup>15</sup> who pay at least RSD 1,000 out of their own funds;
- voluntary health insurance: intended for all employees, covering the costs of medicines, specialist examinations, treatment, operations, etc.;
- Solidarity fund: financing work of sports sections and recreation of employees; help due to illness and sick leave exceeding 6 months; aid to employees for birth and adoption of a child, aid to single parents, aid to employees in case of death of close family members...

Within Hemofarm, there are expert associates available for providing psychosocial support to employees and their families, in order the balance their career and family life in the best way and hence be more fulfilled in both fields.

Internal communication is one of the indicators of the work environment development level.

<sup>14</sup> Uključuju sredstva za periodične lekarske preglede za određene poslovne pozicije; redovne sanitarne i oftalmološke preglede; saradnju sa medicinom rada; osposobljavanje za pružanje prve pomoći; ispitivanje uslova radne sredine, opreme za rad i sredstava i opreme lične zaštite; nabavku radne odeće i opreme za ličnu zaštitu i postavljanje oznaka za bezbedan i zdrav rad; izradu horizontalne i vertikalne saobraćajne signalizacije...

<sup>15</sup> Koji su u neprekidnom radnom odnosu duže od tri godine, ili se zapošljavaju na neodređeno vreme od prvog radnog dana u kompaniji.

<sup>14</sup> They include funds for periodical doctor's examinations for some jobs; regular sanitary and ophthalmology examinations; cooperation with occupational medicine; training in first aid; testing conditions in work environment, work equipment and personal protection means and equipment; purchasing of work clothes and equipment for personal protection and placing signs for safe and healthy work; production of horizontal and vertical traffic signs...

<sup>15</sup> Those who have been employed without interruptions for more than three years or are permanently employed from the first day of work at the company.

okruženja. Na kraju 2016. interne komunikacije u Hemofarmu imale su ograničen doseg, fokus je bio na eksternoj komunikaciji, a interni komunikacioni kanali bili su malobrojni i nerazvijeni. Sadržaj koji je podeljen sa zaposlenima bio je uopšten i uglavnom baziran na saopštenjima za javnost, a identitet i brend tima internih komunikacija gotovo da nije ni postojao.

Polazeći od navedenog stanja, Hemofarm je pokrenuo Program strateškog unapređenja interne komunikacije koji za cilj ima povećanje angažovanosti zaposlenih (engl. Employee Engagement) kroz povećanje informisanosti i bolju komunikaciju, čime bi se doprinelo ostvarivanju strateških ciljeva. Ovi ciljevi su postignuti kroz uspostavljanje i unapređenje pet osnovnih funkcija internih komunikacija: informisanje, promovisanje, ubeđivanje, obezbeđivanje povratnih informacija i uključivanje (involviranje).

Uzimajući u obzir veliki broj zaposlenih u Hemofarmu stvoreni su onlajn segment (zaposleni koji imaju pristup mejlu i intranet portalu) i oflajn segment (zaposleni koji nemaju pristup digitalnim kanalima internih komunikacija, u najvećoj meri zaposleni u Proizvodnji).

Opšti i konkretni ciljevi realizovani su kroz četiri ciklične faze:

1. Istraživanje stanja interne komunikacije, obezbeđivanje povratnih informacija zaposlenih i lidera, pravljenje plana aktivnosti;
2. Realizacija plana aktivnosti;
3. Komuniciranje povratnih aktivnosti stakeholderima;
4. Analiziranje rezultata i rafinisanje aktivnosti.

Kao rezultat ovog programa i svih aktivnosti u protekloj godini:

- Indeks Employee Net Promoter Score Internal Communications meren hibridnom eNPS anketom skočio je za šest poena u odnosu na prethodnu godinu;
- Informisanost onlajn segmenta povećana je na 91,9 odsto, a oflajn segmenta na 59,6 odsto;
- U onlajn segmentu, prva tri interna komunikaciona kanala po svojoj zastupljenosti preuzeli su zvanični

At the end of 2016, internal communications in Hemofarm had a limited reach, the focus was on external communication and internal communication channels were few and undeveloped. The content which was communicated to the employees was general and mostly based on press releases and the identity and brand of the Internal Communications team barely existed.

Starting from the indicated situation, Hemofarm initiated the Programme for Strategic Improvement of Internal Communication aimed at higher employee engagement by making them better informed and improving their communication, which would contribute to achievement of strategic goals. These goals have been fulfilled through establishing and improving the five basic functions of internal communications: informing, promoting, persuading, ensuring feedback and involving.

As Hemofarm has many employees, an online segment (employees with access to e-mail and intranet portal) and an offline segment (employees without access to digital channels of internal communications, mostly employees from Production) were created.

General and specific goals have been fulfilled through four cyclic phases:

1. Research of the status of internal communications. Ensuring feedback from employees and leaders. Creating activity plan.
2. Implementation of activity plan.
3. Communicating feedback activities to stakeholders.
4. Analysing results and refining activities.

Resulting from this programme and all activities in the past year:

- Employee Net Promoter Score Internal Communications Index measured by hybrid eNPS survey increased by six points compared to the previous year.
- The online segment information level increased to 91.9 percent and the offline segment to 59.6 percent.
- In the online segment, the official internal communication channels have prevailed among the top three internal communication





interni komunikacioni kanali, čime je smanjen efekat glasina:

- » Imejlovi tima internih komunikacija su na prvom mestu,
- » Na drugom mestu su imejlovi generalnog direktora,
- » Na trećem mestu je intranet portal;
- Izlazni intervjui pojedinih organizacionih celina potvrđuju povećanje informisanosti i zadovoljstva zaposlenih.

Interne ankete potvrdile su povećanje angažovanosti zaposlenih, razmene informacije i međusektorske saradnje.

## Dostignuća

Tokom 2017. godine Hemofarm je nastavio sa strateškim razvojem poslovanja, intenzivirajući poslovne operacije i proizvodnju mahom na nivou interkompanijskog tržišta STADA Grupe. Takođe, nastavio se uticaj negativnih eksternih faktora na poslovanje kompanije. Hemofarm AD beleži pad prihoda od prodaje u 2017. godini za 0,56% u odnosu na 2016. godinu.

U odnosu na 2016. godinu, rast se beleži na tržištima interkompanijske STADA Grupe, kao i na tržištima interkompanijske Hemofarm Grupe, dok prodaja ka trećim licima u zemlji i inostranstvu beleži pad prihoda.

Direktno generisana vrednost manja je za 1,64% u odnosu na 2016. godinu, budući da je smanjena prodaja ka trećim licima u zemlji i inostranstvu i smanjeni su ostvareni prihodi od dividende u odnosu na 2016. godinu.

channels, reducing the impact of rumours:

- » E-mails from the Internal Communication team are first-ranking,
- » E-mails from the CEO are second-ranking,
- » The intranet portal is third-ranking.
- Outgoing interviews of individual organizational units confirm that the employees are better informed and more satisfied.

Internal polls have confirmed the increased engagement of employees, exchange of information and inter-divisional cooperation.

## Achievements

In 2017, Hemofarm continued with the strategic development of business through more intensive business operations and production mostly at the level of intercompany market of STADA Group. Also, the impact of negative external factors on company operations continued. Hemofarm AD recorded a 0.56% drop of sales income in 2017 compared to 2016.

Compared to 2016, growth was recorded in STADA Group intercompany markets, as well as in Hemofarm Group intercompany markets, while local and international sales to third parties recorded a drop of income.

The directly generated value is 1.64% lower than in 2016, because the local and international sales to third parties decreased and the income from dividend decreased compared to 2016.



Distribuirana ekonomska vrednost beleži rast za 12,56% u odnosu na 2016. godinu.

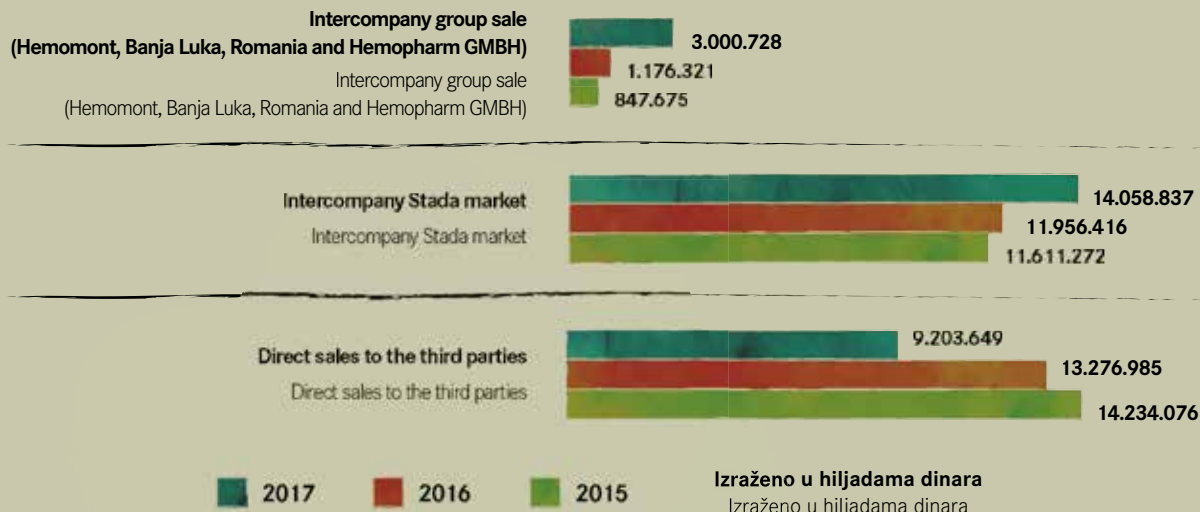
Hemofarm AD je od 2014. godine počeo da koristi Poreske podstice kod ulaganja u osnovna sredstva u skladu sa članom 50a Zakona o porezu na dobit pravnih lica. Na

The distributed economic value recorded a 12.56% growth compared to 2016.

Since 2014, Hemofarm AD has started to use tax incentives when investing in fixed assets, pursuant to Article 50a of the Law on Corporate Income



## STRUKTURA PROMETA TURNOVER STRUCTURE



osnovu ove Zakonske odredbe Hemofarm koristi pravo na oslobođanje od plaćanja Poreza na dobit pravnih lica u period od deset godina, srazmerno ulaganju. Prilikom podnošenja Poreske prijave za konačno utvrđivanje poreza na dobit pravnih lica za period od 01.01.2017.

Tax. On the basis of this law provision, Hemofarm uses the right to be exempt from paying the corporate income tax in a period of ten years, in proportion to the investment. On the occasion of filing the tax return for final establishing of corporate income tax for the period 01/01/2017

## PODACI IZ REVIDIRANIH IZVEŠTAJA NA DAN 31.12.2017. DATA FROM REVISED REPORTS AS ON 31/12/2017

	2016	2017
Direktno generisana vrednost Directly generated value	26.979.129	26.542.888
Distribuirana ekonomska vrednost Distributed economic value	23.174.406	26.503.769
Operativni troškovi Operating costs	17.515.391	20.618.658
Zarade zaposlenih i ostale nadoknade Employee salaries and other compensationse	5.260.294	5.522.978
Kamate za primljene kredite Interest for loans received	137.707	223.322
Porezi Taxes	156.923	113.009
Investicije u zajednicu Investments in community	104.091	25.802
Uvecanje ekonomske vrednosti kompanije Increase of economic value of the company	3.804.723	39.119

Izraženo u hiljadama dinara  
in 000 RSD



do 31.12.2017., Hemofarmu AD nije utvrđena obaveza za plaćanje Poreza na dobit. Kako Hemofarm nije imao obavezu plaćanja Poreza na dobit u četvrtoj godini (2017) otkako je počeo da koristi poreske podsticaje za ulaganje u osnovna sredstva, tako nije ni bilo mogućnosti da koristi pravo na umanjenje te obaveze. Pravo da koristi poreske podsticaje u narednom periodu nastavlja se u skladu sa pomenutim Zakonom, do isteka roka od 10 godina.

U 2017. Hemofarm Fondacija realizovala je 78 aktivnosti, kroz 106 partnerstava sa institucijama sistema, međunarodnom zajednicom, civilnim sektorom, medijima i uglednim pojedincima, ulažući ukupno 479.022,53 evra u osnaživanje domaćeg zdravstvenog sistema i podizanja kvaliteta života u zajednici.

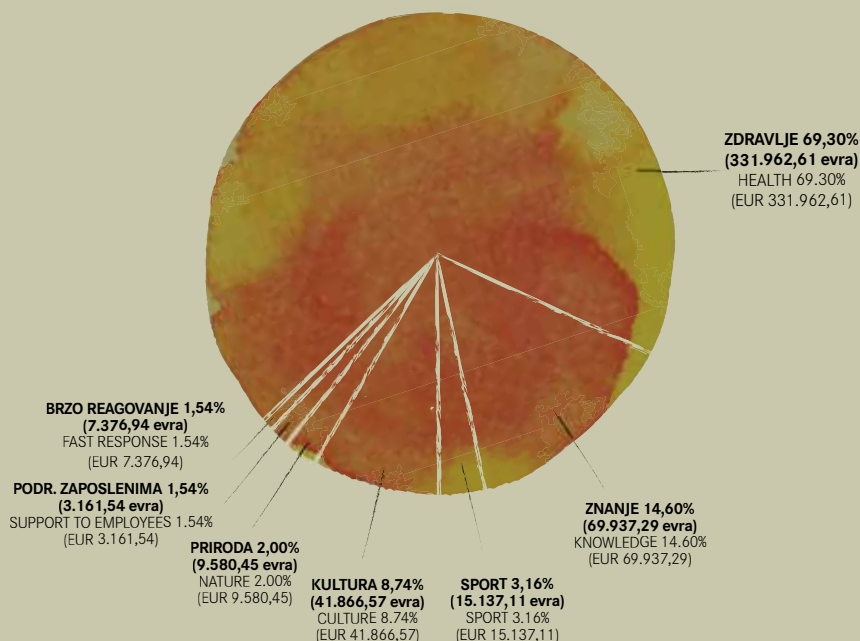
S obzirom na to da je u skladu sa poslovnim politikom Hemofarma AD zadovoljstvo kupaca na prvom mestu, kompanija nastoji da sva očekivanja ispuni kroz beskompromisni kvalitet proizvoda i usluga, uz najmanji mogući uticaj na okolinu. To je i glavni preduslov da proizvodnja i poslovanje ostvare stabilnost, uz sve potencijale za dalji razvoj. Upravo zato, početak svih proizvodnih i operativnih korporativnih procesa ogleda se u odgovornoj nabavci – ulaznih materijala, sirovina i usluga koje moraju biti usklađene sa specifikacijama kvaliteta Hemofarma, koje propisuju i zahtevni

until 31/12/2017, no liability for payment of the corporate income tax was established for Hemofarm AD. As Hemofarm had no liability for payment of the corporate income tax in the fourth year (2017) since it has started to use tax incentives for investment in fixed assets, there was no option to use the right to reduce this liability. The right to use tax incentives in the forthcoming period will continue according to the mentioned Law, until the expiry of a 10-year period.

In 2017, the Hemofarm Foundation carried out 78 activities through 106 partnerships with institutions of the system, international community, civil sector, media and respectable individuals, investing a total of EUR 479,022.53 in empowering the local healthcare system and improving the quality of life in the community.

According to the business policy of Hemofarm AD, customer satisfaction comes first, therefore, the company is trying to meet all expectations through the uncompromised quality of products and services, with the least possible effect on the environment. That is the main precondition for stable production and business operations, while keeping all potentials for further development. Precisely because of that, the beginning of all production and operational corporate processes is reflected in responsible purchasing of incoming materials, raw materials and services which have to be in compliance with Hemofarm's quality specifications, prescribed by demanding pharmaceutical standards, as well as delivery

Aktivnosti Hemofarm Fondacije u 2017. / Activities of Hemofarm Foundation in 2017



farmaceutski standardi, zatim rokovima isporuke, adekvatnoj pratećoj dokumentaciji, politici cena itd. Bez kvalitetne sirovine nema ni kvalitetnih proizvoda, posebno u farmaceutskoj industriji. Nabavka farmaceutskih sirovina je vrlo kompleksna, izazovna i zahtevna, budući da je dostupnost određenih sirovina ograničena ili zakonski veoma zahtevna (nabavka psihoaktivnih kontrolisanih supstanci i sl., koja se prati i strogo kontroliše od strane nadležnih međunarodnih institucija za narkotička sredstva). Hemofarm u toku postupka nabavke daje prioritet kvalitetu, a svi dobavljači i davaoci usluga, bez obzira na teritorijalnu pripadnost, dobiju jednake šanse i tretiraju se ravnopravno.<sup>16</sup> Najveće učešće u vrednosti ukupne nabavke imaju sirovine (53%), dok je učešće ambalaže oko 19%, in bulk (proizvod kome preostaje pakovanje u spoljašnju kutijicu) i gotovi proizvodi - 8%.

Važan aspekt nabavke predstavlja učešće domaćih dobavljača u ukupnoj nabavci, kao i mogućnost povećanja njihovog učešća u ukupnoj nabavci polaznih materijala. S obzirom na to da su to dobavljači koji prostorno nisu udaljeni od Hemofarma, kompanija njihovo uključivanje u nabavku smatra svojevrsnom šansom za podršku razvoju lokalne privrede u Srbiji. U 2017. došlo je do porasta učešća domaćih dobavljača i to u segmentu investicija – rast od 63,68% na 88,45% u 2017. godini.

terms, adequate accompanying documentation, pricing policy, etc. Without a good-quality raw material there are no good-quality products, especially in the pharmaceutical industry. Purchasing of pharmaceutical raw materials is very complex, challenging and demanding, as the availability of some raw materials is very limited or legally very demanding (purchasing of psychoactive controlled substances etc., which is monitored and strictly controlled by the competent international institutions for narcotics). During purchasing, Hemofarm gives priority to quality and all suppliers and service providers, irrespective of the territory, get the same chance and are treated equally.<sup>16</sup> The highest share in the overall value of purchasing is taken up by the raw materials (53%), whereas packaging material accounts for approx. 19%, in bulk (product which should be packed in the outer carton) and finished products - 8%.

Share of local suppliers in the total purchasing, as well as the option of increasing their share in the total purchasing of starting materials are important aspects of purchasing. As these suppliers are not located far away from Hemofarm, the company considers their inclusion in purchasing a good chance for supporting the development of local economy in Serbia. In 2017, there was an increase in the share of local suppliers in the segment of investments – growth from 63.68% to 88.45% in 2017.

Grupa materijala Group of material	Domaće tržište u % Local market in %	Ino tržište u % Foreign market in %	% učešća % of share
Sirovine Raw materials	5.00	95.00	53.00
Ambalaža Packaging material	55.00	45.00	19.00
In bulk i GP in bulk and FP	6.00	94.00	8.00
Investicije Investment	88.45	11.55	2.55
Usluge Services	94.16	5.84	18.00

<sup>16</sup> Opšti uslovi poslovanja i nabavke nalaze se dostupni na zvaničnoj internet prezentaciji kompanije, a na svakoj porudbenici je i link ka ovim uslovima, čime Hemofarm nastoji da bude fer i transparentan poslovni partner: <http://www.hemofarm.com/Binary/40471/Opsti-uslovi-poslovanja-Nabavka-robe-i-usluga.pdf>

<sup>16</sup> General conditions of doing business and purchasing are available at the official website of the company, and each purchase order contains a link to these conditions, which is how Hemofarm is trying to be a fair and transparent business partner: <http://www.hemofarm.com/Binary/40471/Opsti-uslovi-poslovanja-Nabavka-robe-i-usluga.pdf>





Kada se posmatra nabavka sirovina koja uključuje aktivne sirovine i pomoćne sirovine ukupna količina se kreće oko 5,2 hiljade tona, a staklena ambalaža približno 1 hiljadu tona, papirna ambalaža oko 2,8 hiljada tona, drvena ambalaža oko 2 hiljade tona, metalna ambalaža oko 500 tona, plastična ambalaža oko 2,1 hiljadu tona.

Principi kojima se kompanija rukovodi prilikom izbora dobavljača podrazumevaju da potencijalni dobavljač obezbeđuje kvalitet proizvoda utvrđen i zahtevan od strane Hemofarma, da nudi proizvode po prihvatljivoj ceni, ispunjava rokove, pruža adekvatnu podršku, servis i korisne informacije. Zaokruženi monitoring celokupnog distributivnog lanca omogućava Hemofarmu aktivno učešće u smanjivanju uticaja na okolinu. Odgovorno upravljanje procesom

When we observe the purchasing of raw materials which includes active raw materials and excipients, the total quantity is approximately 5.2 thousand tons and glass packaging material approximately 1 thousand tons, paper packaging material approximately 2.8 thousand tons, wooden packaging material approximately 2 thousand tons, metal packaging material around 500 tons, plastic packaging material around 2.1 thousand tons.

The company's guiding principles during the selection of suppliers are that the potential supplier should ensure product quality established and required by Hemofarm, offer products at acceptable price, meet deadlines, provide adequate support, service and useful information. Complete monitoring of the entire distribution chain enables Hemofarm to actively participate in reducing the impact on the environment.

Kategorija Category	% u 2015. % in 2015	% u 2016. % in 2016	% u 2017. % in 2017
Sirovine Raw materials	49	47	38
Staklena ambalaža Glass packaging material	11	9	7
Papirna ambalaža Paper packaging material	20	21	21
Drvena ambalaža Wooden packaging material	12	11	15
Metalna ambalaža Metal packaging material	1	2	4
Plastična ambalaža Plastic packaging material	7	10	15

nabavke podrazumeva evaluaciju i praćenje solventnosti, poslovnosti i poštovanja prava zaposlenih od procesa testiranja potencijalnih dobavljača, preko njihovog uvođenja, do kontinuiranog održavanja saradnje sa njima. Performanse dobavljača kontinuirano se prate prema sledećim kriterijumima: poštovanje ugovorenih rokova isporuka, ugovorenog kvaliteta, cena, načina i rokova za plaćanje. Svi dobavljači Hemofarma u obavezi su da preuzimaju odgovornost za potencijalne ili realne probleme u procesu nabavke, te da blagovremeno informišu Hemofarm o problemima u vezi sa porudžbinom

Responsible management of the purchasing process includes evaluation and monitoring of solvency, business behaviour and respecting the rights of employees from the process of testing the potential suppliers, over their introduction, to continuous maintenance of cooperation with them. Supplier performance is constantly monitored according to the following criteria: adhering to the contracted delivery terms, contracted quality, prices, method and deadlines for payment. All of Hemofarm's suppliers are obliged to take responsibility for potential or actual problems in the purchasing process and to inform Hemofarm in a timely manner about problems concerning an



ili isporukom. Poslovna i finansijska odgovornost, regulisanje obaveza i odnos prema zaposlenima, kao i uticaj na životnu sredinu, Hemofarm svake godine proverava putem slanja BSCI upitnika dobavljačima (vodećeg kodeksa društveno-poslovne usaglašenosti). Ukoliko neki dobavljač nije usaglasio svoje poslovanje i poslovnu kulturu sa održivim vrednostima, Hemofarm zadržava pravo da prekine saradnju sa datim dobavljačem.

Kontinuirana optimizacija kao princip poslovanja kompanije odražava se i na aktivnosti Sektora nabavke. Jedna od takvih inicijativa jeste i centralizacija nabavke kao procesa na nivou STADA Grupe, čime se lokalni modeli zamenjuju globalnim. Digitalizacija (baze podataka, ugovori, automatsko poručivanje itd.) i uvođenje principa projektnog menadžmenta samo su dodatne mere unapređenja funkcije nabavke radi povećanja poslovnih i konkurentskih performansi, uz smanjivanje uticaja na okolinu.

S obzirom na to da Hemofarm izvozi veći deo svog proizvedenog portfolija, dodatna olakšanja za brz i efikasan transport

order or delivery. Each year, Hemofarm checks the business and financial responsibility, fulfilling of liabilities and relation toward employees, as well as impact on the environment by sending BSCI questionnaire (leading code of social business compliance) to suppliers. If a supplier's business operations and culture are not in compliance with sustainable values, Hemofarm reserves the right to terminate cooperation with that supplier.

Continuous optimization as the company's business principle is also reflected on the activities of the Purchasing Division. One of such initiatives is the centralization of purchasing as a process at the level of the STADA Group, replacing the local models with global ones. Digitalization (databases, agreements, automated ordering, etc.) and introduction of the project management principle are merely additional measures for improvement of the purchasing function in order to increase the business and competitive performance, while reducing the impact on the environment.

As Hemofarm exports a major part of its product portfolio, simplified customs procedures are additional reliefs for quick and efficient



predstavljaju pojednostavljene carinske procedure. Hemofarm je jedina kompanija u Srbiji koja ima status ovlašćenog privrednog subjekta tipa F. Ovlašćen status koji dodeljuje Uprava carine omogućava brže i jednostavnije procedure carinjenja što ubrzava plasman proizvoda, povećava konkurentnost proizvoda i efikasnije poslovanje. Ovo znači i da je Hemofarm dugoročan i stabilan partner u spoljnotrgovinskoj aktivnosti Srbije. Praktično je kompanija dobila „bescarinsku poziciju“ i iz perspektive carine Srbije ali i Međunarodne carinske organizacije. Razlozi za uvođenje pojednostavljenih carinskih postupaka jesu efikasnije poslovanje kompanija, smanjenje

transport. Hemofarm is the only company in Serbia with the status of an authorized business entity type F. Authorized status assigned by the Customs Administration enables quicker and simpler customs clearance procedures, which speed up the release of products to the market, increase product competitiveness and enable efficient business operations. This means that Hemofarm is a long-term and stable partner in foreign trade activity in Serbia. Practically, the company obtained 'tax-free position' from the perspective of the Serbian customs and the World Customs Organization as well. Reasons for introduction of simplified customs clearance procedures include more efficient operation of



**troškova, brži protok kapitala, uspostavljanje kvalitetne interne kontrole, usaglašavanje naše zakonske regulative i prakse sa zakonodavstvom Evropske unije.**

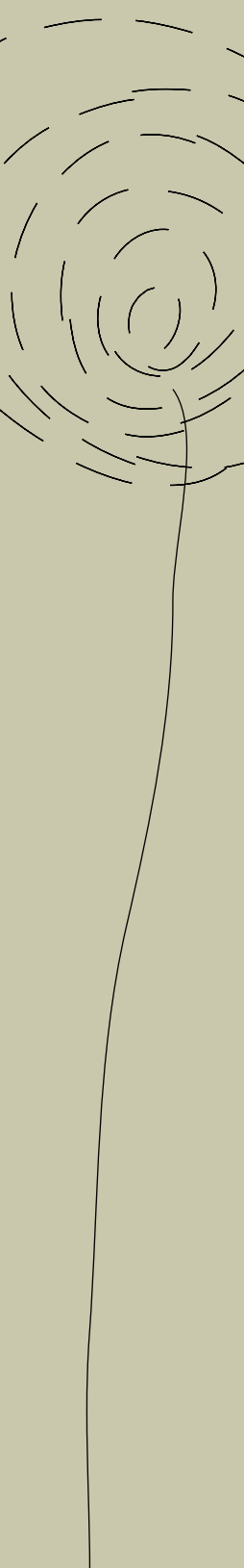
**Tokom 2017. godine, veledrogerija Velexfarm d.o.o., postaje član Hemofarm Grupe, sa ciljem unapređenja prisutnosti u lancu farmaceutskog snabdevanja. Integracija novog pravnog subjekta započeta je prenošenjem svih korporativnih i održivih vrednosti na članove tima Velexfarm, pružajući zaposlenima jednake šanse koje su na raspolaganju i zaposlenima u Hemofarmu AD.**

companies, reduction of costs, quicker flow of capital, establishing of quality internal control, harmonizing our legal regulations and practice with the European Union legislation.

In 2017, the wholesaler Velexfarm D.O.O. became a member of Hemofarm Group, with the aim to improve presence in the pharmaceutical supply chain. Integration of the new legal entity started by transferring all corporate and sustainable values to the members of Velexfarm team, providing the employees with equal chances which are also available to the employees in Hemofarm AD.



## Planeta



Kvalitetan proizvod mora da bude zaštićen adekvatnom ambalažom, a u farmaceutskoj industriji je ambalaža regulisana na najvišem nivou. Takođe, uticaj na okolinu proizvodnje, potrošnje, kao i samih proizvoda, u velikoj meri se ogleda u održivoj ambalaži. Osim toga, globalni trend je da se osmišljavaju i kreiraju proizvodi održivog dizajna, performansi i sl., na čemu Hemofarm planira da intenzivira svoje aktivnosti. Uloga kontaktne ambalaže je da farmaceutski proizvod zaštiti od prodiranja kiseonika, vlage, uticaja toplote, mikrobioloških kontaminacija itd. i da osigura rok trajanja leka. Sekundarna ambalaža nosi veliki broj podataka značajnih za sigurnu upotrebu leka, a podložna je čestim promenama usled regulatornih zahteva. Velika kompleksnost nabavke ambalaže u Hemofarmu oslikava se i u više od 10.000 različitih komponenti ambalaže podeljenih na 27 SAP podgrupa. Sektor nabavke je pokretač mnogih projekata optimizacije pakovnih materijala u cilju postizanja finansijskih ušteda, očuvanja životne sredine itd.

Zamena nerekiclriranog kartona za osnovne kutije recikliranim kartonom dala je veliki doprinos održivom razvoju, kao i smanjenje gramature plastičnih zatvarača i optimizacija PV folija za blisterisanje. Od ukupne količine osnovnih kutija za pakovanje proizvoda Hemofarma učešće recikliranih osnovnih kutija povećano je na preko 80% (931.500 kg u 2017. godini u odnosu na 745.200 kg u 2016. godini). Primer primene recikliranog kartona u kompaniji Hemofarm ohrabruje i inspiriše na još veću i intenzivniju primenu recikliranih materijala u pakovanju farmaceutskih proizvoda, ali i osmišljavanju i dizajniranju održivih pakovanja uopšte. Kada su u pitanju plastični zatvarači, optimizovana je njihova struktura, bez narušavanja kvaliteta i bezbednosti proizvoda, uz smanjenje količine plastike kao polazne sirovine: pre izmene CRC zatvarača, godišnja potrošnja plastike iznosila je čak 45.000 kg, dok je u 2017. za istu količinu zatvarača bilo potrebno svega 33.100 kg plastike. Projekat optimizacije CRC zatvarača realizovan je u proizvodnim pogonima Hemofarma u Šapcu, Podgorici i Dubovcu, uz ukupne uštede sirovina od preko 25%. I to nije jedini benefit – mnogo je važnije smanjenje negativnog uticaja na životnu sredinu kroz smanjenje korišćenja plastike u proizvodnji i životnom ciklusu proizvoda.

## Planet

A good-quality product must be protected with corresponding packaging material and in the pharmaceutical industry, packaging material is regulated on the highest level. Also, sustainable packaging material has the environmental impact of production, consumption and the very products themselves. Besides, there is a global trend to conceive and create products with sustainable design, performance and so on, which are the activities Hemofarm is planning to intensify. The role of primary packaging material is to protect the pharmaceutical product from penetration of oxygen, humidity, impact of heat, microbiological contamination, etc. and to ensure the shelf life of the medicinal product. Secondary packaging material carries numerous data that is important for the safe use of medicines and it is subject to frequent modifications due to regulatory requests. High complexity of purchasing of packaging material in Hemofarm is shown by more than 10,000 different components of packaging material divided into 27 SAP sub-groups. The Purchasing Division is the initiator of many projects of optimization of packaging materials in order to achieve financial savings, preserve the environment, etc.

Replacing non-recyclable cardboard for cartons with recycled cardboard has greatly contributed to sustainable development, as well as reduction of weight of plastic closures and optimization of PV foils for blistering. Out of the total quantity of cartons for packaging of Hemofarm products, the share of recycled cartons has increased to more than 80% (931,500 kg in 2017 compared to 745,200 kg in 2016). Hemofarm's example of use of recycled cardboard encourages and inspires to a larger and more intensive application of recycled materials in packaging of pharmaceutical products, as well as in conceiving and designing sustainable packaging in general. When plastic closures are concerned, their structure has been optimized without impairing the quality and safety of products, while reducing the quantity of plastic as the starting raw material: before modification of CRCs (child resistant closures), annual consumption of plastic was as much as 45,000 kg, while in 2017, we needed only 33,100 kg of plastic for the same quantity of closures. The CRC optimization project was implemented in Hemofarm production plants in Šabac, Podgorica and Dubovac, with total savings of raw material exceeding 25%. Furthermore, that's not the only benefit – lowering of the negative impact on the environment by reducing the use of plastic in production and life cycle of product is much more important.





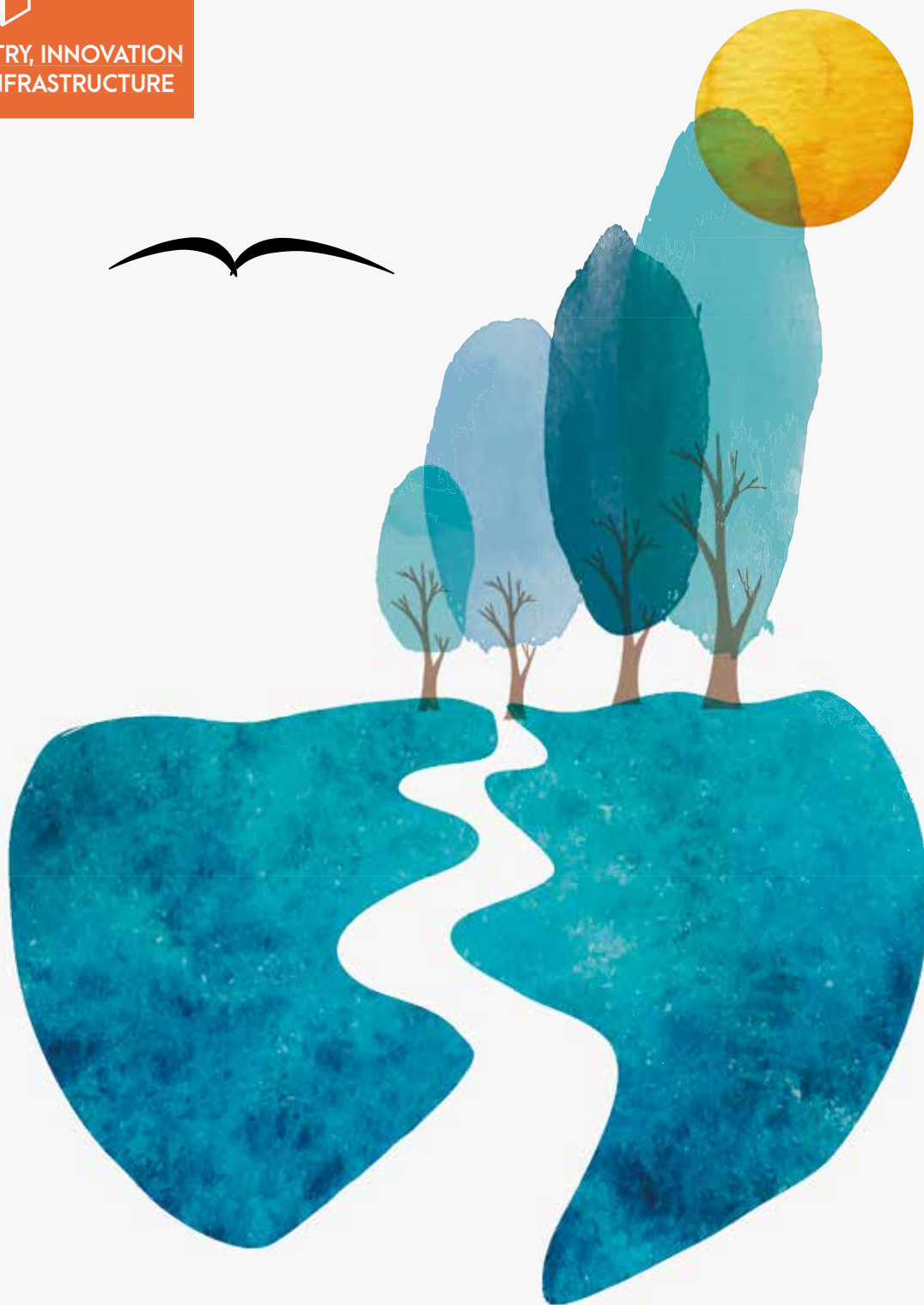


**9** INDUSTRIJA,  
INOVACIJE I  
INFRASTRUKTURA



INDUSTRY, INNOVATION  
AND INFRASTRUCTURE

Papir proizveden od procesnih ostataka organskog kukuruza.  
Paper produced from process residues of organic corn.



**Cilj broj 9 – Industrija, inovacije i infrastruktura**

Goal 9 – Industry, innovations and infrastructure



## / Izgraditi prilagodljivu infrastrukturu, promovisati održivu industrijalizaciju i podsticati inovativnost

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Održivo investiranje u infrastrukturu i inovacije ključni je pokretač privrednog rasta i razvoja. Imajući u vidu da više od polovine svetske populacije danas živi u gradovima, masovni transport i obnovljivi energenti sve više dobijaju na značaju, kao i rast novih privrednih grana, informacionih i komunikacionih tehnologija. Tehnološki napredak je suštinski važan za iznalaženje trajnih rešenja za ekonomske i ekološke izazove, kao što su otvaranje novih radnih mesta i promovisanje energetske efikasnosti. Promovisanje održivih privrednih grana i investicije u naučno istraživanje i inovacije predstavljaju bitne načine podsticanja održivog rasta.

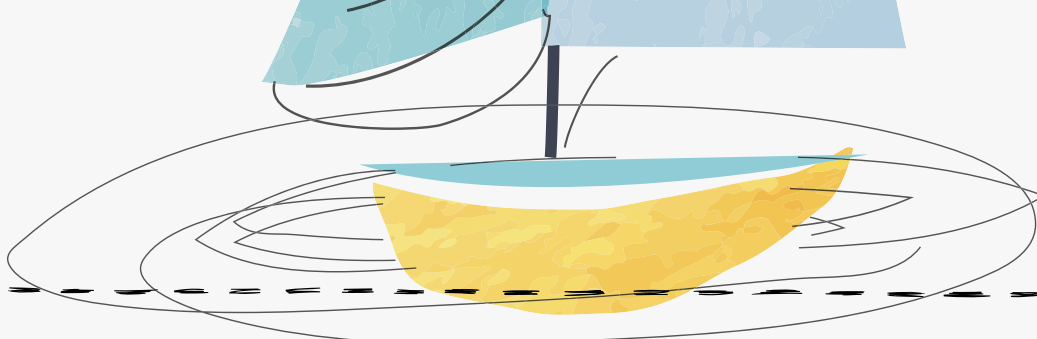
Četvrta industrijska revolucija je u velikoj meri uvela digitalizaciju u sve suštinske poslovne prakse. Zato upravo digitalna transformacija, osim što je ogroman izazov za Srbiju, predstavlja siguran i gotovo jedini izvestan put ka prevazilaženju višedecenijskog jaza u industrijskom stagniranju još od raspada nekadašnje SFRJ. Pored toga, za velike ekonomske investicije potrebni su moderni putevi, pruge i mostovi, na čemu Srbija tek treba dosta da radi, uprkos značajnim pomacima.

Više od 4 milijarde ljudi još uvek nema internet, a 90% ih živi u zemljama u razvoju. Prevazilaženje ovog digitalnog jaza neophodno je za jednaku dostupnost informacijama i znanju, što zauzvrat podstiče inovacije i preduzetništvo.

Sustainable investment in infrastructure and innovation is the key driver of economic growth and development. More than a half of global population lives in cities nowadays and, because of that, mass transportation and renewable energy sources are becoming more and more important, as well as growth of new economic branches, information and communication technologies. Technological progress is essentially important for finding permanent solutions for economic and ecological challenges, such as creating new jobs and promoting energy efficiency. Promoting sustainable branches of economy and investments in scientific research and innovation are important ways to encourage sustainable growth.

The fourth industrial revolution has introduced digitalization in all essential business practices to a great extent. Precisely for that reason, digital transformation, apart from being an enormous challenge for Serbia, is a safe and probably the only certain path toward overcoming a several-decade gap in industrial stagnation ever since the dissolution of the former SFRY. Additionally, for large economic investments, we need modern roads, railway and bridges. This is something Serbia still has to work on a lot, regardless of significant improvements.

More than 4 billion people still do not have access to the Internet and 90% of them live in developing countries. Overcoming this digital gap is necessary for equal access to information and knowledge, which in turn induces innovation and entrepreneurship.





## Zvanični potciljevi: / Official targets:

**9.1** Razviti kvalitetnu, pouzdanu, održivu i prilagodljivu infrastrukturu, uključujući regionalnu i međugraničnu infrastrukturu, kako bi se podržali ekonomski razvoj i ljudsko blagostanje, sa fokusom na jeftinom i jednakom pristupu za sve. / Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.

**9.2** Promovisati inkluzivnu i održivu industrijalizaciju i, do kraja 2030. g., značajno povećati udeo industrije u stopi zaposlenosti i bruto domaćem proizvodu, u skladu sa nacionalnim okolnostima, a u najnerazvijenijim zemljama udvostručiti njen udeo. / Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries.

**9.3** Povećati pristup malih industrijskih i ostalih preduzeća finansijskim uslugama, posebno u zemljama u razvoju, što obuhvata i povoljne kredite, i povećati njihovu integraciju u lance vrednosti i u tržišta. / Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets.

**9.4** Do kraja 2030. unaprediti infrastrukturu i prilagoditi industrije kako bi postale održive, uz veću efikasnost u korišćenju resursa i šire usvajanje čistih i ekološki ispravnih tehnologija i industrijskih procesa, pri čemu sve zemlje preduzimaju aktivnosti u skladu sa svojim kapacitetima. / By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.

**9.5** Proširiti naučna istraživanja, unaprediti tehnološke kapacitete industrijskih sektora u svim zemljama, a posebno u zemljama u razvoju, što podrazumeva da se, do kraja 2030, podstiču inovacije i da se broj zaposlenih u oblasti istraživanja i razvoja na milion ljudi znatno poveća, kao i da se poveća javna i privatna potrošnja na istraživanje i razvoj. / Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending.

**9.a** Olakšati razvoj održive i prilagodljive infrastrukture u zemljama u razvoju kroz unapređivanje finansijske, tehnološke i tehničke podrške afričkim zemljama, najnerazvijenijim zemljama, zemljama u razvoju koje nemaju izlaz na more i malim ostrvskim državama u razvoju. / Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States.

**9.b** Podržati razvoj domaće tehnologije, istraživanja i inovacija u zemljama u razvoju, između ostalog i tako što će se obezbediti pogodno okruženje u pogledu politika za, uz ostalo, industrijsku diversifikaciju i dodavanje vrednosti dobrima. / Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities.

**9.c** Značajno povećati pristup informacionim i komunikacionim tehnologijama i uložiti napore da se obezbedi univerzalni i jeftin pristup internetu u najnerazvijenijim zemljama do 2020. / Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020.


## Šta Cilj broj 9 znači za Srbiju i građane What Goal 9 means for Serbia and its citizens

Inovatorstvo je možda jedna od najplodonosnijih oblasti po kojoj je moguće brendirati Srbiju. Da li je potrebno ići dalje od Tesle, Pupina i drugih velikih umova, koji su Srbiji dali svetsku prepoznatljivost. Obično inovatori idu ispred svog vremena, ali njihove ideje ostaju zauvek. Društvo je vredno onoliko koliko se razvija, a Srbija je pred jednom novom fazom svog sopstvenog razvoja: prelaskom sa pojedinačnog i entuzijastičnog na sistemski i sveobuhvatni razvoj. I to kako bi postala deo Evropske Unije i svetskih ekonomskih prilika. Ujedno, to je i veoma kompleksan aspekt, koji zahteva puno promišljanja, ulaganja i odricanja. Ali, svako žrtvovanje i požrtvovanost se isplate, bar ako je suditi po nekima od bivših SFRJ republika, koje su već uveliko deo evropskih tokova.

Treba učiti na pozitivnim primerima onoga što je već učinjeno u oblasti lokalnog razvoja. Tako, na primer, prosečne plate u mestima duž koridora 10 veće su nego u ostalim delovima Srbije zbog lakog pristupa

Innovation is perhaps one of the most fruitful areas in which Serbia could be branded. It is enough to mention Tesla, Pupin and other great minds, who gave Serbia global recognition. Innovators are usually ahead of their time, but their ideas last forever. Society is worth as much as it develops, and Serbia is facing a new phase of its own development: by transferring from individual and enthusiastic to systemic and comprehensive development, all this to become a part of the European Union and global economic developments. At the same time, it is a very complex aspect, which requires a lot of thorough thinking, investment and self-restraint. But any sacrifice and devotion pay off, at least if judging by some of the former SFRY republics, which have been a part of European developments for quite some time.

We should learn from positive examples of what had already been done in the area of local development. Thus, for example, average salaries in places along the Corridor 10 are higher than in other parts of Serbia because of easy access



ovoj značajnoj saobraćajnici. Izgradnja infrastrukture ima jednu od najznačajnijih uloga u opštem razvoju društvenog prostora na svim nivoima. Jednom izgrađeni infrastrukturni sistemi pružaju komunalne usluge prostoru kome su namenjeni, ali povratno deluju na njegov dalji razvoj podižući cenu zemljišta, povećavajući atraktivnost za potencijalne investitore, a takođe podstiču i ekonomski razvoj čitavog okruženja. Razvoj infrastrukture opslužuje od 30 do 50 drugih različitih delatnosti, što sve ukupno razvija bolji lokalni ekonomski milje. Dolazak velikih stranih brendova direktno je uslovljen postojanjem adekvatne infrastrukture, o čemu svedoče Fiat, Ikea i mnogi drugi.

Dalji razvoj putnih i železničkih pravaca predstavlja jedan od načina brze integracije u najvažnije panevropske saobraćajne mreže, čiji deo mora da postane i Srbija. Značaj ovakvog povezivanja je u tome što će transportni sistem Srbije postati kompatibilan sa onim u EU, uz ubrzanje opšteg tranzitnog saobraćaja, olakšavanje međunarodnih trgovinskih tokova i i transporta putnika, te pozitivan uticaj na privredni i ekonomski razvoj Srbije.

Pored infrastrukturnog razvoja koji će premostiti jaz u nedovoljnoj industrijskoj razvijenosti, Cilj broj 9 treba da pomogne Srbiji na putu ka EU i kroz proces kao što je digitalizacija. Trenutno, u oblasti digitalne transformacije, Srbija spada među umerene inovatore sa ispodprosečnim performansama u odnosu na zemlje EU. Više je faktora koji usporavaju taj proces - neadekvatan pravni okvir, slaba povezanost kompanija i akademskog sektora, nedostatak što privatnih, što javnih investicija u ovom domenu, nedostatak stručnog kadra itd.

Vreme digitalne ekonomije neupitno dolazi i u Srbiji, te su neophodne različite podsticajne mere, razvoj novih obrazovnih profila, neformalnog obrazovanja, ali i boljih ekonomskih uslova za poslovanje. Pred Srbijom je svojevrsan izazov - da sa redova pređe na „klik“ mišem ili na ekranu pametnog telefona.

to this important traffic route. Building of infrastructure is one of the most important tasks in general development of social space on all levels. Once built, infrastructure systems provide utility services to the area they are intended for, but they also have a counter effect on its further development by increasing the price of land, increasing the appeal for potential investors, and they also stimulate the economic development of the entire surrounding region. Development of infrastructure serves from 30 to 50 other various activities, which develops a better local economic milieu in general. Arrival of major foreign brands is directly conditioned by the existence of adequate infrastructure, which is witnessed by Fiat, Ikea, and many others.

Further development of roads and railways is one of the ways of fast integration into the most important pan-European traffic networks, whose part Serbia must become. This kind of connecting is important because then the transport system of Serbia will become compatible with the one in EU, while speeding up the overall transit traffic, facilitating international trade flows and transport of passengers, and exerting a positive impact on the economic growth of Serbia.

In addition to the infrastructural development which will bridge the gap in the insufficient industrial development, goal 9 should help Serbia on its road to the EU and through the process such as digitalization. Currently, in the area of digital transformation, Serbia belongs to moderate innovators with below-average performance compared to the EU countries. There are several factors which slow down this process - inadequate legal framework, poor connection between companies and academic sector, lack of private as well as public investments in this domain, shortage of professionals, etc.

Undoubtedly, the era of digital economy is coming to Serbia, hence, different incentives are necessary, along with development of new educational profiles, informal education, but also better economic conditions for business. Serbia is facing a particular challenge - to go from lines to a mouse click or a touch on the smartphone screen.

## Šta cilj broj 9 znači za Hemofarm i zaposlene i koji je doprinos ispunjavanju ovog cilja

What Goal 9 means for Hemofarm and its employees and contribution to achievement of this Goal

### Materijalne teme Hemofarma u vezi sa ovim ciljem

- Pouzdane sirovine od potvrđenih dobavljača.
- Usaglašenost i kontinuirano unapređenje tehnoloških kompetenci.

Korporativna kultura i radno okruženje koje ohrabruje zaposlene da budu inovatori i predlažu ideje kako da kompaniju učine uspješnijom, najbolje svedoče o tome koliki je značaj Cilja broj 9 za Hemofarm. I zaista, u Hemofarmu je lako biti inovator – potrebno je samo jednim „klikom“ podneti svoju ideju na interni portal i, ukoliko je ona opravdana, u kratkom roku postaće projekat, a projekat će izmeniti i unaprediti praksu, navike, infrastrukturu, opremu ili procedure. A ko može da bude bolji inovator od samih zaposlenih, koji najbolje poznaju svoj posao.

Ipak, razvoju svesti i okruženja u Hemofarmu koje podstiče kreativno razmišljanje, prethodilo je pokretanje i osnivanje kancelarije za projektni menadžment, kao i intenzivan razvoj čitave jedne filozofije u pristupu poslovanju – operativne izvrsnosti. Kancelarija za projektni menadžment i program operativne izvrsnosti obezbedili su centralno praćenje svih projekata unutar kompanije, čime su postavljeni temelji za povezivanje sličnih projekata i maksimalnu racionalizaciju upotrebe resursa, sa povećanom transparentnošću. Tome je značajno doprinelo i integrisanje vrednosti održivog razvoja u sve poslovne aktivnosti kompanije. Racionalizacija kao princip pozicionirana je iz ugla stvaranja uslova za dalji razvoj, a ne uštede samo zarad uštede. Kratkoročno razmišljanje je sistemski zamenjeno dugoročnim strateškim pristupom na svim korporativnim nivoima. Tako je definitivno okrenuta nova stranica razvoja kompanije, koja najbolje osnove

### Materiality topics of Hemofarm related to this Goal

- Reliable raw materials from approved suppliers.
- Compliance and continuous improvement of technological competencies.

A corporate culture and a working environment which encourages employees to be innovators and provide ideas on how to make the company more successful, are the best witnesses of the level of importance of Goal 9 for Hemofarm. Indeed, it is easy to be an innovator in Hemofarm – all you need to do is ‘click’ once to send your idea to the internal portal and, if it is justified, it will turn into a project within short time and the project will change and improve practice, habits, infrastructure, equipment, or procedures. And who can be a better innovator than the employees themselves, who know their job best.

However, the development of awareness and environment in Hemofarm, which stimulates creative thinking, was preceded by initiating and establishing a project management office, as well as intensive development of an entire philosophy in the approach to business operations – operational excellence. The Project Management Office and operational excellence programme have ensured the centralized monitoring of all projects within the company, which laid the foundation for linking of similar projects and maximally rational use of resources, along with increased transparency. Integrating values of sustainable development in all business activities of the company has greatly contributed to this. Rationalization as a principle was positioned from the perspective of creating conditions for further development and not of savings for the purpose of savings alone. Short-term thinking was systematically replaced by a long-term strategic approach on all corporate levels. This has definitely turned a new page in the company development, which finds the best





**za budućnost pronalazi u izgradnji održive sadašnjosti.**

**I to nije sve. Cilj broj 9, osim što je jedan od suštinskih ciljeva za dalji razvoj Hemofarma, predstavlja i idealnu priliku da se sva interna pozitivna iskustva podele i eksterno. To je posebno važno za segment malih i srednjih preduzeća, koja treba da budu adekvatno motivisana i vođenja kroz procese savremene i održive transformacije..**

## **Ljudi**

**Hemofarm nastoji da u okviru nove korporativne kulture podstiče inovativnost zaposlenih, ohrabrujući ih da daju svoje predloge kako da se unapredi ne samo proizvodnja, već i svi drugi aspekti organizacije i poslovanja kompanije. Kao i prethodnih godina, zaposleni su bili angažovani na velikom broju projekata u okviru programa kontinuiranog unapređenja. U toku 2017. ukupno je razmotreno 59 inicijativa koje su bile orijentisane ka boljoj raspodeli vremena za određenje aktivnosti u pojedinim fazama, boljoj organizaciji, eliminisanju aktivnosti koje ne dodaju vrednost, kao i generalnog pojednostavljenja procedura i većoj upotrebi postojećih informacionih sistema u svakodnevnom radu.**

**Zaposleni Hemofarma su od početka programa kontinuiranog unapređenja učestvovali u oko 140 inicijativa koje su donele ukupan benefit od 4,4 miliona evra kumulativno, dok je u okviru ovog programa u 2017. ostvaren finansijski benefit od 780.600 evra na 21 projektu. Kontinuirana edukacija zaposlenih nastavljena je kroz Yellow Belt radionice koje su namenjene svim zaposlenima od radnika do senior menadžmenta. Tokom 2017. održano je 9 radionica na različitim lokacijama u Hemofarmu, pri čemu je obučeno ukupno 100 zaposlenih (ukupan broj zaposlenih koji su prošli YB obuku jeste 676, a najveći udeo čine zaposleni u Proizvodnji i to njih 64%).**

**Grupa od 12 zaposlenih je u 2017. završila Green Belt obuku, pri čemu je pokrenuto 11 projekata srednje veličine čija je kumulativna očekivana ušteda oko 160.000 evra, a broj**

basis for the future in constructing a sustainable present.

And that's not all. Goal 9, apart from being one of the essential goals for further development of Hemofarm, also represents an ideal opportunity to share all internal positive experience externally, as well. This is particularly important for the segment of small and medium-sized companies, which should be adequately motivated and led through the processes of contemporary and sustainable transformation.

## **People**

Within the new corporate culture, Hemofarm strives to stimulate innovativeness of employees, encouraging them to propose improvements not only in production, but also in all other aspects of organization and business of the company. As in previous years, employees were engaged on numerous projects within the continuous improvement programme. During 2017, a total of 59 initiatives were considered, which were oriented toward better distribution of time for determining activities in certain phases, better organization, eliminating activities which do not add value, as well as general simplification of procedures and wider use of the existing information systems in daily work.

Since the beginning of the continuous improvement programme, Hemofarm employees have participated in around 140 initiatives, which brought a total benefit of EUR 4.4 million cumulatively, while a financial benefit of EUR 780,600 was achieved from 21 projects within this programme in 2017. The continuous education of employees was carried on further through Yellow Belt workshops intended for all employees, from workers to senior management. In 2017, there were 9 workshops in different locations in Hemofarm, and a total of 100 employees were trained (total number of employees who went through YB training was 676 and the largest share accounts for the employees in Production, in particular 64% of them).

A group of 12 employees completed the Green Belt training in 2017, while initiating 11 projects of a medium size, with cumulative expected savings of around EUR 160,000 and the number

zaposlenih koji su stekli određena znanja i sposobnosti da vode kros-funkcionalni projektni tim koristeći niz Lean i Six Sigma tehnika i alata porastao je na 47. Sve obuke realizovane su interno koristeći znanje i iskustvo kolega koje su prethodnih godina sertifikovani za Black i Green Belt nivoe znanja, a koji su bili angažovani na edukaciji zaposlenih ukupno 287 h, što je skoro duplo više nego prošle godine.

U posljednjem kvartalu 2017. pokrenut je globalni program Implementacije Operativne izvrsnosti na nivou čitave STADA Grupe. Cilj je što bolja razmena iskustava, inicijativa i usaglašavanje, koje će sve kompanije unutar grupe zajedno transformisati u jednu od vodećih mreža u farmaceutskoj industriji po pitanju efikasnosti, troškova, kvaliteta, performansi i zadovoljstva kupaca, uz razvoj zaposlenih i kontinuirano unapređenje njihovih kompetencija.

## Dostignuća

Proizvodnja kvalitetnih a dostupnih farmaceutskih proizvoda predstavlja primarnu delatnost Hemofarma, te samim tim i obavezu da kompanija stalno unapređuje i inovira svoje proizvodne procese i prakse.

Tokom 2017. funkcija proizvodnje Hemofarma značajno je reorganizovana, u skladu sa planovima koji su započeti još 2016. godine. Efekti racionalizacije, bolje komunikacije i veće efikasnosti doprineli su da 2017. po gotovo svim parametrima bude jedna od najboljih godina u istoriji Hemofarma, sa oborenim novim rekordima proizvodnje, koja je u potpunosti usaglašena sa vrednostima i principima održivog razvoja. Pored toga, u poslednjem kvartalu 2017. konsultanti kuće McKinsey uradili su analizu konkurentnost proizvoda kompanije Hemofarm. Posebno su dobro ocenjeni preparati proizvedeni u Pogonima čvrstih formi, a koji su se našli u prvih 10% cenovno najboljih u odnosu na celokupnu referentnu proizvodnu bazu podataka ove konsultantske kuće. Definisane su i dodatne aktivnosti koje mogu još da redukuju troškove konverzije za čitavih 6 miliona evra, čime bi se performanse pogona i funkcije proizvodnje uopšte podigle na još viši

of employees who gained certain knowledge and abilities to lead cross-functional project team using series of Lean and Six Sigma techniques and tools increased to 47. All training was implemented in-house using knowledge and experience of colleagues who were certified in previous years for the Black and Green Belt knowledge levels and who were engaged in education of employees for a total of 287 hours, which is almost twice as much than the last year.

In the last quarter of 2017, a global programme of the Operational Excellence Implementation was initiated at the level of the entire STADA Group. The aim is to achieve best possible sharing of experience, initiatives and compliance, which will transform all companies within the group together into one of the leading networks in pharmaceutical industry in terms of efficiency, quality, performance and customer satisfaction while developing employees and continuously improving their competencies.

## Achievements

Production of high-quality and affordable pharmaceutical products is the primary activity of Hemofarm, as well as the obligation for the company to constantly improve and innovate its production processes and practices.

During 2017, the Hemofarm production function was reorganized to a major extent, according to the plans initiated already in 2016. Effects of rationalization, better communication and higher efficacy have contributed that 2017, in almost all parameters, was one of the best years in the history of Hemofarm. New records were broken in production, which was completely harmonized with the values and principles of sustainable development. Additionally, in the last quarter of 2017, consultants from the McKinsey agency analysed the competitiveness of Hemofarm products. Products manufactured in the Solid Dosage Forms Plant were particularly well rated, ranking among the top 10% in terms of price, compared to the entire reference product database of this consulting agency. Additional activities which can reduce the costs of conversion by another EUR 6 million have also been defined. This would raise the plant performance and production function in general to an even higher level, without impairing safety



nivo, bez narušavanja bezbednosti i kvaliteta proizvoda.

U avgustu 2017, nakon uspešno završene GMP inspekcije Ministarstva zdravlja Republike Srbije i RP Darmstadta, započeo je sa radom Centar za pakovanje u okviru vršačkog centralnog fabričkog kompleksa, čime je ostvaren jedan od ključnih preduslova daljeg razvoja Hemofarma. U drugoj polovini godine Služba održavanja samostalno je izvršila preseljenje opreme za pakovanje iz Pogona čvrstih formi u Centar za pakovanje, čime je ostvarena značajna ušteda ali su i znatno skraćeni rokovi za transfer.

Tokom 2017. godine proizvodni pogoni Hemofarma bili su predmet 21 eksterne inspekcije (Ministarstvo zdravlja Republike Srbije, Agencije za lekove BiH, državne uprave Ukrajine, RP Darmstadta, SZO-a i Ministarstva industrije i trgovine Ruske Federacije). Proizvedeno je 158 validacionih i optimizacionih transfer i R&D šarži. Ukupno je realizovana proizvodnja 17 novih INN-ova u 42 različita poluproizvoda a krajem godine uspešno je realizovano plasiranje Rosuvastatina u sve zemlje sa istekom patenta. Služba Ugovorne proizvodnje ostvarila je rast poslovanja od 17% u odnosu na 2016. U toku 2017. urađeno je i 12 Media Fill testova sa 175.000 jedinica – negativni rezultati svih testova potvrda su visokog standarda i obučenosti uposlenih u proizvodnji Sterilnih farmaceutskih proizvoda.

U 2017. završen je projekat rekonstrukcije R&D zgrade površine oko 2.000 m<sup>2</sup> koji je obuhvatio rekonstrukciju i opremanje analitičkih laboratorija, laboratorija za razvoj formulacija i ispitivanja stres stabilnosti i kancelarijski prostor za Službe razvoja, registracije, medicine i transfera. Prateći savremene tehnologije i vodeći računa o energetske efikasnosti, u rekonstruisanom objektu izvršena je adaptacija prostora, obnovljene su instalacije, odvojeni su sistemi za klimatizaciju i ventilaciju za laboratorijski i kancelarijski prostor, tako da se uz racionalnu potrošnju i regulaciju termotehničkih, hidrotehničkih i elektroenergetskih instalacija, obezbede adekvatni uslovi za rad, usklađeni sa zahtevima dobre laboratorijske

and quality of products.

In August 2017, after the successfully completed GMP inspection of the Ministry of Health of the Republic of Serbia and RP Darmstadt, Packaging Centre began its operations within the central factory complex in Vršac, achieving one of the key preconditions for further development of Hemofarm. In the second half of the year, Maintenance Service independently moved the packaging equipment from the Solid Dosage Forms Plant to the Packaging Centre, which resulted in significant savings but also significantly reduced the time periods for transfer.

During 2017, production plants of Hemofarm were subjected to 21 external inspections (Ministry of Health of the Republic of Serbia, Medicines Agency of B&H, state administration of Ukraine, RP Darmstadt, WHO and the Ministry of Industry and Trade of the Russian Federation). 158 validation and optimization transfer and R&D batches were produced. A total of 17 new INNs, in 42 different semi-finished products, were produced and at the end of the year, and upon the expiry of patent, Rosuvastatin was successfully launched in all countries. Contract Manufacturing Service achieved growth of 17% compared to 2016. During 2017, 12 Media Fill tests were conducted with 175,000 units – negative results of all tests confirm high standard and training of employees in the production of sterile pharmaceutical products.

The project of reconstruction of R&D building with the surface area of approx. 2.000 m<sup>2</sup> was completed in 2017. It included reconstruction and furnishing of analytical laboratories, laboratories for development of formulations and testing stress stability, and an office space for Development, Registration, Medicine and Transfer services. In line with the contemporary technologies and taking care of energy efficiency, the premises of the reconstructed building were adapted, installations were renewed, systems for air-conditioning and ventilation were separated for the laboratory and office space so that adequate work conditions could be provided, with rational consumption and regulation of thermo-technical, hydro-technical and electric energy installation, all in line with the good laboratory practice requirements and applicable regulations on construction works, fire protection, occupational



prakse i važećom regulativom izgradnje, zaštite od požara, bezbednosti na radu i zaštite životne sredine.

R&D nakon rekonstrukcije raspolaže sa 1.230 m<sup>2</sup> laboratorijskog prostora, koji čine laboratorije za razvoj čvrstih formi, polučvrstih, tečnih, sterilnih i nesterilnih farmaceutskih proizvoda, zatim laboratorije za razvoj analitičkih metoda opremljene savremenom opremom za razvoj UPLC/HPLC, GC metoda, ispitivanja brzine rastvaranja, merenje i karakterizaciju veličine čestica, opremom za ispitivanja stabilnosti koja uključuje komore sa kontrolisanom temperaturom i vlagom, komore za fotostabilnost za različite testove u skladu sa regulativom. Pilot pogon od 150 m<sup>2</sup> opremljen je za proizvodnju čvrstih formi i koristi se za proizvodnju, razvojnih, validacionih i komercijalnih šarži. R&D tim radi i na održavanju i unapređenju elektronskog softvera za kreiranje, čuvanje i upravljanje razvojnom dokumentacijom eDMS – R&D Expert, koji omogućava

safety and environmental protection.

R&D after the reconstruction has 1,230 m<sup>2</sup> of laboratory space at its disposal, comprising of laboratories for development of solid dosage forms, semi-solid, liquid, sterile and non-sterile pharmaceutical products, as well as the laboratories for development of analytical methods equipped with state-of-the-art devices for development of UPLC/HPLC, GC methods, dissolution test, measuring and characterizing particle size, equipment for stability testing including chambers with controlled temperature and humidity, and chambers for photo-stability for different tests in line with the regulations. A pilot plant with surface area of 150 m<sup>2</sup> has been equipped for production of solid dosage forms and it is used for production of development, validation and commercial batches. The R&D team is also working on maintenance and improvement of electronic software for creating, storing and managing development documentation eDMS – R&D Expert, which enables management of development projects, as well as storage,





upravljanje projektima razvoja, kao i čuvanje, pretraživanje i razmenu znanja. Sledeći korak je unapređenje softvera koje se odnosi na procese upravljanja i izveštavanja.

## Planeta

Pored toga što su svi objekti Hemofarma energetske efikasni, kompanija brine i o drugim aspektima koji imaju uticaj na životnu sredinu, a kada su u pitanju skladišni i transportni kapaciteti to su potpuna automatizacija procesa, racionalizacija veličina transportnih pakovanja, kao i upotreba električnih vozila u skladištima. Sa tim u vezi, gotovo kompletan unutrašnji transport zasnovan je na automatizovanim regalnim dizalicama kao i viljuškarima na elektropogon, čime je sigurnost podignuta na najviši nivo, a emisije štetnih gasova i bilo kakav drugi negativan uticaj svedeni na najmanju moguću meru.

U oblasti skladištenja i transporta, Hemofarm nastoji da implementira najefikasniju skladišnu opremu u zavisnosti od uslova skladištenja i kapaciteta, prema svim zakonskim i GMP i GDP regulativama. Takođe, skladišni tim kontinuirano primenjuje sve preventivno-korektivne mere, kao i maksimalnu zaštitu na radu i zaštitu životne sredine. Uprkos povećanju skladišnih kapaciteta, Hemofarm je uspeo da unapredi svoje održive performanse i energetske efikasnost, uvažavajući sve principe i aspekte održivog razvoja i upotrebu zelenih tehnologija. Uprkos povećanju broja otpremljenih paleta sa gotovim proizvodima, Hemofarm je smanjio negativan uticaj na životnu sredinu, optimizujući veličinu transportnih kutija, čime je veći broj kutija postavljen na pojedinačnu paletu, što je zajedno rezultiralo u manjem broju kamiona koji prevoze proizvode kompanije Hemofarm, tj. u posrednoj emisiji CO<sub>2</sub>. Automatizovan je i interni transport paleta unutar postrojenja, a instalacija novog HVAC sistema, nastavak digitalizacije i nadogradnja novih softvera, kao i razvoj svesti i kulture isključivanja klima-uređaja u pogonima van radnog vremena, opravdali su reputaciju jedne od top 20% energetski najefikasnijih proizvodnih kompanija u svetskom rangu, u svojoj kategoriji (po proceni IFC, članice Grupe Svetske banke).

searching and exchange of knowledge. The next step is software improvement with regard to the management and reporting processes.

## Planet

Although all of Hemofarm's facilities are efficient in terms of energy, the company also cares about other aspects which affect the environment and when storage and transportation capacities are concerned, these include complete process automation, rational size of transportation packs, as well as use of electric vehicles in warehouses. With regard to that, almost the entire in-house transport is based on automated high-rack lifts as well as electric forklifts, which takes security to the highest level, while harmful gas emissions and any other negative impact are maximally reduced.

In the area of warehousing and transport, Hemofarm is trying to implement the most efficient warehousing equipment, depending on the storage conditions and capacities, in accordance with all legal and GMP and GDP regulations. Also, the warehouse team has continuously applied all preventive-corrective actions, as well as maximum occupational protection environmental protection. Although its warehouse capacities increased, Hemofarm managed to improve its sustainable performance and energy efficiency, while respecting all principles and aspects of sustainable development and use of green technologies. In spite of an increase in the number of dispatched pallets with finished products, Hemofarm reduced the negative impact on the environment by optimizing the size of transportation boxes, so that more cartons could be placed on a single pallet, which all together resulted in fewer trucks which transport Hemofarm products, i.e. in reduced indirect emission of CO<sub>2</sub>. In-house transport of pallets inside facilities has also been automated and the installation of a new HVAC system, continued digitalization and upgrading of new software, as well as development of awareness and habit of turning off the air-conditioners in plants outside working hours, have justified the reputation of one of the top 20% energy-efficient production companies worldwide, in its category (as assessed by the IFC, member of the World Bank group).







**Hemofarm je jedina kompanija iz Srbije i jedna od retkih iz jugoistočne Evrope koja je učestvovala na globalnom takmičenju u oblasti održivog razvoja „Ideje za akciju“. Reč je o takmičenju koje organizuju Svetska banka i prestižna američka poslovna škola Vorton sa Univerziteta u Pensilvaniji, na koji je ove godine prijavljeno više od 2.000 projekata iz celog sveta. Hemofarm je prijavio 20 projekata mladih stručnjaka zaposlenih u kompaniji, a o kvalitetu inovacija koje su oni predložili najbolje govori podatak da je Hemofarm bio jedan od finalista takmičenja za oblast Evrope.**

**Projekti Hemofarma koji su učestvovali na ovom važnom svetskom takmičenju koje predstavlja šansu za mlade stručnjake da menjaju svet, predstavljaju inovacije inženjera i menadžera koje su primenjive u realnom proizvodnom okruženju i mogu se implementirati i u drugim kompanijama. Neki od projekata demonstrirali su:**

- **prednosti i pogodnosti uvođenja elektronskog potpisa u laboratorijama**

Hemofarm is the only company from Serbia and one of few from Southeast Europe which took part in the global competition in the area of sustainable development IDEAS4ACTION. It is a competition organized by the World Bank and prestigious American business school, Wharton School of the University of Pennsylvania, for which more than 2000 projects from all over the world applied this year. Hemofarm participated with 20 projects of young experts employed in the company and the quality of innovations that they proposed is best illustrated by the fact that Hemofarm was one of the finalists of the competition for the area of Europe.

Hemofarm's projects which participated in this important global competition, giving young experts a chance to change the world, are the innovations of engineers and managers applicable in the actual production environment and which can be implemented also in other companies. Some of the projects have demonstrated the following:

- advantages and conveniences of introducing an electronic signature in laboratories, for

za validaciju rezultata istraživanja, uz veliko skraćanje vremena, značajan pad utroška papira i finansijske benefite;

- mogućnost pranja opreme za proizvodnju bez zaustavljanja procesa, kao i povećanje proizvodnih kapaciteta jednostavnim izmenama na već postojećoj opremi ili uz minimalne građevinske intervencije u prostorijama za razmeravanje sirovina; osim značajnih ušteda, jako je važan pozitivan duh i motivacija mladih kolega da budu inovativni u okruženju koje to prepoznaje i slavi;
- mogućnost primene digitalnih tehnologija u korporativnom putničkom saobraćaju – osmišljena je i pokrenuta aplikacija „Car4Share“ („Podeli auto“), koja omogućava zaposlenima da na jednom mestu imaju na raspolaganju sve destinacije na koje putuju njihove kolege, uz mogućnost da im se pridruže i tako smanje broj kompanijskih vozila u saobraćaju; pored direktnog smanjenja negativnog uticaja na životnu sredinu, kroz smanjenje emisija CO<sub>2</sub> i upotrebe goriva, značajno su smanjeni i troškovi održavanja vozila, kao i opterećenost parkinga, a zaposleni su dobili šansu da se dok putuju bolje upoznaju i povežu sa kolegama iz drugih sektora Hemofarma;
- mogućnost digitalizacije i automatizacije stvaranja tipskih ugovora, u okviru jedinstvene i celovite baze ugovora, kojom rukovodi Pravni sektor, a koja je prezentovana kroz digitalnu aplikaciju i softver „E-sekretarica“; osim značajnog olakšavanja procesa stvaranja ugovora, kroz jednostavan izbor predefinisanih elemenata iz digitalne baze, bitno je smanjen utrošak vremena i papira, a povećana je transparentnost i bezbednost procesa vezanih za ugovore;
- koncept dualnog obrazovanja u okviru Hemofarma, vezan za obrazovne profile koji su kompatibilni sa primarnom delatnošću kompanije, tj. hemijskom i tehničko-tehnološkom strukom; umesto da mladi, kada dođu u Hemofarm ili neku drugu sličnu kompaniju, budu zbunjeni susrećući se sa farmaceutskom opremom najnovije

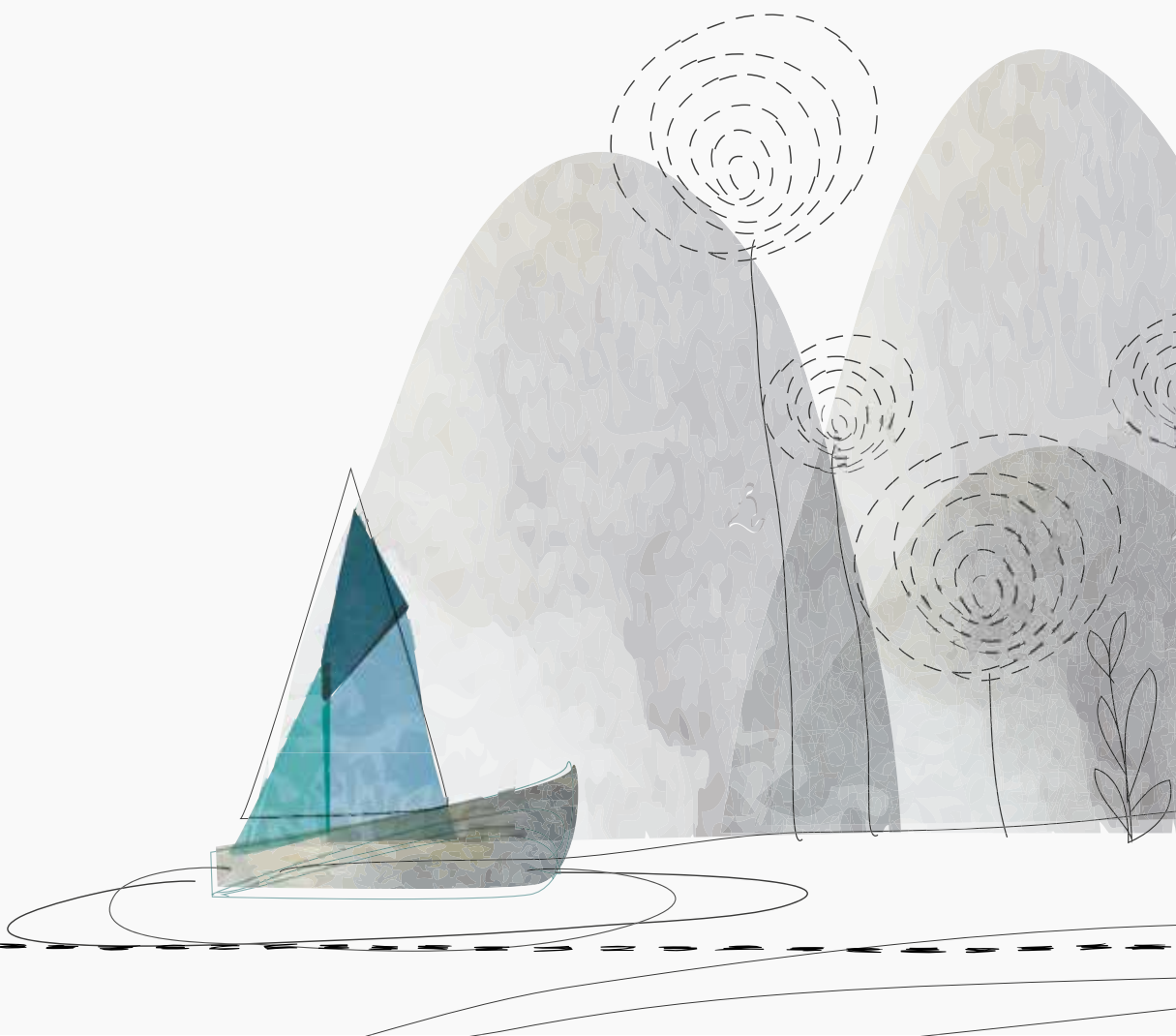
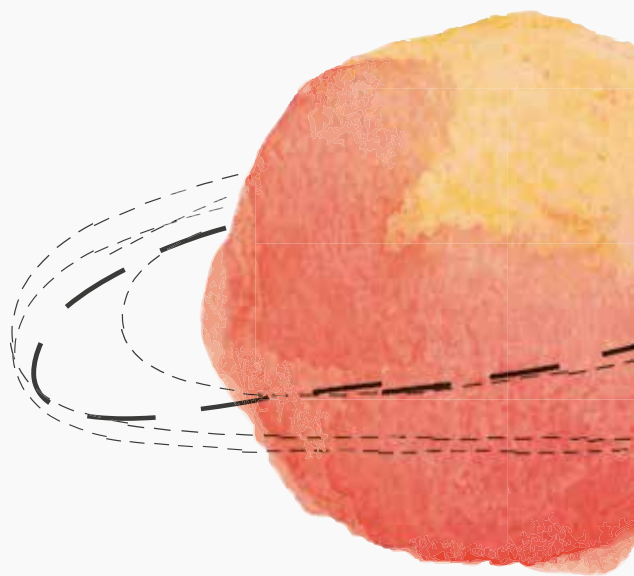
the validation of research results, with a great deal of time reduction, a significant drop in paper consumption and financial benefits,

- possibility of washing the production equipment without stopping the process, as well as increasing production capacities by simple changes of the existing equipment or by minimal construction interventions at the raw material weighing rooms; apart from significant savings, it is very important to keep the positive spirit and to motivate young colleagues to be innovative in the environment which recognizes and celebrates it,
- possibility to apply digital technologies in corporate passenger transportation – application Car4Share was designed and launched, enabling employees to have all destinations to which their colleagues travel available in one place, with the option to join them and thereby reduce the number of company cars in traffic; in addition to direct reduction of negative impact on the environment by reducing emission of CO<sub>2</sub> and fuel consumption, this has significantly reduced the costs of vehicle maintenance, as well as parking load and the employees were given a chance to get to know each other better and connect with colleagues from other divisions in Hemofarm while travelling.
- possibility of digitalization and the automated creation of typical agreements, within a common and comprehensive agreement database, managed by the Legal Department, which was presented through a digital application and software E-secretary; the agreement creation process has been much facilitated, by simple selection of predefined elements from digital database; consumption of time and paper has been greatly reduced, while transparency and safety of processes related to the agreements has increased a lot,
- the concept of dual education within Hemofarm, with regard to educational profiles compatible with the primary activity of the company, i.e. chemical and technical-technological professions; instead of young people being confused when they come to Hemofarm or another similar company and see the latest-generation pharmaceutical

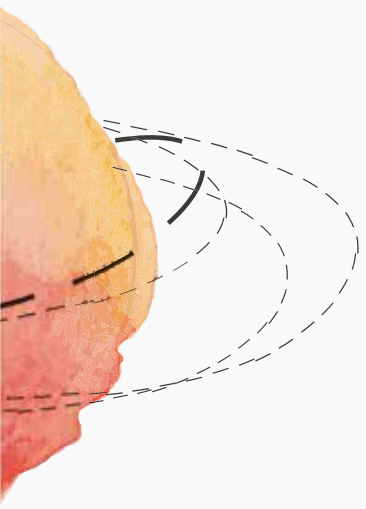


generacije i modernim laboratorijskim i proizvodnim okruženjem, oni dobijaju šansu da se već tokom obrazovanja (srednje stručne škole i fakulteti) putem praktične nastave i prakse u Hemofarmu upoznaju sa savremenim procesima proizvodnje po najstrožim svetskim standardima; tako Hemofarm ne samo što priprema kvalitetne nove kadrove da postanu deo njegovog tima po završetku školovanja već unapređuje kvalitet i ponudu kadrova na domaćem tržištu rada, a istovremeno pruža primer koji bi mogle da slede i druge kompanije.

Projekti koje je Hemofarm predstavio na takmičenju „Ideje za akciju“ prikazali su i mogućnosti za smanjivanje prekovremenog rada zaposlenih, unapređenje ekologije, nastavak razvoja sistema javnog zdravlja i dr. Ovo takmičenje je svakako pružilo mogućnost Hemofarmu da ostvari prepoznatljivost na globalnoj mapi održivog razvoja.







equipment and modern laboratory and production environment, they are given a chance, already during their education (secondary vocational schools and universities) through practical classes and internship in Hemofarm, to become familiar with contemporary production processes following the strictest international standards; thereby, Hemofarm not only prepares quality new employees to become a part of its team when they finish education, but also improves quality and supply of staff in the local labour market, at the same time setting an example for other companies.

Projects presented by Hemofarm at the IDEAS4ACTION competition have shown the possibility of reduction of employee overtime, improvement of ecology, continuing development of the public healthcare system, etc. This competition has certainly given Hemofarm the opportunity to become recognizable on the global map of sustainable development.





12 ODRŽIVA  
POTROŠNJA I  
PROIZVODNJA



RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION

Papir proizveden od procesnih ostataka organskog grožđa.  
Paper produced from process residues of organic grape.



**Cilj broj 12 – Održiva potrošnja i proizvodnja**

Goal 12 – Sustainable consumption and production



# Obezbediti održive oblike potrošnje i proizvodnje

## Ensure sustainable consumption and production patterns

Postizanje privrednog rasta i održivog razvoja nalaže hitno smanjenje čovekovog uticaja na životnu sredinu, koje će se postići promenom načina na koji on proizvodi i troši proizvode i resurse. Poljoprivreda je najveći potrošač vode u svetu, a za navodnjavanje se danas troši skoro 70% ukupnih slatkih voda koje su adekvatne za ljudsku upotrebu. Efikasno upravljanje zajedničkim prirodnim resursima i način na koji se odlaže toksični otpad i smanjuje uticaj zagađivača predstavljaju važne aspekte zadate za postizanje ovog cilja. Podsticanje privrede, preduzeća i potrošača da recikliraju i smanje količinu otpada jednako je važno, kao i pomoć zemljama u razvoju da se okrenu održivijim obrascima potrošnje do 2030. godine.

Srpska privreda je uslovljena veoma delikatnim nasleđem odnosa i limitiranih resursa iz prethodnih država, koje su se tokom više decenija transformisale na ovim prostorima. Inflacija, međunarodne sankcije, vojne intervencije i slično, samo su bili uvod u ono što je dodatno opteretila svetska ekonomska kriza. Svakako domaća privreda beleži znakove sporog oporavka, čemu zasigurno može da doprinese integracija principa održivog razvoja u sve privredne aspekte. Razvoj svesti o značaju održive potrošnje i proizvodnje može da unapredi performanse srpske privrede, ali i odgovornost svih uključenih strana.

Veliki broj ljudi u svetu i dalje troši premalo da bi se zadovoljile čak i osnovne potrebe. Isto tako, bitno je utvrditi količinu bačene hrane po glavi stanovnika na nivou maloprodaje i potrošača, što bi doprinelo postizanju efikasnog lanca proizvodnje i snabdevanja. To može doprineti ispravnosti hrane i pomoći čovečanstvu da pređe na privredu koja efikasnije koristi resurse.

Achieving the economic growth and sustainable development necessitates an immediate reduction of human environmental impact, which will be achieved by changing the way in which people produce and consume products and resources. Agriculture is the largest global consumer of water, and almost 70% of total freshwater water suitable for human consumption is used for irrigation today. Efficient management of common natural resources and the method to dispose of toxic waste and reduce the pollutants impact represent important aspects set for achieving this goal. It is equally important to encourage the economy, companies and consumers to recycle and reduce the quantity of waste, the same as the help to developing countries to turn to more sustainable consumption patterns by 2030.

The Serbian economy is conditioned by the very delicate legacy of relations and limited resources from the previous states which have transformed in this region over the period of several decades. Inflation, international sanctions, military interventions and the like, were just an introduction to what was additionally burdened by the global economic crisis. The domestic economy certainly shows signs of slow recovery, which is certainly helped by the integration of sustainable development principles into all economic aspects. Developing awareness of the importance of sustainable consumption and production can improve the performance of the Serbian economy, but also the responsibility of all involved parties..

A lot of people in the world still spend too little to meet even the basic needs. Also, it is important to determine the amount of wasted food per capita at the retail and consumer level, which would contribute to achieving an efficient production and supply chain. This can contribute to the food quality and help the mankind switch to economy which uses the resources in more efficient way.

## Zvanični potciljevi: / Official targets:

**12.1** Primeniti 10-godišnji okvir programa za održivu potrošnju i proizvodnju, u kome će učestvovati sve zemlje, a razvijene zemlje će preuzeti rukovodeću ulogu, uzimajući u obzir stepen razvoja i kapacitete zemalja u razvoju. / Implement the 10-year framework of programmes on sustainable consumption and production, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries.

**12.2** Do kraja 2030. postići održivo upravljanje i efikasno korišćenje prirodnih resursa. / By 2030, achieve the sustainable management and efficient use of natural resources.

**12.3** Do kraja 2030. globalno prepoloviti bacanje hrane po glavi stanovnika na nivou maloprodaje i potrošača te smanjiti gubitke u hrani u proizvodnji i lancima snabdevanja, što obuhvata i gubitke koji nastaju posle žetve. / By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.

**12.4** Do kraja 2020. postići ekološki ispravno upravljanje hemikalijama i svim oblicima otpada tokom čitavog njihovog upotrebnog ciklusa, u skladu sa dogovorenim međunarodnim okvirima, i značajno smanjiti njihovo ispuštanje u vazduh, vodu i zemljište kako bi se što više umanjili njihovi negativni uticaji na zdravlje ljudi i životnu sredinu. / By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.

**12.5** Do kraja 2030. značajno smanjiti generisanje otpada tako što će se sprečavati ili smanjivati njegovo generisanje, odnosno tako što će se otpad preradivati i ponovo upotrebljavati. / By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

**12.6** Podsticati kompanije, posebno velike i međunarodne kompanije, da usvoje održive prakse i da integrišu informacije o održivosti u svoj ciklus izveštavanja. / Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

**12.7** Promovisati prakse javnih nabavki koje su održive, u skladu sa nacionalnim politikama i prioritetima. / Promote public procurement practices that are sustainable, in accordance with national policies and priorities.

**12.8** Do kraja 2030. osigurati da ljudi svuda imaju relevantne informacije i svest o održivom razvoju i prirodnim stilovima života. / By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.

**12.a** Podržati zemlje u razvoju da jačaju svoje naučne i tehnološke kapacitete kako bi se kretale u pravcu održivijih oblika potrošnje i proizvodnje. / Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production.

**12.b** Razvijati i primenjivati alate za praćenje uticaja održivog razvoja na održivi turizam koji stvara radna mesta i promovise lokalnu kulturu i proizvode. / Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products.

**12.c** Svesti na razumnu meru nedelotvorne subvencije za fosilna goriva kojima se podstiče rasipna potrošnja otklanjanjem tržišnih deformacija, u skladu sa nacionalnim okolnostima, između ostalog i kroz restrukturiranje sistema oporezivanja i fazno ukidanje štetnih subvencija tamo gde one postoje kako bi došao do izražaja njihov uticaj na životnu sredinu, uzimajući u obzir u potpunosti specifične potrebe i uslove zemalja u razvoju i svodeći na najmanju meru moguće negativne uticaje na njihov razvoj na način kojim se štite siromašni i pogođene zajednice. / Rationalize inefficient fossil-fuel subsidies that encourage wasteful consumption by removing market distortions, in accordance with national circumstances, including by restructuring taxation and phasing out those harmful subsidies, where they exist, to reflect their environmental impacts, taking fully into account the specific needs and conditions of developing countries and minimizing the possible adverse impacts on their development in a manner that protects the poor and the affected communities.

## Šta Cilj broj 12 znači za Srbiju i građane What Goal 12 means for Serbia and its citizens

Srpska privreda beleži znakove blagog, ali konstantnog oporavka, što je veoma obećavajuće jer je u pozitivnom ambijentu daleko konstruktivnije da se implementiraju postulati održivog razvoja i svi benefiti koje oni donose. Glavni fokus globalne ekonomije, kada je u pitanju održiva potrošnja i proizvodnja usmeren je na mala i srednja preduzeća, od kojih se očekuje da budu novi nosioci svetskih ekonomskih prilika. U Srbiji, mala i srednja preduzeća beleže neznatan rast poslovanja, koji u zbiru sa velikim kompanijama donosi porast dobiti u prethodnoj godini za 2-3 puta.

Poslovanje usklađeno sa principima i ciljevima održivog razvoja jedan je od sigurnih načina za unapređenje poslovanja srpskih kompanija, povećanje konkurentnost na globalnom tržištu, ali i privlačenje novih stranih investicija. Usaglašenost sa svetskim trendovima odgovorne potrošnje i proizvodnje, uz nove poslovne prilike, omogućiće i otvaranje novih radnih mesta u Srbiji. Paralelno sa tim, ne

The Serbian economy shows the signs of slight but constant recovery, which is very promising, because it is far more constructive to implement the sustainable development postulates and all the benefits they bring in the positive setting. The main focus of the global economy, with relation to sustainable consumption and production, is on small and medium-sized companies which are expected to be the new drivers of global economic trends. Small and medium-sized companies record a slight increase of their operations in Serbia, which, together with big companies brings the increase in profit in the previous year by 2,3 times.

Doing business aligned with the principles and goals of sustainable development is one of the safe ways to improve the operations of Serbian companies, increase their competitiveness in the global market, but also attract new foreign investments. Compliance with the global trends of responsible consumption and production, together with new business opportunities, will also enable the creation of new jobs in Serbia. In parallel, education of the population on the responsible

treba zanemariti ni edukaciju stanovništva o odgovornoj potrošnji, uzimajući u obzir što širi dijapazon proizvoda ili usluga koje prosečan stanovnik koristi. Osim pozitivnog uticaja na porodični budžet, odgovorna potrošnja omogućava i pozitivan uticaj na životnu sredinu.

Ekologija je oblast u kojoj Srbija tek treba da prevaleći najveći put ka harmonizaciji sa evropskim standardima i zakonima. I to je veoma skup put, koji opet „vuče“ višedecenijske korene iz vremena privredne izolacije i stagnacije, te zanemarivanja svega što dolazi izvan pukog preživljavanja. Cena jeste visoka, ali ju je neophodno platiti, a veliki „popust“ u tome može da bude upravo održivi razvoj i svest pojedinaca ali i kompanija – od odgovorne potrošnje i proizvodnje, pa sve do odgovornog odnosa prema životnoj sredini i adekvatnog tretiranja svih direktnih ili sporednih efekata te proizvodnje, a posebno otpadnih materija. Izlivanje otpadnih voda u srpske reke mora što pre da postane prošlost, a isto tako i neadekvatno zbrinjavanje svih ostalih vrsta otpada.

consumption should not be ignored either, taking into account the broader range of products or services the average citizen uses. Apart from the positive impact on the family budget, responsible consumption also has a positive impact on the environment.

Ecology is an area in which Serbia has yet to cover the longest way on the path to harmonization with the European standards and laws. Thereat, it is a very expensive process, which is again rooted in the circumstances dating back from the decades-long period of economic isolation and stagnation and neglecting of everything which was not related to mere survival. The price is certainly high, but it has to be paid and the sustainable development and the awareness of people, but also companies – from responsible consumption and production, all the way to responsible attitude towards the environment and adequate treatment of all direct or indirect effects of such a production, especially in terms of waste materials, can compensate for this high price. The discharge of wastewater into the Serbian rivers must, as soon as possible, become a matter of the past, as well as the inadequate disposal of all other types of waste.

## / Šta Cilj broj 12 znači za Hemofarm i zaposlene i koji je doprinos ispunjavanju ovog cilja

What Goal 12 means for Hemofarm and its employees and contribution to achievement of this Goal

### Materijalne teme Hemofarma u vezi sa ovim ciljem

- Unapređenje energetske efikasnosti i povećanje korišćenja obnovljivih izvoda energije.
- Odgovorno upravljanje potrošnjom vode i smanjivanje generisanja otpada.

Hemofarm je poslovao u skladu sa vrednostima koje zastupa održivi razvoj još onda kada se ta oblast nije tako zvala niti postojala. Posmatrano iz današnjeg ugla, upravo je to odgovorno, domaćinsko, brižno, fer i korektno ponašanje prema internom i eksternom timu, kao i okruženju, omogućilo kompaniji da postane i ostane farmaceutski lider. Održive vrednosti su upravo te koje su Hemofarmu pomogli da

### Materiality topics of Hemofarm related to this Goal

- Improvement of energy efficiency and increase in the consumption of renewable energy sources
- Responsible water consumption management and reduced waste generation

Hemofarm operated in line with the values represented by the sustainable development even back in time when this field was not called like that or even existed. Observing things from the today's perspective, this responsible, fair, correct approach of a good host to in-house and external team, as well as the environment, was what enabled the company to become and remain the pharmaceutical leader. Sustainable



bude prepoznat na međunarodnom tržištu, čak i onda kada srpskoj privredi nije išlo najbolje. Verovatno su te iste vrednosti ono što je i ohrabrilо nemačke investitore i STADA Grupu da prepoznaju sigurnu investiciju i ulože svoj kapital baš u Srbiju. Tek kasnije, nedavno, sve to je uobičajeno u formu koja je dobila naziv održivi razvoj.

Pre nekoliko godina, još dok kompanija nije izveštavala o sopstvenom održivom razvoju, Hemofarmu se javio potencijalni poslovni partner iz Holandije, koji je želeo da praktično proveri evropsku reputaciju vršačkog farmaceutskog proizvođača. To je bila šansa za Hemofarm da dobije novog klijenta za koga bi ugovorno proizvodio lekove. S obzirom da Srbija još uvek nije deo EU i da postoji dovoljno velika neusaglašenost zakona koji uređuju privredu i poslovanje, a računajući sa činjenicom da su međunarodni farmaceutski standardi jednako rigorozni u svakoj zemlji, stranom partneru su ostale jedino održive vrednosti koje mogu da potvrde ili opovrgnu kvalitet Hemofarma. Holandsko predstavništvo nezavisne sertifikacione i revizorske kuće SGS kontaktiralo je svoju lokalnu afilijaciju, koja je dobila zadatak da izvrši proveru usaglašenosti Hemofarma sa principima BSCI kodeksa. Ovaj vodeći kodeks društveno-poslovne usaglašenosti baziran je upravo na održivim vrednostima, a rezultati provere su potvrdili da je Hemofarm više od 98% usaglašen sa njim, što je najbolji ostvareni rezultat u Srbiji. Tada je menadžment kompanije shvatila da održive vrednosti i njihovi principi omogućavaju Hemofarmu globalnu konkurentnost, nove poslovne izazove i dugoročnu stabilnost. Održivi razvoj je tada postao strateški deo razvoja kompanije, a zaposleni su dobili garanciju sigurne budućnosti.

## Ljudi

Jedan od glavnih stubova održivosti Hemofarmove proizvodnje i delatnosti uopšte predstavljaju aktivnosti u domenu istraživanja i razvoja (skraćeno R&D od engl. research & development). Praćenje i predviđanje kliničke slike, potreba medicine i pacijenata, kao i razvoj novih proizvoda suština su rada R&D-a Hemofarma, koji stavlja na raspolaganje sva svoja znanja i iskustva u skladu sa uverenjem da je unapređenje kvaliteta života i zdravlja zasnovano na novim naučnim dostignućima.

values were the ones that helped Hemofarm to be recognized internationally, even in the period when the Serbian economy was having a rough time. These same values have probably encouraged German investors and the STADA Group to recognize the safe investment and invest their capital in Serbia. All of this has only recently been shaped into what is now called sustainable development.

Several years ago, when the company did not report on its own sustainable development, Hemofarm was contacted by the potential business partner from the Netherlands, which wanted to check the European reputation of the pharmaceutical producer from Vršac in a practical way. This was a chance for Hemofarm to get a new client to produce medicines for within contract manufacturing arrangement. Since Serbia is not a part of the EU yet and that there is large enough incompliance of the laws stipulating the economy and business, furthermore, counting on the fact that international pharmaceutical standards are equally strict in every country, what was left for the foreign partner was to rely only onto sustainable values which can confirm or deny the quality of Hemofarm. The Dutch representative office of the independent certification and auditing company SGS contacted its local affiliate which got a task to inspect the compliance of Hemofarm with the principles of BSCI code. This leading code of business social compliance was based exactly on the sustainable values, and the results of the inspection confirmed that Hemofarm was 98% in compliance with it, which is the best accomplished result in Serbia. The company management realized then that sustainable values and their principles enable Hemofarm to be globally competitive, to have new business challenges and long-term stability. Sustainable development has then become the strategic part of the company development, and employees received the guarantee for their safe future.

## People

R&D activities represent one of the main pillars of sustainability of Hemofarm's production and business in general. Monitoring and planning of clinical picture, needs of medical professionals and patients, as well as the development of new products are the basis of Hemofarm's R&D, which makes all its knowledge and experience available aligned with the belief that improvement of quality of life and health is based on new scientific achievements. The pharmaceutical industry has a reputation for being quite slow and that it takes

Farmaceutsku industriju nije glas da je dosta spora i da je potrebno dugo vremena od razvoja novih proizvoda do njihovog plasiranja na tržište. Najveći razlog je stroga regulisanost kroz brojne zakonske obaveze, ali i zahtevne međunarodne standarde. Ipak, uprkos svim izazovima branše, R&D Hemofarma pokazuje izuzetne rezultate, za koje su zaslužni upravo zaposleni u ovom sektoru. R&D stručnjaci Hemofarma sve su angažovaniji i u razvoju proizvoda na nivou cele STADA Grupe, što najbolje svedoči o njihovom profesionalnom pristupu i zavidnim rezultatima. Jedna od najvažnijih smernica u svemu što rade jeste upravo i Politika kvaliteta Hemofarma.<sup>17</sup>

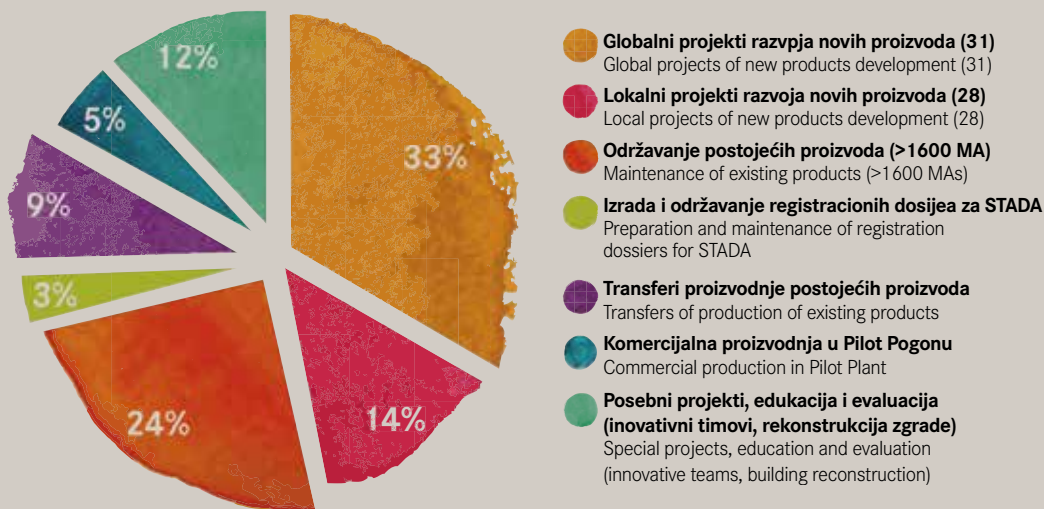
Tokom 2017. godine zaposleni u R&D-u bili su angažovani na razvoju i registraciji novih proizvoda, transferu, unapređenju postojeće palete proizvoda. Formirani su inovativni timovi, koji se bave analizom i izborom potencijalnih novih projekata razvoja i proizvoda u paleti Hemofarma. To je rezultiralo pokretanjem novih lokalnih projekata razvoja iz CHC i OTC programa, koji će dodatno osavremeniti i unaprediti portfolio Hemofarma, a nove proizvode i inovativne forme ponuditi pacijentima radi jednostavnije i efikasnije primene u prevenciji i lečenju različitih zdravstvenih stanja.

long from the development of new products to their placement onto the market. The main reason is that it is a highly regulated industry by numerous legal obligations, but also demanding international standards. Nevertheless, in spite of all industry challenges, Hemofarm's R&D demonstrates the exceptional results, which the employees of this division can be credited for. Hemofarm's R&D experts are increasingly engaged also in the development of products at the level of the overall STADA Group, which testifies best about their professional approach and enviable results. One of the most important guidelines in everything they do is Hemofarm's Quality Policy.<sup>17</sup>

Over the course of 2017, the employees of R&D Division dealt with the development and registration of new products, transfer, improvement of the existing product range. Innovation teams have been formed, dealing with the analysis and selection of potential new development projects and products within the Hemofarm's product range. This resulted in initiation of new local development projects from CHC and OTC product range which will additionally modernize and improve Hemofarm's portfolio and offer the new products and innovative forms to patients for simpler and more efficient application in the prevention and treatment of different health conditions.

## Pregled angažovanja zaposlenih u R&D tokom 2017.

Overview of engagement of R&D employees during 2017



<sup>17</sup> Pored toga, principi Dobre kliničke prakse primenjuju se prilikom sprovođenja kliničkih ispitivanja i svih drugih aktivnosti, koje se tiču medicinskih aspekata istraživanja i razvoja

<sup>17</sup> Besides, principles of Good Clinical Practice are applied when clinical trials and all other activities related to medical aspects of research and development are implemented

Tokom 2017. godine, R&D tim Hemofarma realizovao je transfer i proizvodnju 14 novih proizvoda iz razvoja za STADA AG za lansiranje u zemljama EU i Švajcarskoj. Na tržištima Zapadnog Balkana lansirano je 39 novih proizvoda\* tokom 2017. Tržište Srbije lansirano je 16 novih proizvoda\*. Na Tržište BiH lansirano je 10 novih proizvoda\*. Na Tržište Albanije lansirano je 13 novih proizvoda\*.

\*U više oblika, formi i doza.

Over the course of 2017, the Hemofarm R&D team implemented the transfer and production of 14 new products from the development for STADA AG to be launched in EU countries and Switzerland. Over the course of 2017, 39 new products\* were launched in the markets of the Western Balkans. 16 new products\* were launched in the market of Serbia. 10 new products\* were launched in the market of B&H. 13 new products\* were launched in the Albanian market.

\*In several forms and doses

LANSIRANO U EU I ŠVAJCARSKOJ LAUNCHED IN EU AND SWITZERLAND		LANSIRANO U SRBIJI LAUNCHED IN SERBIA		LANSIRANO U BIH LAUNCHED IN B&H		LANSIRANO U ALBANIJI LAUNCHED IN ALBANIA	
proizvod product	doza (mg) dosage (mg)	proizvod product	doza (mg) dosage (mg)	proizvod product	doza (mg) dosage (mg)	proizvod product	doza (mg) dosage (mg)
Olmesartan mono film tablete film-coated tablets	10mg, 20mg, 40mg	Ademola Iyo inj. (voriconazole)		Lavrena (levocetirizine) film tablete film-coated tablets		Siverio sirup Siverio syrup	
Olmesartan film tablete film-coated tablets	10/20/40/80mg 20/25mg, 40/50mg, 40/20mg	Robenan tablete (levocetirizine)		Bikalis tbl. (bicalutamide)		Forteca film tablete film-coated tablets	500mg
Amlodipin/Valsartan	5/160mg, 10/160mg	Barios tablete (neбиволol) Barios tablets (neбиволol)		Notmal (levetiracetam) film tablete film-coated tablets		Yanida film tablete film-coated tablets	
Ezetimib tablete tablets	10mg	Disney Multivitaminini Disney Multivitamins		Farnos tbl. (fosinopril)		Yanida plus film tablete film-coated tablets	
Rosuvastatin film tablete film-coated tablets	5 mg, 10 mg, 20 mg, 40mg	Erynorm plus film tablete film-coated tablets		Bronhoklir bršljen sirup Bronhoklir ivy syrup		Elfonis infuzioni rastvor Elfonis infusion solution	
		Paravano (Rosuvastatin) film tablete film-coated tablets				Elfonis film tablete film-coated tablets	400mg
		Hypolip film tablete (kristalni Atorvastatin) film-coated tablets (crystalline atorvastatin)				Prilinda film tablete film-coated tablets	5mg
						Idika film tablete film-coated tablets	150mg
						Snup nazalni sprej Snup nasal spray	0,05% 0,10%

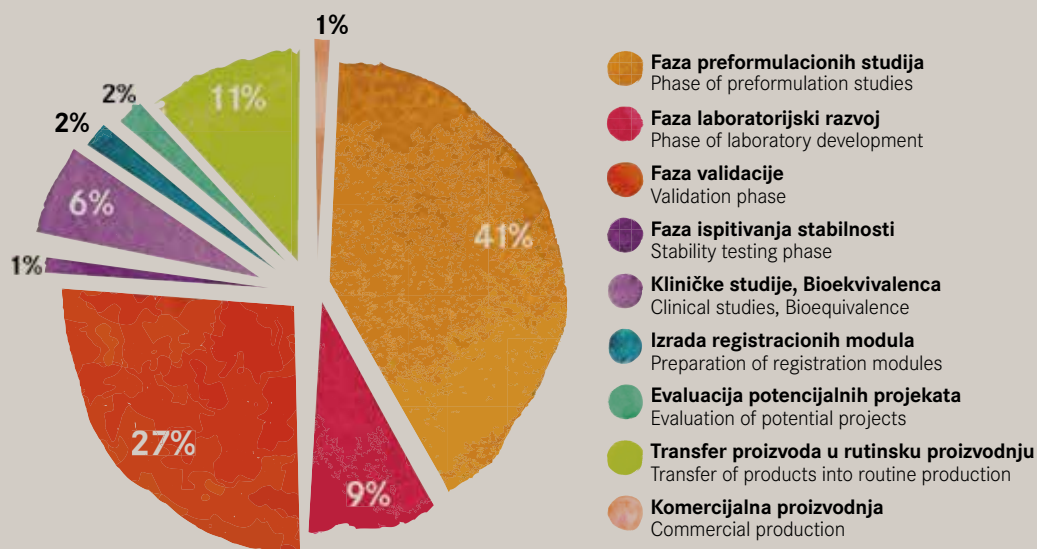
Tokom 2017. R&D tim je ostvario značajan porast realizacije u komercijalnoj proizvodnji u Pilot pogonu – proizvedene su 143 šarže, odnosno 121% u odnosu na plan proizvodnje za 2017, ali i 138% u odnosu na realizaciju rutinske proizvodnje u Pilot pogonu, koja je bila u 2016. godini.

Over the course of 2017, the R&D team recorded a significant increase of commercial production accomplishment in Pilot Plant – 143 batches were produced, i.e. 121% compared to the production plan for 2017, but also 138% compared to the implementation of routine production in Pilot Plant, which was performed in 2016.



## Analiza realizacije razvojnih procesa u 2017.

Analysis of implementation of development processes in 2017

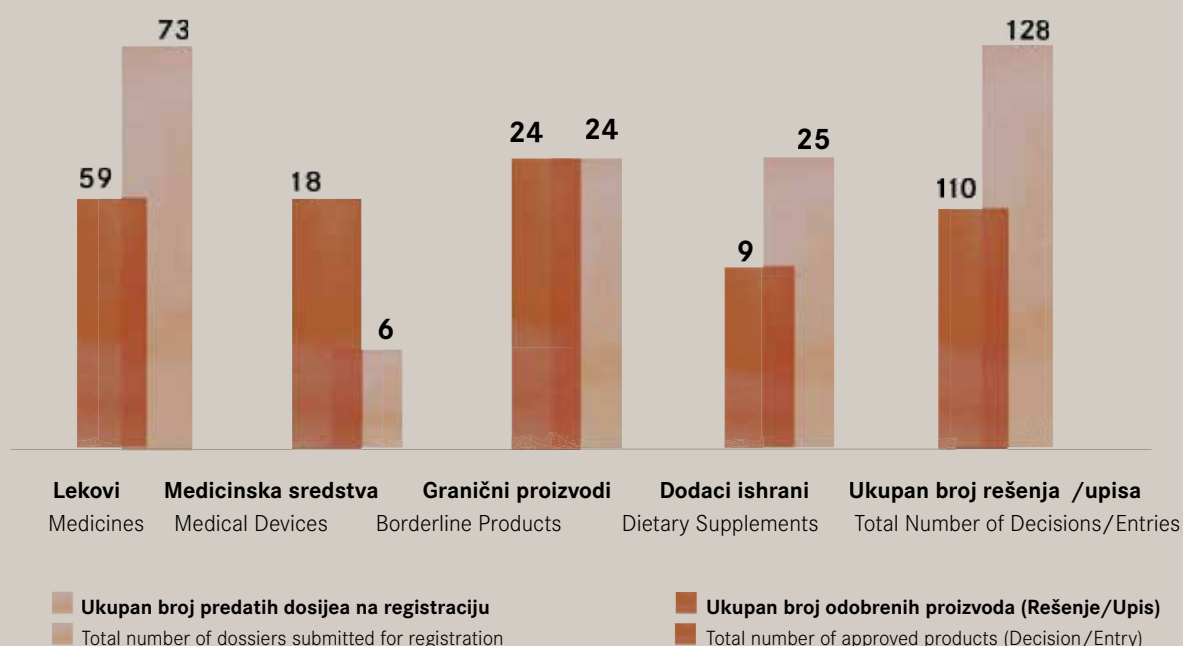


U 2017. godini Hemofarm je dobio 59 novih registracionih rešenja za lekove, 18 rešenja o upisu za medicinska sredstva, 24 granična proizvoda u Makedoniji i 9 upisa za nove dodatke ishrani na tržištima Zapadnog Balkana, ali i tržištima Rusija, CIS i Centralna Azija.

In 2017 Hemofarm received 59 new marketing authorizations for medicines, 18 decisions on the entry of medical devices, 24 borderline products in Macedonia and 9 entries for new dietary supplements in the markets of the Western Balkans, but also in the markets of Russia, CIS and Central Asia.

## Registracija novih proizvoda u 2017.

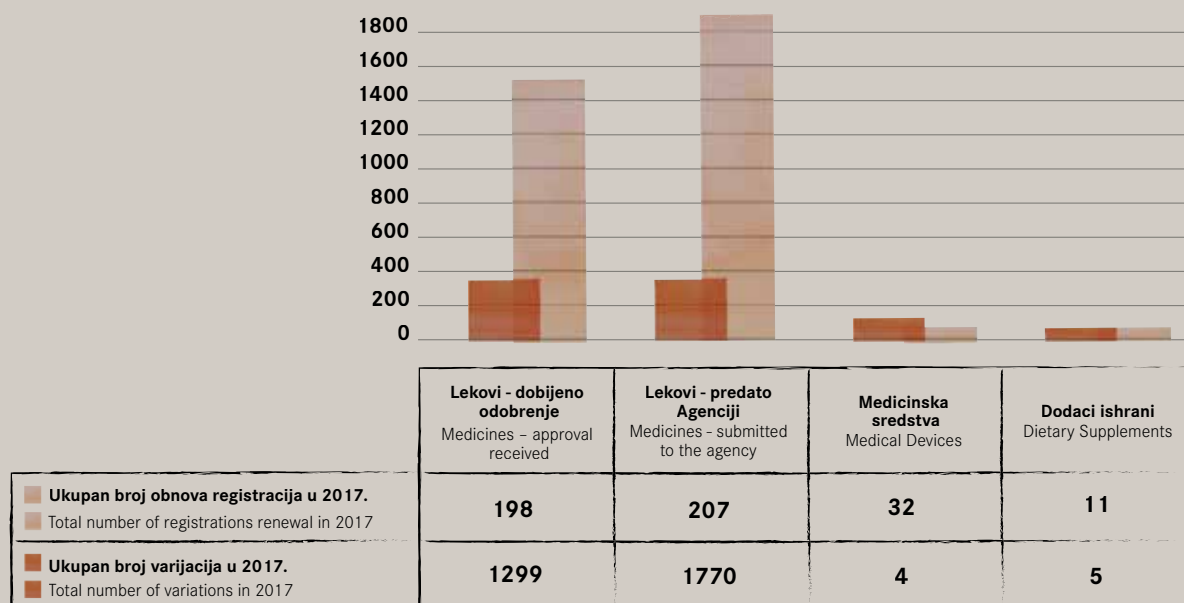
Registration of new products in 2017



Pored toga bilo je značajnih aktivnosti na održavanju proizvoda, veliki broj obnova registracija, kao i veliki broj varijacija, najviše u Srbiji i Bosni i Hercegovini.

Besides, there were significant activities related to the maintenance of products in force, large number of registration renewals, as well as large number of variations, mostly in Serbia and Bosnia and Herzegovina.

### Održavanje registracija u 2017. / Maintenance of Registrations in Force in 2017



U sklopu razvoja korporativne kulture i internih komunikacija, realizovana je eNPS anketa, koja je pokazala dodatni prostor za razvoj saradnje sa R&D timom. On se ogleda u većoj fleksibilnosti, otvorenosti i dostupnosti, a unapređenja su odmah učinjena kroz jače prisustvo na korporativnom Intranet portalu kroz preglednu organizacionu strukturu R&D sektora i kontakte za pitanja svih zainteresovanih strana unutar kompanije i kreiranja svojevrzne baze znanja.

Tokom 2017. u saradnji sa Sektorom ljudskih resursa, za R&D tim organizovane su interne edukacije, stručni seminari i radionice o praktičnoj primeni novih vodiča u regulativi vezano za elementarne i genotoksične nečistoće, radionice na temu razvoja metode za ispitivanje brzine rastvaranja aktivne supstance, kliničkih studija bioekvivalence, uspostavljanje In-Vivo – in-Vitro korelacije, primene dizajna eksperimenta i QbD principa u procesu razvoja formulacije novih proizvoda. U sklopu unapređenja saradnje

The eNPS survey was done as a part of development of corporate culture and internal communications, which showed that there was an additional space for development of cooperation with R&D team. It is reflected in greater flexibility, openness and availability. Improvements have already been made through stronger presence on corporate Intranet portal through the reviewed organizational structure of R&D division and contacts for questions of all the interested parties within the company and creation of the specific knowledge base.

In-house training, professional seminars and workshops on the practical implementation of new guidelines in the regulations related to elementary and genotoxic impurities, workshops on the development of the active substance dissolution method, clinical bioequivalence studies, establishment of In-Vivo – In-Vitro correlation, application of the experiment design and QbD principle in the process of development of new product formulation were organized for the R&D team in cooperation with the Human Resources Division over the course of 2017. As a part of the improvement of

između kompanija unutar STADA Grupe, R&D Hemofarma organizovao je krajem septembra u Moskvi izuzetno koristan dvodnevni trening „Quality by Design“ (Dizajniranje kvaliteta u razvoju lekova - QBD).<sup>18</sup> Ukupno 64 polaznika, iz različitih sektora afilijacija STADA iz Novgoroda, Obninska i Moskve, učestvovali su u treningu.

## Dostignuća

U svim fabrikama Hemofarma tokom 2017. ostvaren je rekordan obim proizvodnje od 243,9 miliona pakovanja, što je porast od 10% u odnosu na rekordnu 2016. godinu. Realizovan je i rekordan obim u proizvodnim jedinicama (TPU) od 5,3 milijardi što je 21% više u odnosu na 2016. Realizovan je rekordan obim u blisterima od 448,9 miliona što je za 27% više u odnosu na 2016. Portfolio u 2017. godini dostigao je broj od 2.708 SKU što je 16% više u odnosu na 2016. dok su ukupno ostvareni troškovi 0,37% manji od budžetskog plana. Proizvodni pogoni: Vršac – čvrste forme i Pogon sterilnih proizvoda te Pogon antibiotika Dubovac, Pogon Hemomont i Pogon Banja Luka ostvarili su rekordnu proizvodnju od osnivanja.

Realizacija u 2017. godini:

cooperation between the companies within the STADA Group, Hemofarm's R&D organized exceptionally useful two-day training „Quality by Design“ (quality design in the development of medicines - QBD)<sup>18</sup> in Moscow at the end of September. Totally 64 people from different divisions of STADA's affiliates from Nizhny Novgorod, Obninsk and Moscow participated in the training.

## Achievements

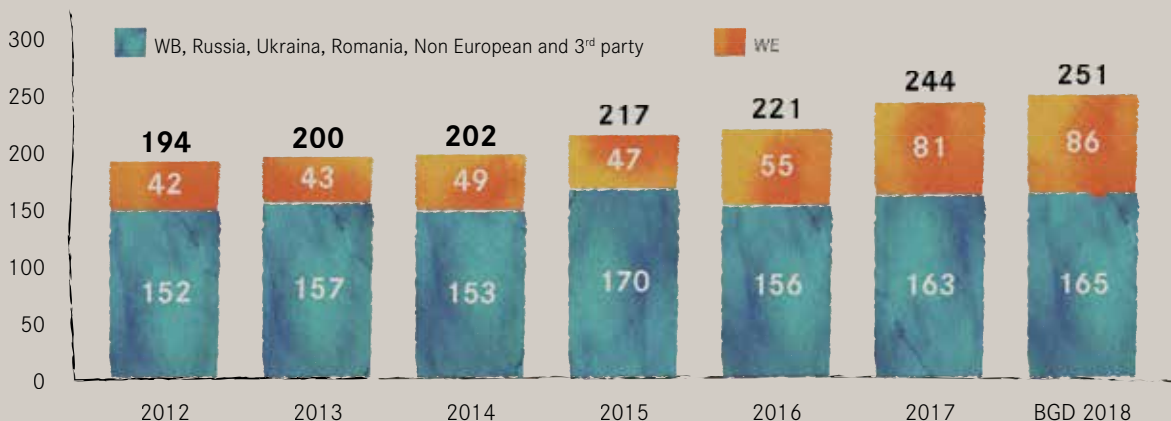
A record production volume of 243.9 million of packs was achieved in all factories of Hemofarm during 2017, which is an increase of 10% compared to the record year 2016. There was a record volume also in production units (TPU) of 5.3 billion, which is by 21% more than in 2016. A record blister volume was also achieved of 448.9 million, which is by 27% more than in 2016. In 2017 portfolio achieved the number of 2.708 SKU which is by 16% more than in 2016 while the total achieved costs were 0.37% lower than the budget plan. Production plants: Vršac – Solid Dosage Forms and Sterile Products Plant and Antibiotics Plant Dubovac, Hemomont Plant and Banja Luka Plant achieved the record production since their establishment.

Output in 2017:

Detection, understanding, assessment and prevention of adverse effects and reactions to

## Realizacija u pakovanjima (u milionima pakovanja):

Output in packs (in millions of packs):



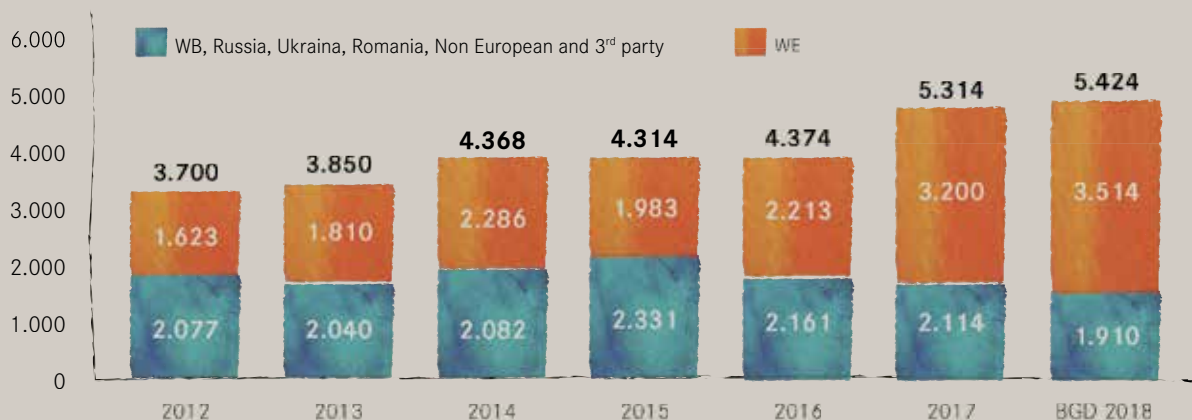
<sup>18</sup> QbD označava sistematski pristup u razvoju farmaceutskog proizvoda koji sveobuhvatno definiše nužnost integracije kvaliteta u sam proizvod još u fazi njegovog razvoja. Naglasak se stavlja na razumevanje proizvoda, procesa i kontrole procesa, a zasnovan je na naučnim principima i upravljanju rizikom.

<sup>18</sup> QbD stands for the systematic approach in the development of pharmaceutical product which comprehensively defines the necessity of integrating the quality into the product itself as early as in the phase of its development. The emphasis is placed on understanding of the product, process and process control and it is based on the scientific principles and risk management.



## Realizacija u jedinicama-TPU (u milionima jedinica):

Output in TPUs (millions of units):



Otkrivanje, razumevanje, procena i sprečavanje neželjenih dejstava i reakcija na lekove nisu samo etičke norme, već i odgovornost i obaveza kako farmaceutskih proizvođača, tako i čitavog sistema javnog zdravlja. Ovaj važan aspekt regulisan je u okviru farmakovigilance, čija relevantnost ima globalni karakter.<sup>19</sup> Prijave neželjenih dejstava lekova mogu pristići direktno od zdravstvenih radnika, regulatornih tela, pacijenata, potrošača, stručnih časopisa, medija i zaposlenih u kompaniji. Svi zaposleni u Hemofarmu adekvatno su obučeni za prijem neželjenih dejstava, a kompanija je omogućila i prijavu putem e-formulara na zvaničnom korporativnom veb sajtu, zatim putem mejlova svakodobro@hemofarm.com i nezeljena.dejstava@hemofarm.com, kao i na sve dostupne brojeve telefona kompanije. Pored toga, predstavnici Sektora Marketinga i Prodaje uvek su na raspolaganju, prvenstveno lekarima i farmaceutima, za prihvatanje prijave neželjenih dejstava na proizvode Hemofarma. U slučaju identifikovanja neželjenog dejstva leka, Hemofarm postupa u skladu sa standardnim operativnim procedurama za procenjivanje profila bezbednosti registrovanih preparata, a u slučaju prepoznavanja potencijalnog rizika kompanija inicira evaluaciju svih raspoloživih podataka.

Tokom 2017. godine, sa svih tržišta Hemofarma primljeno je od zdravstvenih radnika i pacijenata 80 prijavi neželjenih

medicines are not only ethical norms, but also responsibility and obligation of both pharmaceutical producers and the overall public health system. This important aspect was regulated as a part of pharmacovigilance, which is globally important.<sup>19</sup> Reports of adverse actions of medicines can be received directly from healthcare workers, regulatory authorities, patients, consumers, professional journals, media and employees in the company. All employees of Hemofarm have been adequately trained to receive the reports of adverse effects and the company has also enabled the reporting also through e-form on the official corporate website, then by e-mail addresses svakodobro@hemofarm.com and nezeljena.dejstava@hemofarm.com, as well as to all available telephone numbers of the company. Besides, the representatives of the Marketing and Sales Division are always available, primarily to doctors and pharmacists, to receive any reports of adverse effects of Hemofarm's products. In case an adverse effect of a medicine has been identified, Hemofarm acts in line with the standard operating procedures for assessment of the safety profile of the registered products, and in case a potential risk has been recognized, the company initiates the evaluation of all the available data.

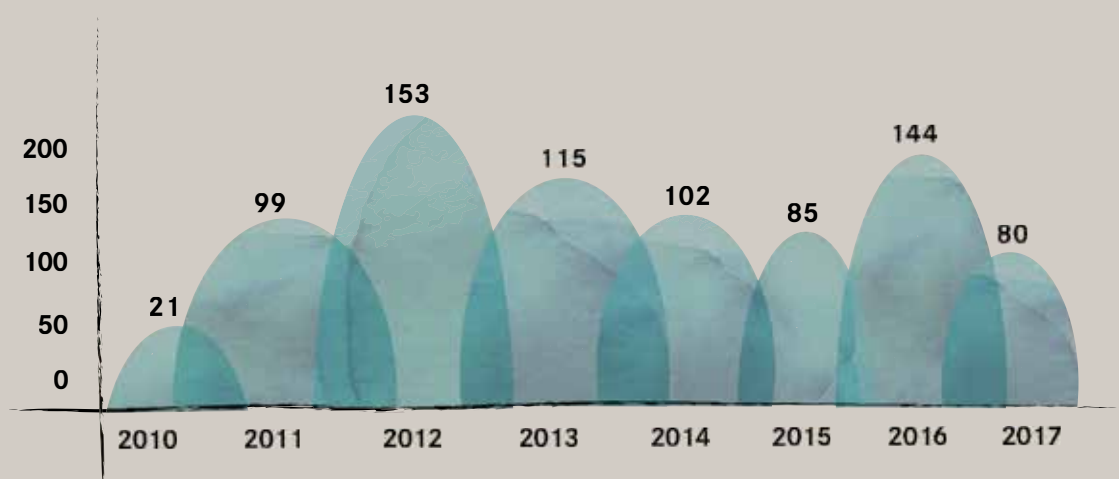
Over the course of 2017, 80 reports of adverse effects were received from all of Hemofarm's markets from the healthcare workers and patients.<sup>20</sup> Fifteen reports have been evaluated as serious, while 65 reports were evaluated as not so serious adverse effects. A report refers to one case of adverse effects of a medicine and relates

<sup>19</sup> Na nivou Srbije sistem farmakovigilance uključuje zdravstvene radnike, nosioce dozvole za stavljanje lekova u promet i Nacionalni centar za farmakovigilancu.

<sup>20</sup> The pharmacovigilance system at the level of Serbia includes healthcare professionals, MA holders and National Pharmacovigilance Centre.

dejtava.<sup>20</sup> Petnaest prijava su procenjene kao ozbiljna, a 65 prijava kao ne tako ozbiljna neželjena dejstva. Jedna prijava predstavlja slučaj neželjenih dejstava na lek koji se odnosi na jednog pacijenta i može da sadrži više neželjenih dejstava, kao i lekova za koje se sumnja da su doveli do njihovog ispoljavanja. Tako je ukupan broj zabeleženih prijava, odnosno slučajeva neželjenih dejstava na lek, manji od ukupnog broja zabeleženih neželjenih dejstava, kao i lekova pod sumnjom.

U 2017. godini zabeležen je pad u broju prijavljenih slučajeva za 44,4% u odnosu na broj slučajeva zabeležen u 2016. godini:



to one patient and it can contain several adverse effects, as well as medicines which are suspected of having resulted in their manifestation. Thus the total number of recorded reports, i.e. cases of adverse effects to a medicine is less than the total number of recorded adverse effects, as well as suspected medicines.

The year 2017 recorded a drop in the number of reported cases by 44.4% compared to the number of cases recorded in 2016:

The highest number of reports were received from doctors, then pharmacists, users of medicine-patients and other healthcare professionals:

Najveći broj prijava dobijen je od lekara, zatim farmaceuta, korisnika leka-pacijenata i ostalih zdravstvenih radnika:

Observed by markets, adverse drug reactions are geolocated as follows:

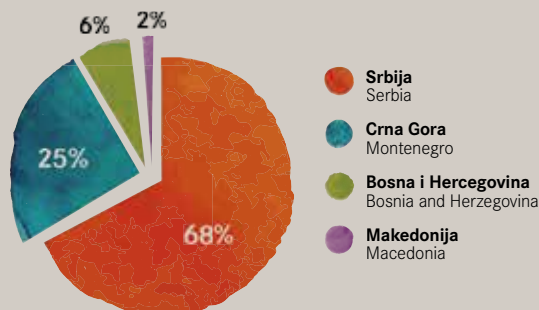
Within 80 adequately documented reports, there were

Izveštač Reporter	Broj prijava NDL No. of ADRs	Ozbiljna NDL Serious ADRs	Ne tako ozbiljna NDL Not so serious ADRs
Lekari Doctors	54	12	42
Farmaceuti Pharmacists	13	2	11
Pacijenti Patients	8	1	7
Ostali zdravstveni radnici Other health professionals	5	0	5
Ukupno Total	80	15	65

<sup>20</sup> Broj prijava zavisi od obučenosti i spremnosti zdravstvenih radnika i pacijenata da izvrše prijavu.

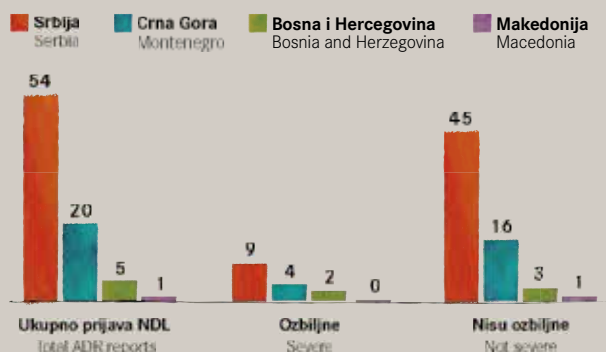
<sup>20</sup> Number of reports depends on how well the health professionals and patients are trained to make the report.

Posmatrano po tržištima, neželjena dejstva su geolocirana na sledeći način:



U okviru 80 adekvatno dokumentovanih prijava zabeležena su 203 potencijalna neželjena dejstva i to najveći broj reakcija pripada sledećim klasama sistema organa: opšti poremećaji i reakcije na mestu primene (40), gastrointestinalni poremećaji (36), poremećaji imunog sistema (21) i poremećaji kože i potkožnog tkiva (20):

203 possible adverse drug reactions, the majority of them belonging to the following organ system classes:



general disorders and administration site conditions (40), gastrointestinal disorders (36), immune system disorders (21), and skin and subcutaneous tissue disorders (20):

During 2017, there were 80 reports of adverse drug reactions, in total. Among the reports of adverse drug reactions registered in Hemofarm in 2017, there

NEŽELJENA DEJSTVA ADVERSE REACTIONS	BROJ NUMBER	NEŽELJENA DEJSTVA ADVERSE REACTIONS	BROJ NUMBER
<b>Osip</b> Rash	12	<b>Svrab</b> Itch	8
<b>Eritem</b> Erythema	12	<b>Povišena telesna temperatura</b> Elevated body temperature	5
<b>Edem</b> Oedema	11	<b>Povraćanje</b> Vomiting	5
<b>Urtikarija</b> Urticaria	11	<b>Drhtavica</b> Tremor	5
<b>Mučnina</b> Nausea	9	<b>Dejstava na mestu primene</b> Administration site reactions	4

Tokom 2017. godine prijavljena su ukupno 80 slučajeva NDL. Među zabeleženim prijavama na neželjena dejstva lekova, koja su tokom 2017. evidentirana u Hemofarmu, bilo je i slučajeva sa dva ili više prijavljenih suspektih lekova. U skladu sa tim, ukupan broj lekova za koje se sumnja da su izazvali neželjena dejstva iznosi 87. Najveći broj prijavljenih suspektih lekova pripada grupi J Antiinfektivni lekovi za sistemsku primenu (46), a zatim slede: C Kardiovaskularni sistem (15), N Nervni sistem (7) i B Krv i krvotvorni organi (6).

Analizom prijava koje su u 2017. godini pristigle Odeljenju farmakovigilance kompanije Hemofarm, ustanovljeno je da je zabeležen

were also cases with two or more reported suspected medicinal products. Accordingly, the total number of medicinal products suspected of causing adverse reactions amounts to 87. The majority of reported suspected medicinal products belong to the group J Anti-infective drugs for systemic use (46), followed by: C Cardiovascular system (15), N Nervous system (7) and B Blood and blood-forming organs (6).

The analysis of reports that arrived in Hemofarm Pharmacovigilance Department in 2017 established that there were fewer reports than in the previous year, mostly originating from doctors. A significant increase in the number of reports that patients sent directly to the Marketing Authorization Holder has



manji broj prijava nego u prethodnoj godini, koje su mahom potekle od strane lekara. Još uvek se ne beleži značajan porast u broju prijava koje su pacijenti direktno prijavili nosiocu dozvole za lek, što upućuje na neophodnost unapređenja svesti i motivacije građana da prijavljuju svaku, pa i najmanju, sumnju na lek koji koriste. Prijavljivanje neželjenih dejstava omogućava otkrivanje izuzetno važnih dodatnih informacija o leku, koje nisu bile poznate u trenutku njegovog odobravanja.

## Planeta

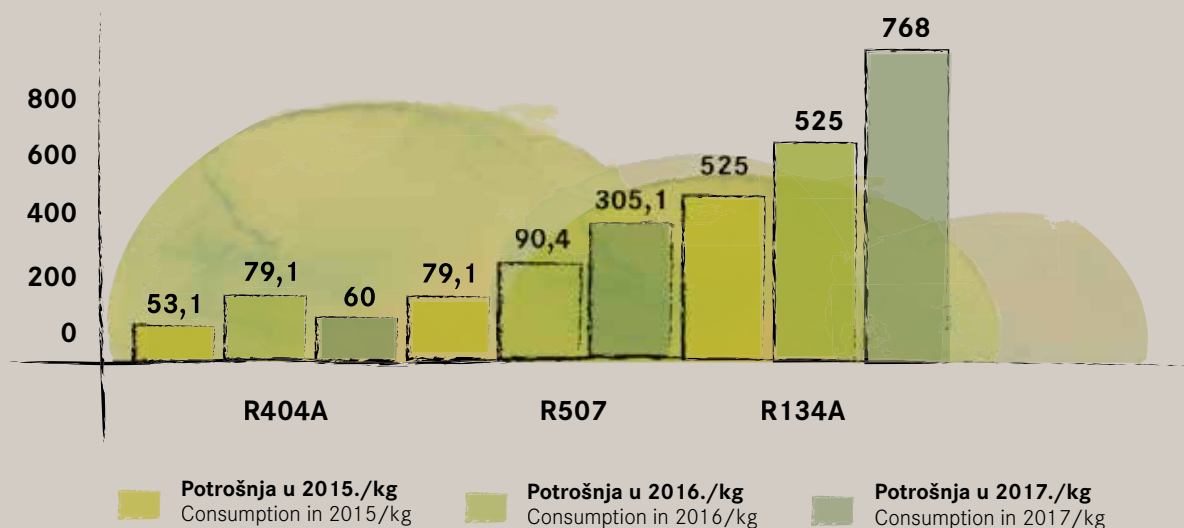
Jedan od najvažnijih parametara koji proizvodnju čine održivom jeste odgovorno upravljanje resursima koji se koriste u proizvodnim procesima, kao i uticaj na okruženje koji je konsekvencija tih istih procesa, poput emisije gasova. Kada je emisija gasova u pitanju, Hemofarm, iako spada u čistije industrijske grane, čiji je uticaj na životnu sredinu sveden na minimum i ne smatra se štetnim, sa najvišim stepenom odgovornosti pristupa ovom aspektu. Kompanija već dugi niz godina koristi samo „ozone-friendly“ freone, koji su u potpunosti zamenili sve druge vrste štetnih freona. U toku 2017. godine, za upotrebu u rashladnoj tehnici, Hemofarmu je isporučeno ukupno 1133,1 kg „ozone-friendly“ freona, što je za oko 55,7% više nego u prethodnoj godini. Povećanje količine inicirano je sa jedne strane povećanjem obima i kompleksnosti proizvodnje, dok sa druge veoma toplim klimatskim uslovima, koji su tokom 2017. bili karakteristični za mikroklimu u Srbiji. Količina isporučenih „ozone-friendly“ freona za upotrebu u rashladnoj tehnici u 2017. godini prikazana je na sledećem grafiku:

not been recorded yet, which indicates the necessity of raising awareness and motivation of citizens to report each and even the slightest suspect of a medicinal product they use. Reporting of adverse drug reactions allows for the identification of extremely important additional information about the medicinal product, which was not known at the time of granting Marketing Authorization.

## Planet

One of the most important parameters that makes production sustainable is responsible management of resources used in production processes, as well as impact on the environment as a consequence of these relevant processes, such as the emission of gases. When it comes to the emission of gases, although Hemofarm belongs to the clean industry branches whose environmental impact is minimized and not considered harmful, it approaches this aspect with the highest level of accountability. For many years now, the company has been using only 'ozone-friendly' freons, which have completely replaced all other types of harmful freons. Over the course of 2017, Hemofarm was delivered a total of 1133.1 kg of 'ozone-friendly' freons for use in cooling technology, which is by approximately 55.7% more than in the previous year. An increase in quantity was initiated, on the one hand, by increasing the volume and complexity of production and by very hot climate conditions, on the other hand, which were typical for the microclimate in Serbia during 2017. The quantity of delivered 'ozone-friendly' freons for use in cooling technology in 2017 is shown on the following graph:

As a socially responsible company with a business approach involving abiding by the sustainable development principles, Hemofarm is increasingly



Hemofarm kao društveno odgovorna kompanija, koja pristupa poslovanju uvažavajući principe održivog razvoja, sve više usmerava pažnju na kontrolu emisije gasova sa efektom staklene bašte (GHG).<sup>21</sup> To je ujedno i jedan od najznačajnijih aspekata zaštite životne sredine uopšte. Prateći emisije gasova i težnjom ka njihovom konstantnom smanjivanju, moguće je bar delimično kontrolisati direktan ali i posredan uticaj ljudi i industrije na očuvanje ozonskog omotača i smanjenje svih štetnih uticaja. Iako je za farmaceutsku industriju karakteristično da nije veliki emiter GHG gasova, važno je da se te emisije stalno prate i svode na minimum. Zato Hemofarm prati sva tri direktna<sup>22</sup> izvora emisije gasova sa efektom staklene bašte u okviru svoje proizvodnje:

1. sagorevanje prirodnog gasa u kotlarnici,
2. upotreba rashladnih fluida za potrebe tehnoloških procesa i
3. potrošnja goriva za potrebe službenih automobila kompanije.

Gasovi čije se emisije prate su CO<sub>2</sub>, CH<sub>4</sub>, NO<sub>x</sub> i HFCs i u Hemofarmu nema emisija drugih gasova.<sup>23</sup>

Zbog povećane potrošnje rashladnih fluida (R507, R134A), emisije gasova sa efektom staklene bašte koji potiču od upotrebe rashladnih fluida povećane su za 65% u odnosu na 2016. godinu (usled nabavke i puštanja u rad novih čilera u centralnom fabričkom kompleksu u Vršcu).

focusing its attention on the control of greenhouse gas emissions (GHG).<sup>21</sup> It is also one of the most important aspects of environmental protection, in general. By monitoring the emissions of gases and striving for their constant reduction, it is possible, at least partially, to control the direct as well as indirect impact of people and industry on the preservation of the ozone layer and reduction of all harmful effects. Although one of the pharmaceutical industry characteristics is that it is not a large GHG gas emitter, it is important that such emissions are constantly monitored and minimized. Therefore, Hemofarm follows each of the three direct<sup>22</sup> sources of greenhouse gas emissions within its production:

1. combustion of natural gas in the boiler room,
2. use of cooling fluids for the needs of technological processes, and
3. fuel consumption for the needs of company cars.

Gases with monitored emissions include CO<sub>2</sub>, CH<sub>4</sub>, NO<sub>x</sub> and HFCs and there is no emission of other gases in Hemofarm.<sup>23</sup>

Due to the increased consumption of cooling fluids (R507, R134A), greenhouse gas emissions originating from the use of cooling fluids have been increased by 65% compared to 2016 (due to purchasing and putting new chillers into operation in the central factory complex in Vršac).

<sup>21</sup> Svoj pristup upravljanju emisijom GHG gasova Hemofarm je uskladio sa principima Okvirne konvencije Ujedinjenih nacija o promeni klime (UNFCCC) i Kjoto protokolom.

<sup>22</sup> Kao što je definisano Standardom za obračunavanje i izveštavanje korporativnih emisija GHG Protokola, direktne emisije (tzv. Scope 1 emisije) su emisije iz izvora u vlasništvu ili čiji je rad pod kontrolom organizacije koja izveštava, kao što je npr. sagorevanje fosilnih goriva u stacionarnim izvorima za potrebe grejanja ili primene u industriji.

<sup>23</sup> Obuhvaćenih Kjoto protokolom: [http://unfccc.int/kyoto\\_protocol/items/2830.php](http://unfccc.int/kyoto_protocol/items/2830.php)

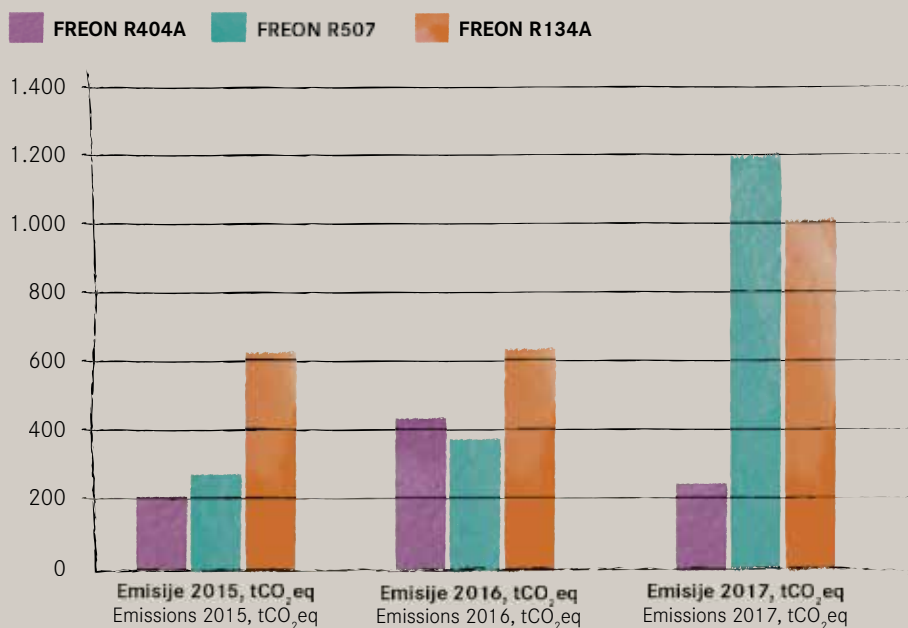
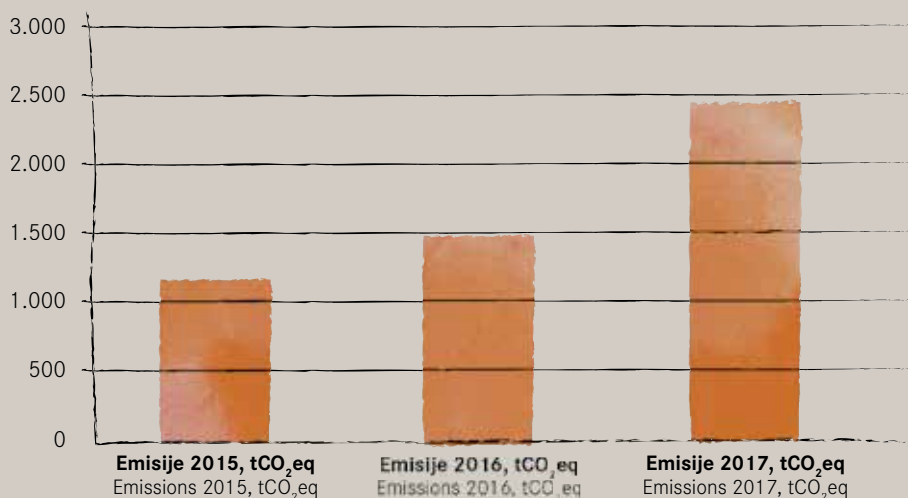
<sup>21</sup> Hemofarm has harmonized its approach to managing the GHG gas emissions with the principles of the United Nations Framework Convention on Climate Change (UNFCCC) and the Kyoto Protocol.

<sup>22</sup> As defined in the GHG Accounting and Reporting Standard Protocol, direct emissions (the so-called Scope 1 emissions) are emissions from a source owned by or under the control of the reporting organization, such as, for example, combustion of fossil fuels in stationary sources for the needs of heating or industrial application.

<sup>23</sup> Included in the Kyoto Protocol: [http://unfccc.int/kyoto\\_protocol/items/2830.php](http://unfccc.int/kyoto_protocol/items/2830.php)

## Ukupne emisije od korišćenja freona u rashladnim uređajima

Total emission from the use of freons in cooling devices



Za prevoz od kuće do radnog mesta, zaposleni u Hemofarmu koriste privatna putnička vozila i autobuse javnog gradskog prevoza, a u letnjem periodu učestaliji je dolazak biciklima i skuterima. GHG emisije iz prevoza zaposlenih obuhvataju sredstva javnog prevoza u lokalu i na međugradskim linijama, kao i iz prevoza zaposlenih na relaciji Beograd – Vršac. Emisije iz prevoza zaposlenih privatnim putničkim vozilima za radnike sa prebivalištem na teritoriji grada Vršca, Beograda i Pančeva, kao i naselja u okruženju ovih gradova, prikazane su zbirno u okviru sledeće tabele:

Hemofarm employees use private passenger cars and public transport buses for commuting to and from work, while the use of bicycles and scooters is more common in the summer period. GHG emissions from the transportation of employees include the means of local and inter-town public transport, as well as transportation of employees from Belgrade to Vršac and back. Emissions from the transportation of employees residing in the territory of Vršac, Belgrade and Pančevo, as well as settlements in the surroundings of these towns by private passenger cars, are cumulatively presented in the following table:



UTICAJ PREVOZA ZAPOSLENIH NA OKRUŽENJE (ZA 2017.) ENVIRONMENTAL IMPACT OF EMPLOYEE COMMUTING (FOR 2017)		t CO <sub>2</sub> eq	%
<b>1. BG-VŠ-BG</b> Ukupne emisije iz prevoza zaposlenih, BG-VŠ-BG Total emissions from the transportation of employees, BG-VŠ-BG		42,42	6%
<b>2. Lokal - javni prevoz</b> Local – public transport Ukupne emisije iz prevoza zaposlenih, BG-VŠ-BG Total emissions from the transportation of employees, BG-VŠ-BG		59,81	9%
<b>3. Privatni prevoz - Vršac i okolina</b> Private transfer – Vršac and nearby settlements Ukupne emisije iz prevoza zaposlenih, BG-VŠ-BG Total emissions from the transportation of employees, BG-VŠ-BG		590,66	85%
<b>UKUPNE EMISIJE, EMPLOYEE TRAVEL</b> TOTAL EMISSIONS, EMPLOYEE TRAVEL		692,9	

Od izračunatih emisija, oko 6% potiče iz potrošnje goriva u putničkim automobilima i autobusima za prevoz zaposlenih na relaciji Beograd – Vršac – Beograd, dok 9% potiče iz lokalnog i prigradskog javnog saobraćaja, a čak 85% iz privatnog prevoza zaposlenih, korišćenjem sopstvenih motornih vozila. Ukupne emisije iz ovih navedenih izvora iznose 692,9 kt u 2017. godini. Od oktobra 2015. godine, za zaposlene koji svakodnevno putuju na liniji Beograd-Vršac-Beograd, organizovan je autobuski prevoz čime je Hemofarm pokazao brigu za sigurnost i bezbednost u saobraćaju svojih zaposlenih. Ovom inicijativom je smanjen broj pojedinačnih dolazaka putničkim vozilima na posao. Organizovan prevoz zaposlenih koji su iz glavnog grada a rade u Vršcu daje posebne mogućnosti i povećava mobilnost stručnjaka koji su spremni da prihvate izazov rada van matičnog grada stanovanja a da ne moraju da se sele, što je još jedan od mnogih benefita koje kompanija omogućava pri zapošljavanju.

Emisije nastale korišćenjem službenih vozila Hemofarma u 2017. iznose 515t CO<sub>2</sub>eq od čega 33% potiče od upotrebe benzina, 65% dizel goriva a 2% od vozila na tečni naftni gas. Emisije iz upotrebe fosilnih goriva pokazuju smanjenje od 36% u odnosu na 2016.<sup>24</sup>

U skladu sa prikazanim podacima, te izračunavanjima prema međunarodnim

Out of the calculated emissions, approximately 6% originates from fuel consumption in passenger cars and buses for the transport of employees on the Belgrade-Vršac-Belgrade route, while 9% originates from local and suburban public transport and as much as 85% originates from private transport of employees, using their own motor vehicles. Total emissions from these stated sources amounted to 692.9 kt in 2017. Since October 2015, bus transport has been organized for employees travelling on the Belgrade-Vršac-Belgrade route on a daily basis, whereby Hemofarm has shown care for its employee's transportation security and safety. This initiative has reduced the number of individual arrivals to work by passenger cars. The organized transport of employees who travel from the capital to work in Vršac provides special opportunities and increases mobility of experts who are ready to accept the challenge of working outside their town of residence without having to move, which is another of the numerous employment benefits that the company provides.

Emissions generated by the use of Hemofarm company cars in 2017 amounted to 515t of CO<sub>2</sub>eq, of which 33% originates from the use of gasoline, 65% of diesel fuel, and 2% of cars using liquefied petroleum gas. Emissions from the use of fossil fuels recorded a decrease of 36% compared to 2016.<sup>24</sup>

According to the presented data and calculations pursuant to international standards and formulas, a

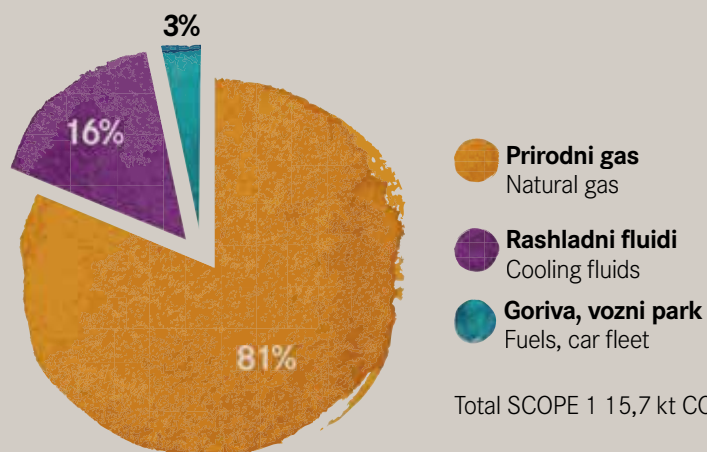
<sup>24</sup> Pad je u najvećoj meri izazvan izdavanjem dela flote zbog restrukturiranja Marketinga i prodaje i prelaska u Velexfarm.

<sup>24</sup> The decrease was mainly caused by separation of a part of the fleet due to restructuring of Marketing and Sales, and transfer to Velexfarm.

standardima i formulama, urađen je inventar gasova sa efektom staklene bašte (GHG), koji je pokazao da ukupne direktne emisije ovih gasova iz Hemofarma u 2017. godini iznose 13,7 kt CO<sub>2</sub>eq. Podela prema izvoru nastanka emisija prikazana je u sledećoj tabeli:

greenhouse gas (GHG) inventory taking was carried out, which showed that total direct emissions of such gases from Hemofarm in 2017 amounted to 13.7 kt of CO<sub>2</sub>eq. The split according to the source of emission is outlined in the following table:

<b>Ukupna emisija gasova sa efektom staklene bašte u Hemofarmu</b> <b>(Direktne GHG emisije - Scope 1)<sup>25</sup></b> Total greenhouse gas emissions in Hemofarm (Direct GHG emissions – Scope 1) <sup>25</sup>			
<b>1. Prirodni gas / Natural gas</b>	<b>CO<sub>2</sub></b>	<b>CH<sub>4</sub></b>	<b>NOX</b>
Emisija, t_CO <sub>2</sub> eq / Emission, t_CO <sub>2</sub> eq	12.775	6,4	6
Emisija, t_CO <sub>2</sub> eq / Emission, t_CO <sub>2</sub> eq			12.787,4
<b>2. Freoni/ Freons</b>	<b>R404A</b>	<b>R134A</b>	<b>R507</b>
Emisija, t_CO <sub>2</sub> eq / Emission, t_CO <sub>2</sub> eq	236,5	998,4	1.215,8
Emisija, t_CO <sub>2</sub> eq / Emission, t_CO <sub>2</sub> eq			2.450,8
<b>3. Goriva, mobilno sagorevanje /</b> Fuels, mobile combustion	<b>CO<sub>2</sub></b>	<b>CH<sub>4</sub></b>	<b>NOX</b>
Emisija, t_CO <sub>2</sub> eq / Emission, t_CO <sub>2</sub> eq	505,7	1,1	8,2
Emisija, t_CO <sub>2</sub> eq / Emission, t_CO <sub>2</sub> eq			515
<b>Ukupan opseg 1, tCO<sub>2</sub>eq /</b> Total scope 1, tCO <sub>2</sub> eq			<b>15.753,3</b>

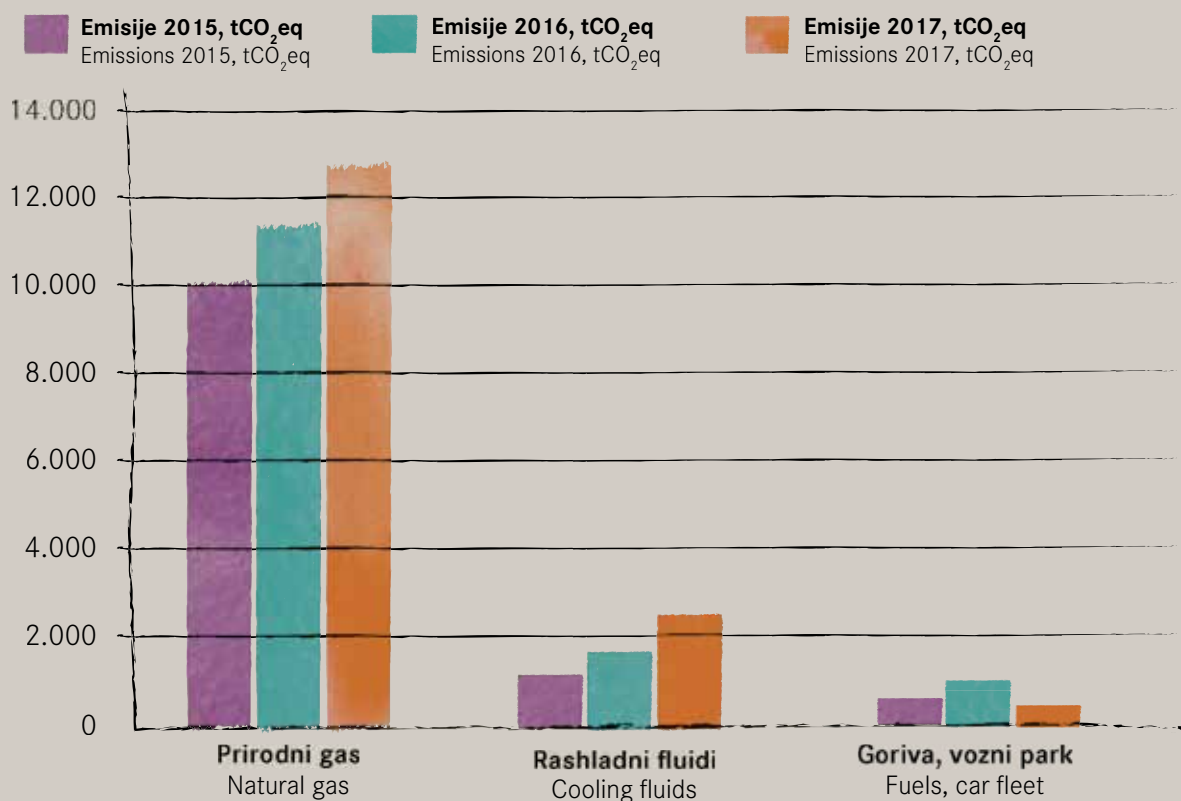


<sup>25</sup> Izračunavanje je obavljeno primenom IPCC – Tier 1 Metodologije

<sup>25</sup> Calculation was carried out by application of IPCC – Tier 1 methodology

**Povećanje ukupne direktne emisije za oko 15% u odnosu na 2016. (13,7 kt CO<sub>2</sub>eq) posledica je nekoliko faktora.**

The increase in total direct emissions by approximately 15% compared to 2016 (13.7 kt of CO<sub>2</sub>eq) is due to several factors.



- obezbeđenje energije potrebne za grejanje i hlađenje zgrade Kvalitet (novi objekat je u 2017. pušten u rad, uz značajno povećanje radnog prostora);
- puštanje u rad novih čilera (novi Centar za pakovanje je pušten u rad, uz početak korišćenja novih magacinskih i skladišnih prostora, kao i proširenih kapaciteta proizvodnje);

Očekuje se da novo instalirani uređaji koji su uzrok porasta emisija tokom 2017. u budućem radu dovedu do ušteda u potrošnji energenata i rashladnih fluida s obzirom na to da je instalirana oprema nove generacije i visokih stepena energetske efikasnosti kao i efikasnosti u radu.

- providing the energy needed for the heating and cooling of the Quality building (a new facility was put into operation in 2017, with a significant increase in work space);
- putting new chillers into operation (the new Packaging Centre has been put into operation, with the beginning of using new warehouse and storage space, as well as expanded production capacities);

Newly installed devices that are the cause of increased emissions in 2017 are expected to lead to savings in consumption of energy sources and cooling fluids in the future operation, taking into account that equipment of the latest generation with high energy efficiency as well as operational efficiency has been installed.



Voda je važan resurs i za Hemofarm i koristi se u procesu proizvodnje farmaceutskih proizvoda. Za svoje potrebe Hemofarm upotrebljava vodu iz sistema javnog vodovoda i sopstvenih arteških bunara. Gradska voda troši se u tehnološkim postupcima i za proizvodnju prečišćene vode (PW), vode za injekcije (WFI) i čiste pare. Takođe, voda se koristi i za proizvodnju tehničke pare i tople vode, kao i za funkcionisanje sistema za hlađenje (rashladna voda) i sanitarne potrebe.

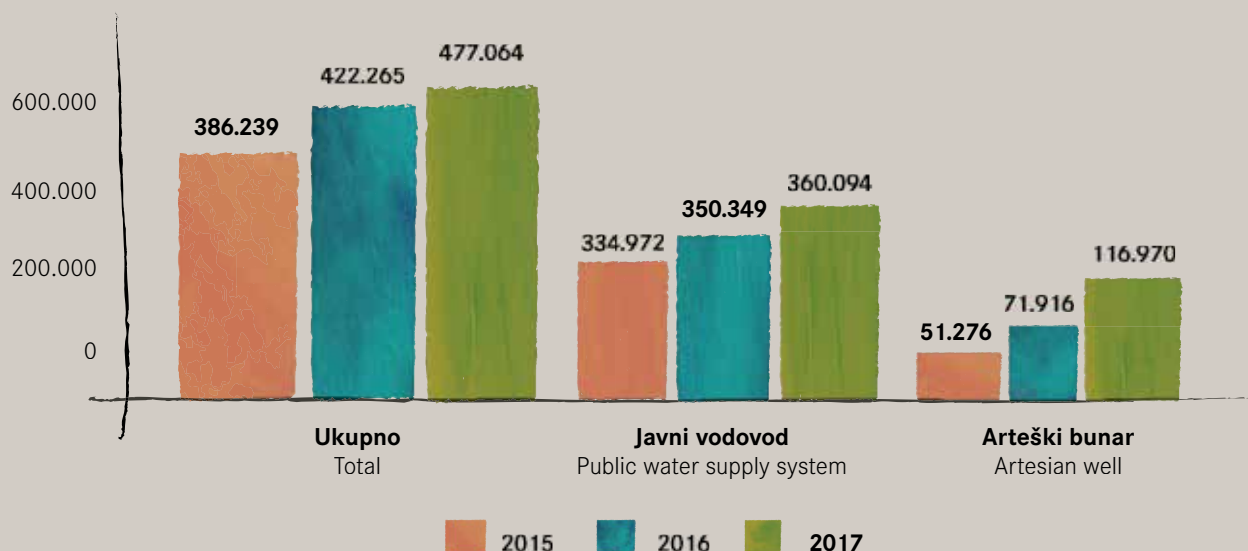
Ukupna zahvaćena količina vode iz javnog vodovoda povećana je sa 350.349 m<sup>3</sup> u 2016. godini na 360.094 m<sup>3</sup> u 2017. godini. Trend rasta potrošnje vode ostao je isti kao 2016. i iznosi 2,8%. Istovremeno, ukupni rast proizvodnje je čak 10% u odnosu na 2016. čime parametar rasta utroška vode nije negativan pokazatelj. Rast potrošnje vode nije linearan s obzirom na značajan udeo realizovanih projekata optimizacije u proizvodnji, što je omogućilo i porast kompleksnosti proizvodnje

Water is also an important resource for Hemofarm and is used in the process of manufacturing pharmaceutical products. Hemofarm uses water from the public water supply system and its own artesian wells for its own needs. Municipal water is consumed in technological procedures and for the production of purified water (PW), water for injections (WFI), and pure steam. In addition, water is used for production of technical steam and hot water, as well as for operation of the cooling system (cooling water) and for sanitary needs.

The total taken amount of water from public water supply system increased from 350,349 m<sup>3</sup> in 2016 to 360,094 m<sup>3</sup> in 2017. The trend of water consumption growth remained the same as in 2016, amounting to 2.8%. At the same time, total production growth is higher by 10% compared to 2016, whereby the water consumption growth parameter is not a negative indicator. The growth of water consumption is not linear given the significant share of implemented optimization projects in production, which enabled the increase

#### Pregled količina ukupno zahvaćene vode (u kubnim metrima), po izvoru:

The overview of amounts of total water intake (in cubic meters), by source:



**i proširivanje portfolija, bez negativnog uticaja na utrošak resursa.**

**Ukupna količina zahvaćene vode iz sopstvenih arteških bunara povećana je za 62,6% odnosno sa 71.916 m<sup>3</sup> u 2016. godini na 116.970 m<sup>3</sup> u 2017. godini. Hemofarm svojim zahvatanjem vode ne ugrožava nijedan od resursa vodozahvata, a posebno ne remeti funkcionisanje lokalnog javnog vodovoda.**

**Ukoliko se posmatra ukupna potrošnja vode iz oba izvora, ona je za 13% veća u odnosu na prethodnu godinu, što je direktna posledica**

of production complexity and expansion of the portfolio, without a negative impact on resource consumption.

The total amount of water intake from own artesian wells increased by 62.6% i.e. from 71,916 m<sup>3</sup> in 2016 to 116,970 m<sup>3</sup> in 2017. The artesian wells in Hemofarm's central factory complex in Vršac are autonomous, and the well field for public water supply system located in Pavliš has the capacity of 250 to 300 litres per second and meets all needs of the citizens of Vršac and neighbouring settlements. Neither water intake from own artesian wells, nor use of water from the public water supply system



rasta obima i kompleksnosti proizvodnje, slabijeg kvaliteta bunarske vode, intervencija na održavanju sistema bunarske vode, kao i puštanja u rad novih objekata - zgrade Centra za pakovanje i zgrade Kvaliteta.

Hemofarm kontinuirano teži očuvanju resursa, rekuperaciji i ostalim vidovima ušteda. Jedan od takvih primera je i tehnička para. Tehnička para u Hemofarmu nigde nema kontakt sa proizvodom, te se u procesu proizvodnje tehničke pare sav kondenzat vraća u kotlarnicu na ponovnu upotrebu. Time se, praktično, vrši kontinualna rekuperacija vode koja se koristi u procesu proizvodnje i upotrebe tehničke pare. Takođe, toplotna energija otpadne vode parnih kotlova, koja bi se u regularnom radu odbacivala kao rezultat procesa desalinacije i uklanjanja taloga iz parnog kotla, u Hemofarmu se koristi kao izvor toplote za pripremu sanitarne tople vode u Pogonu sterilnih proizvoda. U toku je realizacija projekta rekonstrukcije sistema za pripremu tople sanitarne vode PČF. Umesto starog i dotrajalog rezervoara sanitarne vode, korišće se nov i ekonomičan, koji će se zagrevati „otpadnom toplotom”, nusproizvodom regularnog rada sistema prikupljanja kondenzata. Umesto uobičajenog ispuštanja u atmosferu, planirano je da se otpadak kondenzata iskoristi kao grejni medijum. To će omogućiti smanjenje troškova grejanja i eliminisati troškove održavanja starog sistema, uz očekivane godišnje uštede od 8.400 evra.

Hemofarm svoju odgovornost prema okruženju pokazuje i kroz preradu otpadnih voda, koje ni na koji način ne ugrožavaju okruženje. Tokom 2017. godine na primarnom prečištaču otpadnih voda (PPOV) u centralnom fabričkom kompleksu Hemofarma u Vršcu prerađeno je ukupno: 17 2.189 m<sup>3</sup> tehnološke otpadne vode (TOV), dok je u šabačkom kompleksu prerađeno 19.074 m<sup>3</sup> TOV, što je za oko 17% manje u odnosu na 2016. Manja količina TOV posledica je povećanja kapaciteta u Pogonu čvrstih formi i nabavke opreme za granulaciju većeg kapaciteta, čime je smanjena potreba za pranjem opreme i što za rezultat ima manje količina nastale TOV koja inače sa sobom nosi veće opterećenje zagađujućim materijama. Tako je tokom 2017. godine prerađeno 41,0 t HPK odnosno za 15% više nego tokom 2016. dok su troškovi rada PPOV u 2017. bili 1,6% veći nego u 2016. Iz ovoga proizilazi da je PPOV u 2017. radio skoro 15% ekonomičnije.

exerts any influence on availability of water to local population.

If the total water consumption from both sources is observed, it is higher by 13% compared to the previous year, which is a direct consequence of the increase in the volume and complexity of production, poorer quality of well water, interventions on the well water system maintenance, as well as putting into operation of new facilities – Packaging Centre building and Quality building.

Hemofarm is continually striving for the preservation of resources, recovery and other forms of savings. One of such examples is also technical steam, which has no contact with the product anywhere in Hemofarm and the overall condensate is returned to the boiler room for reuse in the technical steam production process. In this way, continuous recovery of water, which is used in the technical steam production process and its use, is practically carried out. In addition, heat energy of waste water from steam boilers, which would be disposed of in regular operation as a result of the desalination process and removal of sediment from the steam boiler, is used as a heat source for the preparation of sanitary hot water in the Sterile Products Plant in Hemofarm. Implementation of the project of hot sanitary water preparation system reconstruction is underway in Solid Dosage Forms Plant. Instead of the old and obsolete sanitary water tank, a new and cost-effective one will be used, which will be heated by 'waste heat', a by-product of the condensate collection system regular operation. Instead of the usual release into the atmosphere, it is planned that condensate waste will be used as a heating medium, which will reduce the cost of heating and eliminate maintenance costs of the old system, with the expected annual savings amounting to EUR 8,400.

Hemofarm also demonstrates its environmental awareness through waste water treatment, which does not affect the environment, in any way. During 2017, a total of 172,189 m<sup>3</sup> of technological waste water was processed on the primary waste water treatment plant (WWTP) in Hemofarm central factory complex in Vršac, while 19,074 m<sup>3</sup> of technological waste water was processed in the Šabac complex, which is by approximately 17% less compared to 2016. The smaller amount of technological waste water is due to the increase in capacities of the Solid Dosage Forms Plant and purchasing of higher capacity granulation equipment, which has reduced the need for washing the equipment and resulted in less quantity of generated technological waste water which carries a higher load of pollutants with it. Thus, during 2017, 41.0 t of COD was processed, which







Takođe, zbog optimizacije procesa rada količina nastalog otpadnog mulja u 2017. je za 20% manja nego u 2016.

Hemofarm, pored toga što nije veliki zagađivači, spada u industrijske proizvođače koji nisu obimni generatori otpada. Ipak, sama vrsta proizvoda koje proizvodi, kao i ono što je generisano u procesu proizvodnje, ali i nakon završetka životnog ciklusa farmaceutskog proizvoda, predstavljaju važan aspekt odgovornosti za kompaniju. Otpad koji Hemofarm generiše može da se klasifikuje u:

- otpad nastao izvan proizvodnih lokacija kompanije i
- industrijski otpad, koji je nastao u okviru proizvodno-poslovnih kompleksa kompanije.

U skladu sa zakonskom regulativom, Hemofarm nije u direktnom kontaktu sa krajnjim korisnicima proizvoda. Zbog toga nije u mogućnosti da prikuplja otpadnu ambalažu od svojih proizvoda čiji je životni ciklus završen, te svoje posredne obaveze ispunjava prema nacionalnom Planu smanjenja ambalažnog otpada.<sup>26</sup>

is by 15% more than in 2016, while WWTP operating costs in 2017 were by 1.6% higher than in 2016. It follows that the operation of WWTP was more cost-effective by almost 15% in 2017. Additionally, due to the optimization of the operation process, the amount of waste sludge generated in 2017 is by 20% lower than in 2016.

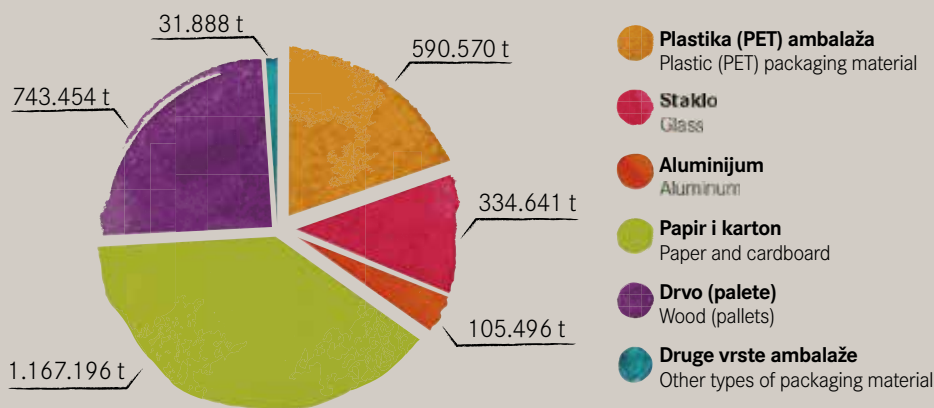
In addition to not being a big polluter, Hemofarm belongs to industrial manufacturers which are not large-scale generators of waste. However, the kind of products it manufactures, as well as what is generated not only in the production process, but also after the end of the life cycle of a pharmaceutical product, is an important aspect of responsibility for the company. Waste generated by Hemofarm can be classified as follows:

- waste generated outside the production sites of the company, and
- industrial waste, generated within company's production-business complex

Pursuant to legal regulations, Hemofarm is not in direct contact with the end customers of products. Therefore, it is unable to collect waste packaging material of its products whose life cycle has been completed and fulfils its indirect obligations in accordance with the National Packaging Material Waste Reduction Plan.<sup>26</sup>

### Količina ambalaže za koju je obaveza pravljanja preneti na operatera

Amount of packaging material the management obligation of which has been assigned to operator



<sup>26</sup> Utvrđuje opšte ciljeve ponovnog korišćenja i reciklaže ambalažnog otpada i papira/kartona, plastike, stakla, metala, drveta iz ambalažnog otpada. Hemofarm, prema tom Planu, saraduje sa ovlašćenim operaterom, koji preuzima na sebe obavezu da se pomenuta ambalaža zbrine na pravilan način – uglavnom pakovanja i transportna ambalaža, te uputstva o leku, od materijala koji mogu biti predmet recikliranja.

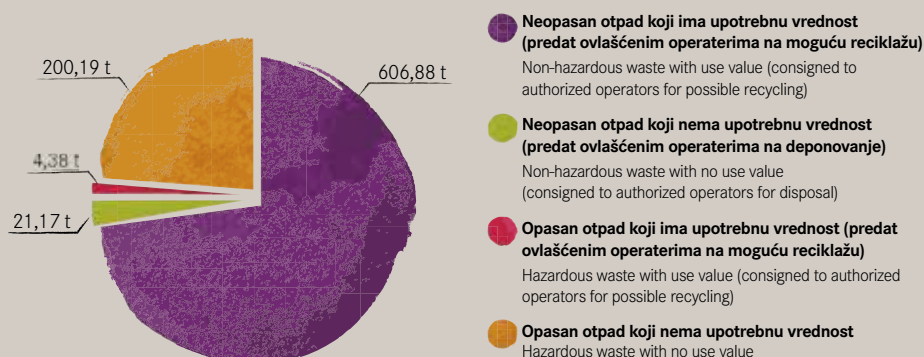
<sup>26</sup> It establishes general objectives of reusing and recycling packaging material waste and paper/cardboard, plastic, glass, metal, wood from packaging material waste. According to the Plan, Hemofarm cooperates with an authorized operator, which assumes the obligation for proper treatment of the aforementioned packaging material - mainly packages, transportation packaging material, and patient information leaflets made of materials that can be recycled.

**Pregled kretanja industrijskog otpada, po vrsti (opasan/neopasan) kao i po upotrebnoj vrednosti (ima/nema upotrebnu vrednost) u tonama za 2017. godinu:**

Overview of industrial waste trend, by type (hazardous/non-hazardous) as well as by use value (with/without use value), in tons, for 2017:

2017. 2017	Generisano Generated	Predato Handed over
<b>Ukupno neopasan otpad</b> Total non-hazardous waste	<b>627,76</b>	<b>629,05</b>
<b>Neopasan otpad koji ima upotrebnu vrednost</b> (predat ovlašćenim operaterima na moguću reciklažu) Non-hazardous waste with use value (consigned to authorized operators for possible recycling)	<b>606,88</b>	<b>606,88</b>
<b>Neopasan otpad koji nema upotrebnu vrednost</b> (predat ovlašćenim operaterima na deponovanje) Non-hazardous waste without use value (consigned to authorized operators for disposal)	<b>20,88</b>	<b>22,17</b>
<b>Ukupno opasan otpad</b> Total hazardous waste	<b>181,73</b>	<b>200,19</b>
<b>Opasan otpad koji ima upotrebnu vrednost</b> (predat ovlašćenim operaterima na moguću reciklažu) Hazardous waste with use value (consigned to authorized operators for possible recycling)	<b>4,99</b>	<b>4,38</b>
<b>Opasan otpad koji nema upotrebnu vrednost</b> Hazardous waste without use value	<b>176,74</b>	<b>200,19</b>
<b>Samostalno izvezen</b> Independently exported		<b>183,8</b>
<b>Predat operaterima</b> Handed over to operators		<b>16,39</b>
<b>Ukupno (opasan i neopasan)</b> TOTAL (hazardous/non-hazardous)	<b>809,49</b>	<b>829,24</b>

**Način upravljanja i količine otpada predate operaterima**  
Method of management and amounts of waste consigned to operators



**Hemofarm je u 2017. generisao ukupno 809,49 tona industrijskog otpada, od čega 181,73 t opasnog otpada. Od ukupne količine opasnog otpada koji nema upotrebnu vrednost Hemofarm je samostalno izvezao 183,9 tona (92%), nakon što je po četvrti put dobio dozvolu za samostalni izvoz od nadležnog ministarstva.**

**Neopasan otpad koji ima upotrebnu vrednost i koji se može reciklirati (606,88 t) predat je operaterima na dalju obradu.**

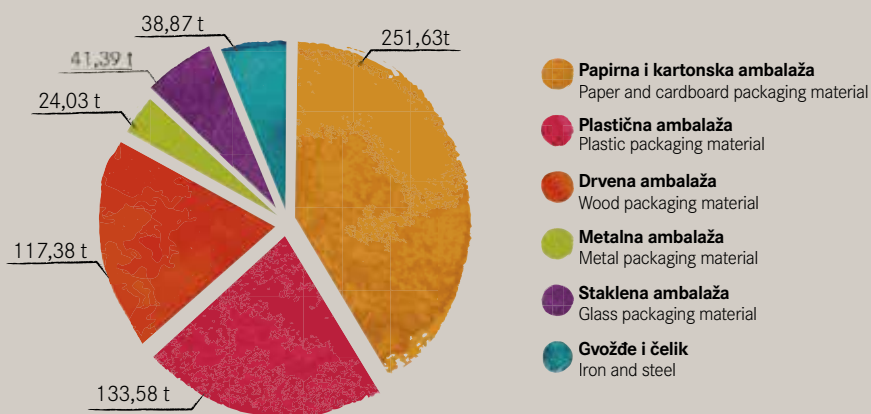
In 2017, Hemofarm generated a total of 809.49 tons of industrial waste, of which 181.73 t was hazardous waste. Out of the total amount of hazardous waste without use value, Hemofarm has independently exported 183.9 tons (92%), since it has been granted the independent export license by the competent ministry for the fourth time.

The recyclable non-hazardous waste with use value (606.88 t) was consigned to operators for further processing.



## Količine reciklabilnog otpada predate operaterima

Amounts of recyclable waste consigned to operators



Takođe, lokalna komunalna preduzeća zbrinjavaju komunalni otpad koji se u Hemofarmu svakodnevno generiše i čija količina u 2017. iznosi 5.688 m<sup>3</sup>.<sup>27</sup>

Also, local utility companies dispose of municipal waste that is generated in Hemofarm on a daily basis<sup>27</sup>, which amounted to 5.688 m<sup>3</sup> in 2017.

<sup>27</sup> Praćenje i procena količine ovog otpada se vrši u m<sup>3</sup>, dok se naknada za odvoženje plaća po m<sup>3</sup>; odvoženje se vrši iz proizvodnih krugova Hemofarma, pomoću kontejnera zapremine 1m<sup>3</sup>.

<sup>27</sup> Monitoring and assessment of the amount of such waste are performed in m<sup>3</sup>, while the disposal fee is paid per m<sup>3</sup>; waste is taken away from Hemofarm production area, by means of 1m<sup>3</sup> containers.





**DODATNI CILJEVI ODRŽIVOG RAZVOJA OD  
ZNAČAJA ZA HEMOFARM**

ADDITIONAL SUSTAINABLE DEVELOPMENT  
GOALS OF IMPORTANCE FOR HEMOFARM

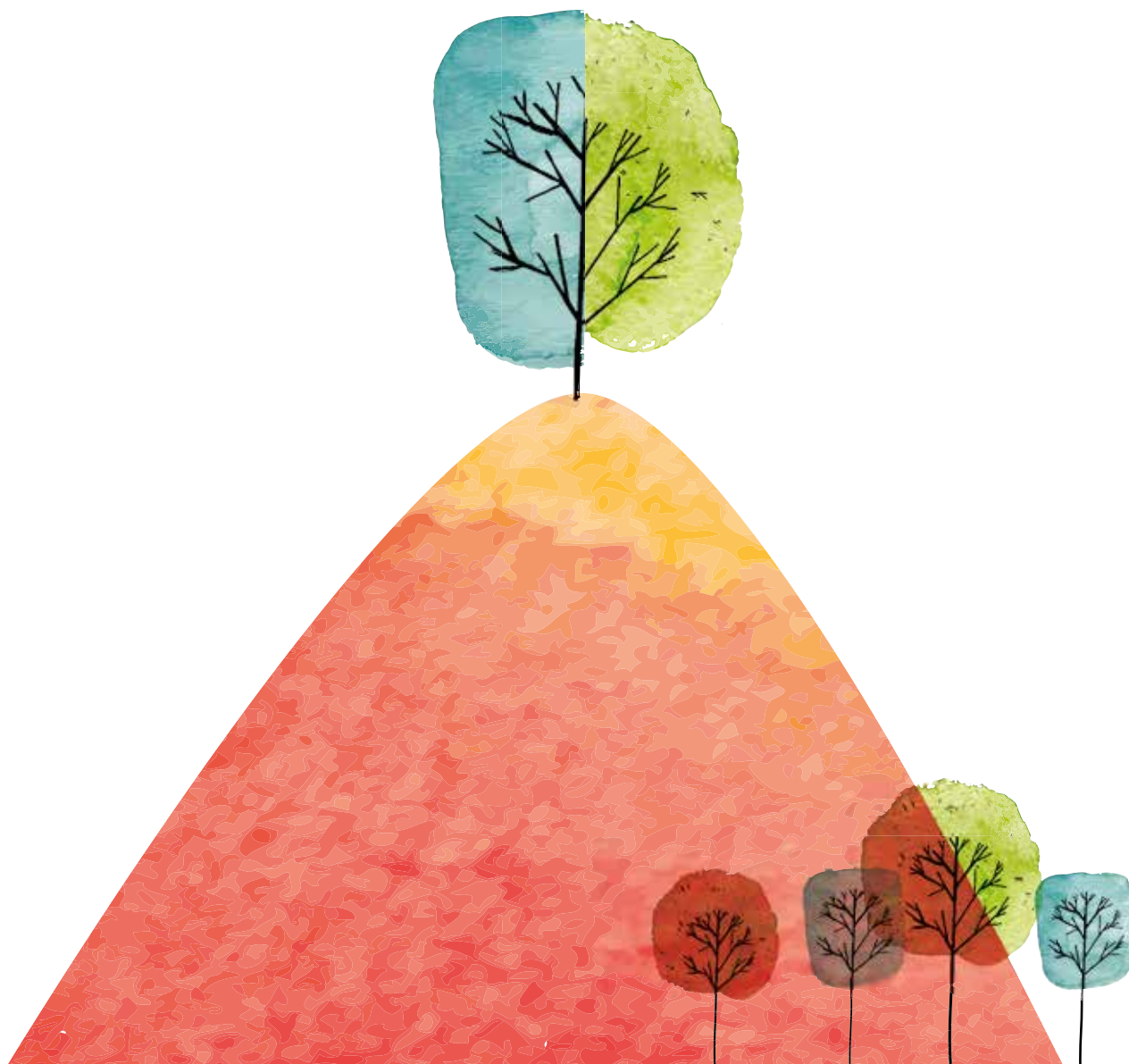




RODNA  
RAVNOPRAVNOST



GENDER  
EQUALITY



**Cilj broj 5 – Rodna ravnopravnost**

Goal 5 – Gender equality



## Postići rodnu ravnopravnost i osnaživati sve žene i djevojčice

Achieve gender equality and empower all women and girls

Oснаživanje žena i promovisanje rodne ravnopravnosti je od suštinskog značaja za brže postizanje održivog razvoja. Ukidanje svih oblika diskriminacije žena i djevojčica ne samo da je osnovno ljudsko pravo, nego ima višestruki efekat na druga područja razvoja.

Žene su napravile impozantne korake da bi se približile ravnopravnom odnosu s muškarcima. Bio je to dva veka dug i težak put, na kom je učinjeno mnogo toga: dobile su pravo glasa, uključile su se u ekonomsku i poslovnu sferu, u politiku, nauku, istakle su se u javnom životu. Ipak, žene i dalje imaju lošiji društveni položaj, a mnogi na ženska prava misle i o ženskim pravima govore samo 8. marta, na Međunarodni dan žena. U odnosu na situaciju od pre 15 godina, većina djevojčica se danas školuje, dok je balans polova u osnovnom obrazovanju postignut u većini regiona. Žene danas čine 41% plaćene radne snage, u poređenju sa 35% u 1990. godini.

Nejednake plate za iste poslovne pozicije koje obavljaju muškarci i žene ni danas, na žalost, nisu retkost. Žene su i dalje manje plaćene za isti posao, bez obzira na poslovne rezultate i profesionalne kvalitete. Ni Srbija nije izuzetak i još uvek nastoji da izjednači se nije izborila sa različitim tretmanom žena i muškaraca na tržištu rada.

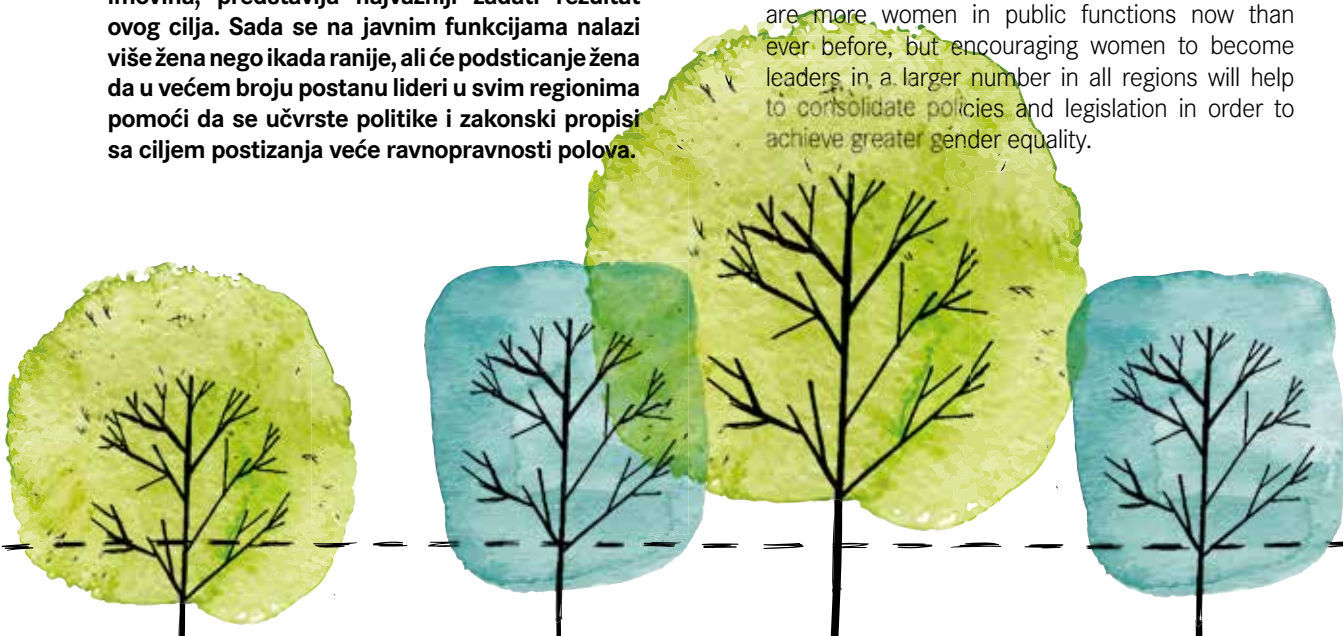
Obezbeđivanje univerzalne zaštite seksualnog i reproduktivnog zdravlja i istih prava na ekonomske resurse, kao što su zemljište i imovina, predstavlja najvažniji zadati rezultat ovog cilja. Sada se na javnim funkcijama nalazi više žena nego ikada ranije, ali će podsticanje žena da u većem broju postanu lideri u svim regionima pomoći da se učvrste politike i zakonski propisi sa ciljem postizanja veće ravnopravnosti polova.

Empowerment of women and promoting gender equality is essential for the faster achievement of sustainable development. Eliminating all forms of discrimination against women and girls is not only a fundamental human right, but also has a multiple effect on other areas of development.

Women have made impressive steps to get closer to an equal treatment with men. It's been two centuries long and difficult way on which a lot of things have been done: they have got the right to vote, entered the economic and business sphere, politics, science, stood out in public life. Nevertheless, women still have a worse social position, and many think and speak of women's rights only on March 8th, International Women's Day. Compared to the situation 15 years ago, most girls are getting education nowadays, while the gender balance in primary education system has been achieved in most regions. Women presently account for 41% of paid labour force, compared to 35% in 1990.

Unfortunately, income inequality between men and women doing the same job is not rare even nowadays. Women are still less paid for the same job, regardless of their business results and professional qualities. Serbia is not an exception either, and has still been exerting efforts to provide equal treatment of women and men in the labour market.

Ensuring universal protection of sexual and reproductive health, and the same rights to economic resources, such as land and property, is the most important result of this goal. There are more women in public functions now than ever before, but encouraging women to become leaders in a larger number in all regions will help to consolidate policies and legislation in order to achieve greater gender equality.



## Zvanični potciljevi: / Official targets:

- 5.1 Okončati svuda i sve oblike diskriminacije protiv žena i djevojčica.** / End all forms of discrimination against all women and girls everywhere.
- 5.2 Eliminirati sve oblike nasilja nad ženama i djevojčicama u javnoj i privatnoj sferi, uključujući trgovinu ljudima, odnosno seksualnu eksploataciju i druge oblike eksploatacije.** / Eliminate all forms of violence against women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.
- 5.3 Eliminirati sve štetne prakse kao što su dečiji, rani i nasilni brakovi i obrezivanje ženskih genitalija.** / Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation.
- 5.4 Prepoznati i vrednovati neplaćeno staranje i rad u domaćinstvu kroz obezbjeđivanje javnih usluga, infrastrukture i politike socijalne zaštite te kroz promoviranje zajedničke odgovornosti u domaćinstvu i porodici, na način koji je prikladan u odgovarajućoj državi.** / Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate.
- 5.5 Osigurati da žene u potpunosti i delotvorno učestvuju i imaju jednake mogućnosti da učestvuju u rukovođenju na svim nivoima donošenja odluka u političkom, privrednom i javnom životu.** / Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.
- 5.6 Osigurati univerzalnu dostupnost polnog i reproduktivnog zdravlja i reproduktivnih prava, kako je dogovoreno u skladu sa „Programom akcije Međunarodne konferencije o stanovništvu i razvoju“ i „Pekinškom platformom za akciju“, odnosno sa dokumentima koji su nastali kao rezultat njihovih analitičkih konferencija.** / Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences.
- 5.a Sprovesti reforme kako bi žene dobile jednaka prava na ekonomske resurse, kao i pristup vlasništvu i kontroli nad zemljištem i ostalim oblicima svojine, finansijskim uslugama, nasleđstvu i prirodnim resursima, u skladu sa nacionalnim zakonima.** / Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.
- 5.b Povećati upotrebu inovativnih tehnologija, posebno informacione i komunikacione tehnologije, radi promoviranja osnaživanja žena.** / Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.
- 5.c Usvojiti i osnažiti dobre politike i izvršno zakonodavstvo za promoviranje rodne ravnopravnosti i osnaživanja svih žena i djevojčica na svim nivoima.** / Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and empowerment of all women and girls at all levels.
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## Šta Cilj broj 5 znači za Srbiju i građane What Goal 5 means for Serbia and its citizens

Veliki broj građana i građanki Srbije smatra da su rukovodeća mesta rezervisana za muškarce, a da žene treba da čuvaju decu i rade kućne poslove. I to je jedan od razloga što one teže dolaze do stalnog zaposlenja, sporije napreduju, manje su plaćene i na kraju radnog veka imaju manje penzije.

Žene tako ostaju ekonomski zavisne, što dovodi do kontinuiranog osiromašenja i do nemogućnosti izlaska iz začaranog kruga podređenosti. Zato ovakve stereotipe treba menjati od najranijeg doba, od vrtića i osnovne škole. Ukidanje svih oblika diskriminacije žena i djevojčica ne samo da je osnovno ljudsko pravo nego ima višestruki efekat na mnoga druga područja razvoja.

Srbija je zemlja koja trenutno na poziciji premijera ima ženu, i društvo čiji mediji vode odlučnu kampanju za zaustavljanje nasilja nad ženama i u kojoj ima više žena na ministarskim pozicijama nego ikada pre. To je obećavajući signal da je lokalna zajednica zrela za suštinske promene koje će poništiti patrijarhalne predrasude o ženama, koje dovode do stalne diskriminacije i nasilja nad njima. Upravo Cilj broj 5 održivog razvoja treba da bude jedan od putokaza na tom putu.

A large number of Serbian citizens think that managerial positions are reserved for men, and that women should raise children and do the housework. And it is one of the reasons why they cannot easily find permanent employment, advance more slowly, are less paid, and at the end of their years of service, they have lower pensions.

Women, thus, remain economically dependent, leading to continuous impoverishment and inability to exit the vicious circle of subordination. Therefore, such stereotypes should be changed from the earliest age, from kindergarten and primary school. The elimination of all forms of discrimination against women and girls is not only a fundamental human right, but it also exerts a multiple effect on many other areas of development.

Serbia is a country that currently has a woman at the position of the Prime Minister, and a society whose media are conducting a decisive campaign for stopping violence against women and in which there are more women in ministerial positions than ever before. It is a promising signal that the local community is mature for essential changes that will annul patriarchal prejudices against women that lead to permanent discrimination and violence against them. It is precisely the sustainable development Goal 5, which should be one of the signposts on that road.





## Šta Cilj broj 5 znači za Hemofarm i zaposlene i koji je doprinos ispunjavanju ovog cilja

What Goal 5 means for Hemofarm and its employees and contribution to achievement of this Goal

### Materijalne teme Hemofarma u vezi sa ovim ciljem

- Motivacija i edukacija zaposlenih i kontinuirani razvoj korporativne kulture.

Hemofarm je kompanija u čijem menadžmentu žene čine većinu (oko 60%). Ako se tome doda činjenica da je Hemofarm farmaceutski lider, odmah je jasno da se sofisticirana i zahtevna industrijska grana i veoma uspešna delatnost nalaze u pravih rukama.

Korporativna kultura Hemofarma ne ostavlja prostor za bilo kakvu diskriminaciju, ni po jednom osnovu, a žene i muškarci, osim što su jednako plaćeni na istim poslovnim pozicijama i imaju jednake šanse za razvoj i napredovanje, nisu predmet pravljenja bilo kakvih razlika, izvan lične stručnosti, profesionalizma i sopstvene motivisanosti za rad.

Uvažavajući vrednosti BSCI kodeksa – vodećeg kodeksa društveno-poslovne usaglašenosti, Hemofarm se odlučno suprotstavlja svakom vidu neetične eksploatacije, posebno dece i maloletnih osoba. Svoje stavove direktno plasira i u okviru sistema dobavljača, zahtevajući od njih poštovanje i uvažavanje istih tih principa. Kompanija zastupa stav da samo zajedničkim delovanjem svih privrednih subjekata može da se načini kritički pomak ka boljem poslovnom okruženju, u kome su svi jednako tretirani i niko nije zloupotrebljen.

Hemofarm se oštro protivi diskriminaciji trudnica i porodilja. Svojim primerom nastoji da pokaže ostalim kompanijama u zemlji i regionu da svaka žena koja ode na zasluženost zbog proširivanja porodice mora da se vrati na istu poslovnu poziciju, uz adekvatno regulisane sve poreske i socijalne obaveze. To je jedan od stubova izgradnje društva koje počiva na zdravim osnovama – društva dostojanstvenih i uvažanih ljudi.

Žene su brojnije kako u kompaniji, tako i u menadžmentu, gde njihov udeo iznosi 59,61%. Ako se uzme u obzir da je Hemofarm proizvodna kompanija, većinski udeo žena najbolje svedoči

### Materiality topics of Hemofarm related to this Goal

- Employee motivation and education and continuous development of corporate culture.

Hemofarm is a company with the majority of its management consisting of women (approximately 60%). If the fact that Hemofarm is a pharmaceutical leader is added to it, it is immediately clear that a sophisticated and demanding industrial branch and a very successful business are in the right hands.

Hemofarm's corporate culture leaves no place for any kind of discrimination, on any basis, and women and men, apart from being equally paid in the same business positions and having equal chances for development and promotion, are not subject to making any differences, except in personal expertise, professionalism and personal motivation for work.

Taking into account the values of the BSCI Code – the leading code of social and business compliance, Hemofarm resolutely opposes any kind of unethical exploitation, especially of children and minors. It directly promotes its standpoints also within the supplier system, demanding their respect and compliance with the same principles. The company advocates that only by joint action of all legal entities can a critical move towards a better business environment be made, in which everyone is equally treated and no one is abused.

Hemofarm strongly opposes discrimination against pregnant women and new mothers. By its example, it strives to show other companies in the country and the region that every woman who goes on a deserved maternity leave due to family expansion must return to the same work position, with adequately regulated all fiscal and social liabilities. It is one of the pillars of building a society based on healthy foundations – the society of dignified and respected people.

Women outnumber men both in the company and in the management, where their share is 59.61%. Considering that Hemofarm is a manufacturing company, the majority share of women best testifies

o tome da su uslovi rada u kompaniji dostojni punog poštovanja ljudskih prava i principa dostojanstvenog rada, bez eksploatacije zaposlenih na bilo koji način. Sa druge strane, kompanija, kao proizvođač sofisticiranih farmaceutskih proizvoda, svoje puno poverenje poklanja upravo ženama i njihovoj brižnosti i posvećenosti, ali i odgovornosti u stvaranju poslovne strategije.

Rodna ravnopravnost je samo jedan aspekt omogućavanja istih mogućnosti za svakoga unutar Hemofarma. Nažalost, u svetu je još uvek moguće naići na brojne faktore i oblike diskriminacije. Jedan od njih jeste različita visina zarade za žene i muškarce koji obavljaju iste poslovne pozicije, i to na štetu žena. Hemofarm kao poslodavac ne pravi nikakve razlike između žena i muškaraca, a najvažniji kriterijumi po kojima se vrednuju zaposleni jesu stručna znanja, motivisanost, proaktivnost, zalaganje i dobar timski duh u okviru radnog okruženja istih među jednakima. Osim zagarantovane jednake zarade po poslovnoj poziciji, bez obzira na pol, Hemofarm odlikuje i to da je najniža bruto zarada u kompaniji čak 40% iznad državnog proseka (najniža bruto zarada u Republici Srbiji u decembru 2017. iznosila je 29.474,00 dinara, dok je najniža bruto zarada u Hemofarmu u decembru 2017. iznosila 41.522,36 dinara).

Hemofarm nastoji da uvek ide korak ispred i da zakonske obaveze primeni tek kao nužni minimum i elementarne garancije uvažavanja zaposlenih. Kompanija jednake šanse pruža i kandidatima koji apliciraju za neke od aktuelnih poslovnih pozicija, ne praveći nikakve razlike među njima. Važan segment predstavlja i pružanje jednakih šansi kako kandidatima iz lokalne zajednice, tako i stanovnicima iz svih krajeva Srbije i regiona, u skladu sa profesionalnim kompetencijama. U Hemofarmu je tokom prošle godine bilo otvoreno 115 pozicija, a proces selekcije i regrutacije je prošlo ukupno 1.129 kandidata. U odnosu na 2016. broj otvorenih pozicija je dupliran, ali je broj kandidata porastao tek oko 10% jer su uglavnom usko stručne poslovne pozicije bile otvorene, a tržište rada pokazuje ograničen broj stručnjaka koji su pogodni za te pozicije. To je jedan od dodatnih razloga koji su motivisali rukovodstvo Hemofarma da podrži koncept dualnog obrazovanja u određenim stručnim školama i na fakultetima koji obrazuju profile koji odgovaraju primarnoj delatnosti kompanije, čime će biti unapređen opšti nivo stručnosti domaćeg tržišta rada i raspoloživih kadrova.

that working conditions in the company are worthy of full respect for human rights and principles of dignified labour, without exploiting employees in any way. On the other hand, the company, as a manufacturer of sophisticated pharmaceutical products, completely relies on women, their care and commitment and also on their responsibility in creating business strategies.

Gender equality is just one aspect of enabling the same possibilities for everybody within Hemofarm. Unfortunately, it is still possible to encounter many factors and forms of discrimination in the world. One is a different salary level for women and men at the same positions, at the expense of women. Hemofarm as employer makes no difference between men and women, and the most important criteria for evaluating employees are professional knowledge, motivation, proactivity, commitment and good team spirit in the work environment of the same among equals. In addition to guaranteeing equal salary per position, regardless of gender, Hemofarm is also characterised by the fact that the lowest gross salary in the company is 40% above the national average (the lowest gross salary in the Republic of Serbia in December 2017 amounted to RSD 29,474.00, while the lowest gross salary in Hemofarm in December 2017 amounted to RSD 41,522.36).

Hemofarm always strives to keep one step ahead and apply legal obligations only as a necessary minimum and elementary guarantee of employee respect. The company offers equal opportunities also to candidates applying for some of the current job vacancies, without making any difference between them. An important segment is also providing equal opportunities to both local community candidates and residents from all over Serbia and the region, in accordance with professional competences. There were 115 job vacancies in Hemofarm last year and a total of 1,129 candidates passed the selection and recruitment process. Compared to 2016, the number of job vacancies doubled, but the number of candidates increased by about 10% only, as mainly vacancies for highly specialised jobs were open, and the labour market shows a limited range of professionals who are compatible with the positions. It is one of the additional reasons that motivated the management of Hemofarm to support the concept of dual education in certain vocational schools and faculties that educate professionals that correspond to the core activity of the company, which will improve the overall level of expertise of local labour market and available staff.



## 7 PRISTUPAČNA I ODRŽIVA ENERGIJA



AFFORDABLE AND  
CLEAN ENERGY



**Cilj broj 7 – Pristupačna i održiva energija**

Goal 7 – Affordable and sustainable energy





## **Osigurati pristup dostupnoj, pouzdanoj, održivoj i modernoj energiji za sve**

Ensure access to affordable, reliable, sustainable and modern energy for all

U periodu od 1990. do 2010. godine, broj ljudi koji imaju električnu energiju porastao je za 1,7 milijardi; sa porastom broja stanovnika u svetu, raste i tražnja za jeftinim energentima. Globalna ekonomija, koja počiva na fosilnim gorivima i povećanje emisije gasova sa efektom staklene bašte drastično i nezaustavljivo menjaju globalnu klimu. Posledice se vide na svakom kontinentu.

Život na planeti zavisi od energije. U isto vreme energija je dominantan uzrok klimatskih promena i čini oko 60% ukupne globalne emisije gasova sa efektom staklene bašte, dok se svetske potrebe za energijom konstantno povećavaju. Prema podacima UN, 1,2 milijarde ljudi živi bez električne energije, dok 2,8 milijardi ljudi na svetu za grejanje i pripremu hrane koristi drvo, drveni ugalj, balegu i ugalj, koji su izuzetno štetni za zdravlje i godišnje odnesu četiri miliona života. Pokrenute su različite svetske inicijative za podsticanje korišćenja alternativnih energenata. Uprkos tome, svaka peta osoba i dalje nema električnu energiju.

Srbija je zemlja koja trpi direktne posledice klimatskih promena u vidu razarajućih poplava, iz godine u godinu. Uprkos odsustvu svesti o značaju prevencije i sprečavanja ovakvih prirodnih katastrofa, Srbija je i zemlja koja značajno ulaže u infrastrukturu postrojenja za alternativno snabdevanje energijom, poput vetro-parkova, što je veoma obećavajuće i daje nove perspektive energetsom razvoju i stabilnosti zemlje.

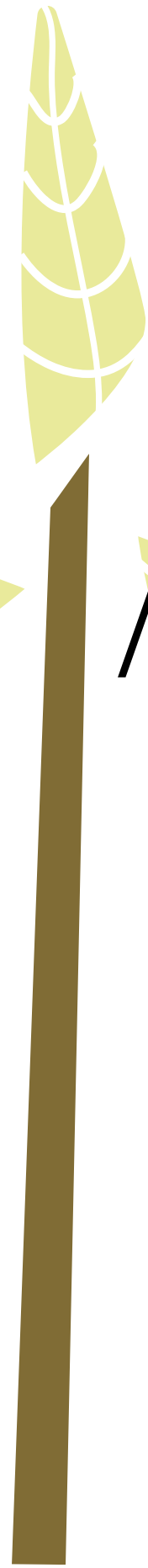
Univerzalno snabdevanje jeftinom električnom energijom do 2030. godine podrazumeva investicije u čiste energente, kao što su energija sunca i vetra i termalni izvori. Usvajanjem rentabilnih standarda za široku lepezu tehnologija takođe je moguće smanjiti globalnu potrošnju električne energije u zgradama i industriji za 14%. Otprilike, to znači da je potrebno 1.300 srednjih elektrana manje. Širenje infrastrukture i unapređivanje tehnologije

In the period from 1990 to 2010, the number of people who have electricity increased by 1.7 billion; with the increase in the number of inhabitants in the world, the demand for cheaper energy sources is also growing. The global economy, based on fossil fuels and the increase in greenhouse gas emissions, drastically and incontinently alter the global climate. Consequences are visible on every continent.

Life on the planet depends on energy. At the same time, energy is the dominant cause of climate change and accounts for about 60% of the total global greenhouse gas emissions, while global energy demands are constantly increasing. According to the UN, 1.2 billion people live without electricity, while 2.8 billion people in the world use wood, wood charcoal, dried dung and coal for heating and preparation of food, which are extremely harmful to health and take four million lives annually. Various global initiatives have been launched to encourage the use of alternative energy sources. In spite of this, every fifth person still has no electricity.

Serbia is a country that suffers the direct consequences of climate changes in the form of devastating floods, year in year out. Despite the lack of awareness about the importance of preventing such natural disasters, Serbia is also a country that significantly invests in the infrastructure of alternative energy supply facilities, such as wind farms, which is very promising and gives new outlooks to the country's energy development and stability.

Universal supply of cheap electricity by 2030 implies investments in clean energy sources, such as sun and wind energy, and thermal springs. By adopting cost-effective standards for a wide range of technologies, it is also possible to reduce global electricity consumption in buildings and industry by 14%. Roughly, it means that 1,300 medium-size power plants less are needed. The expansion of infrastructure and advancement of clean energy technologies in



za čiste energente u svim zemljama u razvoju predstavlja osnovni cilj koji može da podstakne rast i doprinese očuvanju životne sredine.

all developing countries is a fundamental goal that can encourage growth and contribute to environmental protection.

### Zvanični potciljevi: / Zvanični potciljevi:

7.1 Do kraja 2030. osigurati univerzalni pristup jeftinim, pouzdanim i modernim energetske uslugama. / By 2030, ensure universal access to affordable, reliable and modern energy services.

7.2 Do kraja 2030. povećati održivost udela obnovljive energije u globalnom energetske miksu. / By 2030, increase substantially the share of renewable energy in the global energy mix.

7.3 Do kraja 2030. udvostručiti globalnu stopu unapređenja energetske efikasnosti. / By 2030, double the global rate of improvement in energy efficiency.

7.a Do kraja 2030. unaprediti međunarodnu saradnju kako bi se olakšao pristup istraživanju i tehnologiji čiste energije, uključujući obnovljivu energiju, energetske efikasnost i naprednu i čistiju tehnologiju fosilnih goriva, i promovisati investiranje u energetske infrastrukturu i tehnologiju čiste energije. / By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology.

7.b Do kraja 2030. proširiti infrastrukturu i unaprediti tehnologiju za snabdevanje svih korisnika uslugama moderne i održive energije u zemljama u razvoju, a posebno u najnerazvijenijim zemljama i malim ostrvskim državama u razvoju. / By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular the least developed countries, small island developing states.



## Šta Cilj broj 7 znači za Srbiju i građane What Goal 7 means for Serbia and its citizens

Prema istraživanju Elektroprivrede Srbije, domaćinstva u Srbiji troše 60% struje više od onih koji žive u EU. Evropski proseki potrošnje energije iznosi oko 250 kilovata, a u Srbiji se taj proseki kreće oko 400 kilovata, a mogao bi da bude poboljšan primenom energetske efikasne metoda u projektovanju i odgovarajućim izborom materijala kod novoprotkovanih zgrada. Procenjuje se da oko 400.000 kuća u Srbiji nema nikakvu termoizolaciju. Takođe, zbog velike potrošnje struje i loše izolovanih objekata, u kombinaciji sa nedovoljno efikasnim proizvodnim procesima, domaća privreda proizvodi robu koja nije konkurentna, domaćinstva plaćaju veće račune, dok država daje više para za uvoz struje, gasa i drugih energenata. Čak i za javnu rasvetu, Srbija troši 50% više nego zemlje Evropske unije. Ovolika potrošnja struje je uzrokovana i činjenicom da je u Srbiji cena struje niža nego u većini evropskih zemalja. Domaćinstva se greju na struju kako bi ostvarila uštede, dok se u Evropi vrlo mali broj domaćinstava greje na struju jer su cene mnogo više. Kad se cene struje u Srbiji budu izjednačile sa onima u EU, grejanje na struju neće biti opcija. Procenjuje se da bi izmenom goriva, izolacijom zgrada i ekonomičnijom potrošnjom godišnje mogla da se uštedi

According to a survey conducted by the Electric Power Industry of Serbia (Elektroprivreda Srbije), households in Serbia spend 60% more electricity than the ones in the EU. The European energy consumption average amounts to about 250 kilowatts, and this average in Serbia is about 400 kilowatts, and it could be improved by applying energy efficient design methods and appropriate material selection for newly designed buildings. It is estimated that approximately 400,000 houses in Serbia have no any thermal insulation. Also, due to the large consumption of electricity and poorly thermally insulated facilities, combined with insufficiently effective production processes, the local industry produces goods that are not competitive, households pay larger bills, while the state gives more money for the import of electricity, gas and other energy sources. Expenditures for public lighting in Serbia are higher by 50% compared to the European Union countries. Such high electricity consumption is caused by the fact that the electricity price in Serbia is lower than in most European countries. Households use electricity for heating to make savings, while in Europe, a very small number of households are heated with electricity because prices are much higher. When electricity prices in Serbia are equalized to those in the EU, electricity heating will not be an option. It is estimated that by the fuel change, insulation of



čak trećina državnog utroška energije, što je iznos koji se može meriti u milijardama evra.

Prema rečima Nikole Tesle – „sadašnji izvori energije su nepouzdati i truju našu planetu. Možda i preživimo trovanje, ali doći će dan kada će ti izvori energije presušiti“. Budući da će s porastom globalnog stanovništva potreba za energijom rasti, neophodno je uvesti mere koje bi dovele do smanjenja potrošnje energije, kao i mere kojima bi se uticaj eksploatacije energije na okolinu smanjio na najmanju moguću meru, što znači odustajanje od fosilnih goriva, na kojima se zasniva globalna ekonomija današnjice. Smanjenje globalne potrošnje energije i prelazak s fosilnih goriva na obnovljive izvore energije je najefikasniji korak u borbi protiv globalnog zagrevanja. Države i kompanije bi trebalo da ubrzaju prelazak na pristupačne, pouzdane i održive energetske sisteme investirajući u obnovljive izvore energije, postavljajući energetska efikasnost i tehnologije čiste energije u fokus svog poslovanja.

Koristi od unapređenja energetske efikasnosti su mnogostruke: na nacionalnom nivou se smanjuje zavisnost od uvoza i povećava energetska sigurnost, uz smanjenje negativnog uticaja sektora energetike na životnu sredinu. Finansijske uštede su znatne, pogotovo za građane koji će plaćati niže račune. Istovremeno, privreda postaje održivija i konkurentnija, uz brojne ekonomske, ekološke i socijalne koristi.

buildings and more cost-effective consumption, even one third of the state energy consumption could be saved annually, which is an amount that can be estimated to billions of euros.

According to Nikola Tesla, – ‘the present energy sources are unreliable and poison our planet. Maybe we can survive the poisoning, but the day will come when such energy sources will dry up.’ Taking into account that the need for energy will grow with the increase in global population, it is necessary to introduce actions that would lead to a reduction in energy consumption, as well as actions for minimizing the impact of energy exploitation on the environment, which means abandoning fossil fuels on which the global economy is presently based. Reducing global energy consumption and shifting from fossil fuels to renewable energy sources are the most effective steps in the fight against global warming. Countries and companies should speed up the transition to affordable, reliable and sustainable energy systems by investing in renewable energy sources, putting energy efficiency and clean energy technologies in the focus of their operations.

The benefits of improving energy efficiency are multiple: dependence on import is reduced and energy security is increased along with reduction of the negative energy sector impact on the environment, at the national level. Financial savings are significant, particularly for citizens who will pay lower bills. At the same time, the economy becomes more sustainable with numerous economic, environmental and social benefits.



## / Šta Cilj broj 7 znači za Hemofarm i zaposlene i koji je doprinos ispunjavanju ovog cilja

What Goal 7 means for Hemofarm and its employees and contribution to achievement of this Goal

### Materijalne teme Hemofarma u vezi sa ovim ciljem

- Unapređenje energetske efikasnosti i povećanje korišćenja obnovljivih izvoda energije.

Hemofarmove fabrike su prema proceni IFC-a (International Financial Corporation), članice Svetske Banke, među 20% energetski najefikasnijih fabričkih postrojenja u svetu, u svojoj kategoriji (veličina, obim proizvodnje i sl.). Procena i poređenje su rađeni prema referentnim fabrikama u Americi, gde je svest o energetske efikasnosti na znatno višem nivou nego na Balkanu, što ovaj rezultat čini još značajnijim. Ipak, najvažnije je to da Hemofarm kako kompanija ne bi mogao da postigne ovaj uspeh da uloga zaposlenih nije bila presudna.

Svest zaposlenih o energetske i svakoj drugoj efikasnosti, kao i o ukupnoj odgovornosti o okruženju, najbolje potvrđuje inicijativa za gašenje monitora i računara prilikom odlaska sa posla, koja je sprovedena u beogradskom predstavništvu kompanije. Naime, urađena je procena da tokom noći, prosečno ostane uključeno 35 računara i monitora. Iako ovi uređaji u „sleep“ ili „stand-by“ režimima troše male količine električne energije, na nedeljnom nivou mogu da potroše i do 1,2 kWh. Na godišnjem nivou za samo jedan službeni računar i monitor koji ostaju uključeni tokom noći, trebalo bi da Hemofarm zasadi jedno drvo i da o njemu brine 15 godina. Naime, toliko bi vremena trebalo tom drvetu da apsorbira ugljen dioksid koji je nastao jer nisu bili isključeni samo jedan računar i monitor. U stvari, za onih 35 računara trebalo bi svake godine da bude zasađen jedan manji gradski park. I to nije sve – protivpožarna bezbednost se povećava što je manje uključenih električnih uređaja, čak i u režimima niske potrošnje energije. Manje su i šanse da dođe do kvara računara. Na kraju, kategorizacija među energetski najefikasnije kompanije u svetu predstavlja više motivaciju nego obavezu da naranđasti tim bude proaktivan i još bolji,

### Materiality topics of Hemofarm related to this Goal

- Improvement of energy efficiency and increase in consumption of renewable energy sources

As assessed by the IFC (International Financial Corporation), a member of the World Bank, Hemofarm's factories are among 20% of the world's most energy-efficient factory plants in their category (size, volume of production, etc.). Estimates and comparison were made according to benchmark factories in the United States, where awareness of energy efficiency is at a much higher level than in the Balkans, which makes this result even more significant. Nevertheless, the most important thing is that Hemofarm, as a company, could not have achieved this success if the role of employees had not been crucial.

Employees' awareness of energy and any other efficiency, as well as overall environmental responsibility is best confirmed by the initiative to shut down monitors and computers after work, which has been implemented in Belgrade Business Centre of the company. Namely, an assessment was made indicating that 35 computers and monitors, on average, remain switched on during night.

Although these devices spend small amounts of electricity in 'sleep' or 'standby' modes, they can spend up to 1.2 kWh on a weekly basis. Hemofarm should plant a tree and take care of it for 15 years, for only one company's computer and monitor that remain switched on during the night at an annual level. Namely, the tree would need just as much time to absorb the produced carbon dioxide because only one computer and monitor were not switched off. In fact, one smaller city park should be planted every year for those 35 computers. That's not all – the fewer electrical devices that are switched on, even in low energy consumption modes, the higher the fire safety. There are even less chances of a computer failure. Finally, being one of the most energy efficient companies in the world is more a motivation than obligation for the orange team to





u šta spada i navedena inicijativa za gašenje električnih uređaja u kancelijama.

Cilj broj 7 za Hemofarm definitivno znači obećanje da će kompanija i njeni zaposleni učiniti sve da planetu učine boljim mestom za život i da je sačuvaju za buduće generacije, bar u domenu svoje delatnosti i u sredinama u kojima Hemofarm posluje. Možda najbolja potvrda ovakve posvećenosti je činjenica da kompanija iz godine u godinu obara rekorde proizvodnje a istovremeno smanjuje utrošak električne energije i prirodnog gasa po jedinici gotovog proizvoda. Optimizovani procesi, izolovani objekti i instalacije, nova oprema i najsavremenija kotlarnica, led rasveta i električna vozila već predstavljaju sadašnjost Hemofarma, dok će alternativni izvori energiji biti njegova bliska budućnost.

Energija je glavni pokretač svih procesa a globalni trend je da se teži pronalaženju optimalnog odnosa proizvodnje i potrošnje energije, sa posebnim fokusom na obnovljive i alternativne izvore energije. Kao izvori energije u Hemofarmu se koriste prirodni gas i električna energija. Električna energija se koristi u proizvodnim procesima, za rad vazдушnih kompresora, čilera i HVAC. Najveći potrošači jesu vazdušni kompresori i čileri – proizvodnja komprimovanog vazduha i vode za hlađenje obuhvata 1/3 ukupne potrošnje električne energije za proizvodni kompleks u Vršcu.

Najviše prirodnog gasa troši se u odeljenjima za hemijsku pripremu vode 36,9% proizvedene tehničke pare potrebno je za proizvodnju prečišćene vode, vode za injekcije i čiste pare u Vršcu. Ostali veći segmenti potrošnje prirodnog gasa su grejanje prostora i drugi tehnološki procesi.

be proactive and even better, which also includes the aforementioned initiative for switching off electrical devices in offices.

Goal 7 for Hemofarm definitely means a promise that the company and its employees will do their best to make the planet a better place for living, and preserve it for future generations, at least in the area of its business and in communities in which Hemofarm operates. The best confirmation of such commitment is perhaps the fact that the company breaks production records year in year out, and at the same time reduces the consumption of electricity and natural gas per unit of finished product. Optimized processes, thermally insulated facilities and installations, new equipment and state-of-the-art boiler room, led lighting and electric vehicles already represent Hemofarm's present time, while alternative energy sources will be its near future.

Energy is the main driver of all processes and the global trend is to strive to find an optimal ratio of production to energy consumption, with a particular focus on renewable and alternative energy sources. Natural gas and electricity are used as energy sources in Hemofarm. Electricity is used in manufacturing processes, for the operation of air compressors, chillers and HVAC. The largest consumers are air compressors and chillers - production of compressed air and cooling water covers 1/3 of total electricity consumption for the production complex in Vršac.

The largest amount of natural gas is consumed in chemical water treatment departments, 36.9% of the produced technical steam is required for the production of purified water, water for injection and clean steam in Vršac. Other major segments of natural gas consumption are space heating and other technological processes.

#### Prikaz potrošnje električne energije za pogone u Vršcu i Šapcu:

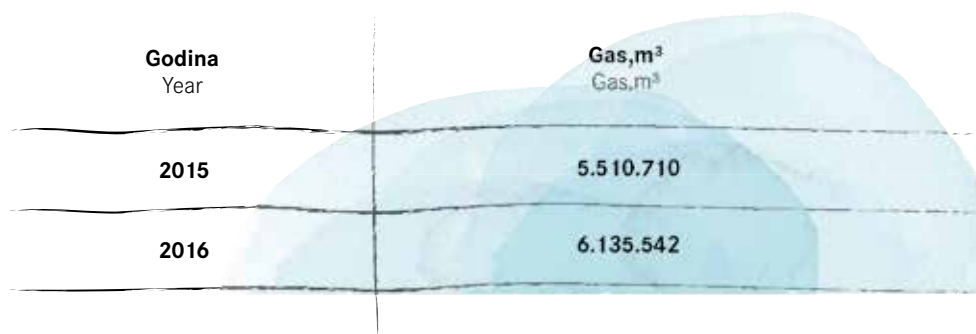
Overview of electricity consumption in Vršac and Šabac plants:

Godina Year	Električna energija, KWh Electricity, KWh	Električna energija, GJ Electricity, GJ
2015	44.364.493,00	159.712,17
2016	45.371.748,00	163.338,29
2017	47.278.126,00	170.201,25

**Potrošnja električne energije u 2017. porasla je za 5,8% u odnosu na prethodnu godinu. Ovo povećanje je direktna posledica rasta obima (21% više proizvedenih jedinica, odnosno 10% više pakovanja u odnosu na 2016) i kompleksnosti proizvodnje (16% više SKU u odnosu na 2016) kao i puštanja u rad novih zgrada – Kvaliteta, Centra za pakovanje i magacina 005.**

Electricity consumption in 2017 increased by 5.8% compared to the previous year, which is a direct effect of the volume increase (more produced units by 21%, i.e. more packages by 10% compared to 2016) and production complexity (more SKU by 16% compared to 2016) as well as putting into operation of new buildings – Quality, Packaging Centre and warehouse 005.

**Prikaz potrošnje gasa:**  
Overview of gas consumption:



**Trend rasta potrošnje gasa u 2017. iznosi 11,3%, što je na istom nivou kao 2016. godine. Ekstremno hladan januar uticao je na povećanu potrošnju gasa. Dodatni razlog veće potrošnje gasa je i činjenica da su puštene u rad 3 nove zgrade u okviru centralnog vršačkog fabričkog kompleksa. Takođe, usled povećanja obima i kompleksnosti proizvodnje došlo je do značajnog porasta obima rada novog uređaja za filmovanje koji za procese grejanja i odvlaživanja procesnog vazduha koristi tehničku paru, te prostornog povećanja proizvodnih kapaciteta (nove čiste sobe i dr.).**

The growth trend of gas consumption in 2017 amounted to 11.3%, which is at the same level as in 2016. An extremely cold January resulted in the increased consumption of gas. An additional reason for increased gas consumption is also the fact that three new buildings within the central Vršac-based factory complex have been put into operation. Likewise, due to the increase in volume and complexity of production, there was a significant increase in the volume of operation of the new film coating machine, which uses technical steam for the processes of heating and dehumidification of process air, as well as expansion of production capacities (new clean rooms, etc.).

**Hemofarm neprekidno razmatra potencijale za realizaciju strateških, ali i taktičkih inicijativa i projekata u domenu upravljanja energijom i energetske efikasnosti, uz uvažavanje principa održivog razvoja. Kompanija nastoji da, pored kratkoročnih aktivnosti, pomeri fokus na srednjoročne i dugoročne investicione projekte, kojima bi se obezbedila još veća stabilnost i održivost poslovanja, a samo neki od primera energetske efikasnosti na kojima se trenutno radi jesu:**

Hemofarm is continually reviewing the potentials for the implementation of strategic as well as tactical initiatives and projects in the field of energy management and energy efficiency, while observing the sustainable development principles. In addition to short-term activities, the company strives to shift focus on mid-term and long-term investment projects, which would provide even better stability and sustainability of operations and only some of the examples of energy efficiency that are currently in focus include:

- nastavak kontinuirane zamene fluo cevi LED osvetljenjem, uz održavanje perioda isplativosti investicije u roku od 3-4 godine; tokom godine LED osvetljenje ugrađeno je

- continuous fluorescent tube replacement by



u objektima Hemofarm Kvalitet, Centar za pakovanje, magacin 005, rekonstruisanim prostorijama R&D-a, novoj i staroj kotlarnici, kompresorskoj stanici i u okviru još mnogo manjih celina. Takođe, centralni parking ispred vršačkog kompleksa ceo je pokriven LED rasvetom. Pored Vršca, i u drugim pogonima Hemofarma slične su aktivnosti u toku ili u planu: u regalnom delu magacina u okviru šabačkog kompleksa izvršena je zamena 36 starih reflektora snage 250W, novim led reflektorima snage 50W. Dodatno je ugrađen i tajmer kojim je omogućeno programsko paljenje i gašenje reflektora u skladu sa radnim vremenom. Finansijski efekat iznosi oko 3.750 evra na godišnjem nivou, uz isplativost za povraćaj investicije u roku manjem od godinu dana;

- nastavljena je i ugradnja izolacionih „jakni“ na sistemima za distribuciju tehničke pare i kondenzata u centralnom fabričkom kompleksu u Vršcu, po preporuci IFC-a (International Finance Corporation), članice Grupe Svetske banke; izolacijom ventila umanjani su toplotni gubici usled zračenja na ventilima koji rade na visokoj temperaturi, a implementacijom treće faze izolacionih „jakni“ u Vršcu ukupan finansijski benefit uvećan je za dodatnih 5.000 evra godišnje; montaža izolacionih jakni nastavljena je i u šabačkom kompleksu, čime je finalizovano više od 50% planiranih aktivnosti, čiji se završetak očekuje u 2018. Isplativost investicije je projektovana na manje od godinu dana, uz smanjenje toplotnih gubitaka na svega 11–20%;

- u proizvodnom pogonu u Šapcu pušten je u rad novi čiler od 1 MW sa mogućnošću „slobodnog hlađenja“ (free-cooling) u zimskom periodu. U tom režimu ne radi rashladni kompresor što dovodi do smanjenja potrošnje električne energije u odnosu na klasični sistem do 38.800 kWh godišnje. Ušteda se uvećava sa instalacijom svakog novog tehnološkog potrošača u Pogonu čvrstih formi i izbegava se pojava čestog uključenja/isključenja čime se produžava radni vek rashladnog kompresora i smanjuju troškovi održavanja. U Šapcu su instalirana i dva nova vazдушna kompresora, od kojih je jedan sa frekventnim regulatorom, što je zajedno sa novom inteligentnom upravljačkom jedinicom za vođenje svih kompresora doprinelo stabilnosti sistema i energetske uštede od oko 6.000 evra;

- u proizvodnom kompleksu u Vršcu tokom 2017. montirana su dva nova čilera, sa mogućnošću korišćenja otpadne toplote - Total Heat Recovery. Otpadna toplota sa jednog THR

LED lighting, while maintaining the period of return on investment within 3-4 years; Over the course of the year, LED lighting was installed in Hemofarm Quality building, Packaging Centre, warehouse 005, reconstructed R&D facilities, new and old boiler rooms, compressor station and within many smaller units. Also, the central parking space in front of the Vršac complex is fully covered with LED lighting. In addition to Vršac, similar activities are in progress or planned in other Hemofarm plants: 36 old 250W power reflectors have been replaced with new 50W led reflectors in the rack part of the warehouse within the Šabac complex. Additionally, a timer has been installed which allows for programmable switch on/off of reflectors in accordance with business hours. The financial effect amounts to approximately EUR 3,750 annually, with a cost-effective return on investment within less than one year.

- the installation of insulation 'jackets' on the systems for distribution of technical steam and condensate in the central factory complex in Vršac has been continued, according to the recommendation of IFC (International Finance Corporation), a member of the World Bank Group; the valve insulation reduced the heat losses due to radiation on high-temperature valves, and the implementation of the third phase of insulation 'jackets' in Vršac increased the total financial benefit by additional EUR 5,000 per year; the installation of insulation jackets has been continued in the Šabac complex, whereby more than 50% of the planned activities were finalized, the end of which is expected in 2018. The return on investment is estimated within less than a year, with a decrease in heat losses to no more than 11-20%.

- a new 1MW chiller with the possibility of free-cooling in the winter period has been put into operation in the production plant in Šabac. The cooling compressor does not operate in this mode which reduces electricity consumption compared to the conventional system by up to 38,800 kWh per year. Savings are increased with the installation of each new technology consumer in Solid Dosage Forms Plant, and frequent switching on/off is avoided, thereby extending the useful life of the cooling compressor and reducing maintenance costs. Two new air compressors have been installed in Šabac, one of which has a frequency regulator, and together with the new intelligent control unit for control of all compressors, they have contributed to system stability and generated energy savings of approximately EUR 6,000.

- two new chillers with the possibility of total heat recovery were installed in the Vršac production

čilera predstavljajući izvor toplotne energije za grejanje Pogona čvrstih formi. Očekivane godišnje uštede na toj lokaciji su procenjene na 57.600 evra;

- jedna od mera poboljšanja energetske efikasnosti u Vršcu je i implementacija sistema za kontrolu sadržaja kiseonika na gorionicima parnih kotlova. Na osnovu kontinualnog merenja sadržaja kiseonika u produktima sagorevanja moguće je upravljati radom gorionika. Time se u svakom trenutku sadržaj kiseonika i vrednost koeficijenta viška vazduha za sagorevanje održavaju na optimalnom nivou, prema karakteristikama goriva. Primenom ovog sistema, gubici toplote sa produktima sagorevanja se umanjuju, a očekivane su godišnje uštede od oko 15.000 evra i smanjene emisije azotnih oksida i ugljen-monoksida.

complex in 2017. Heat recovery from a THR chiller will represent a heat source for heating of Solid Dosage Forms Plant. The expected annual savings at that location are estimated to amount to EUR 57,600.

- one of the energy efficiency improvement measures in Vršac is the implementation of the system for controlling the content of oxygen on burners of steam boilers. On the basis of the continuous measurement of oxygen content in combustion products, it is possible to control the operation of the burner. The content of oxygen and value of the coefficient of excess air for combustion are thereby maintained at the optimum level at all times, according to fuel characteristics. By applying this system, heat losses with combustion products are reduced. Furthermore, annual savings of approximately EUR 15,000 and reduced emissions of nitrogen oxides and carbon monoxide are expected.







11

ODRŽIVI GRADOVI  
I ZAJEDNICE



SUSTAINABLE CITIES  
AND COMMUNITIES



**Cilj broj 11 – Održivi gradovi i zajednice**

Goal 11 – Sustainable cities and communities



## Učiniti gradove i ljudska naselja inkluzivnim, bezbednim, prilagodljivim i održivim

Make cities and human settlements inclusive, safe, resilient and sustainable

**Više od polovine svetskog stanovništva danas živi u urbanim područjima. Do 2050. godine, ovaj broj porašće na 6,5 milijardi, što čini dve trećine čovečanstva. Održivi razvoj ne može se postići bez značajne promene načina na koji gradimo i upravljamo urbanim prostorom.**

**Brz rast gradova u zemljama u razvoju, uz sve veću migraciju iz ruralnih u urbane sredine, doveo je do ogromnog i naglog rasta u mega-gradovima. Godine 1990, u svetu je bilo deset mega-gradova sa 10 i više miliona stanovnika. Godine 2014, bilo je 28 mega-gradova, koji su dom za ukupno 453 miliona ljudi. Proces napuštanja sela, ostavljajući ih bez perspektive za razvoj, te preseljavanja u gradove, koji postaju prenaseljeni i infrastrukturno neodrživi, uz povećan negativan uticaj na okruženje, nije zaobišao ni Srbiju.**

**Ekstremno siromaštvo često je skoncentrisano u urbanim sredinama, a državne i gradske vlasti sve teže izlaze na kraj sa zbrinjavanjem sve većeg broja stanovnika u tim sredinama. Učiniti gradove bezbednim i održivim znači obezbediti sigurno i pristupačno stanovanje i uređenje siromašnih naselja. Isto tako, podrazumeva i investicije u javni prevoz, veći broj zelenih površina i bolje urbanističko planiranje i upravljanje na način koji omogućava učešće i angažovanje svih.**

More than half of the world's population presently lives in urban areas. By 2050, this number will be increased to 6.5 billion, which makes up two thirds of mankind. Sustainable development cannot be achieved without a significant change in the way we construct and manage urban space.

Rapid growth of cities in developing countries with increasing migration from rural to urban areas has resulted in enormous and rapid growth of mega-cities. In 1990, there were ten mega-cities in the world with 10 and more millions of inhabitants. In 2014, there were 28 mega-cities, which are the home to a total of 453 million people. Serbia hasn't escaped the trend of abandoning villages either, leaving them without any development prospects, and migration to towns, which are becoming overcrowded and unsustainable in infrastructural terms, thereby adversely affecting the environment.

Extreme poverty is common in urban areas and it is all the more difficult for state and city authorities to cope with the growing number of residents in those areas. Making cities safe and sustainable involves securing safe and affordable housing and upgrading slums. It also includes investments in public transport system, a greater number of green areas and better urban planning and management in a way that enables involvement and engagement of all.

### Zvanični potciljevi: / Official targets:

**11.1 Do kraja 2030. osigurati da svi imaju pristup adekvatnom, bezbednom i jeftinom smeštaju i osnovnim uslugama te unaprediti uslove u nekihigijenskim naseljima. / By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.**

**11.2 Do kraja 2030. omogućiti pristup bezbednim, jeftinim, pristupačnim i održivim transportnim sistemima za sve, unapređujući bezbednost na putevima, pre svega proširivanjem obima javnog prevoza, uz obraćanje posebne pažnje na potrebe onih koji se nalaze u ranjivim situacijama, žena, dece, osoba sa invaliditetom i starijih lica. / By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.**

**11.3 Do kraja 2030. u svim zemljama unaprediti inkluzivnu i održivu urbanizaciju i kapacitete za participativno, integrisano i održivo planiranje ljudskih naselja i za upravljanje njima. / By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.**

**11.4 Pojačati napore da se zaštiti i obezbedi svetska kulturna i prirodna baština. / Strengthen efforts to protect and safeguard the world's cultural and natural heritage.**

**11.5 Do kraja 2030. značajno smanjiti broj smrtnih slučajeva i broj ugroženih ljudi te znatno smanjiti ekonomske gubitke do kojih dovode elementarne nepogode, između ostalog i one povezane sa vodom, usmeravajući pažnju na zaštitu siromašnih i onih u ranjivim situacijama. / By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations.**

**11.6 Do kraja 2030. smanjiti negativan uticaj gradova na životnu sredinu meren po glavi stanovnika, između ostalog i tako što će se posebna pažnja posvetiti kvalitetu vazduha i upravljanju otpadom na opštinskom i drugim nivoima. / By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.**

**11.7 Do kraja 2030. omogućiti univerzalni pristup bezbednim, inkluzivnim i pristupačnim zelenim i javnim površinama, posebno za žene i decu, starija lica i osobe sa invaliditetom. / By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.**

1.a Podržati pozitivne ekonomske, socijalne i ekološke veze između urbanih, perirurnih i ruralnih oblasti osnaživanjem nacionalnog regionalnog planiranja razvoja. / Support positive economic, social and environmental links between urban, per-urban and rural areas by strengthening national and regional development planning.

1.b Do kraja 2020. znatno povećati broj gradova i ljudskih naselja koji usvajaju i primenjuju integrisane politike i planove u smislu inkluzije, efikasnosti resursa, ublažavanja klimatskih promena i prilagođavanja klimatskim promenama, otpornosti na elementarne nepogode, odnosno koji razvijaju i implementiraju, u skladu sa predstojećim Hjogo okvirom, sveobuhvatno upravljanje rizicima od elementarnih nepogoda na svim nivoima. / By 2020 substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the forthcoming Hyogo Framework, holistic disaster risk management at all levels.

1.c Podržati najnerazvijenije zemlje, između ostalog i kroz finansijsku i tehničku pomoć, u izgradnji održivih i prilagodljivih zgrada za koje se koriste lokalni materijali. / Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials.

## Šta Cilj broj 11 znači za Srbiju i građane

### What Goal 11 means for Serbia and its citizens

Održivi gradovi i zajednice predstavljaju cilj koji vodi ka kreiranju proaktivnih, sigurnih i prilagodljivih okruženja koja su rasadnici ideja, središta trgovine, kulture, nauke, produktivnosti i društvenog razvoja, a ljudima omogućavaju socijalni i ekonomski napredak. Do 2030. gotovo 60% svetskog stanovništva živeće u gradovima, a do 2050. čak dve trećine. Svetski gradovi zauzimaju samo tri posto zemljine površine, ali čine 60 do 80% potrošnje energije i 75% emisija ugljen-dioksida.

U Srbiji, kao i u ostalim zemljama u okruženju, primetan je trend migracija iz seoskih u gradske sredine, u nastojanju da se obezbedi bolji lični prosperitet. Takav trend, iako delimično logičan i očekivan, donosi puno izazova – kako da se novopridošli stanovnici nesmetano integrišu u nedovoljno razvijenu infrastrukturu. Beograd i Užice važe za najzagađenije gradove u Srbiji, s obzirom na količinu vozila, industrije, a naročito zimi kada se dosta loži. Nivo zagađenja varira na dnevnom nivou, na šta najviše utiču vremenske prilike. Ipak, pored Beograda i Užica, po ovoj negativnoj statistici prednjače i Valjevo, Kosjerić, Kragujevac, Sremska Mitrovica i Subotica.

Gledano po regionima, u Vojvodini su Subotica i Sremska Mitrovica imali najlošiji kvalitet vazduha na osnovu rezultata ocenjivanja kvaliteta vazduha u 2016. i 2017. godini. Oko 80% emisije štetnih gasova nastaje prilikom proizvodnje toplotne energije, a najveći zagađivači vazduha u Srbiji su individualna ložišta, jer ih ima u velikom broju. U Beogradu je zimi

Sustainable cities and communities represent a goal that leads to the creation of proactive, safe and resilient environments that are nurseries of ideas, centres of trade, culture, science, productivity and social development, and allow for social and economic progress of people. Almost 60% of the world's population will be living in cities by 2030, and as much as two thirds by 2050. World cities occupy as few as three percent of the earth's surface area, but account for 60 to 80% of energy consumption and 75% of carbon dioxide emissions.

The migration trend from rural to urban areas in an effort to ensure a better personal prosperity is noticeable in Serbia, similar to other countries in the region. Such a trend, albeit partially logical and expected, brings a lot of challenges – how to smoothly integrate newcomers into the underdeveloped infrastructure. Belgrade and Užice are considered the most polluted cities in Serbia, given the amount of vehicles, industry, and especially in winter when heating is excessive. The level of pollution varies at the daily level, which is mostly affected by weather conditions. However, besides Belgrade and Užice, according to this negative statistics, Valjevo, Kosjerić, Kragujevac, Sremska Mitrovica and Subotica are also at the forefront.

Observed by regions, Subotica and Sremska Mitrovica had the worst air quality in Vojvodina, based on the results of air quality assessment in 2016 and 2017. Approximately 80% of emissions of harmful gases occur during the production of heat energy, and the largest air pollutants in Serbia are individual boiler houses because





povećana zagađenost vazduha upravo zbog velikog broja individualnih ložišta.

„Zdravi“ gradovi treba da budu održive zajednice neutralnog ekološkog otiska ili ih u dugoročnoj budućnosti neće biti. Lokalna samouprava je ključni akter koji mora razumeti i podsticati održive transformacije gradova, uz aktivno uključivanje građana u procese planiranja, odlučivanja i kreiranja javnih politika i održivih rešenja.

they are numerous. Air pollution in Belgrade is increased in winter period precisely because of the large number of individual city boiler houses. 'Healthy' cities should be sustainable communities of neutral environmental print, or they will disappear in the long run. Local self-government is the key player that needs to understand and encourage sustainable transformation of cities, with active involvement of citizens in the processes of planning, decision-making and creating of public policies and sustainable solutions.

## Šta Cilj broj 11 znači za Hemofarm i zaposlene i koji je doprinos ispunjavanju ovog cilja

What Goal 11 means for Hemofarm and its employees and contribution to achievement of this Goal

### Materijalne teme Hemofarma u vezi sa ovim ciljem

- Sve materijalne teme koje su predstavljene u ovom izveštaju, mogu se smatrati relevantnim i za ovaj cilj održivog razvoja, budući da Hemofarm posebnu pažnju polaže razvoju održivih zajednica, kao glavnom preduslovu društvenog napretka; tome u prilog najbolje svedoče posvećenost kompanije da unapređuje zdravlje nacije, poštuje različitosti, ukazuje na značaj odgovornosti prema dostupnim resursima i podržava sve one kojima je potrebna pomoć, kroz aktivnosti Hemofarm Fondacije.

Prva asocijacija za održive gradove i zajednice, iz ugla Hemofarma, jeste Hemofarm Fondacija, koja već duže od četvrt veka brine o onima kojima je potrebna podrška, razumevanje i pomoć. Još mnogo pre nego što je nastao Cilj broj 11 održivog razvoja, Hemofarm Fondacija je upravo vrednosti koje on promovise uveliko sprovodila na delu.

Jedna od najdugovečnijih fondacija u Srbiji do sada je realizovala čak 2.000 aktivnosti u ukupnoj vrednosti od 12 miliona evra. Pomogla je brojne domaće zdravstvene ustanove doniranjem medicinskih aparata i opreme, a sproveda je i na stotine projekata u oblasti obrazovanja, kulture, zaštite životne sredine i sporta, kao i podržala važne infrastrukturne projekte, kojima je nastojala da unapredi

### Materiality topics of Hemofarm related to this Goal

- All materiality topics, which are presented in this Report, can be considered relevant also for this sustainable development Goal, considering that Hemofarm pays special attention to the development of sustainable communities, as the main precondition of the progress of the society; the commitment of the company to improving the health of the nation, respecting differences, pointing out to the importance of responsibility to available resources and supporting everyone who needs support, through the activities of Hemofarm Foundation, are the best evidence thereof.

Hemofarm Foundation, which has been taking care for those in need of support, understanding and assistance for more than a quarter of a century is, from Hemofarm's standpoint, the first thing that comes to mind with regard to sustainable cities and communities. Long before Sustainable Development Goal 11 has been defined, Hemofarm Foundation largely implemented the very values that this Goal promotes.

One of the longest-standing foundations in Serbia has implemented as many as 2,000 activities so far in a total value of 12 million euros. It has aided numerous local health institutions by donating medical devices and equipment and implemented hundreds of projects in the field of education, culture, environmental protection and sports, as

kvalitet života svih građana. Takođe, Fondacija je obezbedila stipendije za najbolje studente u Srbiji i na ovaj način podržala čak 3.300 budućih akademaca.

Poslednjih godina aktivnosti Fondacije mahom su fokusirane na oblast zdravlja – brigu o zdravlju ljudi i podizanje kvaliteta usluga u zdravstvenim centrima širom Srbije. Značajni i u javnosti najviše prepoznati projekti Hemofarm Fondacije su kampanja „Najvažniji poziv u životu“ o važnosti doniranja organa i sa ciljem da bude povećan broj transplantacija u Srbiji, aktuelna kampanja „Ne dozvoli da pukne“ protiv visokog krvnog pritiska, ali i nacionalna kampanja „SVIM SRCEM (ZA ZDRAVLJE, ZNANJE, KULTURU, SPORT, PRIRODU) u okviru koje je sprovedla brojne akcije sa težnjom da društvu pomogne u svakom od pomenutih segmenata. Na inicijativu Hemofarm fondacije ustanovljen je Nacionalni dan donora organa (6. jun), a pokrenuta je i inicijativa za proglašenje Nacionalnog dana borbe protiv visokog krvnog pritiska. Hemofarm fondacija realizovala je i brojne akcije u kojima se bili angažovani upravo zaposleni u kompaniji, od dobrovoljnog davanja krvi do prikupljanja humanitarne pomoći za NURDOR i roditeljske kuće, Prihvatilište za odrasla i stara lica u Kumodraškoj ulici, pogođene nepogodama i dr.

Za svoj rad i društvenu angažovanost, Hemofarm Fondacija u prethodne 2,5 decenije dobila je brojna priznanja, a samo u poslednje tri godine godina osvojila je 10 nagrada. Sve ove nagrade, realizovane aktivnosti, kao i spremnost zaposlenih da svim srcem unapređuju svoje okruženje, najbolja su potvrda da je Hemofarm stabilan partner lokalnih zajednica, sa kojim je sadašnjost lepša a budućnost izvesnija.

Zaposleni Hemofarma godinama unazad aktivni su davaoci krvi i redovno se odazivaju nadležnim zdravstvenim institucijama, posebno u kriznim situacijama poput zimskih i letnjih perioda kada su česte nestašice krvi. Na poziv Instituta za transfuziju krvi Srbije oko 100 zaposlenih u Vršcu, Šapcu i Beogradu pridružili su se akciji dobrovoljnog davanja krvi dva puta tokom godine i potvrdili svoju već tradicionalnu humanost.

Hemofarm Fondacija organizovala je i humanitarnu akciju u okviru koje su zaposleni Hemofarma u Vršcu, Šapcu, Beogradu, Starim Banovcima, Dubovcu, Novom Sadu, Kragujevcu i Nišu, u periodu od 11. do 31. jula 2017. godine prikupili više od dve tone pomoći (konzervirana hrana i higijenska sredstva) za roditeljske kuće koje je osnovalo

well as supported important infrastructure projects, whereby it has tried to improve the quality of life of all citizens. The Foundation has also provided scholarships for the best students in Serbia and thus supported as many as 3,300 future academics.

In recent years, Foundation's activities have been mainly focused on the field of health – care for people's health and raising the quality of services in health centres throughout Serbia. The most important and publicly recognized projects of the Hemofarm Foundation include The Most Important Call in Life campaign on the importance of organ donation, and aimed at increasing the number of transplantations in Serbia, the current campaign Don't Let it Burst against high blood pressure, as well as the national campaign WHOLEHEARTEDLY (FOR HEALTH, KNOWLEDGE, CULTURE, SPORT, NATURE) within which it has implemented numerous actions with the tendency to help the society in each of the stated segments. On the initiative of the Hemofarm Foundation, the National Donor Day has been established (June 6th) and the initiative for declaring the National Hypertension Day has been launched. The Hemofarm Foundation has implemented numerous actions in which company's employees have been engaged, from voluntary blood donation to raising humanitarian aid for NURDOR (National Association of Parents of Children with Cancer) and parental homes, Shelter for Adults and Elderly in Kumodraška street, people affected by disasters, etc.

The Hemofarm Foundation has received numerous awards for its work and social engagement in the past 2.5 decades and was granted as many as 10 awards over the course of the last three years. All these awards, implemented activities, as well as willingness of employees to wholeheartedly improve their environment, are the best confirmation that Hemofarm is a stable partner of local communities, with which the present is more beautiful and the future more certain.

Hemofarm employees have been active blood donors for many years and regularly respond to invitations of competent healthcare institutions, especially in crisis situations like winter and summer periods when frequent blood shortages are common. At the invitation of the Institute for Blood Transfusion of Serbia, approximately 100 employees in Vršac, Šabac and Belgrade joined the voluntary blood donation action twice a year and confirmed their traditional humanity.

The Hemofarm Foundation has also organized a humanitarian action in which Hemofarm employees in Vršac, Šabac, Belgrade, Stari Banovci, Dubovac, Novi Sad, Kragujevac and Niš collected more than two tons of aid (canned food and hygiene products)



**Nacionalno udruženje roditelja dece obolele od raka (NURDOR).** Zaposleni su prikupili i preko 1,2 tone sredstava za ličnu higijenu i čišćenje prostorija namenjenih „Prihvatištu za odrasla i stara lica“, urgentnoj, operativnoj ustanovi u oblasti socijalne zaštite, u Kumodraškoj ulici u Beogradu. Ustanovi Gerontološki centar Beograd ustupljeno je na korišćenje i putničko vozilo za prevoz korisnika doma.

Treću godinu zaredom, Hemofarm Fondacija nastavlja da pruža podršku Udruženju paraplegičara i kvadrilegičara Banata i akciji „Čep za hendikep“. Zaposleni Hemofarma skupili su tokom godine 900 kg plastičnih čepova, odnosno ukupno 2,2 tone čepova od početka akcije.

U nameri da podrži Dimitrija Kolovića, studenta Medicinskog fakulteta Univerziteta u Beogradu, Hemofarm Fondacija je putem dobre međusektorske komunikacije i saradnje obezbedila neophodne supstance (5 g API Ibuprofen i 5 g acetilsalicilne kiseline) za izradu naučnoistraživačkog rada na studentskom nivou u oblasti mikrobiologije.

Uoči Međunarodnog dana osoba sa invaliditetom, koji se obeležava 3. decembra, Fondacija Hemofarm obezbedila je „ElBraille“ računar za slepu Milicu Ilić, članicu i volonterku Udruženja „Kreativno edukativni centar KEC“ iz Beograda. Ovom donacijom, Milici Ilić omogućeno je da završi Fakultet za specijalnu edukaciju i rehabilitaciju u Beogradu na kojem je apsolvant.

U cilju unapređenja infrastrukture i kvaliteta usluga u okviru zdravstvenog sistema Srbije, nastojeći da unapredi lokalne zajednice, Hemofarm Fondacija je tokom 2017. godine realizovala 8 donacija domaćim zdravstvenim institucijama u ukupnom iznosu od oko 33.000 evra. Donacije su uručene:

- Opštoj bolnici Đorđe Joanović u Zrenjaninu za kupovinu EKG aparata,
- Opštoj bolnici u Vršcu za realizaciju projekta renoviranja, uređenja i nabavke opreme za odeljenje ginekologije,
- Kliničkom centru Vojvodine za realizaciju idejnog rešenja za rekonstrukciju zgrade Internih klinika,
- Specijalnoj bolnici za reumatske bolesti u Novom Sadu za kupovinu računarske opreme radi poboljšanja uslova rada,
- Opštoj bolnici Studenica u Kraljevu kupljena je medicinska oprema (1 pacijent monitor i 1 infuziona volumetrijska pumpa,
- Domu zdravlja Novi Sad za troškove

from July 11th to July 31st, 2017, for parental homes founded by the National Association of Parents of Children with Cancer (NURDOR). Employees collected more than 1.2 tons of personal hygiene products and disinfectants intended for cleaning the facilities of the Shelter for Adults and Elderly, emergency, operating institution in the field of social protection, in Kumodraška Street in Belgrade. The Gerontology Centre Belgrade has been provided with the use of a passenger vehicle for the transportation of home users.

The Hemofarm Foundation continues to support the Association of Paraplegics and Quadriplegics of Banat by the Cap for Handicap action for the third year in a row. Hemofarm employees collected 900 kg of plastic caps during the year, i.e. a total of 2.2 tons of caps since the beginning of the action.

In order to support Dimitrije Kolović, a student of the Faculty of Medicine at the University of Belgrade, through good cross-divisional communication and cooperation, Hemofarm Foundation has provided the necessary substances (5 grams of API Ibuprofen and 5 g of Acetylsalicylic Acid) for the preparation of a scientific research work in the field microbiology, at study level.

On the eve of the International Disability Day, which is marked on December 3rd, Hemofarm Foundation provided 'ElBraille' computer for the blind Milica Ilić, a member and volunteer of the Creative Educational Centre KEC from Belgrade. By this donation, Milica Ilić was enabled to graduate from the Faculty of Special Education and Rehabilitation in Belgrade, where she is a senior undergraduate student.

Aimed at improving infrastructure and quality of services within the healthcare system of Serbia, while striving to enhance local communities, over the course of 2017, Hemofarm Foundation presented 8 donations to the local healthcare institutions in the total amount of approximately EUR 33,000. The donations were handed over to:

- General hospital Đorđe Joanović in Zrenjanin for procurement of an ECG device,
- General hospital in Vršac for implementation of the project of refurbishment and procurement of equipment and furniture for gynaecology ward,
- Clinical Centre of Vojvodina for preparation of a conceptual design for reconstruction of Internal Clinics building,
- Special hospital for rheumatic diseases in Novi Sad for procurement of computer equipment for improvement of working conditions,
- General hospital Studenica in Kraljevo for procurement of medical equipment (1 patient monitor and 1 infusion volumetric pump),
- Health Centre Novi Sad for the costs of printing



štampanja monografije povodom 50 godina postojanja,

- Institutu za onkologiju i radiologiju Srbije za kupovinu reagensa za ispitivanje markera kod kancera prostate, i
- Vojnomedicinskoj akademiji Beograd za adaptaciju i tekuće održavanje medicinskih prostorija.

Pored toga, Hemofarm je direktno pomogao zdravstvene ustanove i kroz donacije lekova, nameštaja, sredstava za kupovinu medicinske i IT opreme, bolničkih kreveta, kao i popravku mamografa. Donacije su strateški opredeljene tako da podrška bude pružena medicinskim institucijama čiji rad omogućava unapređenje zdravlja što većeg broja ljudi u lokalnim zajednicama u kojima pružaju zdravstvene usluge.

the monograph to mark 50 years of existence,

- Serbian Institute for Oncology and Radiology for procurement of reagents for tumour markers for prostate cancer, and
- Military Medical Academy Belgrade for adaptation and current maintenance of medical premises.

In addition, Hemofarm directly supported healthcare institutions through donations of medicines, furniture, funds for purchasing medical and IT equipment, hospital beds, as well as repair of mammographs. The donations were strategically allocated so that the support is given to medical institutions the operation of which enables improvement of health of as many people as possible in the local communities in which they provide healthcare services.





**17** PARTNERSTVO ZA  
CILJEVE



PARTNERSHIP FOR  
THE GOALS



**Cilj broj 17 – Partnerstvo za postizanje ciljeva**

Goal 17 – Partnerships for the goals



## Učvrstiti globalno partnerstvo za održivi razvoj

Revitalize the global partnership for sustainable development

Ciljevi održivog razvoja mogu se realizovati samo uz snažnu opredeljenost za globalno partnerstvo i saradnju. Iako je u periodu 2011–2014. godine zvanična pomoć razvijenih zemalja za razvoj porasla za 66%, zbog humanitarnih kriza do kojih su doveli sukobi ili elementarne nepogode i dalje je potrebno obezbediti finansijske resurse i pomoć. Mnogim zemljama potrebna je zvanična pomoć za razvoj za podsticanje rasta i trgovine.

Današnji svet je povezaniji nego ikada ranije. Bolja dostupnost tehnologije i znanja bitna je za razmenu ideja i unapređenje inovacije. Politike koordinacije, koje zemljama u razvoju služe kao pomoć u otplati duga, i promovisanje investicija u najnerazvijenijim zemljama nužne su za postizanje održivog rasta i razvoja.

Cilj je unaprediti saradnju na liniji sever-jug i jug-jug kroz podršku nacionalnim planovima za postizanje svih ciljeva. Promovisanje međunarodne trgovine i pomoć zemljama u razvoju da povećaju izvoz elementi su postizanja univerzalnog i pravičnog trgovinskog sistema koji počiva na pravilima, korektnosti i otvorenosti i koristi svima.

Jačanje globalne solidarnosti jedan je od 17 globalnih ciljeva koji čine Program održivog razvoja do 2030. godine. Za napredak na više ciljeva istovremeno ključan je integrisani pristup.

The sustainable development goals can only be achieved with a strong commitment to global partnership and cooperation. Although official development assistance provided by developed countries due to humanitarian crises brought about by conflicts or natural disasters increased by 66% in the period 2011–2014, it is still necessary to provide financial resources and assistance. Many countries need official development assistance to foster growth and trade.

The present world is more connected than ever before. Better availability of technology and knowledge is essential for sharing ideas and improving innovation. Coordination policies applied by developing countries as support in debt repayment and promoting investments in underdeveloped countries are essential for achieving sustainable growth and development.

The goal is to improve North-South and South-South cooperation by providing support to national plans for achieving all the goals. Promoting international trade and assisting developing countries to increase export are elements for achieving a universal and fair trade system based on rules, fairness and openness and the benefit of everyone.

Reinforcing global solidarity is one of the 17 global goals which will hopefully be realised by the Sustainable Development Program by 2030. At the same time, an integrated approach is crucial for advancing in multiple goals.

## **Zvanični potencijali / Official targets.**

### **Finansije / Finance**

**17.1** Pojačati mobilizaciju domaćih resursa, između ostalog i preko međunarodne podrške za zemlje u razvoju, kako bi se unapredili domaći kapaciteti za prikupljanje poreza i ostalih prihoda. / Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection.

**17.2** Razvijene zemlje treba u potpunosti da primene svoje zvanične obaveze u vezi sa razvojnom pomoći, između ostalog, da daju 0,7 odsto bruto nacionalnog dohotka u programe zvanične razvojne pomoći za zemlje u razvoju, od čega 0,15 do 0,20 odsto treba obezbediti za najnerazvijenije zemlje. / Developed countries to implement fully their official development assistance commitments, including the commitment by many developed countries to achieve the target of 0.7 per cent of ODA/GNI to developing countries of which 0.15 to 0.20 per cent of ODA/GNI to least developed countries.

**17.3** Mobilisati dodatna finansijska sredstva iz višestrukih izvora za potrebe zemalja u razvoju. / Mobilize additional financial resources for developing countries from multiple sources.

**17.4** Pomoći zemljama u razvoju da postignu dugoročnu održivost dugova kroz koordinisane politike usmerene ka očuvanju načina za finansiranje dugova, otpis dugova i restrukturiranje dugova na primeren način i baviti se spoljnim dugovima visoko zaduženih siromašnih zemalja kako bi se umanjile dužničke nevolje. / Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring as appropriate and address the external debt of highly indebted poor countries to reduce debt distress.

**17.5** Usvojiti i primeniti planove promovisanja investiranja za najnerazvijenije zemlje. / Adopt and implement investment promotion regimes for least developed countries.

### **Tehnologija / Technology**

**17.6** Unaprediti saradnju Sever-Jug, Jug-Jug i triangularnu regionalnu i međunarodnu saradnju u oblasti nauke, tehnologije i inovacija, kao i pristup ovim oblastima, i unaprediti deljenje znanja prema uzajamno dogovorenim uslovima, između ostalog i kroz unapređenu koordinaciju u okviru postojećih mehanizama, a posebno na nivou Ujedinjenih nacija, kao i kroz globalne mehanizme upravljanja tehnologijama kada je tako dogovoreno. / Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism.

**17.7** Promovisati razvoj, prenos i širenje ekološki ispravnih tehnologija u zemlje u razvoju na pozitivnim osnovama, uključujući koncesionalne i preferencijalne osnove, a prema uzajamnom dogovoru. / Promote the development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favourable terms, including on concessional and preferential terms, as mutually agreed.

**17.8** Do kraja 2017. u potpunosti operacionalizovati tehnološke banke i mehanizam za izgradnju kapaciteta u najnerazvijenijim zemljama u oblasti nauke, tehnologije i inovacija te unaprediti korišćenje inovativnih tehnologija, a posebno informacione i komunikacione tehnologije. / Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism for least developed countries by 2017 and enhance the use of enabling technology, in particular information and communications technology.

### **Izgradnja kapaciteta / Capacity building**

**17.9** Unaprediti međunarodnu podršku za primenu delotvorne i ciljane izgradnje kapaciteta u zemljama u razvoju kako bi se podržali nacionalni planovi za primenu svih održivih razvojnih ciljeva, između ostalog i kroz saradnju Sever-Jug i Jug-Jug, odnosno kroz triangularnu saradnju. / Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation.

### **Razmena / Trade**

**17.10** Promovisati univerzalni, zasnovan na pravilima, otvoren, nediskriminatorski i pravičan multilateralni sistem razmene pod okriljem Svetske trgovinske organizacije, između ostalog i preko zaključivanja pregovora u okviru njene „Razvojne agende iz Dohe“. / Promote a universal, rule-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda.

**17.11** Do kraja 2020. značajno povećati nivoe izvoza zemalja u razvoju, posebno u cilju udvostručavanja udela najnerazvijenijih zemalja u svetskom izvozu. / Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020.

**17.12** Ostvariti blagovremenu i trajnu primenu tržišnih pristupa bez carina i kvota za sve najnerazvijenije zemlje u skladu sa odlukama Svetske trgovinske organizacije, između ostalog i tako što će se obezbediti da preferencijalna pravila o poreklu koja se primenjuju na uvoz iz najnerazvijenijih zemalja budu transparentna i jednostavna, odnosno da olakšavaju pristup tržištima. / Realize timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, including by ensuring that preferential rules of origin applicable to imports from least developed countries are transparent and simple, and contribute to facilitating market access.

### **Sistemska pitanja / Systemic issues**

#### **Koherentnost institucija i politika / Policy and institutional coherence**

**17.13** Unaprediti globalnu makroekonomsku stabilnost, između ostalog i kroz koordinaciju politika, odnosno koherentnost politika. / Enhance global macroeconomic stability, including through policy coordination and policy coherence.

**17.14** Unaprediti koherentnost politika za potrebe održivog razvoja. / Enhance policy coherence for sustainable development.

**17.15** Poštovati oblast i vodstvo politika svake zemlje kako bi se uspostavile i primenjivale politike usmerene ka iskorenjivanju siromaštva i postizanju održivog razvoja. / Respect each country's policy space and leadership to establish and implement policies for poverty eradication and sustainable development.

#### **Višestrana partnerstva / Multi-stakeholder partnerships**

**17.16** Unaprediti globalno partnerstvo za postizanje održivog razvoja, upotunjeno višestranim partnerstvima koja mobilizuju i dele znanja, stručnost, tehnologiju i finansijska sredstva, kako bise pružila podrška za postizanje ciljeva održivog razvoja u svim zemljama, a posebno u zemljama u razvoju. / Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries.

**17.17** Podržati i promovisati delotvorna javna i javno-privatna partnerstva, odnosno partnerstva civilnog društva, gradeći ih na iskustvima i strategijama pronalazjenja resursa za partnerstva. / Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

#### **Podaci, praćenje i odgovornost / Data, monitoring and accountability**

**17.18** Do kraja 2020. unaprediti podršku za izgradnju kapaciteta zemalja u razvoju, uključujući najnerazvijenije zemlje i male ostrvske države u razvoju, kako bi se značajno povećala dostupnost visokokvalitetnih, blagovremenih i pouzdanih podataka razvrstanih po dohotku, polu, starosti, rasi, etničkoj pripadnosti, migratornom statusu, invalidnosti, geografskoj lokaciji i ostalim karakteristikama koje su relevantne u datim nacionalnim kontekstima. / By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.

**17.19** Do kraja 2030. nadograditi postojeće inicijative kako bi se razvila merila napretka u održivom razvoju, komplementarno merenju bruto domaćeg proizvoda, te podržati stvaranje kapaciteta koji se tiču statističkih podataka u zemljama u razvoju. / By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries.





## Šta Cilj broj 17 znači za Srbiju i građane

### What Goal 17 means for Serbia and its citizens

Kako u kontekstu sopstvenog razvoja, tako i sa aspekta evro integracija, Srbiju čeka dug, zahtevan i kompleksan put ka održivosti, konkurentnosti i stabilnosti. Taj put država ne može da pređe sama. Ne zato što tome nije dorasla, već zato što se na taj put ne kreće sam. Za uspeh su potrebna tri glavna saputnika: vladin, civilni i privredni sektor, uz aktivno uključivanje građana u kreiranje javnih politika, jer su upravo oni ti koji treba da žive lepše i lakše, a da istovremeno budu odgovorni nosioci uređenog sistema.

Vladin, civilni i privredni sektor, kroz intenzivnu saradnju, pokretanje suštinskih pitanja i kreiranje sveobuhvatnih strateških rešenja, bazirano na obostranom iskustvu, kao i iskustvu zemalja u okruženju i razvijenih stranih država, treba da pokreću, realizuju i unapređuju održive prakse u Srbiji. Hemofarm je stabilan partner u tom procesu, koji može da pruži pregršt konkretnih primera kako se u korporativnom i industrijskom okruženju na najefikasniji način postiže maksimizacija održivosti, uz integraciju svih vrednosti ciljeva održivog razvoja.

Both in the context of its own development, and from the aspect of Euro integration, Serbia has to go a long, demanding and complex way to attain sustainability, competitiveness, and stability. The state cannot go along that way on its own. Not because it has not lived up to that, but rather because you don't set off for such a journey on your own. Three main fellow travellers are required for success: the government, civil and economic sectors, with the active involvement of citizens in the creation of public policies, because they are precisely the ones who should live better and easier, while simultaneously being responsible stakeholders in a regulated system.

Government, civil and economic sectors should initiate implement and promote sustainable practices in Serbia through intensive cooperation, raising substantive issues and creating comprehensive strategic solutions, based on mutual experience, as well as experience of countries in the region and developed foreign countries. Hemofarm is a stable partner in this process, which can provide a handful of specific examples how to maximize sustainability in the corporate and industrial environment in the most efficient way, integrating all of the values of sustainable development goals.

## / Šta Cilj broj 17 znači za Hemofarm i zaposlene i koji je doprinos ispunjavanju ovog cilja

What Goal 17 means for Hemofarm and its employees and contribution to achievement of this Goal

### Materijalne teme Hemofarma u vezi sa ovim ciljem

- Kompanija nema direktno povezane materijalne teme sa ovim ciljem, ali s obzirom da u svim aktivnostima koje imaju veze sa održivim razvojem nastoji da inicira partnerstva, kojima će unaprediti ovu oblast u Srbiji, ali i globalno, Hemofarm smatra Cilj br. 17 jednim od svojih najznačajnijih ciljeva.

Iniciranje partnerstava u oblasti održivog razvoja za Hemofarm predstavlja odraz, pre svega korporativne odgovornosti, a potom i želje da se kroz udruženo delovanje i sinergiju unapređuje okruženje. Kompanija nastoji da sa svim svojim ključnim stejkholderima podeli održive vrednosti i principe u koje veruje svaki zaposleni. Tek tako, uticaj privrede i civilnog sektora na svet i društvo može da se promeni iz konzumerističkog i jednostranog u brižan i odgovoran odnos koji omogućava bolju budućnost. Na tom putu, udruživanje onih koji slično razmišljaju omogućava i uvećanje snage misli i dela usmerenih na razvoj svesti o suštinskom značaju održivog razvoja. A ta snaga kolektivne volje je posebno jaka kada se udruže vodeće domaće kompanije, čiji zaposleni svako svoje delovanje već usklađuju sa održivim vrednostima. Hemofarm zajedno sa Deltom, NIS-om, Ikeom, Koka-kolom i dugim istomišljenicima nastoji da razmenjuje pozitivne prakse i iskustva u oblasti upravljanja održivim razvojem radi što pozitivnijeg uticaja na Srbiju i region.

### Materiality topics of Hemofarm related to this Goal

- The company has no materiality topics directly related to this Goal, but considering that it is trying to initiate partnerships in all activities related to sustainable development, thus improving this field in Serbia, and also in the world, Hemofarm considers Goal 17 one of its most significant goals.

For Hemofarm, initiating partnerships in the field of sustainable development is a reflection, above all of corporate responsibility, and then of the desire to improve the environment through joint efforts and synergy. The company strives to share with all its key stakeholder's sustainable values and principles that every employee believes in. Only then, the impact of the economy and the civil sector on the world and society can change from a consumerist and one-sided to a caring and responsible relationship that provides a better future. If everybody who thinks in a similar way joins together in these efforts, it will allow for the increase of the power of thoughts and actions aimed at raising awareness about essential significance of sustainable development. And this collective will is particularly strong when the leading domestic companies, the employees of which already align their operations with sustainable values, join together. Hemofarm, together with Delta, NIS, Ikea, Coca Cola and other like-minded companies, endeavours to exchange positive practices and experiences in the field of sustainable development management and thus achieve as positive impact as possible on Serbia and the region.



Hemofarm je u saradnji sa Srpskom asocijacijom menadžera (SAM), vodećim udruženjem poslovnih lidera i korporativnih rukovodilaca, tokom 2017. godine organizovao niz stručnih događaja, različitih formata, koji su za ključnu temu imali održivi razvoj i to kroz njegove različite aspekte. Na velikom panelu koji je početkom godine organizovan u Hotelu Falkensteiner i najavio održivi razvoj kao jednu od ključnih biznis tema za čitavu godinu, sve vodeće kompanije u Srbiji, koje su aktivne u domenu održivog razvoja, sa članovima SAM podelile su svoja iskustva. Kroz aktivan dijalog panelista i članova SAM, razmotreni su svi bitni aspekti održivog razvoja i trasiran je put kojim treba da idu kompanije u Srbiji. Posebna pažnja je posvećena malim i srednjim preduzećima, pred kojima je možda najveći izazov, kada je ova tema u pitanju, a kojima su velike kompanije ponudile svoja iskustva, primere i savete. Pored ovog važnog panela, Hemofarm je sa SAM-om i drugim vodećim a održivim kompanijama organizovao 4 skupa u vidu radnih doručaka, na kojima su razmatrane teme poput energetske efikasnosti, odnosa prema zaposlenima, odgovornog ponašanja prema zajednici i okruženju, i dr. Zajednička poruka sa ovih malih ali važnih skupova bila je pre svega spremnost na saradnju ključnih privrednih aktera međusobno, ali i sa državnim i civilnim sektorom.

Hemofarm je krajem 2017. godine primljen u članstvo Globalnog dogovora UN, vodeće inicijative za globalno partnerstvo u održivom razvoju. Kompanija se odmah uključila u aktivnosti lokalnog ogranka ove važne organizacije u Srbiji, zalažući se, pre svega, za doprinos postizanju Cilja broj 17 održivog razvoja.

Pored navedenih aktivnosti, Hemofarm je aktivan i u različitim stručnim radnim grupama Privredne komore Srbije, koja svesrdno nastoji da unapredi lokalni privredni ambijent, kao i da podstiče međunarodnu saradnju, uvažavajući i principe i vrednosti održivog razvoja.

Hemofarm, in cooperation with the Serbian Association of Managers (SAM), the leading association of business leaders and corporate executives, organized a number of professional events in various forms in 2017, with a sustainable development as the key topic, through its various aspects. At the big panel organized at Hotel Falkensteiner at the beginning of the year which announced sustainable development as one of the key business topics for the whole year, all the leading companies in Serbia, which are active in the area of sustainable development, shared their experiences with the SAM members. Through keeping an active dialogue with panellists and SAM members, all the important aspects of sustainable development have been reviewed and the way which Serbian companies should follow has been paved. Particular attention has been paid to small and medium-sized enterprises, which may face the biggest challenge when it comes to this issue and to which large companies offered their experiences, examples and advice. In addition to this important panel, Hemofarm together with SAM and other leading and sustainable companies organized 4 meetings in the form of business brunches at which topics such as energy efficiency, attitude towards employees, responsible behaviour towards the community and environment, etc., were discussed. The joint message from these small yet important meetings was primarily willingness for cooperation with key business players, as well as with the state and the civil sector.

At the end of 2017, Hemofarm was admitted to the UN Global Compact, a leading global partnership initiative in sustainable development. The company immediately joined the activities of the local branch of this important organization in Serbia, advocating, above all, for the contribution to achieving the sustainable development goal 17.

In addition to these activities, Hemofarm is active also in various expert working groups within the Serbian Chamber of Commerce and Industry, which is wholeheartedly striving to promote the local business environment, as well as to promote international cooperation, observing also the sustainable development principles and values.





# / Komparativna upotreba resursa

## Comparative utilization of resources

	2015	2016	2017	razlika difference
<b>Potrošnja el. energije (kWh)</b> Electricity consumption (kWh)	44.364.493	45.371.748	47.278.126	<b>+4,2%</b> (ili skoro duplo više u odnosu na porast u 2016.) (or almost double than the growth in 2016)
<b>Potrošnja gasa (m³)</b> Gas consumption (m³)	5.510.710	6.135.542	6.830.641	<b>+11,3%</b> (isto kao 2016.) (the same like in 2016)
<b>Zahvaćena količina vode (m³)</b> Water quantity (m³) used from:				
• iz javnog vodovoda • public water supply system	334.972	350.349	360.094	<b>+2,7%</b> (gotovo duplo manje nego 2016.) (almost half of the growth in 2016)
• iz arteških bunara • artesian wells	51.267	71.916	116.970	<b>+62%</b> (preko 100% više nego 2015.) (over 100% increase than the use in 2015)

Tokom 2017. godine u Hemofarmu je došlo do povećanja upotrebe vode i energenata. Pre svega, došlo je do povećanja obima i kompleksnosti proizvodnje, koja ponovo obara rekorde – u protekloj godini proizveden je 244 miliona pakovanja proizvoda, što je rast od oko 10.4% (u odnosu na takođe rekordnu 2016.). Pored toga, povećanje upotrebe resursa uslovi su nepovoljni klimatski uslovi, kao i puštanje u rad novih objekata, koncipiranih po najsavremenijim standardima energetske efikasnosti, što će se pozitivno odraziti u komparativnim analizama narednih izveštaja o održivom razvoju (Centar za pakovanje, stavljanje u pun kapacitet rada nove zgrade Kvaliteta i kotlarnice, novi Magacin broj 5, itd.). Najveću promenu u upravljanju resursima čini veliko povećanje zahvatanja vode iz sopstvenih arteških bunara, koje je poraslo za čitavih 62% ili više od 100% u odnosu na količinu zahvatanja u 2015. Hemofarm neprekidno razmatra mogućnosti još većeg korišćenja sopstvenih arteških bunara, te se očekuje dodatni porast u narednim godinama.

Water and energy sources consumption in Hemofarm increased during 2017. First of all, production volume and complexity increased, repeatedly breaking records – 224 million packs of products were produced in the previous year, showing a growth of about 10.4% (compared to similarly recordbreaking year 2016). The increase in the consumption of resources additionally resulted from the very unfavourable weather conditions and the increase in the total surface area of production and business premises (Packaging Centre, new Quality building with boiling room fully in use, new Warehouse nr. 5, etc.). These new buildings were built in accordance to the highest energy efficiency standards that would show future savings of resources in the upcoming sustainability reports. The major change in resource management is the substantial increase in the consumption of water from own artesian wells, which recorded an increase of as much as 62% or more than 100% of their use in 2015. Hemofarm has been continuously looking into the possibility of even higher utilization of own artesian wells, and an additional growth is expected in the upcoming years.

Uprkos navedenim povećanjima, važno je napomenuti da je, zahvaljujući mnogobrojnim projektima optimizacije i energetske efikasnosti, potrošnja resursa po jedinici gotovog proizvoda neznatno smanjena ili ostala približno jednaka vrednostima iz 2016. što kada se uzme u obzir znatno povećanje proizvodnje, predstavlja konstantu koja opada. Procenti smanjenja nemaju veliki finansijski uticaj, ali su itekako važni kao pozitivan rezultat nastojanja čitavog kolektiva Hemofarma da unapredi svoje performanse i bude odgovoran sa aspekta održivog razvoja i brige za planetu i dostupne resurse.

In spite of the indicated increases, it is important to note that, due to numerous optimization and energy efficiency projects, the consumption of resources per finished product unit further slightly dropped or remained on the same level as in 2016. When the increase in production is taken into account, the use of energy resources remains the category that is constantly decreasing. Decrease percentages do not have material financial effects, but they are immensely important as positive results of the efforts of the entire Hemofarm staff to improve its performances and be responsible from the point of view of sustainable development and care for the Earth and available resources.

	1t	2015 (1.100t)	2016 (615,25t)	2017 (931,5t)
<b>Ušteda el. energije</b> Electricity savings	4.200kw	<b>4.620 MW</b> ili oko 47 dana potrošnje električne energije u Hemofarmu or about 47 days of electric power consumption in Hemofarm	<b>2.584 MW</b> ili oko 26 dana potrošnje električne energije u Hemofarmu or about 26 days of electric power consumption in Hemofarm	<b>3.912 MW</b> ili oko 40 dana potrošnje električne energije u Hemofarmu or about 40 days of electric power consumption in Hemofarm
<b>Ušteda vode</b> Water savings	32.000m <sup>3</sup>	<b>35.200.000m<sup>3</sup></b> ili oko 40 dana potrošnje vode u Hemofarmu or about 40 days of water consumption in Hemofarm	<b>19.688.000 m<sup>3</sup></b> ili oko 22 dana potrošnje vode u Hemofarmu or about 22 days of water consumption in Hemofarm	<b>29.808.000 m<sup>3</sup></b> ili oko 34 dana potrošnje vode u Hemofarmu or about 34 days of water consumption in Hemofarm
<b>Sačuvana stabla (kom)</b> Preserved trees (pcs.)	17	18.700	10.459	15.835

Za 74% se manje zagađuje vazduh / Air pollution reduced by 74%  
Novčana ušteda je do 10% / Financial savings of up to 10%

### Proizvodnja / Production

	2015	2016	2017
<b>U milionima pakovanja</b> In millions of packs	<b>216</b>	<b>221</b>	<b>224</b>

**Napomene: proizvodnja je porasla ukupno 10.4% (obim i kompleksnost) u odnosu na 2016.**  
Note: Production grew by a total of 10.4% (volume and complexity) compared to 2016

### Prodaja / Sales

	2015	2016	2017
<b>U milionima dinara</b> In millions of rsd	<b>27.490</b>	<b>26.979</b>	<b>26.263</b>

**Napomene: prodaja na interkompanijskom nivou beleži značajan rast u odnosu na 2016, što se pokazuje kao smanjenje ukupne prodaje u odnosu na prethodne godine.**  
Note: Sales at the intercompany level recorded a significant increase from 2016, which is shown as a decrease in total sales compared to previous years

<sup>28</sup> Prosečna mesečna potrošnja (za 30 dana) električne energije je oko 2.97 mil kWh ili oko 24 hiljade m<sup>3</sup> gradske vode (ne računajući arteški bunar) odnosno 26.296 m<sup>3</sup> vode (računajući oba izvora).

<sup>28</sup> Average monthly consumption (for 30 days) of electric power is about 2.97 Mio. kWh or approximately 24 thousand m<sup>3</sup> of tap water (excluding artesian well), i.e. 26,296 m<sup>3</sup> of water (including both sources).

**Potrošnja energenata po pakovanju gotovog proizvoda**  
Consumption of energy sources per finished product pack

	2014	2015	2016	2017
<b>ELEKTRIČNA ENERGIJA</b> (kWh/pak)				
ELECTRICITY (kWh/pack)	0,17	0,16	0,16	0,16
<b>PRIRODNI GAS (m<sup>3</sup>/pak)</b>				
NATURAL GAS (m <sup>3</sup> /pack)	0,02	0,02	0,02	0,02

**napomena**  
note

Usled građevinskih radova i završavanja objekata Centra za pakovanje i R&D zgrade od ukupnog utroška energenata u 2017. za ove namene je potrošeno oko 20% električne energije i oko 12% prirodnog gasa  
Due to the construction works and the completion of the facilities of the Packaging Centre and R&D buildings from the total energy consumption in 2017, about 20% of electricity and about 12% of natural gas were spent for these purposes.

**Potrošnja vode / Water consumption**

(u m <sup>3</sup> ) / (in m <sup>3</sup> )	2014	2015	2016	2017
<b>Javni vodovod</b> Public water supply system	262.481	288.061*	350.349	360.094
<b>Arteški bunar</b> Artesian well	33.218	27.493*	71.916	116.970
<b>Ukupno</b> Total	295.699	315.554*	422.265	477.064

\*Radi komparativnosti podataka, uključujući i pogon u Šapcu: javni vodovod 334.972 m<sup>3</sup>, arteški bunar 51.267 m<sup>3</sup>, odnosno ukupno 386.239 m<sup>3</sup>

\*For data comparability, including also Šabac plant: public water supply system 334,972 m<sup>3</sup>, artesian well 51,267 m<sup>3</sup>, i.e. total of 386,239 m<sup>3</sup>

**Emisije gasova sa efektom staklene bašte (Freoni)**

GHG emissions (Freons)

	(tCO <sub>2</sub> eq)	2015	2016	2017
<b>FREON R404A / FREON R404A</b>		<b>209,36</b>	<b>442,38</b>	<b>236.57</b>
<b>FREON R134A / FREON R134A</b>		<b>682,50</b>	<b>682,50</b>	<b>998.40</b>
<b>FREON R507 / FREON R507</b>		<b>315,21</b>	<b>360,24</b>	<b>1215.82</b>
<b>Emisija po pakovanju gotovog proizvoda:</b> Emission per finished product pack:		<b>0,0000056</b>	<b>0,0000067</b>	<b>0,0000100</b>



### Upravljanje otpadom\* / Waste management\*

	2014	2015	2016	2017
(t) (t)	generisano/zbrinuto generated/disposed of	generisano/zbrinuto generated/disposed of	generisano/zbrinuto generated/disposed of	generisano/zbrinuto generated/disposed of
<b>OPASAN</b> HAZARDOUS	125/122	129,9/78	167,26/ 172,21*	181,73/ 200,19*
<b>NEOPASAN</b> NONHAZARDOUS	354/354	330,8/ 330,8	640,75/ 638,15	627,76/ 629,05

\*navedena količina je zbrinuta u 2017, uzimajući i obzir količine koje su prema planu i dinamici zbrinjavanja prebačen iz prethodnih godina.

\*the stated quantity was disposed of in 2017, taking into account also the quantities that were transferred from the previous years according to the plan and the dynamics of waste management.

### Kretanje broja zaposlenih / Headcount trend

	2014	2015	2016	2017
<b>ŽENE / FEMALE</b>	990	1.162	1.237	1.160
<b>MUŠKARCI / MALE</b>	796	1.054	1.086	1.024
<b>UKUPNO / TOTAL</b>	1.786	2.216	2.323	2.184

### Broj povreda na radu\* / Number of injuries at work\*

	2014	2015	2016	2017
<b>Ukupno / Total</b>	29	16	21	19
<b>U odnosu na broj zaposlenih (%) / Compared to the number of employees (%)</b>	1,36	0,86	0,90	0,85



## O izveštaju, osnovnim pojmovima i principima izveštavanja (po smernicama GRI standarda)

About the report, basic terms and reporting principles  
(by GRI standard guidelines)

**Pod terminom „lokalno“ u kontekstu Hemofarma i ovog izveštaja, podrazumeva se teritorija Republike Srbije.**

**Pod pojmovima „menadžment“ i „upravljanje“ u ovom izveštaju se podrazumeva niži, srednji i viši menadžment kompanije, uključujući i najviša upravljačka tela – generalnog direktora i SMT.**

**Više od 90 % članova menadžmenta kompanije, svih nivoa, potiče iz lokalne zajednice u gradovima u kojima Hemofarm ima svoje proizvodne pogone i poslovne prostorije.**

**Prilikom odlaska u penziju, zaposleni dobijaju finansijsku nadoknadu u skladu sa kolektivnim ugovorom i zakonskom regulativom i u kompaniji ne postoji nikakav dodatni penzioni fond.**

**Pravni sektor vrši kontinuirani monitoring svih poslovnih aktivnosti i nastoji da identifikuje i spreči sve potencijalne rizike od korupcije. Takođe, u skladu sa opštim korporativnim principima ponašanja STADA Grupe, koja su prihvatili članovi top menadžmenta kompanije i preneli na sve zaposlene, razvoj svesti i edukacija o rizicima i sprečavanju korupcije, predstavljaju obavezan sastavni deo edukacije svakog zaposlenog, a posebno zaposlenih koji tek započinju svoju karijeru u kompaniji (u 2017. njih je bilo ukupno 109). Poštovanje i uvažavanje ljudskih prava nije samo deo obuke i reobuke svih članova tima službe obezbeđenja Hemofarma, već i sastavni deo obuke novih zaposlenih koji su tek počeli da rade u kompaniji.**

**Svi zaposleni u Hemofarmu imaju jednaka prava i obaveze u skladu sa važećim kolektivnim ugovorom. Menadžment kompanije konstantno nastoji da u najvećoj mogućoj meri izjednači položaj, prava i obaveze stalno zaposlenih, sa kadrovima**

The term 'local' in the context of Hemofarm and this report, means territory of the Republic of Serbia.

The terms 'management' and 'governance' in this report mean lower, middle and senior management of the company, including also top management bodies – CEO and SMT.

More than 90 % of company management members, at all levels, originate from the local community in the towns in which Hemofarm has its manufacturing plants and business premises.

When going into retirement, employees are entitled to financial compensation in accordance with the Collective Bargaining Agreement and legal regulations, and there is no additional pension fund in the company.

Legal Affairs Division continuously monitors all business activities, intending to identify and prevent any potential corruption risks. Also, in line with all STADA Group corporate codes of conduct, which have been accepted by all members of company top management and conveyed to all employees, raising awareness and education about corruption risks and prevention are an indispensable integral part of education of each employee, and particularly of the employees who have just began their career in the company (109 of them in total in 2017).

Respecting and acknowledging human rights is not only a part of training and retraining of all Hemofarm security service team members, but it is also an integral part of the training of new employees who have just started working with the company.

All employees of Hemofarm have equal rights and obligations in line with the applicable Collective Bargaining Agreement. Company management constantly strives to make the position, rights and obligations of the permanently employed people equal to the greatest extent possible to those of the people hired according to the contract on temporary and occasional jobs.

angažovanim po ugovoru o povremenom i privremenom obavljanju posla.

Svim ženama koje su otišle na trudničko ili porodijsko odsustvo, zagaranovan je povratak na istu poslovnu poziciju i pod istim uslovima, kao i u trenutku odlaska na bolovanje. U 2017. pravo na odsustvo je iskoristilo ukupno 106 žena (računajući i one koleginice koje su nastavile bolovanje započeto u 2016.), dok je na kraju godine (na dan 31.12.2017.) njih 64 još uvek bilo na odsustvu.

Celokupno poslovanje Hemofarma AD u 2017. bilo je u potpunosti usaglašeno sa važećom zakonskom regulativom. Sa tim u vezi, nije zabeležen nijedan slučaj pritužbe ili kazne vezano za proizvode kompanije.

Hemofarm AD nema nikakva ograničenja na izveštavanje niti unutar organizacije niti izvan nje. Takođe, u odnosu na podatke predstavljene u prethodnom ciklusu izveštavanja (za 2016) nije bilo nikakvih naknadnih korekcija prethodno iznetih cifara.

Tokom 2017. godine, kao ni u prethodnih pet ciklusa izveštavanja, Hemofarm AD nije pružio nikakvu vrstu materijalnih ili finansijskih donacija političkim partijama, politički aktivnim licima ili političkim ustanovama.

Tokom 2017. godine nije bilo žalbi niti je pokrenut nijedan postupak protiv kompanije po osnovu polne, nacionalne, verske ili nekog drugog vida diskriminacije ili povrede ljudskih prava. Kompanija do sada nije imala slučajeve radnog angažovanja maloletnih radnika, niti slučajeve povrede radnih prava svojih zaposlenih, po bilo kom osnovu.

Hemofarm AD u 2017. nije imao nijedan zabeležen incident usled korupcije niti monopolskog ponašanja. Takođe, kompanija nije imala nijedan slučaj neusaglašenosti niti protivrečnosti sa zakonskim propisima.

Tokom dosadašnje poluvekovne istorije kompanije nije zabeležen nijedan slučaj rizične ili krizne situacije koji je nanio štetu kompaniji ili okruženju, niti imao posredno negativan uticaj na lokalne zajednice.

Tokom 2017. godine, kao ni u prethodnih pet ciklusa izveštavanja, Hemofarm AD nije imao nikakve zvanične primedbe, kazne ili restrikcije

A return to the same position and under the same terms valid at the moment when they went on leave is guaranteed to all the women that went on pregnancy or maternity leave. In 2017, totally 106 women (including also female colleagues that continued their leave that started in 2016) exercised the right to a leave, while at the end of the year (as on 31/12/2017) 64 of them were still on leave.

In line with the type of activity performed by Hemofarm, all its products and services are subject to constant check and confirmation whether there is any impact on the people's health, everything in line with the pharmaceutical standards and legal framework. With that in mind, Hemofarm's R&D, QA and QC divisions have a special responsibility to confirm the compliance of each product and absence of any potential adverse impact.

Beside their expertise and professionalism, by way of the Mentorship Programme of Hemofarm Foundation, the employees of Hemofarm invested also about 290 hours of volunteer work, dedicated to the development of future young colleagues and experts.

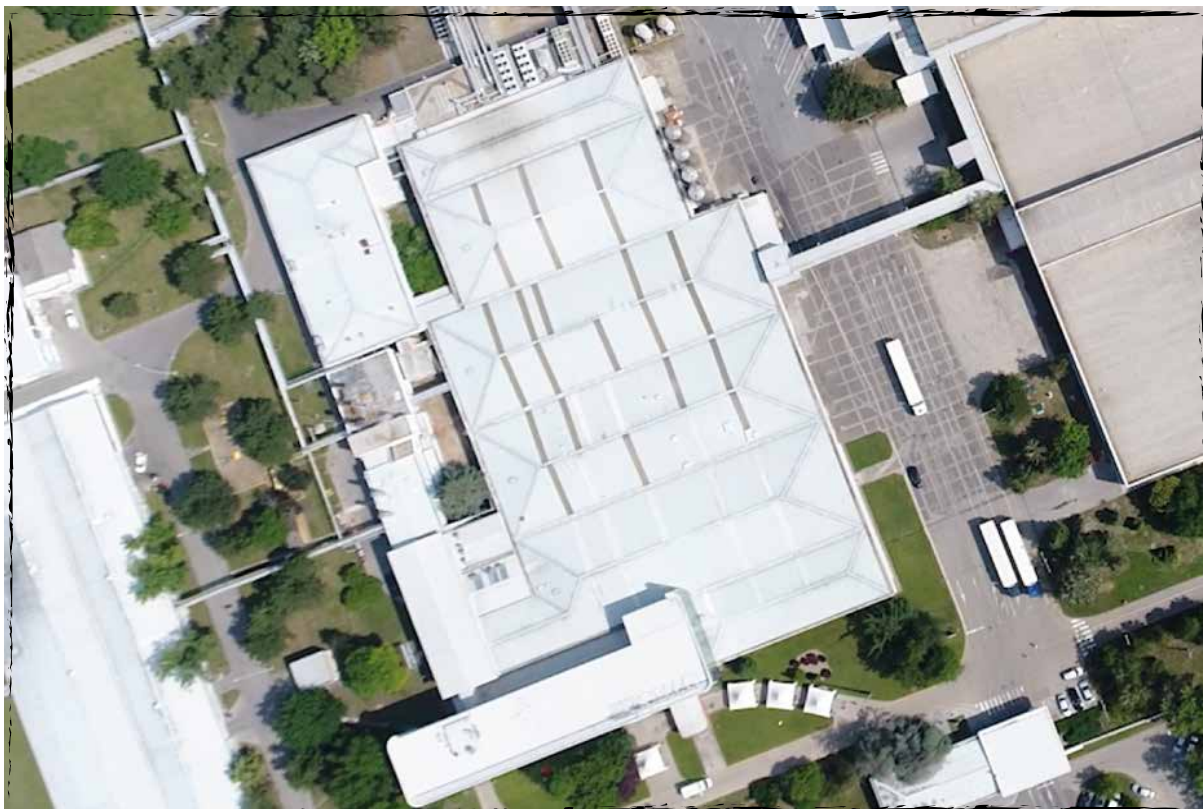
The overall business operations of Hemofarm A.D. in 2017 were completely aligned with the applicable legislation. Accordingly, no complaints or fines related to the company's products were recorded.

Hemofarm A.D. has no limitations concerning the reporting, neither within the organization nor outside of it. Also, with regard to the data presented in the previous reporting cycle (for 2016), there were no subsequent corrections of the previously stated figures.

In 2017, similarly to the previous five reporting cycles, Hemofarm A.D. did not grant any kind of donations, either in kind or in money, to political parties, politically active persons or political institutions.

In 2017, there were neither complaints filed nor proceedings instituted against the company on the grounds of gender, national, religious or any other type of discrimination or violation of human rights. The company has not had either cases of work engagement of minors, or cases of violation of labour rights of its employees, on any grounds, so far.





po pitanju pakovanja odnosno obeležavanja svojih proizvoda, prometa zabranjenih proizvoda, marketinških komunikacija, kao ni povrede privatnosti i gubitka podataka potrošača.

Poslovanje Hemofarma AD nema negativan uticaj na životnu sredinu niti biodiverzitet u okruženju proizvodnih pogona niti poslovnih prostorija kompanije, u kojima se obavlja primarna delatnost. Sa tim u vezi, na lokalitetima na kojima posluje Hemofarm AD nema zaštićenih staništa niti ugroženih biljnih i životinjskih vrsta, koje su pod posebnom zaštitom.

Tokom 2017. kao i u periodu od 2012. kada je kompanija započela izveštavanje o održivom razvoju, nije zabeležen nijedan slučaj izlivanja otpadnih voda iz postrojenja u Hemofarmu AD.

Iako Hemofarm AD nema negativan uticaj na životnu sredinu, kompanija kontinuirano nastoji da unapređuje svoje poslovanje. Jedan od takvih primera jeste inicijativa za smanjenje organskih rastvarača u procesu proizvodnje.

Tokom 2017. godine, kao ni u prethodnih pet ciklusa izveštavanja, Hemofarm AD nije

Hemofarm A.D. did not record a single corruption or monopoly-related incident or non-compliance or conflict with legal regulations in 2017.

Not a single case of a risky or crisis situation, which inflicted damage to the company or the environment, or indirectly negatively affected local communities, was recorded over the course of half-a-century long history of the company.

In 2017, similarly to the previous five reporting cycles, no official remarks, fines or restrictions were imposed on Hemofarm A.D. as regards packaging and/or labelling of its products, sales of banned products, marketing communication, or violation of privacy and loss of consumer data.

The business operations of Hemofarm A.D. do not exert a negative impact either on the environment or biodiversity in the environment of manufacturing plants and business premises of the company in which core activity is carried out. In that regard, there are no protected habitats or endangered animal and plant species, which are under special protection, at the sites at which Hemofarm A.D. operates.

Not a single case of wastewater effluence from the facilities in Hemofarm A.D. was recorded

imao nikakve žalbe i pritužbe, kao ni kazne za negativan uticaj na životnu sredinu i lokalnu zajednicu. Hemofarm AD nema negativan uticaj na starosedelačko stanovništvo u sredinama u kojima obavlja svoju delatnost.

Tokom 2017. godine nije zabeležena nijedna neusaglašenost proizvoda Hemofarma AD sa aspektima bezbednosti i zaštite zdravlja u skladu sa zakonom. Profesionalnih oboljenja i bolesti u vezi sa radom u Hemofarmu nije bilo ni u 2017. godini.

Sveobuhvatan pristup upravljanju rizicima i preventivnom delovanju, Hemofarm potvrđuje i kroz aktivnu brigu o svom okruženju. U periodu od 2009. do danas, kompanija je uradila više od 10 referentnih procena i studija uticaja na životnu sredinu, poput studija uticaja na životnu sredinu u slučaju akcidentnih i drugih neželjenih situacija, studija uticaja na životnu sredinu za primarne prečištače otpadnih voda i dr. Sve one potvrđuju da Hemofarm AD ni iz jednog svog proizvodnog ili poslovnog objekta, ni na koji način, nema štetan uticaj na okruženje.

Svaku potencijalnu promenu koja je vezana za radno mesto i poslovnu poziciju, Hemofarm nudi zaposlenom u pisanoj formi, uz zakonom zagarantovan rok od 8 dana, u okviru koga ima pravo da se izjasni – prihvati ili ne prihvati dati predlog za promenu.

Svaki zaposleni dobija povratnu informaciju o svom učinku i stepenu zadovoljenja poslovnih očekivanja u vidu godišnje evaluacije, u okviru čega se postavljaju i ciljevi i prioritete za dalji rad, a u okviru odgovornosti i poslovnih dužnosti definisanih ugovorom o radu, te usklađenih sa pravima i obavezama propisanim kolektivnim ugovorom.

U skladu sa vrstom delatnosti koju obavlja Hemofarm, svi njegovi proizvodi i usluge su podložni konstantnoj proveru i potvrdi uticaja na zdravlje ljudi, prema farmaceutskim standardima i zakonskom okviru. Sa tim u vezi, Hemofarmovi sektori R&D, QA i QC imaju posebnu odgovornost u potvrđivanju ispravnosti svakog proizvoda i odsustvu svakog potencijalnog negativnog uticaja.

Pored svoje stručnosti i profesionalizma, zaposleni u Hemofarmu su kroz Mentorski

neither over the course of 2017, nor in the period from 2012, when the company started reporting on sustainable development, to date.

Although Hemofarm A.D. does not exert a negative impact on the environment, the company has been continuously striving to improve its business operations. One example of this is the initiative for reducing organic solvents in manufacturing process.

Hemofarm A.D. neither received any complaints or protests, nor had any fine imposed for negative impact on the environment and local community over the course of 2017 or during the previous five reporting cycles. Hemofarm A.D. does not exert a negative impact on the inhabitants in the communities in which it performs its activity.

Not a single non-compliance of Hemofarm A.D. products with the law in terms of safety and protection of health was recorded over the course of 2017. There were no occupational diseases or work-related diseases in Hemofarm in 2017.

Hemofarm confirms a comprehensive approach to risk management and preventive action also through active care for the environment. In the period from 2009 to date, the company has done more than 10 reference assessments and environmental impact studies, such as environmental impact studies in case of accidents and other adverse situations, environmental impact studies for primary wastewater treatment plants, etc. All of them confirm that Hemofarm A.D. has no adverse environmental impact from any of its manufacturing or business premises, in any way.

Hemofarm provides its employees with any potential change related to their jobs and positions, in writing, with the legally guaranteed 8-day deadline, within which they have the right to give their statement – accept or not accept the change proposal.

Each employee receives feedback on their performance and level of meeting business expectations in the form of an annual evaluation, within which the objectives and priorities for further work are set, all within responsibilities and duties defined by the labour contract and in accordance with the rights and obligations stipulated by the collective bargaining agreement.



program Hemofarm Fondacije investirali i oko 290 sati volonterskog rada, posvećenih razvoju budućih mladih kolega i stručnjaka.

Godišnji Izveštaj o održivom razvoju Hemofarma A.D. pruža svim zainteresovanim stranama informacije o napretku koji kompanija kontinuirano ostvaruje prateći svetske trendove, nastojeći da ostane pouzdan partner u svim odnosima i stabilan oslonac domaćeg zdravstvenog sistema.

U pripremi i izradi ovog godišnjeg izveštaja o održivom razvoju kompanije Hemofarm A.D., koji obuhvata period od 1. januara do 31. decembra 2017. godine, kao osnova, korišćena su metodološka pravila i principi GRI (Global Reporting Initiative) standarda. Prethodno publikovani Izveštaj odnosi se na 2016. godinu i izdati je u oktobru 2017. Ovaj izveštaj ne obuhvata Hemomont, Hemofarm d.o.o. Banja Luka, STADA Hemofarm S.R.L., Ivančić i sinovi, Velexfarm, kao ni druga zavisna društva u zemlji i inostranstvu.

Global Reporting Initiative neprofitna je organizacija koja se zalaže za uspostavljanje održive globalne ekonomije, postavljajući smernice za sastavljanje Izveštaja o održivom razvoju. Navedene smernice priznate su širom sveta i prihvatile su ih sve vodeće kompanije.

#### Matrica materijalnosti

Polazna osnova za pripremu ovog Izveštaja je Hemofarmova Matrica materijalnosti (prezentovana na početku Izveštaja), koja predstavlja uporedni pregled najvažnijih tema za poslovanje iz ugla kompanije, s jedne, i ključnih zainteresovanih strana, s druge strane.

Teme su rangirane prema uticaju i značaju iz ugla kompanije (horizontalna osa) i pozicionirane prema ocenama dobijenim od zainteresovanih strana (na vertikalnoj osi). Analizom GRI indikatora povezani su indikatori i teme, čime Matrica materijalnosti daje osnov za buduće izveštavanje, ali i unapređenje poslovanja. Pored toga, kompanija je obradila i teme koje nisu bile najviše rangirane a smatraju se bitnim za ukupni razvoj lokalnih zajednica u kojima Hemofarm posluje, što prevazilazi zahteve osnovnog nivoa izveštavanja po GRI standardu.

Upon retirement, employees receive financial compensation in accordance with the collective agreement and legal regulations and there is no additional pension fund in the company.

Hemofarm A.D. Annual Sustainable Development Report provides all stakeholders with the information about progress continuously achieved by the company by keeping up with the global trends, while striving to remain a reliable partner in all relations and a stable backbone of the local healthcare system.

Methodological rules and principles of the GRI (Global Reporting Initiative) standard were used as a basis in preparation and conceiving of this annual Sustainable Development Report of Hemofarm A.D., which covers the period from January 1st until December 31st 2017. Previously published Report refers to year 2016 and it was published in October 2017. This report does not include Hemomont, Hemofarm d.o.o. Banja Luka, STADA Hemofarm S.R.L., Ivancic i sinovi, Velexfarm, nor other subsidiaries in the country or abroad.

Global Reporting Initiative is a non-profitable organization advocating for establishing a sustainable global economy, setting guidelines for preparation of sustainability reports. The indicated guidelines are acknowledged worldwide and accepted by all leading companies.

#### Materiality Matrix

The starting point for preparation of this Report is the Materiality Matrix of Hemofarm (presented at the beginning of the Report), which is a comparative overview of the most important topics for business operations from the point of view of a company, on one side, and key stakeholders, on the other side.

The topics are ranked according to the impact and significance from the point of view of the company (horizontal axis) and positioned according to the assessments obtained from stakeholders (on vertical axis). Indicators and topics are connected through analysis of GRI indicators, whereby Materiality Matrix provides the basis for future reporting, as well as improvement of business operations. Additionally, the company has covered the topics which were not the top-ranking ones, but are considered important for the overall development of local communities in which Hemofarm operates, surpassing the requirements of the basic level of reporting according to GRI standard.

S obzirom da Izveštaj o održivom razvoju obuhvata teme koje su od značaja za kompaniju i zainteresovane strane, Izveštaj može predstavljati osnov za procenu i odluke organa upravljanja i zainteresovanih strana. Primena GRI smernica omogućava kompaniji da transparentno izvesti o učinku u četiri ključne oblasti održivog poslovanja ekonomskoj, ekološkoj, socijalnoj i upravljačkoj. Pored profila kompanije, kao i broja indikatora, temelj izveštaja zasniva se na principima koji slede.

#### Materijalnost

Izveštaj obuhvata sve one teme koje su važne zainteresovanim stranama. U Izveštaj su uključene sve teme koje se odnose na ekonomiju, ekologiju, na socijalne i upravljačke aktivnosti, ali i na aktivnosti koje su imale uticaja na kompaniju, odnosno na aktivnosti koje bi potencijalno uticale na mišljenje zainteresovanih strana. Proces određivanja prioriteta tema u Izveštaju za 2017. godinu podrazumevao je aktivan dijalog za ključnim zainteresovanim stranama putem radionica i onlajn anketa, kreirajući Matricu materijalnosti, u skladu sa GRI smernicama, potrebama i interesima svih zainteresovanih strana, kao i strateškim prioritetima kompanije.

#### Inkluzivnost

Jedan od ciljeva Hemofarma i izveštavanja o održivom razvoju jeste da se, stvaranjem uslova za efikasan dijalog sa svim zainteresovanim stranama, unaprede međusobni odnosi i podigne opšti nivo zadovoljstva poslovanjem kompanije. Izveštaj, pored dijaloga sa ključnim zainteresovanim stranama, obuhvata i interna istraživanja stavova zaposlenih, potom godišnja istraživanja stručne javnosti – lekara i farmaceuta, veletrgovine i privatnih apoteka i istraživanja tržišta, što sve zajedno pokazuje na koji način poslovanje kompanije utiče na okolinu. U kompaniji se rado očekuju sve povratne informacije koje će čitateljke i čitaoci ovog izveštaja imati na njegov kvalitet i sadržaj, jer u Hemofarmu postoji spremnost da se razmotre sve povratne informacije, kako bi budući izveštaji bili kvalitetniji. Međim, za sugestije, utiske i sve povratne informacije je svakodobro@hemofarm.com.

#### Održivost

Princip održivosti poslovanja predstavlja način na koji kompanija posmatra svoj

Considering that the Sustainable Development Report encompasses the topics relevant for the company and stakeholders, the Report can be the basis for assessment and decisions of the management bodies and stakeholders. Application of GRI guidelines enables the company to report transparently about the performance in the four key areas of sustainable operations – economic, environmental, social and management. In addition to the company profile and a number of indicators, the basis of the Report is grounded on the following principles.

#### Materiality

The Report encompasses all the topics which are relevant for the stakeholders. The Report includes all economic, environmental, social and management-related topics and activities, as well as the activities which had influence on the company, that is, the activities which would have a potential effect on the opinion of stakeholders. The process of specifying priority topics in the 2017 Report involved an active dialogue with key stakeholders via workshops, and online polls, creating the Materiality Matrix in accordance with the GRI guidelines, needs and interests of all stakeholders, as well as strategic priorities of the company.

#### Inclusivity

One of the goals of Hemofarm and sustainability reporting is to improve mutual relations, by creating conditions for an efficient dialogue with all stakeholders, and raise the general level of satisfaction with company operations. Apart from dialogue with key stakeholders, the Report also includes internal survey on employees' attitudes, annual survey among the expert community – physicians and pharmacists, wholesalers and private pharmacies – and market research, jointly showing how the company operations affect the environment. The company welcomes any feedback the readers may have to the quality and content of this Report, because Hemofarm is open to considering any feedback, in order to make better quality Reports in the future. Any suggestions, impressions and feedback can be emailed to svakodobro@hemofarm.com.

#### Sustainability

The principle of business operations sustainability represents a method by which a company can observe its long-term effects on the environment



dugoročni uticaj na okruženje i prezentuje svoje aktivnosti na nacionalnom, regionalnom i globalnom nivou.

#### Potpunost

U Izveštaju su izložene informacije i podaci zaključno sa 31. decembrom 2017. godine. Prikazani su i uporedni podaci, gde god je to bilo moguće, za prethodne godine. Finansijski i ekonomski pokazatelji preuzeti su iz finansijskog izveštaja za Hemofarm A.D. za 2017. godinu, a odnose se na aktivnosti kompanije u Srbiji, izuzimajući povezana pravna lica u Crnoj Gori, Bosni i Hercegovini i Rumuniji.

#### Uravnoteženost

Uravnoteženost zahteva predstavljanje kako pozitivnih, tako i negativnih aspekata i uticaja kompanije na održivost, čime se pruža nepristrasna i objektivna slika njenog učinka. Objektivna slika učinka kompanije tokom 2017. godine, kada je reč o ekonomskoj, ekološkoj i društvenoj dimenziji, zasniva se na odgovorima na 72 indikatora GRI metodologije, koji prezentuju sve informacije od značaja, bez obzira na njihove karakteristike.

#### Uporedivost

Uporedivost znači prikazivanje podataka na dosledan i kontinuiran način, kako bi se pružila mogućnost poređenja sa GRI standardima i drugim kompanijama. Budući da je reč o šestom Izveštaju o održivom razvoju koji publikuje Hemofarm A.D. moguće je poređenje sa prethodnih pet izveštaja.

#### Tačnost

Tačnost podrazumeva pružanje adekvatnih kvalitativnih i kvantitativnih informacija, kao i stalno unapređivanje sistema za prikupljanje i analizu podataka. Gde nije bilo moguće prikupiti izvorne podatke, vršene su kalkulacije uz objašnjenje metodologije obračuna.

#### Blagovremenost

Blagovremenost označava doslednost u učestalosti izveštavanja i dužini perioda izveštavanja, čime se osigurava redovna dostupnost informacijama i mogućnost donošenja adekvatnih i pravovremenih odluka u vezi sa kompanijom i njenim poslovanjem. Jasnoća

Jasnoća u stvari predstavlja prezentovanje informacija na pregledan, jednostavan i jasan način, čime se osigurava pristupačnost informacijama. Dostupnost i razumljivost svim zainteresovanim stranama bili su glavni orijentiri kojima se težilo prilikom izrade Izveštaja za 2017. godinu.

and present its activities on national, regional and global level.

#### Completeness

The Report provides information and data until December 31st 2016, inclusive. Comparative data from previous years were also shown where possible. Financial and economic indicators are taken from Hemofarm A.D. 2017 Consolidated Financial Statements, pertaining to the company activities in Serbia, excluding related legal persons in Montenegro, Bosnia and Herzegovina and Romania.

#### Balance

Balance requires the presentation of both positive and negative aspects and influence of the company on sustainability, thus providing impartial and objective presentation of its results. Objective presentation of the company results in 2017, when it comes to economic, environmental and social dimension, is based on answers to 72 indicators of GRI methodology, which present all relevant information, regardless of their characteristics.

#### Comparability

Comparability means presenting data in a consistent and continuous manner, so as to provide an option of comparison with GRI standards and other companies.

Since this is the sixth Sustainable Development Report published by Hemofarm A.D. it is possible to compare it with the previous five reports.

#### Accuracy

Accuracy implies providing information of appropriate quality and quantity, as well as constantly improving the system for data collection and analysis. Where it was not possible to collect source data, the calculation was performed with explanations regarding the calculation methodology.

#### Timeliness

Timeliness presumes consistency in reporting frequency and in the length of reporting period in order to secure availability of information on regular basis and the ability to make adequate and timely decisions regarding the company and its operations.

#### Clarity

Clarity is actually presenting information in a transparent, simple and clear manner, thus ensuring the accessibility to information. Availability and intelligibility for all stakeholders were the main landmarks strived towards during preparation of the 2017 Report.

## Pouzdanost

**Pouzdanost podrazumeva prikupljanje, beleženje, sastavljanje, analiziranje i objavljivanje informacija na način koji se može podvrgnuti proveru i koji potkrepljuje kvalitet i materijalnost informacije.**

**Oslanjajući se na standarde i zahteve GRI metodologije, priznate u svetu, verifikaciju ovog izveštaja sproveda je revizorska kuća KPMG d.o.o. Beograd.**

## Reliability

Reliability implies collecting, recording, compiling, analysing and publishing the information in a way which can be subjected to inspection and which can substantiate quality and materiality of information.

Relying on standards and requirements of the globally recognized GRI methodology, this Report was verified by the auditing company KPMG d.o.o. Beograd.





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## **Izveštaj nezavisnog revizora o ograničenom uveravanju**

AKCIONARIMA

HEMOFARM A.D., VRŠAC

Akcionari Hemofarm a.d., Vršac („Društvo“) angažovali su nas da izrazimo ograničeno uveravanje o Izveštaju o održivom razvoju („Izveštaj“) za godinu koja se završava 31. decembra 2017. godine za Hemofarm a.d., Vršac.

### **Odgovornost rukovodstva**

Rukovodstvo je odgovorno za pripremu i predstavljanje Izveštaja u skladu sa smernicama G4 Inicijative o Globalnom Izveštavanju (*GRI - „Global Reporting Initiative“*), kao što je navedeno u odeljku Izveštaja „Primena principa izveštavanja“ i podacima i tvrdnjama koja su u njemu navedena. Rukovodstvo je takođe odgovorno za definisanje ciljeva Društva u pogledu rezultata i izveštavanja o održivom razvoju, uključujući identifikovanje zainteresovanih strana i materijalno značajnih pitanja, kao i za kreiranje i održavanje odgovarajućeg upravljanja učinkom i sistema interne kontrole iz kojih se generišu informacije o učinku o kojima se izveštava.

Rukovodstvo je odgovorno za sprečavanje nastanka pronevere i da utvrdi i osigura da Društvo poštuje zakone i propise koji su važeći za njegovo poslovanje. Rukovodstvo je takođe odgovorno da osigura da su zaposleni koji su uključeni u pripremu i predstavljanje opisa i Izveštaja adekvatno osposobljeni, informacioni sistemi adekvatno ažurirani i da bilo kakva izmena u izveštavanju obuhvata sve značajne poslovne jedinice.

### **Naša odgovornost**

Naša odgovornost je da izvršimo angažovanje sa izražavanjem ograničenog uveravanja i da izrazimo zaključak na osnovu našeg obavljenog posla. Obavili smo naše postupke u skladu sa Međunarodnim standardom za angažmane uveravanja (*ISAE*) 3000, Angažmani uveravanja koja nisu revizija ili pregled istorijskih finansijskih informacija koje izdaje Međunarodni komitet za revizorske i računovodstvene standarde. Standard zahteva da planiramo i obavimo angažman u cilju sticanja ograničenog uveravanja da izveštaj ne sadrži materijalno značajne greške.

Firma primenjuje Međunarodni standard kontrole kvaliteta 1 i shodno tome održava sveobuhvatni sistem kontrole kvaliteta, uključujući dokumentovane politike i procedure u vezi sa etičkim zahtevima, profesionalnim standardima i važećim zakonskim i regulatornim zahtevima.

Poštovali smo zahteve nezavisnosti i ostale etičke zahteve iz Etičkog kodeksa za profesionalne računovođe izdatog od strane Odbora za međunarodne etičke standarde za računovođe (IESBA), koji se zasniva na osnovnim principima integriteta, objektivnosti, profesionalne kompetencije i dužne pažnje, kao i poverljivosti i profesionalnog ponašanja.

### **Obavljeni postupci**

Angažovanje sa ograničenim uveravanjem u vezi sa Izveštajem o održivom razvoju se sastoji od ispitivanja, prevashodno lica koja su zadužena za pripremu informacija prikazanih u Izveštaju, i primene analitičkih i drugih procedura za prikupljanje dokaza, u zavisnosti od potrebe. Te procedure obuhvataju:

- Ispitivanje rukovodstva radi razumevanja procesa Društva u cilju utvrđivanja materijalnih pitanja od značaja za ključne grupe zainteresovanih strana Društva.
- Razgovori sa višim rukovodstvom i relevantnim službenicima na nivou grupe kao i na nivou određenih poslovnih jedinica u vezi sa strategijom održivog razvoja i politikama za materijalna pitanja, i njihovom sprovođenju u okviru celokupnog poslovanja.
- Razgovori sa relevantnim službenicima na korporativnom nivou kao i na nivou poslovnih jedinica koji su odgovorni za pružanje informacija u vezi sa Izveštajem.
- Posete lokacijama poslovanja u Beogradu, odabranim na osnovu analize rizika, uključujući i razmatranje kako kvalitativnih tako i kvantitativnih kriterijuma.
- Upoređivanje podataka predstavljenih u Izveštaju sa odgovarajućim informacijama iz relevantnih osnovnih izvora kako bi se utvrdilo da li su sve relevantne informacije sadržane u tim osnovnim izvorima uključene u Izveštaj.
- Čitanje informacija predstavljenih u Izveštaju kako bi se utvrdilo da li je on u skladu sa našim celokupnim saznanjima i iskustvima u pogledu održivog poslovanja Društva.

Procedure koje se sprovode u angažmanu sa izražavanjem ograničenog uveravanja razlikuju se po svojoj prirodi i vremenu, i manjeg su obima nego one za angažmane sa izražavanjem razumnog uveravanja, a samim tim i nivo uveravanja dobijen iz angažmana sa ograničenim uveravanjem je znatno niži od uveravanja koja bi se dobila u slučaju sprovedenog angažmana sa razumnim uveravanjem.

### **Zaključak**

Naš zaključak je zasnovan i zavisi od pitanja koja su izneta u ovom izveštaju.

Smatramo da su dokazi koje smo dobili dovoljni i odgovarajući da obezbede osnovu za naše zaključke.

Na osnovu obavljenih procedura i dobijenih dokaza, u skladu sa navedenim, nismo došli do saznanja koja bi ukazivala da Izveštaj o održivom razvoju za godinu koja se završava 31. decembra 2017. godine za Hemofarm a.d., Vršac nije predstavljen, po svim materijalno značajnim pitanjima, u skladu sa G4 Smernicama Globalne inicijative, kao što je navedeno u odeljku „Primena principa izveštavanja“.

U skladu sa uslovima našeg angažovanja, ovaj nezavisni Izveštaj o ograničenom uveravanju o Izveštaju pripremljen je za Hemofarm a.d., Vršac u vezi sa izveštavanjem Hemofarm a.d., Vršac i nije za korišćenje u druge svrhe ili u bilo kom drugom kontekstu.

Beograd, 14. septembar 2018.



KPMG d.o.o. Beograd

James Thornley  
*Senior Partner*



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## **TRANSLATION**

### **Independent Limited Assurance Report**

TO THE SHAREHOLDERS

HEMOFARM A.D., VRŠAC

We were engaged by the shareholders of Hemofarm ad, Vršac ("the Company") to provide limited assurance on the Sustainability Report for the year ended 31 December 2017 of Hemofarm ad, Vršac.

#### ***Management's responsibilities***

Management is responsible for the preparation and presentation of the Report in accordance with the Sustainability Reporting Guidelines (G4) of the Global Reporting Initiative as described the "Application of Reporting principles" section of the Report, and the information and assertions contained within it; for determining the Company's objectives in respect of sustainable development performance and reporting, including the identification of stakeholders and material issues; and for establishing and maintaining appropriate performance management and internal control systems from which the reported performance information is derived.

Management is responsible for preventing and detecting fraud and for identifying and ensuring that the Company complies with laws and regulations applicable to its activities.

Management is also responsible for ensuring that staff involved with the preparation and presentation of the description and Report are properly trained, information systems are properly updated and that any changes in reporting encompass all significant business units.

#### ***Our responsibilities***

Our responsibility is to carry out a limited assurance engagement and to express a conclusion based on the work performed. We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board. That Standard requires that we plan and perform the engagement to obtain limited assurance about whether the Report is free from material misstatement.

The firm applies International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

### ***Procedures performed***

A limited assurance engagement on a sustainability report consists of making inquiries, primarily of persons responsible for the preparation of information presented in the Report, and applying analytical and other evidence gathering procedures, as appropriate. These procedures included:

- Inquiries of management to gain an understanding of Company's processes for determining the material issues for Company's key stakeholder groups.
- Interviews with senior management and relevant staff at group level and selected business unit level concerning sustainability strategy and policies for material issues, and the implementation of these across the business.
- Interviews with relevant staff at the corporate and business unit level responsible for providing the information in the Report.
- Visits to sites operating in Belgrade, selected on the basis of a risk analysis including the consideration of both quantitative and qualitative criteria.
- Comparing the information presented in the Report to corresponding information in the relevant underlying sources to determine whether all the relevant information contained in such underlying sources has been included in the Report.
- Reading the information presented in the Report to determine whether it is in line with our overall knowledge of, and experience with, the sustainability performance of the Company.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement, and consequently the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained has a reasonable assurance engagement been performed.

### ***Conclusion***

Our conclusion has been formed on the basis of, and is subject to, the matters outlined in this report.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusions.

Based on the procedures performed and the evidence obtained, as described above, nothing has come to our attention that causes us to believe that the Sustainability Report of Hemofarm ad, Vršac for the year ended 31 December 2017 is not presented, in all material respects, in accordance with the Sustainability Reporting Guidelines (G4) of the Global Reporting Initiative as described in the "Application of Reporting principles" section.

In accordance with the terms of our engagement, this independent limited assurance report on the Report has been prepared for Hemofarm ad, Vršac in connection with reporting to Hemofarm ad, Vršac and for no other purpose or in any other context.

Belgrade, 14 September 2018

KPMG d.o.o. Beograd

(L.S.)

James Thornley  
Senior Partner

*This is a translation of the original Independent Limited Assurance Report issued in the Serbian language. All due care has been taken to produce a translation that is as faithful as possible to the original. However, if any questions arise related to interpretation of the information contained in the translation, the Serbian version of the document shall prevail.*

Belgrade, 14 September 2018

KPMG d.o.o. Beograd



James Thornley  
Senior Partner














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Prilikom izrade ovog Izveštaja o održivom  
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\* Štamparija Vizartis d.o.o. u procesu proizvodnje, umesto hemijskih razvijaca,  
koristi naprednije sertifikovane materijale, usled čega ne generišu opasan otpad.

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This report has been printed on the paper produced  
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