

# SA NAMA ŽIVOT POBEĐUJE

Izveštaj o održivom razvoju  
Hemofarma za 2020. godinu

# LIFE WINS WITH US

Hemofarm Sustainable  
Development Report for 2020







Hemofarm nastoji da doprinese smanjivanju nejednakosti, u skladu sa Ciljem 10 održivog razvoja, posebno u okolnostima COVID-19 pandemije, kada su osetljive grupe još ugroženije. Kroz podršku domaćem sistemu javnog zdravlja, kompanija nastoji da pomogne što većem broju ljudi u ostvarivanju njihovog prava na zdravlje.

Hemofarm seeks to contribute to reducing inequalities, in line with Sustainable Development Goal 10, particularly in the circumstances of the COVID-19 pandemic, when susceptible groups are even more vulnerable. The company strives to help as many people as possible to exercise their right to health through the support provided to the local public healthcare system.



Izveštaj o održivom razvoju kompanije Hemofarm A.D. priprema se osmu godinu zaredom prema svetskim smernicama Global Reporting Initiative (GRI). Ove godine izveštaj je pripremljen u skladu sa smernicama GRI, u „Core“ verziji, uz predstavljanje 122 indikatora.

Ovaj izveštaj je koncipiran kao deo triptiha 2019–2021. sa ciljem da se kreira posebna studija slučaja koja će pokazati sa kojim parametrima je Hemofarm dočekao pandemiju koronavirusa, održao kontinuitet poslovanja u pandemiji i nastavio borbu za zdravlje ljudi u prvoj godini nakon pandemije.

Procenu usaglašenosti izveštaja za 2020. godinu sa navedenim smernicama, kao i tačnost navedenih informacija, verifikovala je nezavisna revizorska kuća Ernst & Young d.o.o. Beograd.

Izveštaj o održivom razvoju kompanija Hemofarm A.D. objavljuje godišnje i prethodni je izdat za 2019. godinu.

Autor i priređivač ovog i prethodnih Izveštaja: dr Dušan Stojaković, menadžer za održivi razvoj i korporativni marketing. Koautori Izveštaja: predstavnici svih referentnih sektora Hemofarma u okviru matriks Tima za izveštavanje o održivom razvoju.

Sva pitanja, sugestije i dijalog na temu održivog razvoja moguće je poslati putem imejla [svakodobro@hemofarm.com](mailto:svakodobro@hemofarm.com)

Hemofarm A.D. Sustainable Development Report has been prepared for the eight year in a row in accordance with the Global Reporting Initiative (GRI) guidelines. This year, the Report has been prepared in accordance with the GRI guidelines, in 'Core' version, with the presentation of 122 indicators.

This report has been conceived as a part of a 2019-2021 triptych with the aim of creating a special case study that will show the parameters of Hemofarm's operations at the outbreak of the coronavirus pandemic, the parameters with which it maintained the continuity of its operations over the course of the pandemic, and the ones with which it continued fighting for the health of people in the first year after the pandemic.

Independent auditing company Ernst & Young d.o.o. Beograd has verified the compliance of the Report for 2020 with the indicated guidelines, as well as the accuracy of the provided information.

Hemofarm A.D. Sustainable Development Report is published annually and the previous one was published for the year 2019.

The author of this and the previous Reports: Dr Dušan Stojaković, Sustainable Development and Corporate Marketing Manager. The co-authors of the Report: representatives of all relevant Hemofarm departments within the Matrix Team for Sustainable Development Reporting.

Any questions, suggestions and dialogue on the topic of sustainable development can be addressed by e-mail to [svakodobro@hemofarm.com](mailto:svakodobro@hemofarm.com).



# ČUVARI ZDRAVLJA I INTEGRITETA

## GUARDIANS OF HEALTH AND INTEGRITY

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U vremenu u kome je na ispit stavljen opstanak čovečanstva, nastaviti uzlaznom linijom održivog razvoja predstavlja podvig. Hemofarm je u tome uspeo. Ovo govorim sa neskrivenim ponosom na 3.800 zaposlenih u Hemofarmu, ali i na sve kolege u našoj STADA grupi, na duh zajedništva i posvećenosti našim vrednostima: Entrepreneurship, Agility, Integrity i zajedništvu oličenom u ONE STADA kulturi. Postigavši ovaj uspeh, dokazali smo našu svrhu – brinuti o zdravlju ljudi kao partner od poverenja.

Pandemija COVID 19 pretvorila se u krizu nezapamćenih, neki su govorili i biblijskih razmera, ali svakako i u opomenu. Za one koji su je tako shvatili bila je i velika lekcija. Pre svega ona koja govori o tome da je zdravlje najvažnije i da o njemu treba brinuti uvek, a ne tek onda kada je ugroženo.

Mi u Hemofarmu to znamo i trudimo se da svojim delima to i dokažemo. Svim srcem pružali smo podršku lekarima i medicinskom osoblju – znali smo da bez sigurnog snabdevanja lekovima oni ne mogu da pruže negu koja je potrebna, i to ne samo ljudima obolelim od koronavirusa već i svim drugima kojima je zdravstvena nega potrebna. Pandemija COVID 19 bila je u žiži javnosti, ali to ne znači da drugih bolesti nije bilo, podjednako je bilo važno očuvati zdravlje svih ljudi. Kada je bilo najteže, u Hemofarmu smo uz najviše mere zaštite, organizovali rad i u četiri smene. Kolegijalni i solidarni, zaposleni u Hemofarmu dokazivali su da su farmaceuti tihi heroji ove pandemije.

Uspeli smo gotovo nemoguće, da i u ovoj godini, u ovakvim teškim okolnostima oborimo rekorde proizvodnje.

At a time when the survival of humanity has been put to the test, to keep up pursuing the road to sustainable development is a real feat. Hemofarm has made it. I say this while being exceptionally proud of 3800 employees of Hemofarm, as well as of all the colleagues in our STADA Group, of the spirit of unity and commitment to our values: Entrepreneurship, Agility, Integrity, and the unity reflected in ONE STADA culture. By achieving that success, we have proven our purpose – Caring for people's health as a trusted partner.

The COVID-19 pandemic turned out to be a crisis of unprecedented, or as some say, biblical proportions, but certainly a warning, too. For those who understood it that way, it was also a great lesson which, above all, teaches us that health is the most precious thing, that we should always take care of it, and not only when it is endangered.

We at Hemofarm are aware of that and are trying to prove it in practice. We wholeheartedly supported doctors and healthcare professionals, but were also aware that without ongoing supply of medicines, they cannot treat patients, that the pandemic did not mean that there were no other diseases, as well that it is important to safeguard the health of all other people. In the most difficult times, we organized the operation in Hemofarm in four-shift operation regime, while abiding by the strictest protection measures. By showing collegiality and solidarity, Hemofarm's people have proved that pharmacists are the silent heroes of this pandemic.

We managed the almost impossible, to break production records this year as well, in such difficult circumstances.



Proizveli smo oko 280 miliona pakovanja gotovih proizvoda, što znači oko 6,5 milijardi proizvedenih jedinica. Time je ostvareno povećanje obima proizvodnje za 6%, uz podizanje nivoa kompleksnosti za još 4%. Na taj način očuvali smo poverenje koje nam građani ukazuju već šest decenija. To je ujedno bio i najveći dar za sve nas u godini značajnog jubileja – 60 godina Hemofarma.

Zbog svega što su, deleći sudbinu svih ljudi sveta, ali ne odustajući od naše zajedničke misije, svi zaposleni u Hemofarmu dali za opšte dobro, naši ljudi zaslužuju aplauz koji traje. Aplauzom i špalirom zahvalnosti upravo njima i otpočelo je obeležavanje našeg jubileja. Svi zajedno dužnu pažnju smo posvetili svim medicinskim radnicima i apotekarima i svim našim partnerima, a lokalnoj zajednici smo se, povodom jubileja, zahvalili i četvorosatnim televizijskim programom koji je nacionalni javni servis RTS realizovao iz Vršca. Gotovo da nije bilo medija koji nije izvestio o jubileju, najvažnijim uspesima ali i važnim porukama koje su prenosili zaposleni Hemofarma dokazujući istinitost zvaničnog slogana „Sa nama život pobeđuje“.

We produced about 280 million finished product packs, accounting for around 6.5 billion produced units, thus recording an increase in production output of 6%, while raising the level of complexity by another 4%. In such a way, we managed to keep the trust that citizens have placed in us for already six decades. It was also the greatest gift for us all in the year of a significant jubilee - 60 years of Hemofarm.

For everything that all Hemofarm employees have done for the common good, sharing the fate of the people across the globe, but not giving up on our joint mission, our people deserve a lasting applause. That's why the celebration of our jubilee started with an applause and a line of managers expressing gratitude exactly to them. All of us together paid due attention to all medical professionals and pharmacists and all our partners, and on the occasion of the jubilee, we thanked the local community with a four-hour television program that the national public service RTS broadcasted from Vršac. There was almost no media that did not report on the jubilee, the most important achievements, but also the important messages conveyed by Hemofarm's employees, attesting the veracity of the official slogan 'Life wins with us'.



U situaciji u kojoj su mere zaštite stanovništva dovele do uspostavljanja i zatvaranja državnih granica i tamo gde su davno izbrisane, uspehi smo da pobedimo i jedan od najvećih izazova pred kojim se naša farmaceutska industrija: snabdevanje sirovinama i isporuka proizvedenih lekova i medicinskih sredstava.

Zahvaljujući pravovremenim i adekvatnim planiranjem nabavke sirovina, koordinisanim radom i maksimalnim zalaganjem svih zaposlenih, uspehi smo da isporučimo naše proizvode na sva tržišta na kojima STADA posluje i to u količini koja je zahtevana i u najvišem kvalitetu koji se podrazumeva. Iako je zbog svih okolnosti izvoz delimično opao, zadržali smo lidersku poziciju i stvorili uslove da u godini koja je u toku ponovo zabeležimo rast.

Potvrda da je lanac snabdevanja funkcionisao izuzetno uspešno na globalnom nivou stigla je sa samog vrha STADA grupe, u vidu nagrade za Agilnost, dok je nagradu za vrednost Entrepreneurship dobio naš tim Ugovorne proizvodnje za gotovo duplirani rezultat prodaje trećim licima u odnosu na postavljene ciljeve.

Uspešne STADA akvizicije za nas su značile i integraciju novih proizvoda i dodatno obogaćivanje našeg portfolija, a otpočeli smo i strukturiranje programa poboljšanja performansi – „STADA Plus“. Nastavili smo i razvoj sistema usklađenosti poslovanja (Compliance), što uključuje i promovisanje vrednosti i compliance kulture.

Ideje, entuzijazam i timski duh Hemofarmovih ljudi rezultirali su plasmanom na tržište 17 novolansiranih brendova, a našu suverenost u širokom spektru terapijskih lekova nastavili smo da dokazujemo i uvođenjem novih proizvoda koji će doprinosti unapređenju zdravlja stanovništva.

U cilju što lakše dostupnosti proizvoda koji čine značajan doprinos preventivi, Hemofarm je pokrenuo i „Zdravoteku“, novi vid prodaje vitamina, minerala, dijetetskih suplemenata, sirupa i drugih preparata koji se nalaze u slobodnoj prodaji u više od 100 maloprodajnih objekata širom Srbije.

In the circumstances in which the measures undertaken to protect the population have led to reinstating and closing the state borders, even where they have long since been erased, we have managed to overcome one of the biggest challenges that pharmaceutical industry has faced: supply of raw materials and delivery of medicines and medical devices.

Owing to timely and adequate planning of raw material purchasing, well-coordinated activities and investing maximum efforts of all employees, we managed to deliver our products to all markets in which STADA operates, in the demanded quantities and of the expected highest quality. In spite of a partial drop recorded in export due to overall circumstances, we have kept the leadership position and created the conditions for recording growth again in the current year.

Confirmation that the supply chain functioned extremely successfully came from the global STADA Group level, in the form of the Agility award, while the Entrepreneurship award was granted to our Contract Manufacturing team for almost doubling the result of sales to third parties in relation to the set goals.

Successful STADA's acquisitions for us involved the integration of new products and additional expansion of our portfolio, and we also started the performance improvement program initiative – 'STADA Plus'. We have also continued developing the Compliance system, involving the promotion of values and compliance culture.

Ideas, enthusiasm and team spirit of Hemofarm's people have resulted in the commercialization of 17 newly-launched brands in the market, and we kept on proving our sovereignty in a wide range of therapeutic areas by introducing new medicines that will contribute to improving the health of the population.

In order to enable even better accessibility to the products that significantly contribute to prevention, Hemofarm has launched 'Zdravoteka' shop display stands, a new model of sales of vitamins, minerals, and dietary supplements, syrups and other OTC products in more than 100 retail facilities all over Serbia.

Briga o zdravlju ljudi, podrazumevala je i brigu o zdravlju zaposlenih, pa su sve organizacione jedinice koje su čitav ili bar delimični proces rada mogle da obavljaju od kuće, to i činile. Da bi to bilo moguće, svi segmenti kompanije imali su nesebičnu stručnu podršku IT sektora i Stada IT Solutions (SITS). Naš Sektor korporativnih poslova i komunikacija obezbeđivao je neprekinutu komunikaciju zaposlenih, intenzivnu saradnju sa državom i partnerima i čvrste veze sa građanima. Pomagali smo ne samo bolnice i one koji su najugroženiji, već smo pružali i važne informacije i podršku svim građanima. Nismo odustali ni od edukativnih programa za zaposlene, ali i najbolje studente, od podrške kulturi i različitim vidovima psihološkog osnaživanja. „Nesalomivi smo samo zajedno“, glavna je poruka i naše nove kampanje, ali i ukupnog delovanja.

Izvrstan timski i pobednički mentalitet došao je do izražaja i na takmičenju Caring for people's health – ONE STADA company challenge. Među prvih 15 timova čak tri tima su bila iz Hemofarma iz Bosne i Hercegovine, a u konkurenciji od više od 500 STADA timova tim Hemofarma iz Tuzle je osvojio prvo mesto.

Negujući duh ONE STADA, ali i svesni značaja STADA Zdravstvenog izveštaja koji je ove godine obuhvatio čak 30.000 ispitanika iz 15 evropskih zemalja, sa ponosom smo najnovije rezultate prezentovali i u Srbiji. Ovi podaci obezbeđuju svojevrsnu zdravstvenu edukaciju i bolji uvid u zdravstvene navike i zdravstvene potrebe stanovnika različitih evropskih zemalja, uključujući i Srbiju. STADA ih je zato predstavila i u Briselu i sve svoje članice podstakla da povodom njega u svim zemljama pokrenu javnu diskusiju. Ponosan sam što je Hemofarm značajnim panelom koji je organizovao u Srbiji, uspešno započeo taj krug koji nam pomaže da sagledamo šta smo naučili iz iskustava tokom pandemije i šta je nužno preduzeti u budućnosti.

Integritet koji čuvamo braneći vaše poverenje garancija je da ćemo svi zajedno u tome uspeti.

Želim vam svako dobro.

dr Ronald Seeliger  
CEO Hemofarma

Care for people's health also involved the care for health of employees, so all organizational units, for which it was feasible, organized the entire or at least partial work processes from home. In order to make it possible, all company segments received the unselfish professional support of IT Division and Stada IT Solutions (SITS). Our Corporate Affairs and Communications Division provided continuous communication of employees, intensive cooperation with the authorities and partners, and strong ties with citizens. We have provided not only the support to hospitals and those the most at risk, but also the important information and support to all citizens. We didn't give up on educational programs for employees either, including also the programs for the best students, the support to culture and various kinds of psychological empowerment. When we are together, we are 'Unbreakable', is the main message of our new campaign, as well as of our all activities.

Exceptional team-oriented and winning mentality came to the fore also in Caring for people's health - ONE STADA company challenge. As many as three Hemofarm teams from Bosnia and Herzegovina ranked among the first 15 teams, and the Hemofarm team from Tuzla won the first place in the competition of more than 500 STADA teams.

Cherishing the spirit of ONE STADA, but also being aware of the importance of STADA Health Report, this year covering as many as 30.000 respondents from 15 European countries, we have proudly presented the latest results also in Serbia. These results provide a kind of healthcare education and a better insight into health habits and health-related needs of the population of various European countries, including Serbia. STADA therefore presented them in Brussels and encouraged all its member companies to initiate a public discussion on it in all countries. I am proud that Hemofarm has successfully started this cycle, with an important panel session organized in Serbia, which helps us realize what we have learned from the experiences during the pandemic and what needs to be done in the future.

The integrity we guard by keeping your trust is a guarantee that together we will make it.

All the best.

Dr Ronald Seeliger  
CEO Hemofarm



# OTPORNOST U VREMENU KRIZE I PROMENA

## RESILIENCE IN THE TIME OF CRISIS AND CHANGES

2020. godina bila je godina promena. Tokom nje, pandemija COVID-a 19 suočila je čitav svet, ali i svaku pojedinačnu osobu s velikom krizom, strahovima i novim načinom življenja. Ona je postavila izuzetne izazove, na test stavila čitave zdravstvene sisteme, a velika očekivanja usmerila je upravo na farmaceutsku industriju. Međutim, ova ogromna nadanja zatekla su nas tamo gde već čvrsto stojimo – na prvoj liniji borbe za značajne, pozitivne promene u ljudskim životima!

Zaposleni kompanije STADA pokazali su izuzetnu odgovornost i posvećenost našoj misiji i svrsi koju iskazujemo motom: „Brinemo o zdravlju ljudi kao pouzdan partner“. Oni su nastavili sa snabdevanjem lekovima i tokom ove pandemije, a naša snažna korporativna kultura i ONE STADA duh zajedništva ponovo su se pokazali kao pobjednički princip. Naši ljudi su pokazali otpornost i ispoljili Agilnost u vremenu krize bez presedana, obezbedivši doslednu nabavku lekova i doprinevši očuvanju čitavog društva čije breme i sami dele.

Ponosan što sam jedan od njih i izražavam duboko poštovanje i zahvalnost, kako našim ljudima tako i svim zdravstvenim radnicima širom sveta. STADA nastavlja da se divi njihovom uspešnom otporu tokom ovog teškog vremena. Kao njihov partner, maksimalno smo se trudili da ih podržimo u radu, dosledno obezbeđujući esencijalne lekove i usluge.

Četiri ključne vrednosti kompanije STADA – Agilnost, Preduzetništvo, Integritet i ONE STADA, kao vrednost koja izražava jedinstvo u

2020 brought a year of changes. Throughout the year, the COVID-19 pandemic affected the whole world, and brought every single individual a series of challenges, fears and new ways of living. Healthcare systems worldwide were put to the test, and many hopes were connected with the pharmaceutical industry. However, these great hopes have found us where we already are – at the forefront of striving to make a significant difference to people's lives!

STADA employees demonstrated exceptional responsibility, dedication and commitment to fulfill the company's purpose of "Caring for People's Health as a Trusted Partner" and kept supplying medicines throughout this pandemic. The winning principle was once more our strong corporate culture and the ONE STADA spirit of unity. Our people showed resilience and agility in the times of an unprecedented crisis, provided a consistent supply of medicines and contributed to the preservation of the entire society.

I am proud to be a part of this team and on this occasion, I express my respect and gratitude to all our employees, but also to all the healthcare professionals around the globe. As STADA, we have expressed our appreciation towards them and we continue to admire their successful resistance during this difficult time. And as their partner, we tried our utmost to support them in their work by providing essential medicines and services.

STADA's four core values of Agility, Entrepreneurship, Integrity and One STADA form the basis of our sustainable growth.



različitostima, predstavljaju bazu našeg održivog razvoja.

Agilnost nam omogućava da se prilagodimo promenama tržišnih zahteva i trendova uz stalno unapređenje poslovnih procesa. Neprestani izazovi i pronalaženje boljih načina za ono što radimo su, verujem, pravi primeri održivog razvoja u praksi.

Preduzetništvo je ugrađeno u našu DNK i omogućava nam razvoj, izradu i distribuciju proizvoda koji ispunjavaju, ali i predviđaju razne humane potrebe, što uključuje i blisku saradnju sa našim partnerima.

Integritet nam osigurava saradnju sa zdravstvenim radnicima i zainteresovanim stranama kroz ceo lanac snabdevanja na odgovoran način, kako bismo osigurali blagovremen i održiv pristup visokokvalitetnim, a pristupačnim proizvodima.

Delujući kao One STADA, razvijamo kulturu rasta u kojoj više od 12.500 zaposlenih različitih profila

Agility enables us to adapt to shift in market trends and needs while improving our process and practices. Constantly challenging and finding better ways to do things are, I believe, true examples of sustainable development in practice.

Entrepreneurship as part of our DNA enables us to develop, make and distribute products that fulfil those needs, including by working closely with partners.

Integrity ensures we work with healthcare professionals and stakeholders throughout the supply chain in a responsible way to ensure timely, sustainable access to high-quality, affordable products.

And by acting as One STADA, we provide a growth culture in which our diverse workforce of around 12,500 colleagues can prosper.

As a leading generics supplier, STADA facilitates access around the world to essential medicines in almost all therapeutic categories. The group's extensive and growing consumer healthcare



mogu da se razvijaju i napreduju.

Kao vodeći dobavljač generičkih lekova, STADA olakšava pristup prioritetnim, suštinski važnim lekovima širom sveta, što uključuje gotovo sve terapijske kategorije. Opsežni i rastući portfolio pomaže konzumentima da bolje brinu o svom zdravlju, a STADA dobija dodatni zamah, nudeći pacijentima i zdravstvenim radnicima nove mogućnosti kroz specijalne farmaceutske proizvode u oblastima kao što je terapija Parkinsonove bolesti.

Održavanje pristupa osnovnim, prioritetnim terapijama ključno je za našu misiju i svrhu. Preduzimamo brojne inicijative za jačanje lanca snabdevanja i unapređenja tehničkih operacija, poput instaliranja solarnih panela i ulaganja u savremene, efikasne proizvodne linije. Na mnogo načina, Hemofarm prednjači u ovim nastojanjima, bilo da se radi o uvođenju automatizovanih kranova i električnih viljuškara, odgovornoj upotrebi resursa, redukciji potrošnje vode, optimizaciji ambalaže za smanjenje štetnih emisija tokom transporta ili poboljšanju energetske efikasnosti uz sniženi toplotni gubitak u proizvodnim pogonima.

U srcu svih ovih aktivnosti leži suštinska svrha kompanije STADA, izražena motom „Brinemo o zdravlju ljudi kao pouzdan partner“. Kao podršku poboljšanju zdravstvenih sistema i globalnog zdravstvenog stanja, STADA već 7 godina sprovodi istraživanje „Izveštaj o javnom zdravlju“. U 2020. godini smo otišli i korak dalje. U ovoj studiji smo predstavili najviše zemalja do sada i medijski preneli virtuelni događaj koji je obuhvatio svih 12 zemalja učesnica, kako bismo rezultate podelili sa javnošću i najrelevantnijim globalnim institucijama. Drago mi je što je to već pokazalo značajne efekte i u Srbiji, jer naše istraživanje može da doprinese unapređenju zdravstva i zdravstvene politike zemlje u kojoj posvećeno radimo.

Više od 6 decenija, Hemofarm uspešno pokazuje šta znače odgovorno liderstvo i Integritet, promovišući STADA vrednosti i kulturu u kojoj pobednički mentalitet uključuje empatiju, solidarnost i borbu za opšte dobro.

Peter Goldschmidt,  
STADA CEO

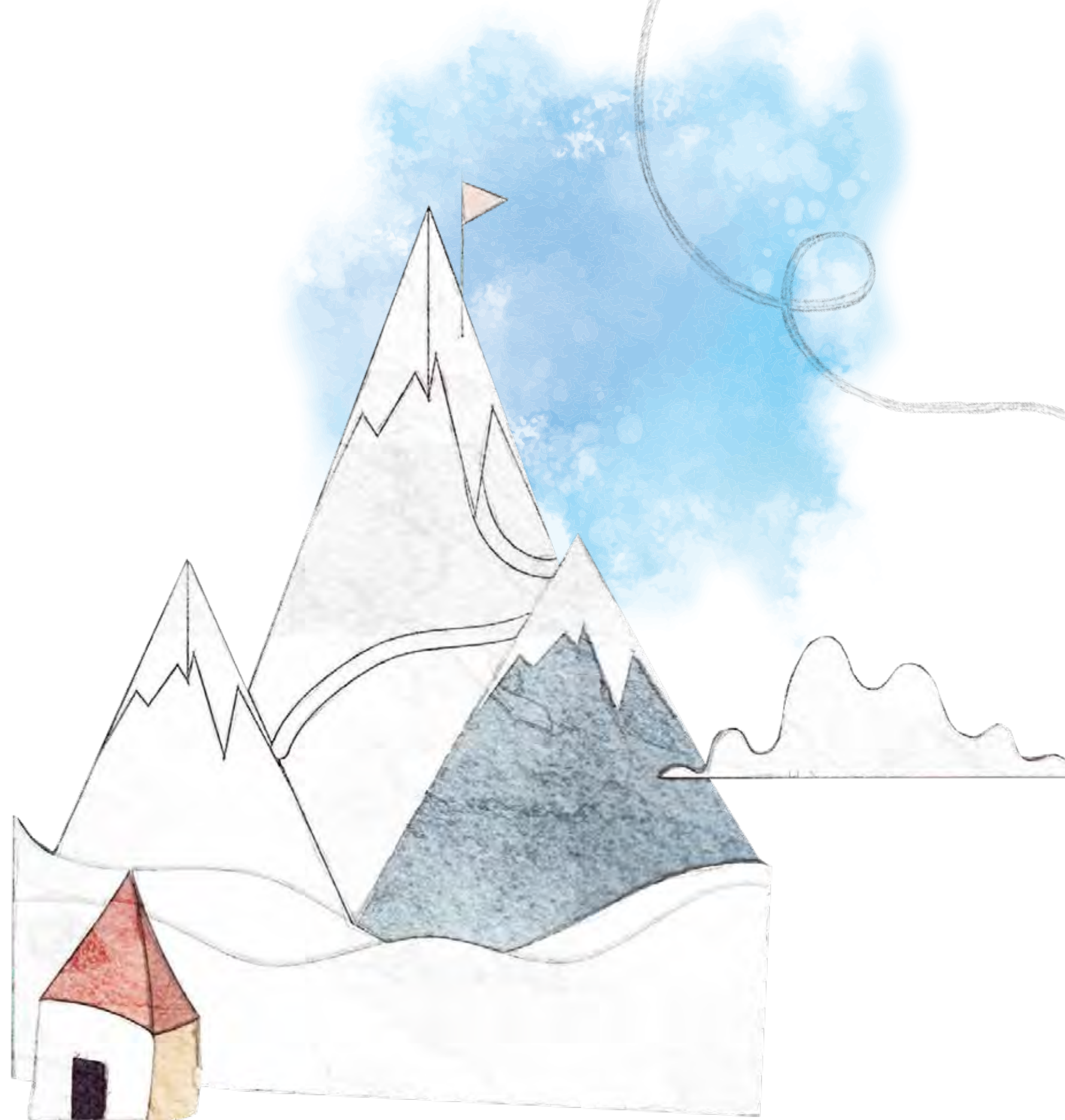
portfolio helps patients and consumers to care for their own health, while we are also gaining momentum in offering patients and healthcare professionals new options through specialty pharmaceuticals in areas like Parkinson's.

Sustaining access to essential therapies is central to STADA's purpose. Here, we are undertaking numerous initiatives to strengthen our supply chain and technical operations, such as installing solar panels and investing in modern, efficient production lines. In many ways, our Hemofarm affiliate is leading the way in these endeavors, be it installing automated racking cranes and electric forklifts, responsible use of resources and decrease of water consumption within its production, optimizing packaging to reduce transport emissions or improving energy efficiency by reducing thermal loss in production plants.

At the heart of all these activities is STADA's purpose: "Caring for People's Health as a Trusted Partner". To that aim, in support of improving healthcare systems and health in general, the group has already been conducting the comprehensive STADA Health Report survey for 7 years. And we stepped up in 2020. We represented more countries than ever in this study and broadcasted a fully virtual event in all 12 participating countries to share the results with the public and the most relevant global institutions. I am glad that it has already shown significant effects in Serbia as well that can contribute to debates around health policies.

For more than 6 decades, Hemofarm has been successfully proving what responsible leadership and integrity mean, while promoting the STADA values and the culture in which a winning mentality involves empathy, solidarity and fighting for a common good.

Peter Goldschmidt  
CEO STADA





# NESALOMIVI, JER SU NAM LJUDI IZNAD SVEGA UNBREAKABLE, BECAUSE PEOPLE ARE OUR TOP PRIORITY

Može li se u vremenu koje lomi biti nesalomiv? Mi mislimo da može. Ako ne daš da te slomi, ako voliš ljude, trudiš se da budeš bolji u inat i uprkos svemu, želiš da pomogneš i činiš sve da ovaj svet bude bolji. I kada to „ako“ pretvoriš u dela. Tako mi razumemo integritet i tako branimo poverenje. Tako vidimo održivi razvoj uvek, pa i u doba pandemije.

Naši slogani i kampanje zato nikada nisu promotivna sredstva. Oni čine suštinu onoga što radimo i živimo.

Kad kažemo „Brinemo o zdravlju ljudi kao pouzdan partner“ mi to i činimo. Kao Hemofarm, i kao član STADA porodice.

Zato smo u 2020. godini, kada je pandemija gotovo paralisala svet, oborili rekorde proizvodnje i obezbedili sigurno snabdevanje najkvalitetnijim lekovima. Pomoć i podršku iskazali smo i značajnim donacijama zdravstvenim ustanovama i sredinama u kojima poslujemo.

Sproveli smo i integrisanu kampanju „Branimo zdravlje, čuvamo poverenje“, a na svim ovdašnjim tržištima lokalizovali zahvalnice lekarima i farmaceutima koje je uputila čitava STADA grupa. Kampanja kojom smo obeležili jubilej – 60 godina Hemofarma, nagrađena je brojnim priznanjima, ali je nama bilo najvažnije to što smo opravdali njen slogan „Sa nama život pobeđuje“.

Da bi i u najtežim vremenima ostvarili svoju misiju – zaštitu zdravlja ljudi, Hemofarm i STADA uvek i pre svega brinu o svojim zaposlenima. Ovu našu porodicu branili smo od prvog dana pandemije svim sredstvima.

Can we be unbreakable in the times that break us? We think that we can. If you don't let it break you, if you love people, try hard to be better to spite and in spite of everything, if you want to help and do everything you can to make this world a better place. When you turn that 'if' into deeds. That is how we understand what integrity really means and that is how we defend trust. That is how we perceive sustainable development always, even in the time of pandemic.

For that matter, our slogans and campaigns are never just promotional means. They are the essence of what we do and live by.

When we say that we 'Care for people's health as a trusted partner', we actually do it. As Hemofarm, and as a member of STADA family.

That is why in 2020, when the pandemic almost paralyzed the world, we broke production records and ensured ongoing supply of the highest quality medicines. We also provided help and support by granting significant donations to healthcare institutions and the communities we operate in.

We have also implemented an integrated campaign 'We keep the trust by defending health', and conveyed the commendations to doctors and pharmacists in the local markets extended by entire STADA Group. The campaign for marking a jubilee – 60 years of Hemofarm, received numerous recognitions, but the most important one for us was that we justified its slogan 'Life wins with us'.

To achieve our mission – caring for people's health, even in the most difficult times, Hemofarm and STADA always and above all care for our employees. We defended this family of ours from day one of the pandemic by all means at our disposal.



Radovali smo se svakom poboljšanju situacije tokom pandemije koja ulazi u drugu godinu, ali ni u jednom trenutku nismo ukinuli pravila koja karakterišu kriznu situaciju. Jer COVID-19 kriza i dalje traje. Zato kontinuirano pružamo tačne i ažurne informacije, uključujući sve smernice našeg Tima za upravljanje kriznim situacijama. Posebnu pažnju posvećujemo preventivnim merama i značaju vakcinacije. U prethodnoj godini na intranetu je objavljeno: 481 tekst, više stotina informacija, postera i video-snimaka na internoj – HfTV i 310 direktnih imejl poruka sa obraćanjem generalnog direktora i senior direktora.

Svesni da je u izazovnim vremenima više nego ikad do sada, uz pravovremenu i tačnu informaciju, važno obezbediti i razumevanje, u 2021. putem imejl poruka dodatno smo pojačali komunikaciju između menadžmenta i svih zaposlenih, iz kojih su najvažnije informacije objavljivane i kao izvodi na intranetu Hemofarma. Kreirali smo i postere i desetine ilustrativnih slajdova koji su emitovani na internoj HfTV. Za bolje razumevanje pravnih procedura i procedura usaglašenosti kreirani su i lako razumljivi, motivišući stripovi.

We rejoiced in any improvement of the situation during the second year of the pandemic, but at no point did we suspend the rules that characterize the crisis situation. Because, COVID-19 crisis is still here. For that reason, we continuously provide accurate and updated information, including all guidelines of our Crisis Management Team. We pay special attention to preventive measures and the importance of vaccination. As many as 481 texts, hundreds and hundreds of pieces of information and visuals were published on the Intranet, various video materials were broadcasted on internal HfTV, and 310 direct e-mail messages of the CEO and Senior Management Team members were sent out over the course of the previous year.

Being aware that in challenging times, more than ever, it is important, along with timely and accurate information, to provide understanding, in 2021 we have further intensified e-mail communication of management with all employees, from which the most important information is published as excerpts on Hemofarm's Intranet. We also created visuals and dozens of illustrative slides which were published on the internal HfTV. For people to better understand legal and compliance procedures, we also created easy-to-understand and motivating comics.



Kad god je bilo moguće organizovani su i neposredni kolektivni susreti zaposlenih i predstavnika menadžmenta i najvišeg rukovodstva Hemofarma i STADA Grupe. I zbog mera bezbednosti i zbog uključenosti većeg broja ljudi ovi sastanci su prenošeni i posredstvom interneta.

Snažno promoviramo sve ključne glavne globalne i lokalne inicijative, a pre svega program STADA +, Super priče/Super Stories, Global TechOps nagrade koje se dodeljuju na nivou globalnih tehničkih operacija (Global TechOps Awards), program Hemofarm Top Leader i sva jubilara i druga priznanja koja su zaslužili naši zaposleni. Ljudi su se obraćali ljudima. Neposredni susreti svima su bili najvažniji, ali smo komunicirali i kroz tekstove, blogove i brojne video-priče. Deleći informacije, znanja i osećanja, jedni drugima smo bili primeri dobre prakse i pravih vrednosti.

Doprinos stvaranju lidera koji menjaju svet dali smo kroz još jedan program plaćene prakse najboljim studentima – CHANCE TO ADVANCE, nastavili smo Mentorski program i Internship programa Nemačka. Dodelili smo i treću „Nagradu za izuzetnost“ Hemofarm fondacije koja je u 2020. godini pripala rektorki Univerziteta u Beogradu Ivanka Popović zbog posvećenog rada sa studentima, uz odlučno zalaganje za očuvanje integriteta i ugleda Univerziteta, kao institucije od javnog značaja. Na onlajn ceremoniji su uz čelne ljude Hemofarma govorili i Nj.E. Tomas Šib, ambasador SR Nemačke u Srbiji i predsednik Srpske akademije nauka i umetnosti Vladimir Kostić, a događaj su zabeležili brojni mediji.

Aktivno učestvujemo u najvažnijim poslovnim asocijacijama kao što su PKS, AHK, FIC, Naled, Am Cham, doprinosimo poslovnom okruženju i celoj zajednici. U ovoj godini farmaciju Srbije predstavili smo i na međunarodnoj konferenciji za jugoistočnu Evropu u Kini.

Snagu brenda nastavljamo da gradimo i kroz društveno odgovorne aktivnosti, PR i digitalnu podršku našem marketingu i prodaji. Modernizovali smo postojeće a za nove proizvode kreirali posebne sajtove.

Live group meetings of employees and representatives of the management and top leaders of Hemofarm and STADA Group were organized whenever possible. Both due to security measures and due to the involvement of a larger number of people, these meetings were also streamed via the Internet.

We strongly promote all core global and local initiatives, primarily STADA + program, Super Stories, Global TechOps awards which are presented at the level of Global TechOps, Hemofarm Top Leader program and all jubilee and other well-deserved awards granted to our employees. People communicated with each other. Personal contacts were most important for everyone, but we also communicated through texts, blogs and numerous video stories, sharing information, skills and feelings. We were examples of good practice and true values to each other.

We have contributed to creating the world-changing leaders through another paid internship program for the best students – ‘CHANCE TO ADVANCE’. We kept implementing the Mentorship Program and Internship Program Germany. We also presented the third ‘Excellence Award’ of Hemofarm Foundation for the year 2020 to the Rector of the University of Belgrade Ivanka Popović for dedicated work with students, with a strong commitment to preserving the integrity and reputation of the University as an institution of public importance. In addition to Hemofarm’s top managers, H.E. Thomas Schieb, Ambassador of the Federal Republic of Germany to Serbia, and Vladimir Kostic, President of the Serbian Academy of Sciences and Arts, addressed the audience of the online ceremony, and the event was covered by numerous media.

We are active members of the most important business associations such as PKS (Chamber of Commerce and Industry of Serbia), AHK (German-Serbian Chamber of Commerce), FIC (Foreign Investors Council), NALED (National Alliance for Local Economic Development), AmCham, thus contributing to business environment and the entire community. We have also presented the pharmaceutical industry of Serbia at the international conference for Southeast Europe in China this year.

We continue to build upon the strength of the brand through socially responsible activities, and PR and digital support to our marketing and sales. We have modernized the existing and created new websites for new products.

U digitalnoj komunikaciji držimo prvo mesto u svojoj oblasti, sa hiljadama podržavalaca na svim društvenim mrežama. Agilnost smo iskazali i time što smo pokrenuli i digitalne platforme „svako dobro“ koje obezbeđuju vezu između apoteke i potrošača tako što korisnicima omogućavaju da lako i brzo odaberu i proizvod i apoteku iz koje posredstvom interneta kupuju ono što su izabrali.

Kao članovi UN Global Compacta, koji aktivno učestvuju i u Upravnom odboru UN GC u Srbiji, predstavili smo i STADA Zdravstveni izveštaj kao globalni vodič javnog zdravlja i neposredno ga vezali za ostvarenje unapređenja zdravlja – trećeg cilja Održivog razvoja. Važni rezultati i značajne poruke koji je doneo treći međunarodni STADA Zdravstveni izveštaj 2021, do građana su stigli i kroz brojne medijske objave, a našu komunikaciju na društvenim mrežama ispratilo je hiljade ljudi.

Preduzetnički duh vodio nas je dalje. One STADA znači i deluj globalno, misli lokalno. Rezultate STADA Zdravstvenog izveštaja predstavili smo i na značajnom panelu „Godina promene – zdravlje, pandemija i pouke“ pred brojnim zdravstvenim radnicima, farmaceutima, stručnom javnošću i medijima. U diskusiji su učestvovali premijerka Srbije Ana Brnabić, ministar zdravlja dr Zlatibor Lončar, direktor kancelarije Svetske zdravstvene organizacije za Srbiju Marijan Ivanuša i generalni direktor Hemofarma dr Ronald Zeliger. Bio je to skup značajnih ljudi, značajnih poruka i značajnih lekcija. Pričom o nama otpočeo je najgledaniji informativni program nacionalnog javnog servisa RTS-a, a zabeležen je i rekordni broj medijskih objava o jednom ovakvom događaju.

Svesni da osetljivost ljudi naročito dolazi do izražaja u kriznim situacijama, ali da sve više izazova donosi i savremeni način života, rešili smo da značajnu pažnju posvetimo mentalnom zdravlju ljudi. Tim pre što je mentalno zdravlje u 21. veku i dalje tabu tema. Rešeni da se to promeni, odabrali smo put iskrenosti, razumevanja, solidarnosti i ujedinjavanja u rešavanju problema. Samo zajedno bićemo neraslomivi.

Sanda Savić  
senior direktorka korporativnih poslova  
i komunikacija Hemofarma

In digital communication, we are the front runners in our field of business, with thousands of followers on all social networks. We have also shown agility by launching digital platforms ‘svako dobro’ that provide a link between pharmacies and consumers by allowing users to easily and quickly choose both the product and the pharmacy from which they would like to buy the chosen items online.

As a UN Global Compact member company, actively participating also in the UN GC Governing Board in Serbia, we have presented the STADA Health Report as a global guide to public health and directly linked it to health promotion - the third goal of Sustainable Development. Important results and significant messages conveyed by the third international STADA Health Report 2021, reached the citizens through numerous media announcements, while our communication on social networks was followed by thousands of people.

The entrepreneurial spirit took us further on. One STADA means act globally, think locally. We presented the results of STADA Health Report at an important panel session ‘Year of Changes - Health, Pandemic and Lessons Learned’ to numerous healthcare professionals, pharmacists, professional public and the media. The Prime Minister of the Republic of Serbia Ana Brnabić, the Minister of Health Zlatibor Lončar, the Director of the World Health Organization Office in Serbia Marijan Ivanuša and the CEO of Hemofarm Ronald Seeliger took part in the discussion. It was an eventful gathering of important people, important messages and important lessons. That is why the most watched informative program of the national public service RTS started with a story about us, while a record-breaking number of media announcements about such an event was recorded.

Being aware that people are particularly sensitive in crisis situations, and that the modern way of life imposes ever greater challenges, we have decided to pay significant attention to people's mental health. This is all the more so as mental health is still a taboo in the 21st century. Determined to change that, we have chosen the path of sincerity, understanding, solidarity and unification in solving problems. Only together will we be unbreakable.

Sanda Savić  
Senior Director of Corporate Affairs  
and Communications at Hemofarm





Hemofarm se zalaže za rodnu ravnopravnost u svim aspektima svog poslovanja, kako unutar kompanije, tako i u lancu snabdevanja. Vrednosti koje promoviše Cilj 5 održivog razvoja već su godinama unazad deo poslovne prakse kompanije.

Hemofarm is committed to gender equality in all aspects of its business, both within the company and across the supply chain. The values promoted by Sustainable Development Goal 5 have been a part of the company's business practice for years.

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## DIJALOG SA ZAJINTERESOVANIM STRANAMA

### DIALOGUE WITH STAKEHOLDERS

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Hemofarm kontinuirano preispituje svoje poslovanje i aktivnosti kroz dijalog sa svojim stejkholderima, usaglašavajući ih sa potrebama svih uključenih strana koje zajedno doprinose unapređenju društva. Jedna od suštinskih misija farmaceutske industrije jeste snažna podrška ostvarivanju dobrog zdravlja i blagostanja ljudi, što dijalogu sa stejkholderima daje funkciju svojevrsnog putokaza za dalji razvoj poslovanja i portfolija. Top menadžment Hemofarma pažljivo je odabrao grupe stejkholdera koje će biti uključene u osmi ciklus dijaloga koji je osnova za Hemofarmov triptih – izveštaje o održivom razvoju za 2019, 2020. i 2021. godinu. Suštinski cilj ostaje postizanje pune transparentnosti, izbalansiranosti i objektivnosti. Pored samog top menadžmenta kompanije (19 anketiranih), dijalogu su se priključili i:

- zaposleni Hemofarma (110 anketiranih),
- poslovni partneri, dobavljači, predstavnici medija, nevladinog i akademskog sektora – domaći i strani (50 anketiranih),
- doktori (60 anketiranih; različitih medicinskih specijalnosti)

Hemofarm je za osmi ciklus dijaloga sa stejkholderima (realizovan u 2019, a primenljiv na sva 3 naredna izveštaja) pripremio unapređenu anketu na srpskom i engleskom jeziku. Ukupno je anketirano 239 ispitanika, uz visoku stopu uključenosti od oko 94%, što svedoči o otvorenosti kompanije ka stejkholderima i uvažavanju njihovog mišljenja. Sadržaj ankete je usaglašen sa aktuelnom poslovnom strategijom STADA Grupe i nastojanjima da se unaprede performanse održivog razvoja.

Hemofarm continuously reviews its business operations and activities through dialogue with its stakeholders, aligning them with the needs of all parties involved, which jointly contribute to the improvement of society. One of the essential missions of the pharmaceutical industry is a strong support for providing good health and well-being of people, which makes the dialogue with stakeholders a kind of a roadmap for further business and portfolio development. Hemofarm's top management has carefully selected the groups of stakeholders to be involved in the eight cycle of the dialogue, which makes the basis of the Hemofarm's triptych – the Sustainable Development Reports for 2019, 2020 and 2021. The essential goal remains to achieve full transparency, balance and objectivity. In addition to the top management of the company (19 respondents), the following stakeholders also joined the dialogue:

- Hemofarm's employees (110 respondents),
- business partners, suppliers, media representatives, non-government and academic sector representatives – local and international (50 respondents),
- doctors (60 respondents; different medical specialties)

For the eight cycle of the dialogue with stakeholders (conducted in 2019, and applicable to each of the three subsequent reports), Hemofarm has prepared an improved survey in the Serbian and English language. A total of 239 respondents were surveyed, with a high response rate of around 94%, witnessing the company's openness to stakeholders and acknowledging their opinion. The contents of the survey have been aligned with the current strategy of STADA Group and the aspirations to improve the performances of sustainable development.





**TOP MENADŽMENT**  
TOP MANAGEMENT



**ZAPOSLENI**  
EMPLOYEES



**POSLOVNI PARTNERI I DOBAVLJAČI**  
BUSINESS PARTNERS AND SUPPLIERS



**FARMACEUTI I DOKTORI**  
PHARMACIESTS AND DOCTORS



**ZVANIČNE DRŽAVNE INSTITUCIJE I MEDIJI**  
OFFICIAL STATE INSTITUTIONS AND MEDIA



**PREDSTAVNICI NEVLADINOG I AKADEMSKOG SEKTORA**  
REPRESENTATIVES OF NON-GOVERNMENT AND ACADEMIC SECTOR

Anketa za rangiranje tema sprovedena je onlajn shodno merama prevencije usled pandemije koronavirusa. Prezentovano je 20 tema od uticaja na poslovanje Hemofarma, što je za jednu temu manje nego ranije. Teme su ostale direktno povezane sa korporativnim ključnim vrednostima Hemofarma i STADA Grupe.

The topic ranking survey was conducted online in accordance with the preventive measures due to the coronavirus pandemic. Twenty topics impacting Hemofarm's operations are presented, which is one topic less than before. The topics remained directly linked to the core corporate values of Hemofarm and STADA Group.

## Pokazatelji društvene odgovornosti / Tema od značaja za Hemofarm Social responsibility indicators / Hemofarm materiality topics

- 1. Unapređenje i optimizacija PORTFOLIJIA i razvoj i registracija NOVIH PROIZVODA koji su savremeni, komforni i pouzdani**  
1. PORTFOLIO improvement and optimization and development and registration of NEW PRODUCTS that are contemporary, comfortable and reliable
- 2. Ostvarivanje KVALITETA i BEZBEDNOSTI PROIZVODA prema farmaceutskim standardima**  
2. Achieving PRODUCT QUALITY and SAFETY in line with pharmaceutical standards
- 3. Odgovoran MARKETING i transparentne KOMUNIKACIJE uz maksimalnu dostupnost informacija**  
3. Responsible MARKETING and transparent COMMUNICATIONS with maximum availability of information
- 4. Uvažavanje potreba i ZADOVOLJSTVA KORISNIKA PROIZVODA uz proaktivan odnos prema reklamacijama**  
4. Respecting the needs and SATISFACTION OF PRODUCT USERS with proactive attitude to complaints
- 5. Motivacija i edukacija ZAPOSLENIH i kontinuirani razvoj KORPORATIVNE KULTURE**  
5. Motivation and education of EMPLOYEES and continuing development of CORPORATE CULTURE
- 6. Ostvarivanje i unapređenje BEZBEDNOSTI i ZDRAVLJA NA RADU**  
6. Achieving and improving OCCUPATIONAL SAFETY and HEALTH
- 7. Poslovna i društveno-socijalna USAGLAŠENOST i ANTIKORUPATIVNO delovanje**  
7. Business and social COMPLIANCE and ANTI-CORRUPTION activity
- 8. Poštovanje LJUDSKIH PRAVA i sprečavanje prinudnog rada i bilo kakvih zloupotreba**  
8. Respecting HUMAN RIGHTS and preventing forced labour and any abuse
- 9. Razvoj ORGANIZACIONE EFIKASNOSTI i rast POSLOVANJA uz unapređenje tržišnih pozicija**  
9. Development of ORGANIZATIONAL EFFICIENCY & BUSINESS OPERATIONS growth with the improvement of market positions
- 10. Pouzdane SIROVINE od potvrđenih dobavljača**  
10. Reliable RAW MATERIALS from certified suppliers
- 11. Bezbedno SKLADIŠTENJE i efikasan TRANSPORT**  
11. Safe STORAGE and efficient TRANSPORT
- 12. Usaglašenost i kontinuirano unapređenje TEHNOLOŠKIH KOMPETENCI**  
12. Compliance and continuous improvement of TECHNOLOGICAL COMPETENCIES
- 13. Brzo reagovanje na TRŽIŠNE PROMENE i IZAZOVE**  
13. Agile response to MARKET CHANGES & CHALLENGES
- 14. Uvažavanje mišljenja i DIJALOG SA KLJUČNIM ZAINTERESOVANIM STRANAMA**  
14. Appreciating the opinion and DIALOGUE WITH KEY STAKEHOLDERS
- 15. Unapređenje svesti i odgovornosti DOBAVLJAČA o društveno značajnim aspektima poslovanja**  
15. Raising awareness and responsibility of SUPPLIERS in view of socially important aspects of business operations
- 16. KORPORATIVNA DRUŠTVENA ODGOVORNOST i podrška lokalnim zajednicama**  
16. CORPORATE SOCIAL RESPONSIBILITY and support to local communities
- 17. Unapređenje ENERGETSKE EFIKASNOSTI i povećanje korišćenja obnovljivih izvoda energije**  
17. Improvement of ENERGY EFFICIENCY and increase in the consumption of renewable energy sources
- 18. Odgovorno upravljanje potrošnjom VODE i ostvarivanje vodene neutralnosti**  
18. Responsible WATER consumption management and achieving water neutrality
- 19. Odgovorno upravljanje EMISIJAMA GASOVA, pad generisanja otpada i kontinuirano unapređenje uticaja na životnu sredinu**  
19. Responsible GAS EMISSION management, reduced waste generation and continuous improvement of environmental impact
- 20. Prevencija i smanjivanje RIZIKA i upravljanje KRIZNIM SITUACIJAMA**  
20. RISK prevention and mitigation and CRISIS SITUATIONS management



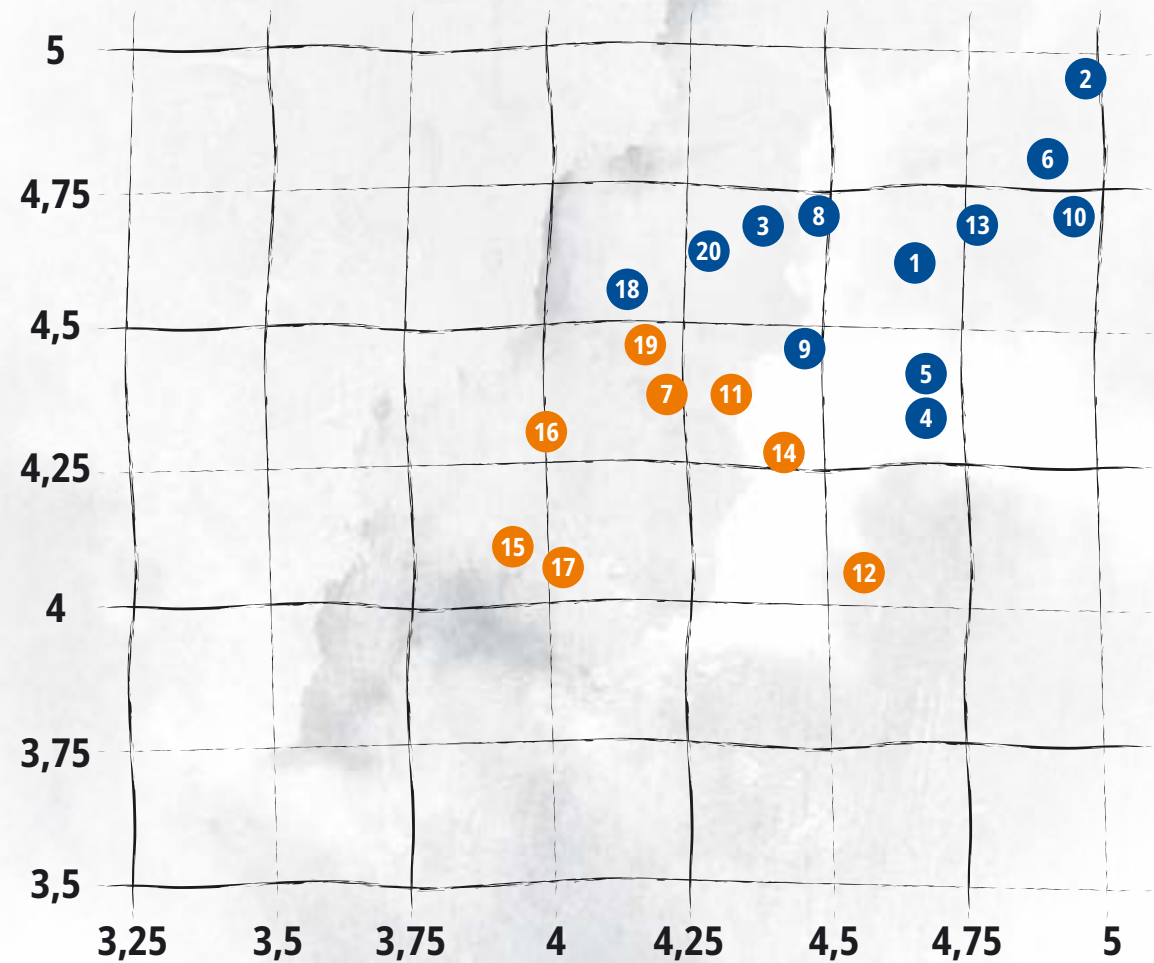
# MATRICA MATERIJALNOSTI I MATERIJALNE TEME

## MATERIALITY MATRIX AND MATERIALITY TOPICS

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Osmi ciklus dijaloga Hemofarma sa ključnim stakeholderima (2019) rezultirao je novim rangiranjem tema od najvećeg uticaja na kompaniju, društvo i okruženje. U skladu sa rezultatima ankete 12 tema su identifikovane kao materijalne teme (od ukupno 20) koje su u fokusu izveštavanja Hemofarma.

The eight cycle of Hemofarm's dialogue with the key stakeholders (2019) has resulted in a new ranking of the topics with the highest impact on the company, society and environment. In accordance with the survey results, 12 topics (out of a total of 20) have been identified as the materiality topics, which are the focus of Hemofarm's reporting.



Hemofarmove materijalne teme za 2019. su:  
Hemofarm's materiality topics for 2019 include:

1. Unapređenje i optimizacija PORTFOLIJA i razvoj i registracija NOVIH PROIZVODA koji su savremeni, komforni i pouzdani  
1. PORTFOLIO improvement and optimization and development and registration of NEW PRODUCTS that are contemporary, comfortable and reliable
2. Ostvarivanje KVALITETA i BEZBEDNOSTI PROIZVODA prema farmaceutskim standardima  
2. Achieving PRODUCT QUALITY and SAFETY in line with pharmaceutical standards
3. Odgovoran MARKETING i transparentne KOMUNIKACIJE uz maksimalnu dostupnost informacija  
3. Responsible MARKETING and transparent COMMUNICATIONS with maximum availability of information
4. Uvažavanje potreba i ZADOVOLJSTVA KORISNIKA PROIZVODA uz proaktivan odnos prema reklamacijama  
4. Respecting the needs and SATISFACTION OF PRODUCT USERS with proactive attitude to complaints
5. Motivacija i edukacija ZAPOSLENIH i kontinuirani razvoj KORPORATIVNE KULTURE  
5. Motivation and education of EMPLOYEES and continuing development of CORPORATE CULTURE
6. Ostvarivanje i unapređenje BEZBEDNOSTI i ZDRAVLJA NA RADU  
6. Achieving and improving OCCUPATIONAL SAFETY and HEALTH
8. Poštovanje LJUDSKIH PRAVA i sprečavanje prinudnog rada i bilo kakvih zloupotreba  
8. Respecting HUMAN RIGHTS and preventing forced labour and any abuse
9. Razvoj ORGANIZACIONE EFIKASNOSTI i rast POSLOVANJA uz unapređenje tržišnih pozicija  
9. Development of ORGANIZATIONAL EFFICIENCY & BUSINESS OPERATIONS growth with the improvement of market positions
10. Pouzdane SIROVINE od potvrđenih dobavljača  
10. Reliable RAW MATERIALS from certified suppliers
13. Brzo reagovanje na TRŽIŠNE PROMENE i IZAZOVE  
13. Agile response to MARKET CHANGES & CHALLENGES
18. Odgovorno upravljanje potrošnjom VODE i ostvarivanje vodene neutralnosti  
18. Responsible WATER consumption management and achieving water neutrality
20. Prevencija i smanjivanje RIZIKA i upravljanje KRIZNIM SITUACIJAMA  
20. RISK prevention and mitigation and CRISIS SITUATIONS management

Prateći kretanje materijalnih tema u odnosu na sedmi ciklus dijaloga sa stakeholderima, evidentan je uticaj pandemije kovid 19 na svest i stavove ljudi, kako unutar kompanije, tako i izvan nje. To se ogleda u generalnom kretanju i promenama pozicija rangiranja tema u okviru matrice materijalnosti, preko repozicioniranja određenih tema čiji je uticaj veći u kontekstu pandemije, pa sve do pojave novih tema kao materijalnih. Kvalitet proizvoda i pouzdanost sirovina, kao i bezbednost i zdravlje na radu, očekivano, shodno pandemiji, dodatno dobijaju na značaju kod svih uključenih stakeholdera. Značaj pouzdanosti sirovina dodatno potencira top menadžment kompanije u težnji da obezbedi kontinuitet poslovanja i neometano snabdevanje lekovima u borbi za zdravlje ljudi.

Following the trend of the materiality topics compared to the seventh cycle of the dialogue with stakeholders, the impact of the COVID-19 pandemic on the awareness and attitude of people, both inside and outside the company, is evident. It is reflected in the general trend and repositioning of the topics within the materiality matrix ranking, through repositioning of the specific topics the impact of which is higher in the context of the pandemic, to the appearance of the new topics as the material ones. Product quality and raw material reliability, as well as occupational health and safety, as expected considering the pandemic, gain in importance with all stakeholders involved. The top management of the company additionally underscores the significance of reliability of raw materials, aspiring to secure business continuity and continuous supply of medicines in the fight for the health of people.





# HEMOFARM U 2020.

## HEMOFARM IN 2020

102-1	102-2	102-3	102-4	102-5	102-6	102-7	102-8	102-9	102-10
102-11	102-12	102-13	102-17	102-18	102-32	102-41	102-45		
405-1	405-2								

<b>60 godina rasta<sup>1</sup> i razvoja<sup>2</sup> farmaceutskog brenda kome se veruje<sup>3</sup>.</b>  60 years of growth <sup>1</sup> and development <sup>2</sup> of a trusted pharmaceutical brand <sup>3</sup> .	<b>Portfolio obuhvata 410 (↓389) proizvoda različitih formi i doza<sup>4</sup>.</b>  Portfolio covers 410 (↓389) products of different forms and dosages <sup>4</sup> .	<b>Oko 3.800 (↑3.500) zaposlenih, od toga 2.878 (↑2.865) u Hemofarmu AD.</b>  About 3,800 (↑3,500) employees, of which 2,878 (↑2,865) in Hemofarm AD.
<b>PONOVO REKORD!</b> <b>Oko 6,5 milijardi ukupno proizvedenih jedinica (↑6%) ili 278 miliona pakovanja gotovih proizvoda.</b>  RECORD AGAIN! About 6.5 billions of total units produced (↑6%) or 278 millions of finished product packs.	<b>24,2% (↓25,6%) udeo po broju kutija, a vrednosno 10,6% (↓11,2)5.</b>  24.2% (↓25.6%) share in packs, and 10.6% (↓11.2%) in value terms <sup>5</sup> .	<b>54% (↑53%) udeo žena u kompaniji i gotovo isto toliko na rukovodećim pozicijama.</b>  54% (↑53%) share of women in the company and almost as much in management positions.
<b>Oko 38,5 (↑34,6) mlrd. din. prihod od prodaje u 2019.</b>  Income from sales amounting to RSD 38.5 (↑34.6) bill. in 2019	<b>Oko 60% udeo u izvozu lekova iz Srbije (↓70%), a ukupno 56% godišnje proizvodnje se izvozi (↓60%)6.</b>  About 60% share in export of medicinal products from Serbia (↓70%), and 56% of annual production exported, in total (↓60%) <sup>6</sup> .	<b>Važan proizvodni činilac STADA Grupe, prisutan na preko 30 tržišta na 3 kontinenta<sup>7</sup>.</b>  Important manufacturing factor of STADA Group, present in more than 30 markets on 3 continents <sup>7</sup> .

<sup>1</sup> Hemofarm je osnovan 1. juna 1960. u Vršcu, gde i danas ima sedište; od 2006. deo je nemačke STADA Grupe (2017. je preuzimaju investicioni fondovi Bain Capital i Cinven radi daljeg globalnog rasta). Preko 130.000m<sup>2</sup> zauzimaju Hemofarmovi proizvodi i poslovni objekti, koje čine: Centralni fabrički kompleks u Vršcu, fabrike u Dubovcu i Šapcu (Srbija), Banjaluci (BiH) i Podgorici (Crna Gora), predstavništva u Beogradu, Nišu, Novom Sadu i Kragujevcu, zavisna društva u Makedoniji, BiH, Crnoj Gori, Rumuniji, kao i laboratorija u Temišvaru (Rumunija).

<sup>2</sup> Hemofarm was founded on June 1st 1960 in Vršac where it is presently headquartered; since 2006, it has been a member of German STADA Group (it was taken over by the private equity funds Bain Capital and Cinven in 2017 for providing further global growth). Over 130,000m<sup>2</sup> are covered by Hemofarm's manufacturing and business facilities comprising: Central factory complex in Vršac, factories in Dubovac and Šabac (Serbia), Banjaluka (B&H) and Podgorica (Montenegro), representative offices in Belgrade, Niš, Novi Sad, and Kragujevac, subsidiaries in Macedonia, B&H, Montenegro, Romania, as well as the laboratory in Timisoara (Romania).

<sup>3</sup> Hemofarm je član najprestižnijih poslovnih udruženja, poput: AHK – Nemačko-srpska privredna komora, SAM – Srpska asocijacija menadžera, FIC – Savet stranih investitora, PKS – Privredna komora Srbije, AmCham – Američka privredna komora, NALED, UN Globalni dogovor itd. Development, UN Global Compact, etc.

<sup>4</sup> Hemofarm is a member of the most prestigious business associations, such as: AHK – German-Serbian Chamber of Commerce, SAM – Serbian Association of Managers, FIC – Foreign Investors Council, PKS – Serbian Chamber of Commerce and Industry, AmCham – American Chamber of Commerce, NALED – National Alliance for Local Economic Development, UN Global Compact, etc.

<sup>5</sup> Hemofarm i Hemofarm fondacija su i u 2020. dobitnici brojnih nagrada, a samo neke od njih su priznanje Srpskog filantropskog foruma i Fonda B92 za izuzetan doprinos u borbi protiv koronavirusa kao i za razvoj dobročinstva i filantropije (2020), Disrupt priznanje za TV spot „Sa nama život pobeđuje“ kojim je obeležen 60. jubilej kompanije (2020), kao i posebno priznanje „Best Event Award 2020“ koje dodeljuje International Festival of Events and Live Marketing „Conventa Crossover“, a za realizaciju projekta STADA Global Leadership Meeting-a u Beogradu krajem 2019. godine. Hemofarm fondacija bila je i finalist godišnje nagrade Global Generics & Biosimilars Awards za CSR inicijativu godine 2020.

<sup>6</sup> Hemofarm and Hemofarm Foundation were the winners of numerous awards also in 2020, some of which include the recognition of the Serbian Philanthropy Forum and B92 Fund for outstanding contribution in the fight against coronavirus as well as for the development of charity and philanthropy (2020), Disrupt recognition for the TV spot 'Life Wins with Us' by which the 60th anniversary of the company (2020) was marked, as well as the special recognition 'Best Event Award 2020' granted by the International Festival of Events and Live Marketing 'Conventa Crossover', for implementation of the project STADA Global Leadership Meeting in Belgrade at the end of 2019. Hemofarm Foundation was also a finalist of the annual Global Generics & Biosimilars Awards for CSR initiative in 2020.

<sup>7</sup> 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>8</sup> Including prescription medicines (Rx), prescription-free medicines which comprise vitamins, minerals, food supplements (OTC, CHC), as well as dietary supplements.

<sup>9</sup> Usled optimizacije portfolija i fokusa na izvoz na interkompanijska tržišta STADA Grupe i Hemofarm Grupe.

<sup>10</sup> The result of portfolio optimization and focussing on export to the intercompany markets of STADA Group and Hemofarm Group.

<sup>11</sup> Usled objektivnih eksternih faktora uticaja iniciranih pandemijom koronavirusa.

<sup>12</sup> Due to objective external factors of effects brought about by the coronavirus pandemic.

<sup>13</sup> Tržišta Jugoistočne Evrope, EU, Bliskog istoka, Severne Afrike i ZND

<sup>14</sup> The markets of Southeast Europe, EU, Middle East, North Africa and CIS

Hemofarm je farmaceutske lider u Srbiji i regionu, koji proizvodi kvalitetne, efikasne, bezbedne i dostupne generičke farmaceutske proizvode. Liderska pozicija u branši potvrđuje viziju kompanije, koja nastoji da Hemofarm učini liderom i u brizi o zdravlju uopšte. To potvrđuje i korporativni slogan

## Naša Misija. Vaše zdravlje.

ilustrujući misiju koja je posvećena unapređenju kvaliteta života ljudi kroz sveobuhvatnu brigu o zdravlju, u čemu posebnu ulogu ima i Hemofarm fondacija, kao vodeća zdravstvena fondacija u Srbiji.

Hemofarm A.D. je akcionarsko društvo koje posluje u okviru nemačke STADA Grupe, a najviša upravljačka tela u kompaniji su 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 18 članova, zajedno sa generalnim direktorom).

Dr Seeliger rukovodi radom SMT-a u kreiranju, implementaciji i usaglašavanju poslovne strategije sa poslovnim aktivnostima STADA centrale u Nemačkoj. SMT se kroz dinamičan matrični organizacioni model, maksimalno otvoren ka STADA-i, pored ostalog, zalaže i za poštovanje principa i vrednosti održivog razvoja i njihovu primenu u svim aspektima poslovanja, što potvrđuju i korporativni Principi upravljanja i Principi održivog razvoja Hemofarma, koji obuhvataju: 1) Ljudska prava i bezbednost, 2) Dostojanstven rad i častan posao, 3) Antikorupciju i usaglašenost, 4) Odgovorno poslovanje, kvalitet i održivu proizvodnju, 5) Etički marketing i komunikacije i 6) Efikasnost, integritet i životnu sredinu.<sup>8</sup>

<sup>8</sup> Dostupni svim zainteresovanim stranama na korporativnom sajtu.

<sup>9</sup> Available to all stakeholders on the corporate website.

Hemofarm is a national and regional pharmaceutical leader, which produces high-quality, efficient, safe and affordable generic pharmaceuticals. The leading position in the industry confirms the vision of the company, aspiring to make Hemofarm a leader in health care in general. It is also confirmed by the corporate slogan

## Our Mission. Your Health.

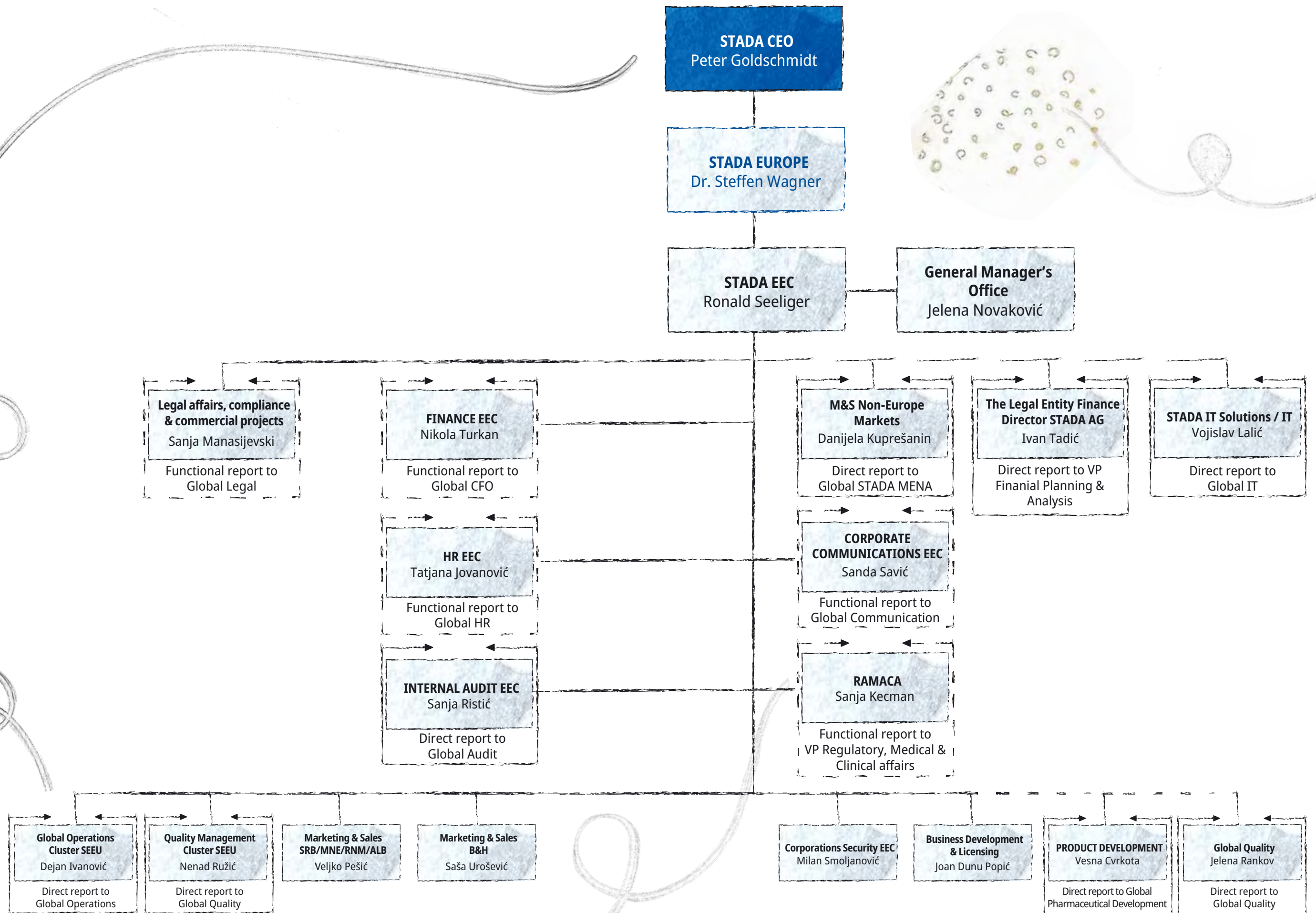
illustrating the mission which is committed to improvement of the quality of people's life through a comprehensive health care, wherein Hemofarm Foundation plays a special role as a leading healthcare foundation in Serbia.

Hemofarm A.D. is a joint stock company operating within German STADA Group, and the top management bodies in the company are the Chief Executive Officer - Dr Ronald Seeliger, and SMT – Senior Management Team, acting as the Board of Directors, which is composed of Senior Directors and Managers of leading corporate functions (composed of a total of 18 members, together with the CEO).

Dr Seeliger manages the work of SMT in creation, implementation and alignment of the business strategy with the business activities of the STADA Headquarters in Germany. Through the dynamic matrix organizational model open to STADA to the maximum level, SMT is committed, apart from other things, to respecting the principles and values of sustainable development and their application in all aspects of business, which is confirmed also by corporate governance principles and sustainable development principles of Hemofarm which include: 1.) Human Rights & Security, 2.) Dignified Work and Decent Employment, 3.) Anti-corruption and Compliance, 4.) Responsible Business, Quality and Sustainable Production, 5.) Ethical Marketing and Communications and 6.) Efficiency, Integrity & Environment.<sup>8</sup>









# NAŠE VREDNOSTI I NAŠI CILJEVI ODRŽIVOG RAZVOJA OUR VALUES AND OUR SUSTAINABLE DEVELOPMENT GOALS

102-16

Hemofarm je u svom prethodnom Izveštaju o održivom razvoju (za 2019) prikazao blisku povezanost ciljeva održivog razvoja sa korporativnim ključnim vrednostima STADA Grupe i korporativnom kulturom. Svaka vrednost je posvećena promociji konkretnih Ciljeva održivog razvoja (UN Sustainable Development Goals – SDGs), na osnovu dvosmernog uticaja i značaja za tri osnovna stuba održivosti – ljude, dostignuća i planetu:

Strateška povezanost korporativnih vrednosti i ciljeva održivog razvoja (SDG)

In its previous Sustainable Development Report (2019), Hemofarm presented the close connection between the sustainable development goals and the core corporate values of STADA Group and the corporate culture. Each value is dedicated to promotion of the specific UN Sustainable Development Goals - SDGs, based on the two-way impact and significance for the three basic pillars of sustainability – people, achievements and the planet:

Strategic link between corporate values and sustainable development goals (SDG)

AGILITY



ENTREPRENEURSHIP



INTEGRITY



ONE STADA



Povezanost korporativnih vrednosti i ciljeva održivog razvoja potvrđena je i na delu, u svakodnevnoj poslovnoj praksi, te je Hemofarm pristupio izveštavanju o održivom razvoju upravo sa stanovišta svog doprinosa ispunjavanju ovih ciljeva<sup>9</sup>. Liderska pozicija u oblasti održivog razvoja u Srbiji, regionu i u STADA Grupi, uz lidersku poziciju u samoj branši, pred Hemofarm stavljaju dodatnu odgovornost ne samo da prati savremene trendove već da ih sam i postavlja u cilju motivacije drugih da i oni budu aktivni u pružanju doprinosa ostvarivanju ciljeva održivog razvoja UN.

Pandemija koronavirusa, koja je zatekla svet prošle godine, i dalje traje, a sistem javnog zdravlja, globalno posmatrano, još uvek pokušava da se izbori sa jednim od najvećih pritisaka do danas. Pored ljudskih žrtava, intenzivnog i lakog širenja virusa, ekonomske blokade, izolacije ljudi, zdravstvena infrastruktura pokazala se neadekvatnom, jednako kao i spremnost ljudi da poštuju socijalnu distancu. Propisivanje adekvatne terapija protiv kovida 19 bio je suštinski izazov, oročen u najkraćem roku vremena, kako bi se sačuvao što veći broj ljudskih života. U toj borbi, Hemofarmovi lekovi su se našli u zvaničnom terapijskom protokolu i to onom koji daje dobre rezultate. U skladu sa tim, top menadžment kompanije doneo je odluku da, uprkos svim blokadama i preprekama, farmaceutska proizvodnja ne sme da stane! Svakako, bezbednost i zdravlje zaposlenih u Hemofarmu ostali su jedan od glavnih prioriteta kompanije! Ubrzo je postalo jasno – da je radnik u proizvodnji, koji radi u četiri smene i to 24/7, bez obzira na kovid 19, zapravo treći stub zdravlja, pored doktora i farmaceuta. Bez tog radnika i njegovog rada, kao i njegovih koleginica i kolega iz R&D, QA/QC, skladištenja i transporta, ali i svih sektora Hemofarma, prevencija i lečenje gotovo da nisu mogući!

The link between the corporate values and sustainable development goals is also demonstrated in everyday business practice, so Hemofarm approached the reporting on sustainable development precisely from the point of view of its contribution to the fulfillment of these goals<sup>9</sup>. The leading position in the field of sustainable development in Serbia, region-wide and within STADA Group, and the leading position in the pharmaceutical industry itself, impose an additional responsibility on Hemofarm not only to follow modern trends, but also to set them itself motivating others to be active in contributing to the achievement of the UN Sustainable Development Goals.

The coronavirus pandemic, which has caught the world off guard last year, is still going on, and in the global eye, the public healthcare system is still trying to cope with the greatest pressure ever. In addition to human casualties, intensive and easy spread of the virus, economic blockade, isolation of people... healthcare infrastructure has proved equally inadequate as the willingness of people to respect social distancing. Prescribing adequate therapy against COVID-19 was an essential challenge, limited by the shortest time frames, to preserve as many lives as possible. In that fight, Hemofarm's medicinal products were included in the official therapeutic protocol, the one that gives good results. Accordingly, the top management of the company has decided that, despite all the blockades and obstacles, pharmaceutical production must not stop! By all means, the safety and health of Hemofarm employees remained one of the company's top priorities! It has soon become evident that the production workers, who work in four shifts 24/7, regardless of COVID-19, are actually the third pillar of health, in addition to doctors and pharmacists. Without these workers and their work, as well as their colleagues from R&D, QA/QC, warehousing and transport, as well as all Hemofarm divisions, prevention and treatment are almost impossible!

<sup>9</sup> Radi adekvatnog sagledavanja uticaja pandemije koronavirusa na državni, civilni i privredni sektor, Hemofarm će svoj izveštaj za 2020, po uzoru na koncept izveštaja za 2019, prezentovati iz ugla ciljeva održivog razvoja koji su posebno senzitivni u doba pandemije koronavirusa, uvažavajući nastojanja Globalnog dogovora UN.

<sup>9</sup> In order to adequately assess the impact of the coronavirus pandemic on the state, civil and business sectors, Hemofarm will present its report for 2020, based on the concept of the report for 2019, from the perspective of sustainable development goals that are particularly sensitive during the coronavirus pandemic, respecting the UN Global Compact efforts.



To je čitav Hemofarmov kolektiv, uz lekare i farmaceute, učinilo herojima savremenog doba<sup>10</sup>, što je bila i inspiracija za jubilarni moto Hemofarma – sa nama život pobeđuje! Otuda i inspiracija da se kreira triptih Izveštaja o održivom razvoju (2019–2021) koji će ilustrovati kretanje svih parametara poslovanja i održivosti kompanije uoči pandemije, tokom pandemije i posle nje.

U godini koja je promenila svet, suočeni sa izazovom da se preživi i opstane, da se sačuvaju vitalne životne, privredne, obrazovne i društvene funkcije, da se čovek adaptira na „ново normalno“, nekoliko ciljeva održivog razvoja UN izdvojilo se u prvi plan:

- Cilj 3: Dobro zdravlje i blagostanje
- Cilj 4: Kvalitetno obrazovanje
- Cilj 5: Rodna ravnopravnost
- Cilj 6: Čista voda i sanitarni uslovi
- Cilj 8: Dostojanstven rad i ekonomski rast
- Cilj 10: Smanjenje nejednakosti
- Cilj 16: Mir, pravda i jake institucije

Cilj 3 ostaje najvažniji cilj Hemofarma – da kroz svoju primarnu delatnost, razvoj svesti i kvalitetne a dostupne proizvode potpomogne sprečavanje širenja pandemije koronavirusa, te ostvarivanje dobrog zdravstvenog stanja ljudi<sup>11</sup>, kao i razvoj zdravih životnih stilova i navika, uz blagostanje.

U skladu sa Ciljem 4<sup>12</sup>, sve više dobija na značaju proaktivno uključivanje kompanija poput Hemofarma, koji već ima različite programe podrške obrazovanju – od podrške konceptu dualnog obrazovanja kroz plaćene prakse u Hemofarmu, unapređene studentske programe i modele laboratorija na fakultetima, preko programa stipendija za učenike i studente, do mentorskog programa i specijalizovanih poseta radi upoznavanja sa državnim, obrazovnim i ekonomskim sistemima vodećih zemalja EU.

This made the entire Hemofarm staff, together with doctors and pharmacists, the heroes of the modern age<sup>10</sup>, which was the inspiration for the jubilee motto of Hemofarm - life wins with us! Hence the inspiration to create a triptych of the Sustainable Development Reports (2019-2021) that will illustrate the trend of all corporate business and sustainability parameters before, during and after the pandemic.

In the year that has changed the world, being faced with the challenge of surviving, preserving vital life, business, educational and social functions, adapting to the 'new normal', several goals came to the fore:

- Goal 3: Good health and well-being
- Goal 4: Quality education
- Goal 5: Gender equality
- Goal 6: Clear water and sanitation
- Goal 8: Decent work and economic growth
- Goal 10: Reduced inequalities
- Goal 16: Peace, justice and strong institutions

Goal 3 remains the most important goal of Hemofarm – to help in preventing the spread of the coronavirus pandemic, and attaining good health of people<sup>11</sup>, as well as developing healthy life styles and habits along with well-being, through its core activity, raising of awareness and high-quality and affordable products.

In accordance with the Goal 4<sup>12</sup>, the proactive involvement of companies such as Hemofarm is increasingly gaining in importance, as it actually already has various programs to support education - from supporting the concept of dual education through paid internships at Hemofarm, improved study programs and laboratory models at faculties, through scholarship programs for secondary-school and university students, to the mentorship program and special-purpose visits to get acquainted with the state, educational and business systems of the leading EU countries.

<sup>10</sup> Zato su zaposleni iz proizvodnje dobili gromoglasan aplauz podrške od top menadžmenta u špaliru na ulazu u Hemofarm između dve smene, kada jedni odlaze, a drugi dolaze na posao! Time je i obeležen šezdeseti rođendan kompanije, potvrđujući da je život ipak pobeđio.

<sup>10</sup> For that, the production employees received a thunderous applause of support from the top management members, who were standing in a line at Hemofarm's entrance and greeting workers who were coming to or going from work in-between shifts! The 60th anniversary of the company was marked by that gesture, confirming that life is still winning!

<sup>11</sup> Svetske statistike su pokazale razmere pandemije i o konkretnim brojkama nije zahvalno govoriti, jer se one iz sata u sat menjaju. Ipak, podatak od oko 167 miliona obolelih, uz gotovo četiri miliona preminulih u svetu, uz preko 710 hiljada obolelih u Srbiji i gotovo sedam hiljada preminulih, najbolje svedoče da jak imunitet i očuvanje zdravlja postaju važniji nego ikada pre!

<sup>11</sup> Global statistics have shown the scale of the pandemic, but we should not mention any specific numbers, because they change from hour to hour. However, the figures of around 167 million infected persons, with almost four million deaths in the world, with more than 710 thousand infected people in Serbia and almost seven thousand deaths, best evidence that strong immunity and care for health are becoming more important than ever before!

<sup>12</sup> Prognoze UNESCO-a su da je pandemija ugrozila preko 73% ukupne populacije onih koji nešto uče u ovom trenutku.

<sup>12</sup> UNESCO estimates that the pandemic has threatened over 73% of the total population of those who are learning something at the moment.

Ravnopravnost žena i muškaraca bi trebalo da je odavno ispričana priča, što realnost demantuje. Zato cilj 5 i dalje ima suštinski značaj. U doba pandemije, mnoge teme koje iz ovog cilja proizilaze postaju još važnije. Jedna od takvih je tema dodatne opterećenosti žena danas, koje su, osim stuba zdravlja, i glavni oslonac porodice<sup>13</sup>. Žene predstavljaju većinu zaposlenih u Hemofarmu, a senzitivnost balansa njihovih životnih i poslovnih uloga još više dobija na značaju. Zato je briga o njima danas posebno važna.

Budući da je pristup vodi, uz elementarne sanitarne uslove, jedan od prvih stubova prevencije širenja pandemije koronavirusa<sup>14</sup>, cilj 6 u novonastalim okolnostima ima poseban značaj. Kompanije poput Hemofarma u maloj meri direktno doprinose ovom cilju, ali kroz sveukupan odnos čine suštinski pomak u ostvarivanju veće dostupnosti vode stanovništvu. Dobar primer je smanjenje utroška vode u proizvodnji u Hemofarmu, kao i težnja ka opštem vodenom balansu (koliko se vode zahvati, toliko se i vrati u okruženje). Hemofarm poseduje sopstvene reni bunare iz kojih crpi vodu, čime ne opterećuje sistem javnog vodovoda, a poseduje i sopstvene primarne prečistače otpadnih voda.

Globalna radna snaga, kao i privreda pre svega, duboko su pogođene pandemijom<sup>15</sup>. Zemlje bi trebalo da garantuju barem osnovni nivo socijalne sigurnosti i zdravstvene zaštite stanovništvu. Priklijučujući se tim naporima, Hemofarm i STADA Grupa nastoje da sačuvaju svako pojedinačno radno mesto, upravo ističući suštinski značaj cilja 8 u novonastalim okolnostima.

Equality of women and men should be the matter which was clarified a long time ago, but the reality is nevertheless different. That's why the Goal 5 is still of key importance. At the time of the pandemic, many of the topics arising from this goal are becoming even more significant. One of such topics is the topic of additional workload on women today, who, in addition to being a pillar of health care, are also the mainstay of the family nowadays<sup>13</sup>. Women represent the majority of Hemofarm employees, and the sensitivity of the balance of their private and business roles is gaining even more in importance. That is why the care for them is presently especially important.

As the access to water, together with elementary sanitation, is one of the first pillars of preventing the spread of coronavirus<sup>14</sup>, the Goal 6 has a special importance in these new circumstances. The direct contribution of companies like Hemofarm to this goal is small, but through the overall approach, they make an essential breakthrough in providing a higher level of accessibility of water to the population. A good example is the reduction of water consumption in Hemofarm's production, as well as aspiring to general water neutrality (the amount of water taken is returned to the environment). Hemofarm has its own Ranney wells from which it takes water, which does not burden the public water supply system, and it also has its own primary wastewater treatment plants.

The global workforce, as well as the economy above all, are deeply affected by the pandemic<sup>15</sup>. Countries should guarantee at least a basic level of social security and healthcare to population. Joining in these efforts, Hemofarm and STADA Group strive to preserve each individual job, emphasizing the essential importance of the Goal 8 in the new circumstances.

<sup>13</sup> Žene na svojim ramenima nose blagostanje zemalja i trenutno rađe danonoćno, držeći društva zajedno, kroz zdravstvenu zaštitu, brigu o majkama, brigu o starijima, onlajn nastavu, brigu o deci, u apotekama, u prehrambenim prodavnicama i kao socijalne radnice. To se ne sme zanemariti! Naprotiv!

<sup>13</sup> Women carry the well-being of countries on their shoulders and currently work day and night, keeping societies together, through health care, maternal care, care for the elderly, online classes, child care, working in pharmacies, grocery stores and as social workers. This should not be neglected! It should be the other way round!

<sup>14</sup> Danas pristup sanitarnoj vodi u svojim domovima još uvek nema gotovo tri milijarde ljudi u svetu.

<sup>14</sup> Almost three billion people in the world is presently still deprived of the access to sanitary water in their homes.

<sup>15</sup> Prema procenama Međunarodne organizacije rada (International Labour Organization – ILO) 114 miliona ljudi će ostati bez posla usled posledica pandemije.

<sup>15</sup> According to estimates of the International Labour Organization (ILO), 114 million people will lose their jobs in the aftermath of the pandemic.



U krizama, najugroženiji, uključujući žene i decu, osobe sa invaliditetom, marginalizovane i raseljene, plaćaju najveću cenu. Doprinos smanjivanju nejednakosti, za koji se zalaže cilj 10, ostaje jedan od zadataka Hemofarma, barem što se tiče zdravlja i prevencije ili izlečenja bolesti – jer je Hemofarm pouzdan partner čija je misija zdravlje ljudi!

Mir, pravda i jake institucije srž su opstanka svakog društva, čemu teži cilj 16<sup>16</sup>. Podrška Hemofarma unapređenju infrastrukture ustanova javnog zdravlja, predstavlja dobar primer ključnog partnerstva javnog i privatnog sektora za bolji kvalitet života civilnog društva kroz dostupnije lečenje i opšte zdravlje nacije.

Hemofarm i STADA usmeravaju svoje korporativne vrednosti ka borbi sveta sa pandemijom koronavirusa, te tako nastoje da trenutno doprinesu sledećim ciljevima održivog razvoja: Agility – postizanju ciljeva 5 i 6, Entrepreneurship – postizanju ciljeva 8 i 10, Integrity – postizanju ciljeva 3 i 4, kao i One STADA – postizanju cilja 16. To praktično znači da su Hemofarm i STADA sve svoje održive uspehe i kompetencije, kao i svi odgovorni lideri, stavili u funkciju očuvanja globalnog zdravlja. Ciljevi koji su kontinuirano povezani sa korporativnim vrednostima, takođe su privremeno stavljeni u funkciju doprinosa razvoju globalnog društva i sprečavanju širenja pandemije<sup>17</sup>.

In crisis times, the most vulnerable groups, including women and children, people with disabilities, marginalized and displaced people, pay the highest price. Contributing to the reduction of inequality, which is what the Goal 10 advocates for, remains one of the tasks of Hemofarm, at least in terms of health and prevention or disease treatment - because Hemofarm is a trusted partner whose mission is to care for the health of people!

Peace, justice and strong institutions are at the heart of the survival of any society, which is what the Goal 16 strives for<sup>16</sup>. Hemofarm's support for improving the infrastructure of public healthcare institutions is a good example of the crucial partnership between the public and private sectors for providing a better quality of life of the civil society through more accessible treatment and general health of the nation.

Hemofarm and STADA are focusing their corporate values on the support to global efforts to fight the coronavirus pandemic, thus striving to contribute to the following sustainable development goals: Agility – achieving of Goals 5 and 6, Entrepreneurship – achieving of Goals 8 and 10, Integrity – achieving of Goals 3 and 4, as well as One STADA - achieving of Goal 16. This practically means that Hemofarm and STADA have put all their sustainable successes and competencies, as well as all responsible leaders, in the function of preserving global health. The goals, which remain continuously linked to the corporate values, have also been temporarily put at the service of the contribution to the development of the global society and pandemic containment<sup>17</sup>.

<sup>16</sup> Ovaj cilj je zapravo pronalaženje načina da se osigura da svi žive u mirnom društvu. Generalni sekretar UN apelovao je na trenutni globalni prekid vatre u svim krajevima sveta i na ujedinjene međunarodne napore u borbi protiv pandemije koja hara svetom.

<sup>16</sup> This goal is actually about finding a way to ensure that everyone lives in a peaceful society. The UN Secretary General urgently appealed for an immediate global ceasefire in all corners of the world and for uniting international efforts in the fight against the pandemic that is ravaging the world.

<sup>17</sup> Rodna ravnopravnost (Cilj 5), koja se u Hemofarmu ostvaruje kroz jednak tretman žena i muškaraca, kao i smanjenje nejednakosti (Cilj 10), putem kvalitetnih a dostupnih farmaceutskih proizvoda i kroz brojne CSR aktivnosti, već su uveliko postali neraskidivi deo sveukupnog ponašanja i delovanja u svim poslovnim aktivnostima kompanije. Zato će ovi aspekti biti posredno obrađeni u okviru izveštavanja o napretku u održivom razvoju kroz ostale navedene ciljeve i materijalne teme.

<sup>17</sup> Gender equality (Goal 5), implemented in Hemofarm through equal treatment of men and woman, as well as Reduced inequalities (Goal 10), pursued by providing quality and affordable pharmaceutical products, and performing numerous CSR activities, have already become, in many ways, an inseparable part of the overall attitude and actions in all business activities of the company. That is why these aspects will be indirectly addressed within the reporting on sustainability progress through other indicated goals and materiality topics.





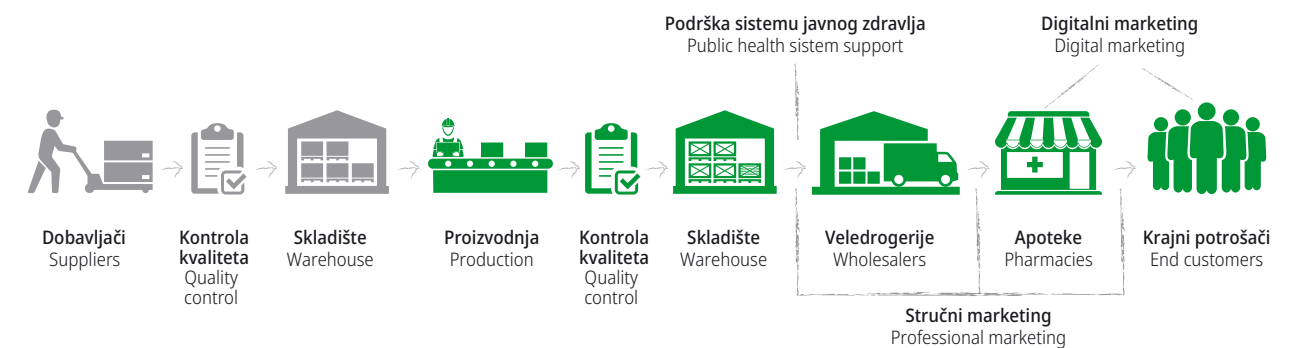


Ponekad, borba za zdravlje ljudi zahteva i nadljudske napore. U vremenu krize oboreni su i novi proizvodni rekordi, a najveći uspeh nije samo vezan za kvalitet i obim proizvodnje - niko od naših pacijenata nije izneveren, a sačuvano je i zdravlje zaposlenih u Hemofarmu.

Sometimes, the struggle for human health requires superhuman efforts. During the crisis, we broke production records. Still, the most important achievement is not related only to the production volume - we haven't betrayed any of our patients and preserved the health of Hemofarm employees at the same time.

### Cilj 3: Dobro zdravlje i blagostanje

#### Goal 3: Good health and well-being





103-1	103-2	103-3
204-1		
301-1	301-2	301-3
416-1	416-2	
417-1	417-2	417-3

Dobro zdravlje i blagostanje (Cilju 3) postali su u 2020. značajniji nego ikada pre. Pandemija je promenila svet, a očuvanje zdravlja, kao i svakog pojedinačnog života, postalo je najvažniji napor globalne populacije. Hemofarm je nastavio da, u duhu svoje korporativne vrednosti INTEGRITY, pruža podršku borbi za zdravlje. Kompanija je agilno prilagodila svoje poslovanje okolnostima koje diktira pandemija, a zarad suštinskog cilja – neometanog snabdevanja lekovima. Odgovornost Hemofarma u borbi sa pandemijom je utoliko veća jer je gotovo svaki protokol lečenja uključivao i Hemofarmove proizvode. Njih nije smelo da nedostaje, jer bi tako bili direktno ugroženi životi ljudi. Posvećenost cilju 3 ostao je deo suštinskih napora Hemofarma da kroz svoju primarnu delatnost, razvoj svesti i kvalitetne a dostupne proizvode potpomogne ostvarivanje dobrog zdravstvenog stanja ljudi, kao i razvoj zdravih životnih stilova i navika, uz blagostanje. Svetske statistike su pokazale razmere pandemije – oko 167 miliona obolelih, uz više od 3,48 miliona preminulih, od čega oko 710 hiljada obolelih u Srbiji i više od 6 hiljada preminulih. To najbolje svedoči da jak imunitet i očuvanje zdravlja postaju važniji nego ikada do sada!

Radi sagledavanja performansi kompanije u godini pandemije koronavirusa, u ovom poglavlju će kroz prikaz ostvarenih poslovnih rezultata Hemofarma<sup>18</sup> biti predstavljene sledeće materijalne teme: Unapređenje i optimizacija portfolija i razvoj i registracija novih proizvoda koji su savremeni, komforni i pouzdani, Ostvarivanje kvaliteta i bezbednosti proizvoda prema farmaceutskim standardima,

Good health and well-being (Goal 3) became more important in 2020 than ever before. The pandemic has changed the world, and preserving health, as well as every single life, has become the most important effort of the global population. Hemofarm continued to support the fight for health in the spirit of its corporate value INTEGRITY. The company has been agile in adapting its business to the circumstances dictated by the pandemic all for the sake of the essential goal - continuous supply of medicines. Hemofarm's responsibility in the fight against the pandemic is all the greater because almost every treatment protocol included Hemofarm's products. There shouldn't be the shortage of these medicines, because that would have directly endangered people's lives. Commitment to Goal 3 remained a part of Hemofarm's essential efforts to support achieving good health of people, as well as the development of healthy lifestyles and habits, along with well-being, through its core activity, raising of awareness and high-quality and available products. World statistics show the scale of the pandemic - about 167 million infected people, with more than 3.48 million dead, of which about 710 thousand cases in Serbia and more than 6 thousand fatalities. This is the best evidence that strong immunity and preserving health are becoming more important than ever!

In order to review the company's performance in the year of coronavirus pandemic, the following materiality topics will be presented in this chapter through an overview of achieved business results of Hemofarm<sup>18</sup>: Portfolio improvement and optimization and development and registration of new products that are contemporary, comfortable and reliable, Achieving product quality and safety in line with pharmaceutical standards,

<sup>18</sup> Redosled prikaza poglavlja i sadržaja odgovara hronološkom redosledu procesa proizvodnje lekova.  
<sup>18</sup> The order of presentation of chapters and contents corresponds to the chronological order of the medicine production process.

Pouzdate sirovine od potvrđenih dobavljača i Brzo reagovanje na tržišne promene i izazove.

Reliable raw materials from approved suppliers and Fast response to market changes & challenges.

- Sadržaj:
- **POUZDANE SIROVINE OD POTVRĐENIH DOBAVLJAČA**
  - **KVALITET U SVAKOM PROCESNOM KORAKU**
    - Istraživanje i razvoj – bogatija paleta proizvoda za bolje zdravlje ljudi
    - Sektor razvoja
    - Sektor regulatornih poslova
    - Sektor medicinskih poslova
  - **EFIKASNA PROIZVODNJA I BRZO REAGOVANJE NA DINAMIČNO TRŽIŠTE**
  - **STADA HEALTH REPORT: Godina koja je izmenila zdravstvenu sliku Evrope**

- Table of contents:
- **RELIABLE RAW MATERIALS FROM APPROVED SUPPLIERS**
  - **QUALITY IN EACH PROCESS STEP**
    - Research and Development - a richer range of products for better health of people
    - Development Division
    - Regulatory Affairs Division
    - Medical Affairs Division
  - **EFFICIENT PRODUCTION AND FAST RESPONSE TO A DYNAMIC MARKET**
  - **STADA HEALTH REPORT: A year that changed Europe's health landscape**

U 2020. najveći uspeh zapravo nije vezan za količine i obim proizvodnje, već za dve suštinske činjenice:

- da su posvećenošću svih, a posebno krznog tima, sačuvani bezbednost i zdravlje zaposlenih u Hemofarmu,
- da je Hemofarm, iako u nikad zahtevnijem ambijentu, uspeo da isporuči sve neophodne proizvode na sva tržišta na kojima STADA posluje u količini koja je zahtevana i u kvalitetu koji se podrazumeva.

The greatest success in 2020 was not actually related to quantities and production volume, but to two essential facts:

- that safety and health of employees in Hemofarm have been preserved through dedication of everybody, especially of the crisis team,
- that Hemofarm, in spite of the setting which has never been more demanding, has managed to deliver all the necessary products of the well-known quality and in the required quantity to all markets in which STADA operates.



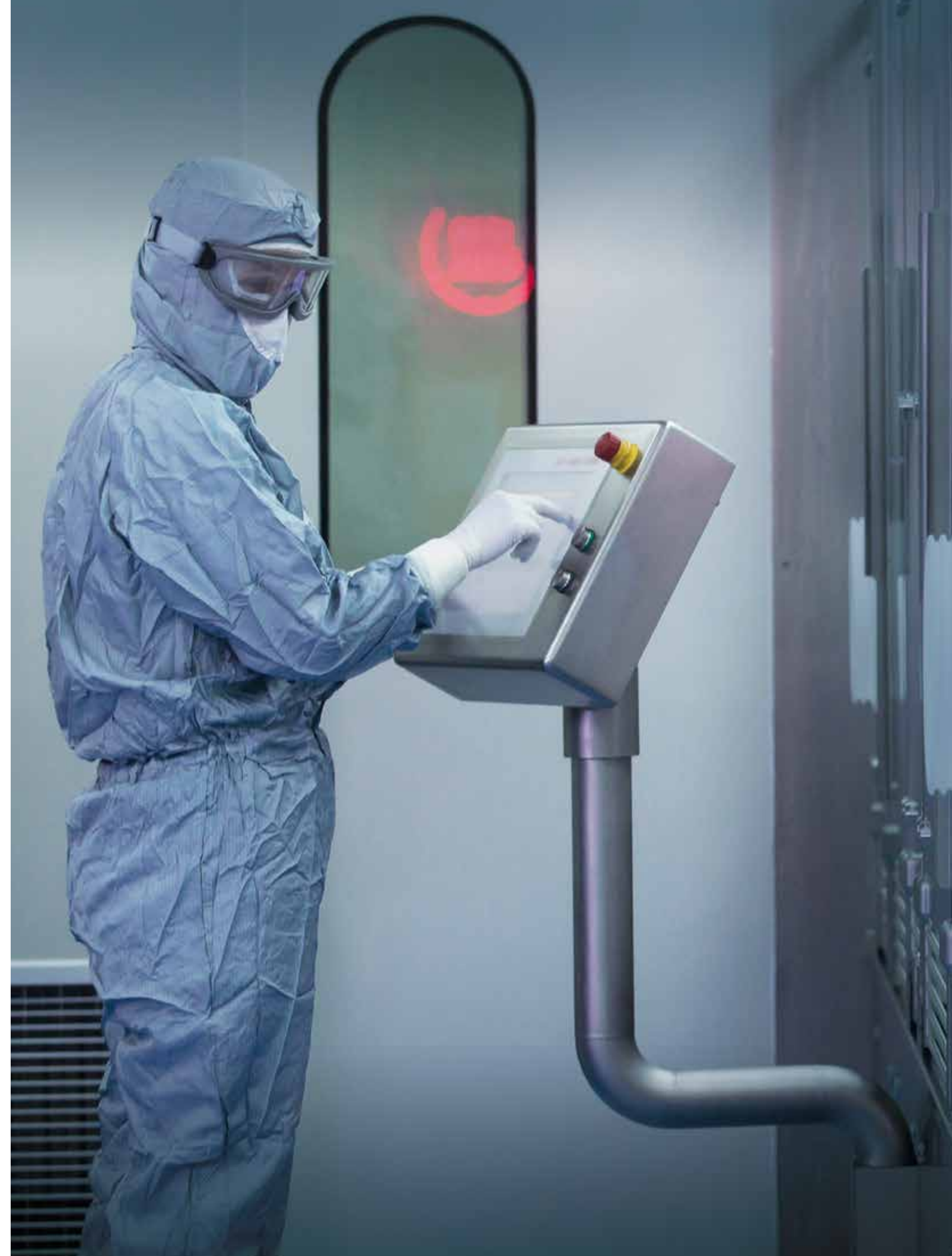
Potvrda da je lanac snabdevanja funkcionisao izuzetno uspešno stigla je iz STADA grupe u vidu nagrade za agilnost<sup>19</sup> u isporukama robe na vreme i u potrebnoj količini – čak i u uslovima vanrednog stanja. Tokom pandemije i vanrednog stanja, dozvole i saglasnosti nadležnih organa pribavljane su za svaki pojedinačni kamion koji je trebalo da otpremi Hemofarmove farmaceutske proizvode u svet. Uz nadljudske napore, ni domaći pacijenti, ali ni pacijenti u brojnim zemljama u kojima Hemofarm prometuje svoje proizvode nisu iznevereni. Oboreni su i novi rekordi – oni proizvodni, ali i oni koji se tiču humanosti i ljudske brizi. Posvećenošću svih zaposlenih kompanija je uspela da održi konkurentnost proizvoda i da jednakim intenzitetom nastavi realizaciju projekata koji će osigurati njenu budućnost.

Confirmation that the supply chain functioned remarkably successfully came from STADA Group in the form of the reward for agility<sup>19</sup> in delivering goods on time and in the required quantity – even in a state of emergency. During the pandemic and state of emergency, permits and approvals from the competent authorities were procured for each individual truck that was supposed to ship Hemofarm's pharmaceutical products to the world. Thanks to extraordinary efforts, neither domestic patients, nor patients in numerous countries where Hemofarm sells its products have been let down. New records have been broken – production records, but also those related to humanity and care for each other. With the commitment of all employees, the company has managed to maintain the competitiveness of products and to continue with equal intensity the implementation of projects that will secure its future.

Tokom godine, klaster kome pripada Hemofarm postao je bogatiji za još jedan sajt – u Ukrajini. Proces integracije, uz sve druge tekuće aktivnosti, započet je uprkos jezičkoj barijeri, geografskoj udaljenosti i kovida 19, što je samo dodatno motivisalo Hemofarmov tim da bude još bolji i pokaže svu svoju snagu, prilagodljivost i spremnost na pomeranje granica ličnih i kolektivnih mogućnosti. Jedan od velikih uspeha je i rekordno kratak rok registracije palete proizvoda Zooflora (biocid koji uništava kovid 19), kao i Viruprotect (sprej za grlo). Proces registracije je skraćen sa 28 na 12–18 meseci, čime je znatno ubrzan proces plasiranja proizvoda na tržište.

Over the course of the year, the Cluster to which Hemofarm belongs has become richer for another site – in Ukraine. The integration process, along with all other ongoing activities, began despite the language barrier, geographical distance and Covid-19, which only further motivated Hemofarm's team to be even better and show its strength, adaptability and readiness to push the boundaries of personal and joint capabilities. One of the major successes is also record-breaking registration time for Zooflora product range (biocide that destroys Covid-19), as well as Viruprotect (throat spray). The registration process was shortened from 28 to 12-18 months which significantly accelerated the process of products placement on the market.

<sup>19</sup> Potvrda na delu korporativne vrednosti Agility.  
<sup>19</sup> Confirmation of the corporate value Agility in practice.





# POUZDANE SIROVINE OD POTVRĐENIH DOBAVLJAČA - OSNOVA KVALITETNE PROIZVODNJE

## RELIABLE RAW MATERIALS FROM APPROVED SUPPLIERS - THE BASIS OF QUALITY PRODUCTION

Kvalitet je osnova farmaceutske proizvodnje, a on počinje upravo od nabavke. Pored kvaliteta, najveći izazovi nabavke u Hemofarmu jesu brzina i dobro planiranje, jer je dostupnost farmaceutskih sirovina ograničena<sup>20</sup>. Ta dostupnost dobija sasvim novu dimenziju sa pojavom pandemije koronavirusa, gde dolazi do punog izražaja profesionalizam i kredibilitet Hemofarmovog sektora nabavke, koji je bitan oslonac čitave STADA grupe.

Važne aspekte nabavke predstavljaju fer i transparentan poslovni odnos prema postojećim i potencijalnim dobavljačima, uz pružanje jednakih šansi svima, bez obzira na teritorijalnu pripadnost<sup>21</sup>. Istovremeno, radi osnaživanja domaće ekonomije, Hemofarm uvek nastoji da prvo pronađe dobavljače proizvoda i usluga u Srbiji. Udeo domaćih dobavljača, prvenstveno u domenu pruženih usluga, iznosi oko 88%, kao i 2019, s tim što se taj procenat može smatrati povećanjem ako se uzme u obzir ukupan rast proizvodnje i nabavke.

Quality is the basis of pharmaceutical production, and the quality starts from purchasing. Apart from quality, the greatest challenges of purchase in Hemofarm are speed and good planning, because the availability of pharmaceutical raw materials is limited<sup>20</sup>. Such availability gets a quite new dimension with the outbreak of the coronavirus pandemic, where the professionalism and credibility of Hemofarm's Purchasing Division as the important pillar of the overall STADA Group comes to the fore.

Fair and transparent business relation with existing and potential suppliers represent important aspects of purchasing, giving equal chances to everybody, regardless of the territory they belong to<sup>21</sup>. At the same time, in order to boost the local economy, Hemofarm always strives to first find suppliers of products and services in Serbia. Share of domestic suppliers, primarily in the field of rendered services, is about 88%, the same as in 2019, and such a percentage can be considered an increase if total production and purchasing growth is taken into account.

Grupa materijala Group of materials	Domaće tržište (%) Domestic market (%)	Ino tržište (%) Foreign market (%)	Ukupno učešće (%) Total share (%)
Sirovine Raw materials	4	96	54
Ambalaža Packaging materials	36	64	17
In bulk i GP in-bulk and finished product	2	98	9
Usluge Services	88	12	20

<sup>20</sup> Mali broj pouzdanih dobavljača, geografski skoncentrisanih u određene zone u svetu (uglavnom Daleki istok), uz složene procedure, poput nabavke psihoaktivnih kontrolisanih supstanci sa posebnim protokolima nabavke.

<sup>21</sup> A small number of reliable suppliers, geographically located in certain areas of the world (mostly in the Far East), with complex procedures, such as purchasing of psychoactive controlled substances subject to special purchasing protocols.

<sup>21</sup> Opšti uslovi poslovanja i nabavke istaknuti su na sajtu Hemofarma, uz naveden link na svakoj porudžbenici: <http://www.hemofarm.com/Binary/40471/Opsti-uslovi-poslovanja-Nabavka-robe-i-usluga.pdf>

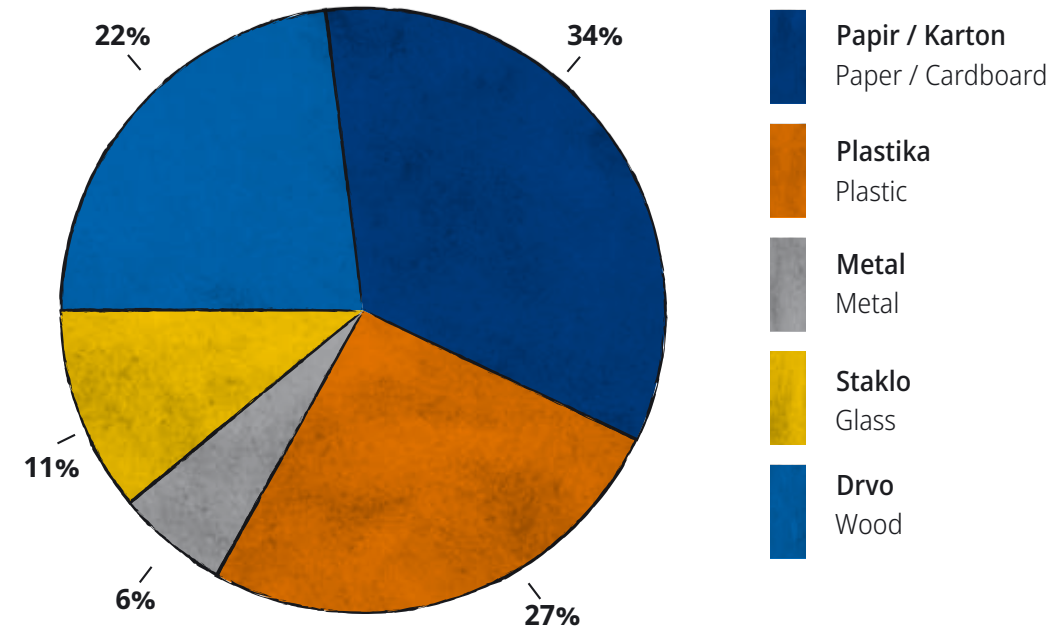
<sup>21</sup> General business and purchase terms are available on Hemofarm's website, with indicated link on each purchase order: <http://www.hemofarm.com/Binary/40471/Opsti-uslovi-poslovanja-Nabavka-robe-i-usluga.pdf>

Hemofarm je u 2020. godini investirao ukupno 26,7 miliona evra u novu proizvodnu opremu i inovativne mašine, kao i dalji razvoj tehnologija namenjenih unapređenju i optimizaciji procesa proizvodnje. Od akvizicije Hemofarma (2006) do danas, ukupno je investirano oko 300 miliona evra u razvoj poslovanja kompanije.

Kada se posmatra nabavka sirovina koja uključuje aktivne (API) i pomoćne (EXC) sirovine, ukupna količina iznosi oko 5,7 hiljada tona (5,6 hiljada tona u 2019). Materijali za pakovanje koji su bili predmet nabavke u 2020. obuhvataju papirnu (kartonsku) ambalažu sa oko 3.100 tona, plastičnu ambalažu sa oko 2.500 tona, drvenu ambalažu sa oko 2.000 tona, staklenu ambalažu sa približno 1.000 tona, metalnu ambalažu sa oko 500 tona, što ukupno iznosi oko 10.000 tona.

In 2020 Hemofarm invested a total of EUR 26.7 million in new production equipment and innovative machines, as well as in further development of technologies intended to improvement and optimization of production process. Since the acquisition of Hemofarm (2006) to date, a total of around EUR 300 million has been invested in the company's business development.

If we look at the purchase of raw materials that includes active pharmaceutical ingredients (API) and excipients (EXC), the total amount is about 5.7 thousand tons (5.6 thousand tons in 2019). Packaging materials that were the subject of procurement in 2020 comprise paper (cardboard) packaging material with about 3,100 tons, plastic packaging with about 2,500 tons, wooden packaging with about 2,000 tons, glass packaging with about 1,000 tons, metal packaging with about 500 tons, which totals about 10,000 tons.



Kategorija nabavke u 2020., u % (kg); papir/karton; plastika, metal, staklo, drvo  
Purchase categories in 2020, in % (kg); paper/cardboard; plastic; metal; glass; wood



Od ukupne količine osnovnih kutija za pakovanje gotovih proizvoda učešće recikliranih osnovnih kutija je 83% ili 790,2 tone (82% u 2019). To praktično znači da je oko 240 miliona pakovanja gotovih proizvoda bilo spakovano u recikliranu ambalažu, ili čak 10 miliona više u odnosu na 2019. godinu.

Out of the total quantity of cartons for packaging of finished products, the share of recycled cartons accounted for 83% or 790.2 tons (82% u 2019). It practically means that approximately 240 million of finished product packs were packed in recycled packaging material, or by as many as 10 million more compared to 2019.

Kategorija Category	2018. (%)	2019. (%)	2020. (%)
Sirovine Raw materials	38	39	39
Staklena ambalaža Glass packaging material	7	7	7
Papirna ambalaža Paper packaging material	18	18	18
Drvena ambalaža Wood packaging material	14	15	15
Metalna ambalaža Metal packaging material	3	3	3
Plastična ambalaža Plastic packaging material	20	18	18

Transparentnost je još jedna od ključnih odlika Hemofarmove nabavke, a svim dobavljačima je jasno predloženo zahtevani kvalitet u skladu sa farmaceutskim standardima, kao i očekivanje da ponude proizvode i usluge po prihvatljivoj ceni, ispune planirane rokove, pruže adekvatnu podršku, servis i korisne informacije. Odgovorno upravljanje procesom nabavke, osim što omogućava Hemofarmu aktivno učešće u smanjivanju uticaja na okolinu, podrazumeva i evaluaciju i praćenje solventnosti, poslovnosti i poštovanja prava zaposlenih od procesa procene potencijalnih dobavljača<sup>22</sup>, pa do započinjanja i održavanja saradnje.

Transparency is another key feature of Hemofarm's purchasing, and the quality requirements in accordance with pharmaceutical standards are clearly communicated to all suppliers, as well as the expectation that they should offer products and services at an affordable price, meet planned deadlines, provide adequate support, service and useful information. In addition to enabling Hemofarm to actively participate in reducing the environmental footprint, responsible purchase process management includes also evaluating and monitoring the financial standing, business efficiency, and respecting the employees' rights from the assessment process of possible suppliers<sup>22</sup> to initiating and maintaining cooperation.

<sup>22</sup> Svi novi dobavljači obavezni su da popune i BSCI (Business Social Compliance Initiative) upitnik, čime se procenjuje društvena usaglašenost njihovog poslovanja. Ukoliko dobavljač nije adekvatno usaglasio svoje poslovanje i poslovnu kulturu sa održivim vrednostima, Hemofarm zadržava pravo da prekine saradnju.

<sup>22</sup> All new suppliers are obliged to fill out also BSCI (Business Social Compliance Initiative) questionnaire, which is used for evaluation of the social compliance of their business operations. If a supplier has failed to adequately align its business operations and corporate culture with sustainable values, Hemofarm reserves the right to terminate the cooperation with the relevant supplier.

Zaposleni u Sektoru nabavke su na vreme prepoznali opasnost koju donosi kovid 19 i preduzeli su sve preventivne aktivnosti da se zbog pandemije ne ugrozi nabavka polaznih materijala potrebnih za proizvodnju na svim sajtovima Hemofarma (SEE klaster), a broj pakovanja je bio rekordan u 2020. godini.

The employees in the Purchasing Division have recognized the danger of Covid-19 on time and have undertaken all preventive actions so that the pandemic does not jeopardize the purchasing of starting materials needed for production on all Hemofarm sites (SEE cluster), and the number of packages was a record one in 2020.

# Koronavirus COVID-19

**Ako imate visoku temperaturu i/ili kašalj, trebalo bi da ostanete kod kuće bez obzira na prethodna putovanja ili kontakte.**

Ako ste se vratili sa područja za koje važe ograničenja putovanja zbog virusa COVID-19, trebalo bi da ograničite svoje kretanje u trajanju od 14 dana.

## Kako sprečiti

**Perite**

ruke temeljno i često kako biste izbegli kontaminaciju

**Pokrijte**

usta i nos maramicom ili rukavom kada kašljete ili kijate i bacite iskorišćenu maramicu

**Izbegavajte**

da dodirujete oči, nos ili usta neopranim rukama

**Čistite**

i dezinfikujte predmete i površine koje često dodirujete

**Prestanite**

da se rukujete ili grlite kada pozdravljate druge ljude

**Držite odstojanje**

najmanje 2 metra od drugih ljudi, naročito od onih koji su možda bolesni

## Svima se savetuje da:

- smanje društvenu interakciju
- drže rastojanje od 2 m od drugih
- izbegavaju rukovanje i blizak kontakt kad god je to moguće

## Simptomi

> Visoka temperatura > kašalj > kratak dah > teškoće sa disanjem

Antikovid mere prevencije, mart 2020.  
Anti-Covid prevention measure, March 2020

U 2020. godini nastavljena je dodatna digitalizacija i automatizacija nabavke, a u kontekstu ubrzavanja i centralizacije samih procesa, na bazi savremenih softverskih i organizacionih rešenja<sup>23</sup>. Kada su u pitanju CRC zatvarači (dizajnirani tako da deca ne mogu da ih otvore), nastavljeno je konstantno smanjenje upotrebe plastike kao polazne sirovine za sve zatvarače ove vrste (i do oko 30%), bez narušavanja kvaliteta i bezbednosti proizvoda.

Digitalization and automation of purchasing continued in 2020, for speeding up and centralizing the processes based on contemporary software and organizational solutions<sup>23</sup>. When it comes to CRC closures (child resistant closures), an ongoing reduction of the use of plastic as a starting raw material for all closures of this type (up to approximately 30%) has continued, without affecting the quality and safety of products.

<sup>23</sup> Hemofarm izvozi veći deo svog proizvedenog portfolija i dodatna olakšanja za brz i efikasan transport jesu pojednostavljene carinske procedure zahvaljujući statusu ovlašćenog privrednog subjekta tipa F, koji je dodeljen od strane Uprave carine. Bržim i jednostavnijim procedurama carinjenja ubrzava se plasman proizvoda, povećava konkurentnost i poslovanje čini efikasnijim, a Hemofarm stabilnim spoljnotrgovinskim partnerom.

<sup>23</sup> Hemofarm exports the majority of its product portfolio, and fast and efficient transportation is additionally facilitated by the simplified customs clearance procedures owing to the status of an authorized economic operator type F, granted by the Customs Administration. Faster and simpler customs clearance procedures speed up the product sales, increase competitiveness, making operations more efficient and Hemofarm a stable foreign trade partner.

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## KVALITET U SVAKOM PROCESNOM KORAKU

### QUALITY IN EACH PROCESS STEP

Pored pandemije koronavirusa, 2020. godinu je obeležio i nastavak implementacije organizacionih promena, kao i osnaživanje timova i razvoj zaposlenih kod kojih je prepoznat potencijal za rast i razvoj, a sve to uz podršku Sektora ljudskih resursa. Konstantno se radilo na podizanju svesti o bezbednosti i zdravlju na radu, obukama i Gemba šetnjama, ali i praćenju korektivnih mera proisteklih iz prijavljenih near miss-eva zaposlenih. U nameri da timski duh ostane visoko razvijen, a narandžasti tim zdrav i u formi, Hemofarmov kolektiv se rado odazvao i sakupljao korake, uz zapažen rezultat pojedinih timova, u globalnom Virgin puls STADA challenge-u.

Zaposleni su bili angažovani na različitim poljima, od kojih se posebno ističu:

- **LIMS** (Laboratory Information Management System) – aktivno su učestvovali u projektnim zadacima i rešenjima LIMS softvera u procesima u Kvalitetu na nivou cele STADA grupe.
- **eQMS** (Electronic Quality Management System) – realizovano je uspostavljanje i upotreba modula za Audite Management i Training.
- **Gemini Matrix** – uveden je softver za upravljanje studijama stabilnosti radi optimizacije procesa tokom vođenja studija stabilnosti u čitavom Klasteru. Jednostavnim povlačenjem unetih podataka iz matične baze, dobijaju se automatski generisani izveštaji. Softver omogućava trending za grafički prikaz rezultata, kao i Shelf life prediction za predviđanje roka trajanja proizvoda na osnovu statističke obrade podataka

In addition to the coronavirus pandemic, 2020 was marked by the continuation of the implementation of organizational changes, as well as the strengthening of teams and the development of employees whose potential for growth and development has been recognized, all with the support of the Human Resources Division. There was constant work on raising awareness about safety and health at work, trainings and Gemba walks, but also on monitoring the corrective actions resulting from the near-misses reported by employees. In order to keep the team spirit high and the orange team healthy and in shape, Hemofarm personnel gladly responded and collected steps, with a notable result of individual teams, in the global Virgin pulse STADA challenge.

Employees were engaged in different areas, specifically the following:

- **LIMS** (Laboratory Information Management System) – actively participated in project tasks and solutions of LIMS software in Quality processes at the level of overall STADA Group.
- **eQMS** (Electronic Quality Management System) – implemented establishment and use of modules for Audit Management and Training.
- **Gemini Matrix** – software has been introduced for managing the stability studies for optimizing the process of stability studies in the overall Cluster. Automatically generated reports are obtained by simple retrieving data from the master database. The software enables trending for graphical display of results, as well as Shelf life prediction for predicting the shelf life of products based on statistical data processing.

● **Leanlab** - uspostavljen je lean princip u organizaciji procesa i prostora u laboratorijama u cilju unapređenja efikasnosti, transparentnosti i fleksibilnosti procesa i oslobađanja kapaciteta. U dve laboratorije Klastera započete su aktivnosti dijagnostike i definisanja neophodnih aktivnosti.

● Implementiran je **Global ePP** sistem za izmenu grafičkih rešenja za STADA, HF i proizvode za ugovornu proizvodnju.

● Implementirano je praćenje **WIP** (work in progress) i produktivnosti u hemijskoj laboratoriji.

● Uspešno je završena integracija kvaliteta novog sajta u Ukrajini – timovi su prevazilazili izazove i nesebično razmenjivali iskustvo i znanje, čineći Klaster JIEU pravim primerom One STADA tima.

● Nova laboratorija za testiranje mikrobiološke čistoće izgrađena je i opremljena u jeku pandemije u Banja Luci. Ovo je jedan od najznačajnijih primera One STADA timova koji su razmenjivali iskustva i znanja u cilju uspostavljanja mikrobioloških procesa bez angažovanja eksternih konsultantskih kuća, i to u izmenjenim uslovima rada i socijalnoj distanci.

● Zapaženo su učestvovali u izradi Globalnih procedura, kao autori i članovi tima.

● Uveden je veliki broj metoda za testiranje novih proizvoda u laboratorijama Hemofarma. Transferisani su novi proizvodi i tehnologije (site-to-site transferi kao i transferi iz razvoja Hemofarma) u čemu je Kvalitet imao značajnu ulogu. Validirali/verifikovali su PSD metode u okviru PSD projekta.

● Uvedena je nova metoda za test određivanja bakterije endotoksina i puštanje u rad Synergy HTX aparata.

● U mikrobiološkoj laboratoriji instaliran je i kvalifikovan state of the art izolator, čime su obezbeđeni uslovi za izvođenje testa sterilnosti sa višestruko smanjenom mogućnošću radne kontaminacije.

● **Leanlab** - lean principle has been established in organization of processes and space in laboratories for the purpose of improving the efficiency, transparency and flexibility of process and freeing of capacities. Diagnostics and definition of necessary activities have started in two laboratories of the Cluster.

● **Global ePP** system for change of artwork for STADA, HF and contract manufacture products has been implemented.

● **WIP** (work in progress) and productivity monitoring in chemical laboratory has been implemented.

● The integration of the quality of the new site in Ukraine was successfully completed - the teams overcame the challenges and selflessly exchanged experience and knowledge, making the SEEU Cluster a true example of the One STADA team.

● New laboratory for microbiological quality testing was constructed and equipped in the midst of the pandemic in Banja Luka. This is one of the most important examples of One STADA teams that exchanged experiences and knowledge for establishing microbiological processes without engaging external consulting companies in the modified work conditions, while respecting social distancing.

● Their participation as authors and team members was noticeable in preparation of Global procedures.

● A large number of methods have been introduced for testing new products in Hemofarm laboratories. New products and technologies were transferred (site-to-site transfers as well as transfers from the development of Hemofarm) in which Quality played a significant role. They validated / verified the PSD methods within the PSD Project.

● New method for assay of endotoxin bacteria was introduced and the device Synergy HTX was put into operation.

● A qualified state of the art insulator has been installed in the microbiological laboratory, which has provided the conditions for performing a sterility test with a much reduced possibility of contamination during work.



- Pušten je u rad aparat za identifikaciju mikroorganizama baziran na masenoj spektrometriji, čime je unapređen proces i smanjen trošak analiza u eksternoj laboratoriji.
- Nastavljeno je unapređivanje koncepta „Quality on the shop floor“ koji podrazumeva konstantno prisustvo specijalista kvaliteta u proizvodnim pogonima i laboratorijama Kontrole kvaliteta. Specijalisti su pružali podršku u pripremama za inspekcije, inicijativama za unapređenja i njihovoj realizaciji.
- Uspešno su sprovedene **GMP inspekcije** od strane srpskih, ruskih i britanskih regulatornih tela na proizvodnim sajtovima Klastera. U skladu sa globalnim smernicama ruski i britanski regulatorni organi su inspeksijski nadzor sprovedi **online**, dok je inspeksijski nadzor srpskog ministarstva sproveden **onsite** i izvršen pre početka epidemije u Republici Srbiji.
- Uspešno su realizovane i provere od strane Hemofarmovih ugovornih partnera: Teva Pharmaceuticals Industries Ltd i Galenika AD, a izvršena je online provera od strane ugovornog partnera Zentiva.
- Sprovedena je resertifikacija za ISO 9001 standard i sertifikacija za EU CE znak za medicinsko sredstvo (EN ISO 13485, EU Directive 93/42/EEC) od strane ISO notifikacionih tela.
- Microorganism identification device based on mass spectrometry was put into operation, which improved the process and reduced the cost of analyses in an external laboratory
- 'Quality on the shop floor' concept improvement continued implying constant presence of quality specialists in production plants and laboratories of Quality Control. Specialists provided support in preparation for audits, initiatives for improvement and their implementation.
- **GMP audits** have been successfully carried out by Serbian, Russian and British regulatory authorities on the production sites of the Cluster. In line with the global guidelines, the Russian and British regulatory authorities carried out the audits **online**, while the inspection by the Serbian ministry was carried out **onsite** and completed before the outbreak of the epidemic in the Republic of Serbia.
- Audits by Hemofarm's contract manufacturing partners Teva Pharmaceuticals Industries Ltd and Galenika AD were also successfully conducted, including also the online audit by the contract manufacturing partner Zentiva.
- Recertification for ISO 9001 standard and certification for EU CE mark for medical device (EN ISO 13485, EU Directive 93/42/EEC) were done by ISO notification bodies.

U svakodnevnom radu timova primenjuje se proaktivan pristup, analiziraju se procesi i kontinuirano unapređuju kroz ideje zaposlenih. Uvedena su mnoga poboljšanja procesa koja su donela povećanje produktivnosti kroz implementaciju OpEx programa u svim oblastima. Samo neki od primera su sprovedene kvalifikacije opreme uz onlajn podršku starijih kolega, in-house kvalifikacija Empower softvera uz obuku i sertifikaciju zaposlenih, kao i uspostavljena upotreba video-materijala za obuku i podršku novouposlenih, ali i za obuku prema novim procedurama i el. sistema. Sve ove inicijative omogućile su ostvarivanje ušteda od oko 70.000 evra na godišnjem nivou.

A proactive approach is applied in the daily work of teams, processes are analysed and continuously improved through employee ideas. Many process improvements have been introduced, leading to increased productivity through the implementation of OpEx programs in all areas. Some of the examples are the qualifications of equipment with online support of older colleagues, in-house qualification of Empower software with training and certification of employees, as well as the established use of video materials for training and support of new employees but also for training according to new procedures and system elements. All these initiatives have enabled savings of around EUR 70,000 per year.

Kvalitet Klastera JIEU dobitnik je kvartalnih nagrada Globalnih tehničkih operacija na nivou STADA grupe za:

- **Entrepreneurship** – za uspešnu kvalifikaciju Erweka disolucionih testera u laboratoriji uprkos ograničenom kretanju.
- **One STADA** – uz sve mere prevencije, zaposleni u laboratorijama u Banja Luci i Vršcu pomogli su kolegama iz Šapca u rešavanju zaostatka (backlog) nastalog usled privremenog odsustva jednog broja zaposlenih usled sumnje na simptome kovida 19.
- **Integrity, One STADA** – za podršku koju su članovi tima iz Kvaliteta i Tehničkih operacija Klastera JIEU pružili MS&T u sprovođenju istrage i identifikaciji uzroka potencijalnih problema na proizvodnom sajtu.

The quality of the SEEU Cluster is the winner of the quarterly awards of the Global Technical Operations at the level of STADA group for:

- **Entrepreneurship** – for successful qualification of Erweka dissolution testers in the laboratory despite the limited movement.
- **One STADA** – with all prevention measures, the employees in laboratories in Banja Luka and Vršac helped the colleagues from Šabac in solving backlog which arose due to temporary absence of certain number of employees due to suspected symptoms of Covid-19.
- **Integrity, One STADA** – for support that the team members from Quality and Technical Operations of SEEU Cluster rendered to MS&T in conducting investigation and identification of cause of potential problems on the production site.

## Istraživanje i razvoj – bogatija paleta proizvoda za bolje zdravlje ljudi

### Research & Development – richer product range for better health of people

Razvoj novih proizvoda je stub napretka farmaceutske industrije, kroz širenje mogućnosti primene postojećih i kreiranje novih farmaceutskih proizvoda. Tako razvoj novih proizvoda omogućava da se tržištu ponudi, u što kraćem roku, kvalitetan, efikasan, bezbedan lek, uz poštovanje i usklađenost sa najstrožim regulatornim i marketinškim zahtevima tržišta. Cilj razvoja generičkog leka je da se, kao adaptivni odgovor na lekove originatora, završi razvoj i registracija, te brže i efikasnije lansira novi proizvod na tržište, čineći na taj način pacijentima terapiju dostupnijom.

Istraživanje i razvoj u Hemofarmu povereni su Sektoru razvoja, Sektoru regulatornih poslova i Sektoru medicinskih poslova.

The development of new products is a mainstay for the progress of the pharmaceutical industry, through pushing the boundaries in the possibilities of application of existing and the creation of new pharmaceutical products. Thus, the development of new products enables offering the market, in the shortest possible time, the high quality, efficient, safe medicine, with observance and compliance with the strictest regulatory and commercial requirements of the market. The goal of generic drug development is to complete development and registration as an adaptive response to originator drugs, and to launch a new product on the market faster and more efficiently, thus making therapy more accessible to patients.

Research and Development in Hemofarm are entrusted to the Development Division, Regulatory Affairs Division and Medical Affairs Division.



## Sektor razvoja

### Development Division

Kao glavni ekspertski centar za razvoj novih proizvoda u okviru STADA grupe, Farmaceutski razvoj Hemofarma bavi se prvenstveno razvojem generičkih lekova, ali i dijetetike, kozmetičkih proizvoda, medicinskih sredstava. Zastupljeni su gotovo svi farmaceutski oblici. Aktivnosti farmaceutskog razvoja su usmerene na razvoj novih proizvoda za celu STADA grupu, kao i na uvođenje novih tehnologija i tehnika, transfera znanja i proizvoda iz Farmaceutskog razvoja u Tehničke operacije.

Tokom 30 uspešnih godina rada razvijeno je više od 300 novih farmaceutskih proizvoda. Ovaj značajni jubilej obeležen je radno: uprkos vanrednim okolnostima zbog pandemije kovida 19, zaposleni u razvoju pokazali su visoku svest i posvećenost poslovnim obavezama, a svakodnevnom radom u laboratorijama održali su sve procese farmaceutskog razvoja:

- Realizovane su prema planu sve aktivnosti na razvojnim projektima.
- Godina 2020. bila je rekordna po broju proizvedenih serija i broju urađenih analiza.

Tokom 2020, na tržište Srbije lansirani su novi proizvodi iz sopstvenog razvoja – D Manuro prašak i Polivit B film tablete, Midol gastrozistentne film tablete na tržište BiH, a na tržište EU – Cinacalcet film tablete prvi dan nakon isteka patenta.

As the main expert centre for the development of new products within the STADA group, the Pharmaceutical Development of Hemofarm deals primarily with the development of generic drugs, but also dietetics, cosmetics and medical devices. Almost all pharmaceutical forms are covered. Pharmaceutical development activities are focused on the development of new products for the entire STADA group, as well as on the introduction of new technologies and techniques, transfer of knowledge and products from Pharmaceutical Development to Technical Operations.

Over the period of 30 successful years of operation, more than 300 new pharmaceutical products were developed. This important anniversary was celebrated in working atmosphere: despite the extraordinary circumstances due to the COVID-19 pandemic, development employees showed high awareness and commitment to business obligations, and by daily work in laboratories they maintained all the processes of pharmaceutical development:

- All activities on development projects were implemented according to plan.
- 2020 was a record year according to the number of manufactured batches and number of performed analyses.

Over the course of 2020, new products from own development were launched to the Serbian market - D Manuro powder and Polivit B film-coated tablets, Midol gastro resistant film-coated tablets on the market of B&H, and Cinacalcet film-coated tablets on the EU market first day after the patent expiry.

Uspešno su završene registracije novih proizvoda – Expein complex u Srbiji, Vildagliptin tablete u Švajcarskoj, Tadalafil film tablete u Srbiji, EU i Švajcarskoj; Ticagrelor film tablete u Srbiji i UK, Xylomethazolin Dexpanthenol nazalni sprej u Srbiji, BiH, Crnoj Gori i Švajcarskoj, Oxymethazolin nazalne kapi u Rusiji. Započet je razvoj 8 novih proizvoda i kao kompetentni centar dobijena značajna uloga u daljem razvoju STADA grupe.

Registrations of new products – Expein complex in Serbia, Vildagliptin tablets in Switzerland, Tadalafil film-coated tablets in Serbia, EU and Switzerland; Ticagrelor film-coated tablets in Serbia and UK, Xylomethazolin Dexpanthenol nasal spray in Serbia, B&H, Montenegro and Switzerland, Oxymethazolin nasal drops in Russia have been completed successfully. The development of 8 new products started and a significant role as a competence centre in further STADA Group development was assumed.





## Sektor regulatornih poslova

### Regulatory Affairs Division

Glavni ciljevi svih aktivnosti ovog sektora su pravovremeni plasman preparata iz STADA Grupe na tržište, očuvanje kontinuiteta plasmana proizvoda i stalna briga o kvalitetu preparata STADA porodice. Hemofarm a.d. vlasnik je 1.547 Rešenja o registraciji lekova u 22 zemlje, kao i 97 upisa medicinskih sredstava, 212 dodataka ishrani i 15 kozmetičkih sredstava. Tokom 2020. godine, dobijeno je 91 rešenje o novim registracijama lekova i predato još 117 zahteva za nove registracije.

Aktivnosti sektora regulatornih poslova usmerene su na:

- registracije novih proizvoda na teritoriji Zapadnog Balkana (Srbija, Bosna, Makedonija, Crna Gora, Albanija i dr), kao i na tržištima gde Hemofarm ima vlastite registracije: Rusija, ZND, Azija, MENA, Rumunija;
- održavanje postojećih registracija kroz prijave varijacija i obnove na svim navedenim tržištima;
- održavanje 2.099 registracionih dosijea Hemofarma i STADA grupe za 60 tržišta;
- unapređenje regulatornih aktivnosti kroz praćenje aktuelnih EU propisa, kao i sve zahtevnijih nacionalnih/lokalnih propisa van EU – za lekove, medicinska sredstva, dijetetske proizvode i kozmetiku.

The main goals of all activities of this division are timely release of STADA Group products to the market, keeping the continuity of product launches and constant care for the quality of products from the STADA family. Hemofarm a.d. is the owner of 1,547 Marketing Authorisations in 22 countries, as well as 97 registrations for medical devices, 212 for food supplements and 15 for cosmetic products. Over the course of 2020, 91 new Marketing Authorizations were obtained and another 117 applications for new marketing authorisations were submitted.

Activities of Regulatory Affairs Division are focussed on:

- Registration of new products in the territories of Western Balkans (Serbia, Bosnia, Macedonia, Montenegro, Albania, etc.) and in the markets where Hemofarm has its own MAs: Russia, CIS, Asia, MENA, Romania.
- Maintenance of existing registrations through applications for variations and renewals in all indicated markets.
- Maintenance of 2,099 registration dossiers of Hemofarm and STADA Group for 60 markets.
- Improvement of regulatory activities through keeping up with the current EU regulations, as well as ever more demanding national/local regulations outside the EU, for medicines as well as medical devices, food supplements, and cosmetics.

Tim za regulatorne operative poslove u okviru Hemofarma deluje kao deo globalnog tima za regulatorne operative poslove (RegOps). Kao RIM Business Partner RegOps odgovoran je za: organizovanje i održavanje treninga za RIM aplikacije (Register, FirstDoc i docuBrige), podršku korisnicima u ovim aplikacijama, kao i samo održavanje aplikacija.

The Regulatory Operations Team within Hemofarm functions as a part of the global Regulatory Operations Team (RegOps). As RIM Business Partner, RegOps is responsible for: organizing and holding training in RIM applications (Register, FirstDoc and docuBridge), supporting users in these applications, as well as the actual maintaining of the applications.

## Sektor medicinskih poslova

### Medical Affairs Division

Sektor medicinskih poslova čini tim stručnjaka posvećenih pripremi medicinske dokumentacije i postmarketinškom praćenju bezbednosti Hemofarmovih proizvoda. Aktivnosti ovog sektora usmerene su na:

- Pripremu medicinske dokumentacije za nove proizvode i kontinuirano ažuriranje dokumentacije za postojeće proizvode;
- Kontinuirano praćenje svih novih saznanja o bezbednosti primene i obrada svih prijava neželjenih reakcija u postmarketinškoj fazi životnog ciklusa Hemofarmovih proizvoda.

Tokom 2020. godine pripremljena je medicinska dokumentacija za nove proizvode za evropska i druga strateška tržišta. Istovremeno je ažurirana medicinska dokumentacija za obnove dozvola za 150 proizvoda, kao i obnovljene osnovne informacije o leku sadržane u 140 Sažetaka karakteristika leka i Uputstava za lek. Iako je pandemija kovida 19 sve poprilično iznenadila i narušila uobičajeni način rada, tim medicinskih poslova se vrlo brzo organizovao i u uslovima rada od kuće uspešno završavao sve poslove.

Medical Affairs Division comprises a team of experts dedicated to preparation of medical documentation and post-marketing monitoring of safety of Hemofarm's products. Activities of this division focus on:

- Preparation of medical documentation for new products and continuous updating of documentation for the existing ones;
- Continuous monitoring of all new findings on the safety of use and processing of all reported adverse reactions in the post-marketing phase of Hemofarm products' lifecycle.

Over the course of 2020, medical documentation was prepared for new products for the European and other strategic markets. At the same time, medical documentation for renewal of authorisations for 150 products was updated, as well as the basic information on medicinal products contained in the Summary of Medicinal Product Characteristics and Patient Information Leaflet for 140 products. Although the Covid-19 pandemic surprised everyone and disrupted the usual way of working, the medical affairs team organized itself very quickly and successfully completed all jobs while people worked from home.



U tom smislu pandemija nije imala značajnog uticaja na sprovođenje aktivnosti tima medicinskih poslova, pa su svi zadaci i obaveze realizovane na vreme i u skladu sa rokovima.

Radi što efikasnijeg rada i bliže saradnje sa matičnom STADA grupom, tokom 2020. godine ovaj sektor je postao deo RAMACA, kao tim medicinskih poslova i tim farmakovigilance.

In that sense, the pandemic did not have a significant impact on the implementation of the activities of the medical affairs team, so all tasks and obligations were accomplished on time and in accordance with the deadlines.

For the purpose of as efficient work as possible and closer cooperation with the parent STADA Group, over the course of 2020 this division became a part of RAMACA, as the medical affairs team and pharmacovigilance team.

## EFIKASNA PROIZVODNJA KAO PREDUSLOV BRZOG REAGOVANJA NA DINAMIČNO TRŽIŠTE

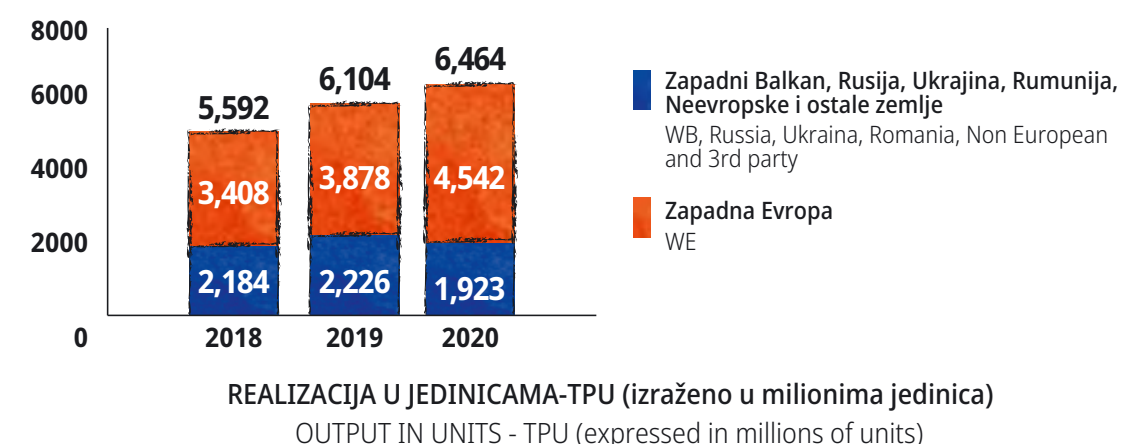
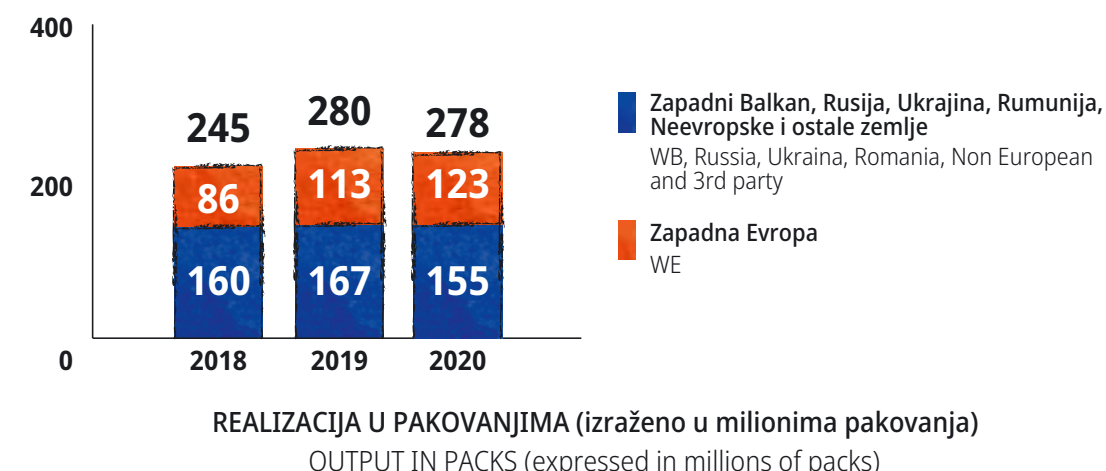
### EFFICIENT PRODUCTION AS A PREREQUISITE FOR FAST RESPONDING TO DYNAMIC MARKET

Hemofarm iz godine u godinu obara rekorde proizvodnje, postavljajući sam sebi nove izazove. U 2020. i uslovima pandemije zadržan je isti nivo broja pakovanja kao i prethodne godine, realizovano je 278 miliona pakovanja (279,5 miliona pakovanja u 2019). Potvrđena je maksimalna efikasnost svih procesa proizvodnje u Hemofarmu.

Realizovan je ponovo rekordan obim u proizvodnim jedinicama od 6,4 milijardi TPU, što potvrđuje rast od 6% iz godine u godinu iako je 9% ispod budžeta (6,1 milijarda TPU u 2019). Istovremeno, kompleksnost portfolija porasla je za 2% u odnosu na isti period 2019. godine, a realizovano je 3.255 SKU (3.198 u 2019). U 2020. zabeležen je i porast upakovanih blistera od 8% (598 miliona). Svi ovi rezultati svedoče o velikom uspehu u upravljanju i efikasnosti lanca snabdevanja, uz agilan odgovor na sve izazove koji su posledica povećane potražnje, ali i problema koji su pogodili globalno tržište sirovina. Iako je realizacija u Q4 2020. bila daleko ispod planiranih količina, neki farmaceutski oblici i procesne linije postigli su rekordne rezultate: čvrsti Non Beta Lactam i Beta Lactam oblici, PC u broju pakovanja blistera, SNUP i supozitorije i kesice.

Hemofarm breaks production records year-in-year-out, setting itself new challenges. In 2020 and in conditions of the pandemic, the same number of packs as the previous year was retained, with produced 278 million of packs (279.5 million of packs in 2019). Maximum efficiency of all production processes in Hemofarm has been confirmed.

A record-breaking production volume amounting to 6.4 billion TPU was achieved, which is confirmed by the year-on-year growth of 6%, although being 9% below the budget (6.1 billion of TPU in 2019). At the same time, the portfolio complexity increased by 2% compared to the same period in 2019, with the achievement of 3,255 SKUs (3,198 in 2019). An increase of packed blisters of 8% (598 million) was recorded in 2020. All these results testify to the great success in the supply chain management and efficiency, with an agile response to all challenges arising from the increased demand as well as problems affecting the global market of raw materials. Although the output in Q4 2020 was far below the planned quantities, some pharmaceutical forms and process lines achieved the record-breaking results: solid Non Beta Lactam and Beta Lactam forms, PC in number of blister packs, SNUP and suppositories and sachets.



Uprkos izazovnoj godini, nastavljene su aktivnosti na transformaciji koja se polako privodi kraju u regionu – implementiran je koncept upravljanja lokacijama, čime su ostvareni preduslovi za dalje poboljšanje efikasnosti i bolju kontrolu procesa i ispunjenosti tekućih poduhvata. Integracija proizvodne lokacije u mestu Bila Tserkva u Ukrajini je u toku i ovaj deo organizacije biće potpuno integrisan 2021. godine. Tokom godine timovi SEEU dobili su nekoliko nagrada TechOps STADA, posvećenih primeni korporativnih vrednosti u praksi.

In spite of the challenging year, activities on transformation continued and it is slowly coming to an end in the region – site management concept has been implemented, which created conditions for further improvement of efficiency and better control of processes and fulfilling of current endeavours. The integration of the production site in Bila Tserkva in Ukraine is underway, and this part of the organization will be fully integrated in 2021. During the year, SEEU teams received several TechOps STADA awards, dedicated to putting corporate values into practice.



Zalaganjem svih zaposlenih održana je konkurentnost Hemofarmovih proizvoda, a kontinuirana implementacija planiranih projekata, i tokom pandemije, stvorila je preduslove za sigurnu budućnost svih proizvodnih lokacija kompanije. Tokom 2020. godine, u okviru funkcije Operativna izvrsnost (OPEX), uspostavljen je i implementiran plan razvoja učinka za svaku pojedinačnu lokaciju – Plan poboljšanja performansi na svim lokacijama. Realizacijom programa postignut je rezultat na koji su svi posebno ponosni – ukupne uštede u 2020. dostigle su 2,4 miliona evra, što je 6,6% iznad procenjenog projektnog potencijala (2,2 miliona) i gotovo 30% iznad budžetskog cilja (1,9 miliona).

Novi koncept „Quality on the shop floor“ uspešno je predstavljen na svim lokacijama u okviru Klastera, sa značajnim poboljšanjem KPI istrage u odnosu na 2019. godinu. Uloga i značaj HSE funkcije i HSE timova značajno su porasli u okolnostima pandemije i prevencije širenja koronavirusa, a bliska saradnja i razmena znanja između HSE timova na različitim lokacijama potvrdila je timski duh i jedinstvo, što se pozitivno odrazilo i na program podizanja svesti o HSE pokrenut 2019. godine. Uspešno je realizovano i održavanje ISO 14001 i ISO 45001 sertifikata.

Zbog pandemije smanjen je broj inspekcija nadležnih zdravstvenih organa u toku 2020. godine, a koncept onlajn inspektovanja uspešno i agilno je uveden u praksu. Regulatorna tela su izvršila deset inspekcija, od kojih su sve imale pozitivan ishod, pri čemu je pet od deset izvedeno onlajn. Pored toga, uspešno su završene i onlajn inspekcije za ponovnu sertifikaciju za ISO 9001 i 13485. Po prvi put je Global Audit Team sproveo interne provere na svim SEE lokacijama, i to sve sa pozitivnim ishodom. Prva interna provera novoj proizvodnog sajta u Ukrajini zakazana je za prvi kvartal 2021. godine.

Through the efforts of all employees, the competitiveness of Hemofarm's products was maintained, and the continuous implementation of planned projects, even during the pandemic, created the preconditions for a certain future for all of the company's production sites. During 2020, a performance development plan was established and implemented for each individual site within the Operational Excellence (OPEX) function - a Performance Improvement Plan at all sites. A result that everyone is especially proud of - total savings of EUR 2.4 million in 2020 have been achieved through implementation of this program, which is 6.6% above the estimated project potential (2.2 million) and almost 30% above the budget target (1.9 million).

New concept 'Quality on the Shop Floor' was successfully presented on all sites within the Cluster, with significant improvement of KPI investigation compared to 2019. The role and significance of HSE function and HSE teams increased noticeably in the pandemic conditions and prevention of coronavirus, and close cooperation and exchange of knowledge between HSE teams on different sites confirmed the team spirit and unity, which was positively reflected also on the program of raising awareness on HSE launched in 2019. Maintenance of ISO 14001 and ISO 45001 certificate was also successfully implemented.

Due to the pandemic, the number of audits by the competent health authorities was reduced during 2020, and the concept of online audits was successfully and agilely introduced into practice. Regulatory authorities conducted ten audits, all with a positive outcome, with 5 out of 10 conducted online. In addition, online re-certification inspections for ISO 9001 and 13485 have been successfully completed. For the first time, the Global Audit Team conducted internal audits at all SEE sites, all with a positive outcome. The first internal audit of the new production site in Ukraine is scheduled for the first quarter of 2021.

Broj proizvedenih validacionih, optimizacionih i probnih šarži iznosi ukupno 100 šarži. Ukupno realizovanih 12 novih INN u preko 25 jačina uspešno je transferisano u proizvodnju. Dodano je započet i 21 novi transfer. Značajan je i broj site-to-site transfera. Uspešno su lansirana četiri nova proizvoda čvrstih formi (Cinacalcet fct, Nizoral tonik, Olmesartan Amlodipin HCT fct i kompleks Grippostad za RS) i dva proizvoda za lansiranje 2021. godine su takođe već proizvedena (Tadalafil fct, Atorvastatin Christ. Fct za tržište Švajcarske). Lansiran je i Apo go 20 ml kertridž u Francusku nakon mnogo godina od početka projekta. Budžet za ugovornu proizvodnju za 2020. godinu postavljen je na 6,2 miliona evra, ali je do kraja godine ostvareno ukupno 12,7 miliona evra, što je 208% od planiranog. Rast u poređenju sa neto prodajom 2019. godine iznosi 207%.

Završena je puna implementacija zahteva Direktive o falsifikovanim lekovima (FMD) za ruski projekat T&T, i već od jula meseca proizvodi su isporučivani ka Rusiji u skladu sa direktivom. Zahvaljujući inicijativama za energetske efikasnost, padu cene goriva, povoljnim klimatskim uslovima i planiranim gašenjima proizvodnje radi održavanja, ostvarene su uštede u iznosu od oko 1,12 miliona evra na lokaciji u Vršcu. Pored toga, prodaja otpadnog materijala dostigla je skoro 200.000 evra, što je najveći prihod otkako se prati ovaj parametar.

Jedan od najvećih rezultata u godini pandemije, pored sigurnog snabdevanja lekovima, predstavlja i smanjivanje „Out of Stock“ rizika – rizika od nestašice lekova. Svi rezultati u 2020. godini ne bi mogli biti postignuti da nije bilo vrlo motivisanih, izuzetno profesionalnih i pre svega posvećenih zaposlenih. Uprkos činjenici da je tokom godine puno koleginica i kolega bilo u karantinu ili samoizolaciji, što u pojedinim trenucima raspoloživost ljudskih resursa dovodi do nivoa manjeg nego u 2019, svi planirani projekti i aktivnosti uspešno su realizovani, a tržištu i pacijentima ništa nije bilo uskraćeno. Posvećenost i privrženost zaposlenih kompaniji potvrdile su i Puls ankete sprovedene tokom godine.

The number of produced validation, optimization and test batches is a total of 100 batches. A total of 12 new INNs in over 25 strengths were successfully transferred to production. Additionally, 21 new transfers have been started. The number of site-to-site transfers is also significant. Four new solid-dosage form products have been successfully launched (Cinacalcet fct, Nizoral tonic, Olmesartan Amlodipine HCT fct and Grippostad complex for RS) and 2 products for launch in 2021 have also already been produced (Tadalafil fct, Atorvastatin Christ. Fct for the Swiss market). The Apo go 20ml cartridge was also launched in France many years after the start of the project. The budget for contract manufacturing for 2020 is set at 6.2 million euros, but by the end of the year, a total of EUR 12.7 million has been achieved, which is 208% of the planned. Growth compared to net sales in 2019 is 207%.

The full implementation of the requirements of the Counterfeit Medicines Directive (FMD) for the Russian T&T project has been completed, and since July the products have been delivered to Russia in accordance with the directive. Thanks to initiatives for energy efficiency, decreasing fuel prices, favourable climate conditions and planned production downtimes for maintenance, savings of about EUR 1.12 million were achieved at the site in Vrsac. In addition, the sale of waste material reached almost EUR 200,000, which is the highest income since the start of monitoring this parameter.

One of the greatest results in the year of the pandemic, apart from a secure supply of medicines, is the reduction of "Out of Stock" risk - the risk of drug shortages. All the results in 2020 could not have been achieved if it were not for highly motivated, extremely professional and, above all, dedicated employees. Despite the fact that during the year many colleagues were in quarantine or self-isolation, which in some moments led to the lower availability of human resources than in 2019, all planned projects and activities were successfully implemented, and the market and patients were not deprived of anything. The commitment and dedication of the company's employees were also confirmed by the Pulse Surveys conducted during the year.



Rast proizvodnje se reflektuje na sve oblasti poslovanja, te stoga ne iznenađuje činjenica da Hemofarm kontinuirano nastoji da unapredi svoje operacije i u oblasti skladištenja i transporta. Tu Hemofarm nastoji da implementira najmoderniju skladišnu opremu u zavisnosti od uslova skladištenja i kapaciteta, prema svim zakonskim i GMP i GDP regulativama. Takođe, kompanija kontinuirano primenjuje sve preventivno-korektivne mere, kao i maksimalnu zaštitu na radu i zaštitu životne sredine. U cilju poboljšanja kvaliteta i efikasnosti u okviru skladišnog poslovanja značajno je obnovljena i flota vozila unutrašnjeg transporta. Gotovo kompletan unutrašnji transport zasnovan je na automatizovanim regalnim dizalicama kao i viljuškarima na elektropogon, a aspekti sigurnosti i smanjenja emisije štetnih gasova bitni su opredeljujući faktori za izbor i nabavku navedenih namenskih vozila i mašina. Ukupan broj isporučenih paleta sa gotovim proizvodima iz skladišta gotovih proizvoda, u konstantnom je porastu poslednjih godina, tako da je tokom 2020. zabeležen sličan nivo isporuke kao prethodne godine, uprkos pandemiji i svim problemima sa potražnjom i distribucijom robe – u ukupnom broju od 102.200 isporučenih paleta gotovog proizvoda<sup>24</sup>.

The growth of production is reflected in all areas of business, and therefore it is not surprising that Hemofarm continuously strives to improve its operations in the field of warehousing and transport. Here, Hemofarm strives to implement the state-of-the-art storage equipment depending on storage conditions and capacity, according to all legal and GMP and GDP regulations. In addition, the company continuously applies all preventive and corrective measures, as well as maximum protection at work and environmental protection. In order to improve the quality and efficiency within the warehousing operations, the fleet of internal transport vehicles has been significantly renewed. Almost complete internal transport is based on automated racking cranes as well as electric forklifts, and aspects of safety and reduction of harmful gas emissions are important determining factors for the selection and procurement of these dedicated vehicles and machines. The total number of delivered pallets with finished products from the finished goods warehouse has been constantly increasing in recent years, so that in 2020 a similar level of delivery was recorded as in the previous year, despite the pandemic and all problems with demand and distribution of goods - a total of 102,200 delivered pallets of the finished product<sup>24</sup>.



<sup>24</sup> Hemofarm je u potpunosti implementirao projekat optimizacije transportnog pakovanja, koji se ogleda u proračunavanju idealnih veličina transportnih kutija za različite proizvode, kako bi oni zauzeli manje mesta pri pakovanju, tj. kako bi više proizvoda stalo na svaku transportnu paletu, a što ima za cilj smanjenje broja otpremljenih kamiona iz Hemofarmovih skladišta, uz direktno i indirektno smanjenje emisija CO2 i brojne druge pozitivne uticaje.

<sup>24</sup> Hemofarm has completely implemented the project of transportation packing optimization, which is reflected in calculation of ideal sizes of transportation boxes for different products, so that they could occupy less space when packing i.e. in order for more products to be packed on each transportation pallet, which is aimed at reducing the number of dispatched trucks from Hemofarm's warehouses, with direct or indirect reduction of CO2 emissions and numerous other positive impacts.

## STADA HEALTH REPORT: Godina koja je izmenila zdravstvenu sliku Evrope

STADA HEALTH REPORT:  
A year that changed Europe's health landscape



STADA je 2014. godine pokrenula istraživanje o stavovima ljudi o zdravlju, zdravim navikama i budućnosti prevencije i lečenja. Taj projekat, koji je nazvan STADA Health Report (STADA Zdravstveni izveštaj), uključivao je ispitanike iz Nemačke sve do 2019. godine, kada je urađeno prvo međunarodno istraživanje. Cilj kompanije je da sagleda stavove i realne potrebe ljudi po pitanju adekvatne brige o zdravlju. Tokom 2020. godine, usled pandemije kovida 19, STADA uvodi poseban segment Health Report-a koji dodatno istražuje stavove ljudi o ovom virusu i njegovom uticaju na zdravlje i život. Svoje najnovije i najopsežnije izdanje Health Report-a, sedmo po redu, STADA je prezentovala na specijalnoj globalnoj konferenciji za medije 17. juna 2021. godine,

In 2014, STADA launched a survey on people's attitudes about health, healthy habits and the future of prevention and treatment. The project, called the STADA Health Report, included respondents from Germany, until 2019, when the first international survey was conducted. The company's goal is to look at people's attitudes and real needs regarding adequate health care. In 2020, due to the COVID-19 pandemic, STADA introduced a special segment of the Health Report that further explores people's attitudes about the virus and its impact on health and life. STADA presented its latest and most comprehensive edition of the Health Report, the seventh in a row, at a special global press conference on 17 June 2021,



podelivši svoje najnovije rezultate i stavove o zdravlju ljudi u 15 zemalja (Austrija, Belgija, Češka, Nemačka, Francuska, Italija, Holandija, Poljska, Portugalija, Rusija, Srbija, Španija, Švajcarska, Ukrajina i Velika Britanija) u obimu od 30.000 ispitanika. Konferenciji je prethodio poseban događaj sa evropskim parlamentarcima u Briselu, kojima su predloženi stavovi Evropljana o zdravlju danas, a kao poseban vid podrške ispunjavanju Cilja broj 3 održivog razvoja, posvećenog dobrom zdravlju i blagostanju.

Prema ovom istraživanju, Evropljani su potvrdili da postoji jasan uticaj pandemije na mentalno stanje građana: jedna od četiri osobe oseća se nespokojno, još više ih pati od anksioznosti, dok 15% ispitanika ima problema sa spavanjem. Kod građana Srbije sindrom sagorevanja (burnout) je najizraženiji. Zatvaranja i druga ograničenja tokom pandemije imala su značajan uticaj na Evropljane: skoro svaki treći stanovnik (29%) patio je od povišenog nivoa anksioznosti, a svaki četvrti ima problema sa stresom i unutrašnjim nemir. Još 15% Evropljana prijavilo je poremećaje spavanja. Ovi simptomi češće su pogađali mlade nego stanovnike Evrope starije od 35 godina. Kad je reč o uticaju pandemije na mentalno zdravlje građana u Srbiji, trećina ispitanika (31%) priznaje da je ona kod njih izazvala stres koji je vodio unutrašnjem nemiru, dok je u isto vreme gotovo identičan obim ispitanika (29%) rekao da ne oseća uticaj pandemije na mentalno zdravlje.

sharing its latest results and views on human health in 15 countries (Austria, Belgium, Czech Republic, Germany, France, Italy, the Netherlands, Poland, Portugal, Russia, Serbia, Spain, Switzerland, Ukraine and the United Kingdom), with 30,000 respondents involved. The conference was preceded by a special event with European parliamentarians in Brussels, who were presented with the attitudes of Europeans on health nowadays, as a special form of support for achieving Goal 3 of sustainable development, dedicated to good health and well-being.

According to this survey, Europeans have confirmed that there is a clear impact of the pandemic on the mental state of citizens: one in four people feels restless, even more suffer from anxiety, while 15% of respondents have trouble sleeping. Among the citizens of Serbia, the burnout syndrome is the most present. Lockdown and other restrictions during the pandemic had a significant impact on Europeans: almost one in three people (29%) suffered from elevated levels of anxiety, and one in four had problems with stress and inner restlessness. Another 15% of Europeans reported sleep disorders. These symptoms more often affected young people than Europeans aged 35 and above. When it comes to the impact of the pandemic on the mental health of citizens in Serbia, a third of respondents (31%) admit that it caused them stress that led to inner unrest, while at the same time almost identical number of respondents (29%) said they did not feel the impact of the pandemic on mental health.

Mogućnost da se dobije kovid 19 nije glavni razlog za brigu: većinu Evropljana više je pogodio nedostatak ličnog kontakta sa porodicom i prijateljima (52%). Strah od infekcije je na drugom mestu sa 42%, a skoro trećina brine o finansijskim i poslovnim posledicama pandemije. Slično se osećaju i građani Srbije: 51% njih najviše je brinuo nedostatak kontakata sa bliskim ljudima, a strah od infekcije potvrdilo je 39% ispitanika u našoj zemlji. Bojazan kad je reč o finansijama i poslovnoj budućnosti potvrdilo je, takođe, 39% ispitanih građana u Srbiji.

The possibility of contracting Covid-19 is not the main reason for concern: most Europeans were more concerned about the lack of personal contact with family and friends (52%). Fear of infection is in second place with 42%, and almost a third of them worry about the financial and business consequences of the pandemic. The citizens of Serbia feel similarly: 51% of them were most worried about the lack of contacts with close people, while the fear of infection was confirmed by 39% of respondents in our country. The concern when it comes to finances and business future was also confirmed by 39% of surveyed citizens in Serbia.

Kada je reč o prevenciji i zdravom načinu života, velika većina Evropljana (70%) spremna je da više ulaže u sopstveno zdravlje. Naime, 45% ispitanika se sada hrani zdravije i raznovrsnije, a takođe su voljni da i za to plate. Otprilike trećina Evropljana je nedavno uvrstila neki vid fizičke aktivnosti u svoje slobodne aktivnosti. U Srbiji više od polovine ispitanika (54%) potvrdilo je da je tokom prethodnog perioda kupovalo zdraviju i kvalitetniju hranu, a skoro trećina (uglavnom mlađe populacije) posvetila se sportu.

Higijenske mere odigrale su do sada nezabeleženu ulogu u našem životu. Međutim, Evropljani ne žele da ih kolektivno napuste u skorije vreme: 45% ispitanika izjavilo je da će i dalje redovno prati ruke, svaki treći planira da se drži preporučene minimalne udaljenosti od drugih, a svaki peti čak želi da i dalje nosi masku za lice u javnosti. Uopšteno govoreći, 74% Evropljana zadovoljno je svojim zdravstvenim sistemom. U poređenju sa prethodnom godinom, ovaj broj je opao za tri procenta. Švajcarci se osećaju najbolje zbrinutima (91%), dok su ljudi u Ukrajini najnezadovoljniji svojim zdravstvenim sistemom (25%). Za 73% Evropljana lekari su prva adresa za sva zdravstvena pitanja, a farmaceuti i naučnici takođe uživaju veliko poverenje (po 60%). Čak 81% ispitanika uveren je da oni, zajedno sa medicinskim osobljem, najviše zaslužuju našu zahvalnost za trud u borbi protiv kovida.

When it comes to prevention and a healthy lifestyle, the vast majority of Europeans (70%) are willing to invest more in their own health. Namely, 45% of respondents now eat healthier and more balanced food, and they are also willing to pay for it. About a third of Europeans have recently included some form of physical activity in their leisure activities. More than a half of respondents in Serbia (54%) confirmed that they bought healthier and better-quality food during the previous period, and almost a third of them (mostly younger population) dedicated themselves to sports.

Hygiene measures have played an unprecedented role in our lives. However, Europeans do not want to give up on them collectively any time soon: 45% of respondents said they would continue to wash their hands regularly, one in three plans to keep the recommended minimum distances from others, and one in five even wants to continue wearing a face mask in public. Generally speaking, 74% of Europeans are satisfied with their healthcare system. Compared to the previous year, this number dropped by three percent. Swiss feel best cared for (91%), while people in Ukraine are most dissatisfied with their healthcare system (25%). For 73% of Europeans, doctors are the first contact point for all health issues, and pharmacists and scientists also enjoy great trust (60% each). As many as 81% of the respondents are convinced that they, together with the medical staff, deserve our gratitude the most for their work in the fight against Covid-19.





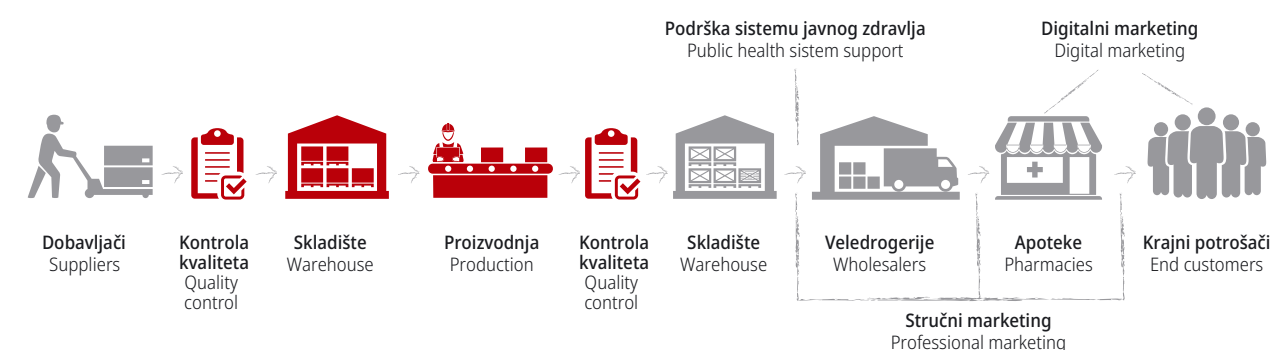


Uz odgovornost za zdravlje svojih kolega, iskazali smo brigu za zdrave temelje celog društva – kvalitetno obrazovanje. I u vreme pandemije, Hemofarm je nastavio sa edukacijom i razvojem zaposlenih, ali i mentorskim programom, uz 60 novih stipendija za najbolje učenike i studente.

In addition to responsibility for the health of our colleagues, we have expressed concern for the healthy foundations of the entire society – quality education. Hemofarm continued with education and development of its employees, but also with the mentoring program, with 60 new scholarships for the best students even during the pandemic.

## Cilj 4: Kvalitetno obrazovanje

### Goal 4: Quality education





103-1	103-2	103-3		
403-1	403-2	403-3	403-4	403-5
404-1	404-2	404-3		
410-1				
412-1	412-2	412-3		

Povezanost korporativne kulture i vrednosti Hemofarm posmatra i kroz odnos vrednosti INTEGRITY sa Ciljem 4 održivog razvoja, koji se zalaže za kvalitetno obrazovanje. Kada je u pitanju edukacija, pandemija koronavirusa naštetila je obrazovanju do neslučenih granica, koje će se pokazati u godinama koje dolaze. Unesko je prognozirao da je preko 73% ukupne populacije onih koji nešto uče u trenutku pandemije bio sprečen da to čini neometano. Kako bi u tom kontekstu bio ublažen potencijalni trend smanjenja stručnosti budućih generacija, sve je značajnija podrška i uključivanje kompanija u koncept kontinuiranog i dualnog obrazovanja. Hemofarm je već dokazao svoju opredeljenost ka podršci Cilju 4 održivog razvoja i to – od promocije koncepta dualnog obrazovanja kroz plaćene prakse u kompaniji, unapređene studentske programe i modele laboratorija na fakultetima, preko programa stipendija za učenike i studente, do mentorskog programa za najbolje studente i specijalizovanih poseta radi upoznavanja sa državnim, obrazovnim i ekonomskim sistemima vodećih zemalja EU, što se realizuje u saradnji sa Hemofarm fondacijom.

Radi sagledavanja performansi sa kojima se kompanija suočila u godini pandemije koronavirusa, u širem smislu, u ovom poglavlju će kroz prikaz ostvarenih poslovnih rezultata Hemofarma biti predstavljena sledeća materijalna tema: Motivacija i edukacija zaposlenih i kontinuirani razvoj korporativne kulture.

Hemofarm perceives the link between corporate culture and values also through the relation of the value INTEGRITY with the Sustainable Development Goal 4, advocating quality education. When it comes to education, the coronavirus pandemic has harmed education to unimaginable limits, which will be reflected in the upcoming years. According to UNESCO's forecast, more than 73% of the total population of those learning something at the time of the pandemic was prevented from doing so in an unhindered manner. In order to mitigate the possible trend of declining expertise of future generations in this context, the support and involvement of companies in the concept of continuous and dual education is becoming increasingly important. Hemofarm has already proven its commitment to supporting the Sustainable Development Goal 4, more precisely from promoting the concept of dual education through paid internships in the company, improved study programs and laboratory models at faculties, through scholarship programs for secondary school and university students, to mentorship programs for the best students and special-purpose visits to get acquainted with the state, educational and economic systems of the leading EU countries, which is implemented in cooperation with Hemofarm Foundation.

In order to review the company's performance in the year of coronavirus pandemic, in a broader sense, the following materiality topics will be presented in this chapter through an overview of achieved business results of Hemofarm: Motivation and education of employees and continuing development of corporate culture.

#### Sadržaj:

- KONTINUIRANA EDUKACIJA ZAPOSLENIH KAO STRATEŠKI ULOG ZA BUDUĆNOST
  - Integritet koji objedinjuje edukaciju i motivaciju zaposlenih
  - Bezbedno radno okruženje kroz trud svakog pojedinca
- PROGRAMI STIPENDIJA I PRAKSI HEMOFARM FONDACIJE – PODRŠKA RAZVOJU MLADIH

#### Table of contents:

- CONTINUOUS EDUCATION OF EMPLOYEES AS A STRATEGIC INVESTMENT IN THE FUTURE
  - Integrity as a unifier of employee education and motivation
  - Safe work environment through the effort of each person
- SCHOLARSHIP AND INTERNSHIP PROGRAMS OF HEMOFARM FOUNDATION – SUPPORT TO DEVELOPMENT OF YOUNG PEOPLE

Briga o zdravlju zaposlenih bila je i ostala najveća vrednost i prioritet u Hemofarmu. Suočen po prvi put sa izazovima kao što su organizacija rada u vreme pandemije izazvane virusom nepoznate etiologije i manifestacije, menadžment kompanije prepoznao je očekivani strah i neizvesnost kod zaposlenih, te radio na njihovom motivisanju i osnaživanju, pokazujući brigu i odgovornost za njihovo zdravlje. Veliki broj zaposlenih je svoje aktivnosti obavljao od kuće, prilagođavajući se zahtevima radnih zadataka, uz upotrebu novih IT alata i kanala komunikacije. Intenzivna onlajn komunikacija, uz trud svakog pojedinca u Hemofarmu, u vreme ograničenog kretanja i socijalne distance, uspešno je razvila timski duh. I svi su jedva čekali da se ponovo sretnu u fizičkom svetu.

Hemofarmov krizni tim je aktivno pratio sve performanse procesa i adaptirao procedure i organizaciju rada u cilju obezbeđenja kontinuiteta poslovanja i blagovremenu snabdevenost tržišta STADA i Hemofarmovim proizvodima. Poštovane su sve preporuke i sprovedene neophodne mere u cilju sprečavanja širenja koviida 19 među zaposlenima i u lancu snabdevanja, uz kontinuiranu edukaciju javnosti o merama prevencije putem digitalnih kanala kompanije.

Care for the health of employees has been and remains the greatest value and priority in Hemofarm. Faced with challenges such as the organization of work during a pandemic caused by a virus of unknown etiology and manifestation for the first time, the company's management has recognized the expected fear and uncertainty among employees, and worked on motivating and empowering them, showing care and responsibility for their health. A large number of employees has performed their activities online from home, adapting to the requirements of work tasks, using new IT tools and communication channels. Intensive online communication, with the efforts of each person in Hemofarm, in a time of limited movement and social distancing, has successfully developed a team spirit. And everyone couldn't wait to meet again in the physical world.

Hemofarm's crisis team has actively monitored all process performances and adapted procedures and work organization in order to ensure business continuity and timely supply of STADA's and Hemofarm's products to the market. All recommendations have been observed and required actions implemented in order to prevent the spread of Covid-19 among employees and in the supply chain, with continuous education of the public on preventive actions through the company's digital channels.



Trud da se sačuva zdravlje zaposlenih i njihovih porodica definitivno je urodio plodom jer je od 3.800 koleginica i kolega njih 351 registrovano kao pozitivno na koronavirus (9,2%), što je ispod republičkog proseka.

Težnju da kontinuirano razvija mlade i društvo, Hemofarm je i u godini pandemije, zajedno sa svojom fondacijom, nastavio da potvrđuje kroz mentorski program i stručnu praksu, kao i 60 novih stipendija za najbolje učenike i studente. Prebacivanje iz fizičkog u onlajn prostor nije sprečilo Hemofarm fondaciju da još jednom povede studente na put u Nemačku, i to virtuelni, radi upoznavanja sa savremenim evropskim vrednostima i institucijama.

The effort to safeguard the health of employees and their families has definitely borne fruit, because out of 3,800 colleagues, 351 of them were tested positive for coronavirus (9.2%), which is below the national average.

Hemofarm, together with its Foundation, has continued confirming its aspiration to the continuous development of the youth and society through a mentorship program and internship, as well as granting 60 new scholarships for the best students in the year of the pandemic. The transfer from the physical to online space has not prevented Hemofarm Foundation from taking students on a trip to Germany once again, more precisely in a virtual manner, in order to get acquainted with contemporary European values and institutions.

## KONTINUIRANA EDUKACIJA ZAPOSLENIH KAO STRATEŠKI ULOG ZA BUDUĆNOST

### CONTINUOUS EDUCATION OF EMPLOYEES AS A STRATEGIC INVESTMENT IN THE FUTURE

Tokom 2020. godine, zaposleni su prošli ukupno 7.555 internih i eksternih obuka i treninga (8.065 u 2019). Zaposleni su tokom 2020. ostvarili ukupno 15.110 sati obuka, edukacija i usavršavanja (16.130 sati u 2018).

Kada je reč o ekspertizi, 321 zaposleni bio je u prilici da čuje evropske i/ili svetske trendove, u zavisnosti od zahteva radnog mesta (762 u 2019); 260 osoba je bilo uključeno u soft skills edukacije. Kroz specifične razvojne programe ukupno je prošlo 250 ljudi. Na nivou Hemofarm Grupe, za potrebe internih i eksternih edukacija investirano je 422.597 evra, dok na nivou Hemofarma a.d. ta cifra iznosi 344.594 evra (560.430 evra u 2019).

In the course of 2020, a total of 7,555 in-house and external education and training courses for employees were organised (8,065 in 2019). During 2020, employees achieved a total of 15,110 hours of training, education and additional qualification (16,130 hours in 2018).

When it comes to expertise, 321 employees have had the opportunity to get acquainted with European and/or global trends, depending on the job requirements (762 in 2019); 260 people have been involved in soft skills education courses. A total of 250 people attended specific development programmes. At the level of Hemofarm Group, the amount of EUR 422,597 was invested for the needs of internal and external trainings, while at the level of Hemofarm A.D., the figure amounted to EUR 344,594 (EUR 560,430 in 2019).

Pad investicija u edukacije (od 38,5%) nije bio posledica smanjenih ulaganja, već je uslovljen limitima i ograničenjima koje je izazvala pandemija koronavirusa. Navedene okolnosti su uslovile da izdaci za edukacije budu na istom nivou kao u 2018. godini.

Nešto manji broj zaposlenih bio je upućen na ekspertske edukacije u inostranstvu, u poređenju sa prethodnom godinom, usled pandemije i nemogućnosti putovanja. Sa druge strane, ponosni smo na činjenicu da smo značajan broj edukacija koje se odnose na soft skills i razvojne programe, u kratkom roku uspeli da prilagodimo i realizujemo u onlajn formi, a sve u cilju sprečavanja širenja pandemije.

Posebnu pažnju posvetili smo pružanju podrške zaposlenima kroz edukacije na temu upravljanja stresom, a u saradnji sa Hemofarm fondacijom realizovali smo i projekat „Zajedno možemo sve“, čiji je cilj bio da zaposlenima, u izazovnim vremenima, pruži podršku u očuvanju mentalnog zdravlja. Pored različitih tribina i tekstova na temu upravljanja stresom, zaposlenima je bila omogućena i stručna psihološka podrška u vidu anonimnih razgovora sa psihologom o trošku poslodavca.

The drop in the investment in education (by 38.5%) has not been the result of decreased investment, but it was rather conditioned by the limits and constraints caused by the coronavirus pandemic. The stated circumstances have conditioned that the expenditures for education are at the same level as in 2018.

A slightly smaller number of employees has been sent to expert trainings abroad in comparison with the previous year, due to the pandemic and inability to travel. On the other hand, we are proud of the fact that we have managed to adapt and implement online a significant number of trainings related to soft skills and development programs within a short period, all in order to prevent the spread of the pandemic.

We have paid special attention to providing support to employees through trainings on the topic of stress management, and in cooperation with Hemofarm Foundation, we have implemented the project **Together we can do it all** aimed at supporting employees in safeguarding the mental health in challenging times. In addition to various panel talks and texts on the topic of stress management, employees have also been provided professional psychological support in the form of anonymous conversations with a psychologist at the expense of the employer.

Investirajući u zaposlene na ovaj način, naša organizacija izražava nastrojanje da se diferencira na osnovu njihovih veština, znanja i motivacije, odnosno vođena je očekivanjem da će investiranje u treninge i razvoj zaposlenih dalje dovesti do poboljšanja u performansama organizacije.

By investing in employees in this way, our organization expresses an effort to distinguish itself on the basis of their skills, knowledge and motivation, i.e. it has been guided by the expectation that investing in trainings and development of employees will further lead to improvements in the organization performances.



Hemofarmov tim pokazuje visok nivo svesti i vrednovanja projekata kao alata kojima se kompanija iz postojećeg transformiše u željeno stanje, kroz izgradnju izvesne i stabilne budućnosti. Samim tim, i u 2020. godini redovni plan obuka zaposlenih odnosio se na upravljanje projektima, uz širok spektar edukacija kako za projekte koji treba da isporuče neki novi proces ili novu vrednost, tako i za one koji se tiču kontinuiranih unapređenja unutar kompanije. U prvom kvartalu sve edukacije su realizovane po planu, a obuke koje su inicijalno organizovane u Vršcu proteklih godina sada su implementirane i na svim ostalim lokacijama SEE klastera. Tako je početkom godine obučeno sedamnaest kolega u Šapcu u skladu sa SOP (Standardnim operativnim postupcima) kojim se dokumentuje dobra praksa i iskustvo u upravljanju projektima. U toku 2020. i prvom kvartalu 2021. osmoro koleginica i kolega uspešno je steklo znanje PMP – Project Manager Professional<sup>25</sup>. Time je sada ukupno sedamnaest sertifikovanih stručnjaka iz ove oblasti u Hemofarmu od 2019. godine.

Počevši od 2011, Hemofarmovi zaposleni se obučavaju na različitim nivoima Lean & Six Sigma znanja za crni (Black), zeleni (Green) i žuti (Yellow) pojas (Belt) koji interno postaju mentori, instruktori, lideri ili učesnici u inicijativama za unapređenje. Ukupno 281 zaposleni obučeni su od strane svojih kolega koji su sertifikovani za zeleni ili crni pojas. Uz to, ukupan broj zaposlenih koji su pohađali obuku za žuti pojas iznosi 1.041, sa najvećim udelom zaposlenih iz oblasti proizvodnje (59%), a zatim upravljanja kvalitetom (QA&QC – 19,6%) i drugih sektora. U toku 2020. vođen Global OpEx timom u saradnji sa eksternim provajderom razvijen je kurikulum za više tema obuke iz oblasti kontinualnih unapređenja sa osnovnom idejom da prateći načela vrednosti One STADA zaposlenima na nivou grupe bude obezbeđen isti materijal za obuke, razvijen u skladu sa globalno prepoznatim potrebama.

Hemofarm's team shows a high level of awareness and appreciation of projects as a tool by which the company has been transforming itself from the existing to the desired state, through building a certain and stable future. Therefore, the regular employee training plan in 2020 related to project management, with a wide range of education courses not only for projects that should deliver a new process or new value but also for the ones related to continuous improvement within the company. All education courses were accomplished according to the plan in the first quarter, and the trainings, which were initially organized in Vršac in previous years, have now been implemented at all other sites within the SEE cluster. Thus, 17 colleagues were trained in Šabac in accordance with the SOP (Standard Operating Procedures), which documents good practice and experience in project management, at the beginning of the year. Eight colleagues successfully acquired the knowledge of the PMP - Project Manager Professional<sup>25</sup> during 2020 and in the first quarter of 2021, accounting for a total of seventeen certified experts in this field at Hemofarm since 2019.

Hemofarm's employees, who internally become mentors, instructors, leaders or participants in improvement initiatives, have been trained at different levels of Lean & Six Sigma knowledge for Black, Green and Yellow Belt since 2011. Totally 281 employees were trained by their colleagues who have been certified for Green or Black Belt. In addition, the total number of employees who attended the Yellow Belt training amounted to 1,041, with the largest share of employees in production (59%), followed by quality management (QA&QC - 19.6%) and other divisions. During 2020, led by the Global OpEx team in cooperation with an external provider, a curriculum was developed for several training topics in the field of continuous improvement with the basic idea that following the principles of One STADA value, employees at the group level should be provided with the same training material, developed in accordance with globally recognized needs.

<sup>25</sup> U pitanju je međunarodno prepoznat sertifikat koji se stiče i održava u skladu sa zahtevima Project Management Instituta (PMI, US).

<sup>25</sup> It is an internationally acknowledged certificate that is obtained and maintained in accordance with the requirements of the Project Management Institute (PMI, US).

Pored već postojećih obuka za sticanje zvanja nosioca zelenog i crnog pojasa, kurikulum je proširen sa: BDA, Business data analysis – učesnicima daje osnovna znanja iz statistike uz upotrebu alata – aplikacije MiniTab, kao i RCPS, Root Cause Problem Solving. Vodeći se ovim, krajem 2020. godine sprovedena je obuka za 14 kolega sa lokacija: Vršac, Centar za pakovanje i Šabac, u skladu sa zahtevima sertifikacije za zeleni pojas.

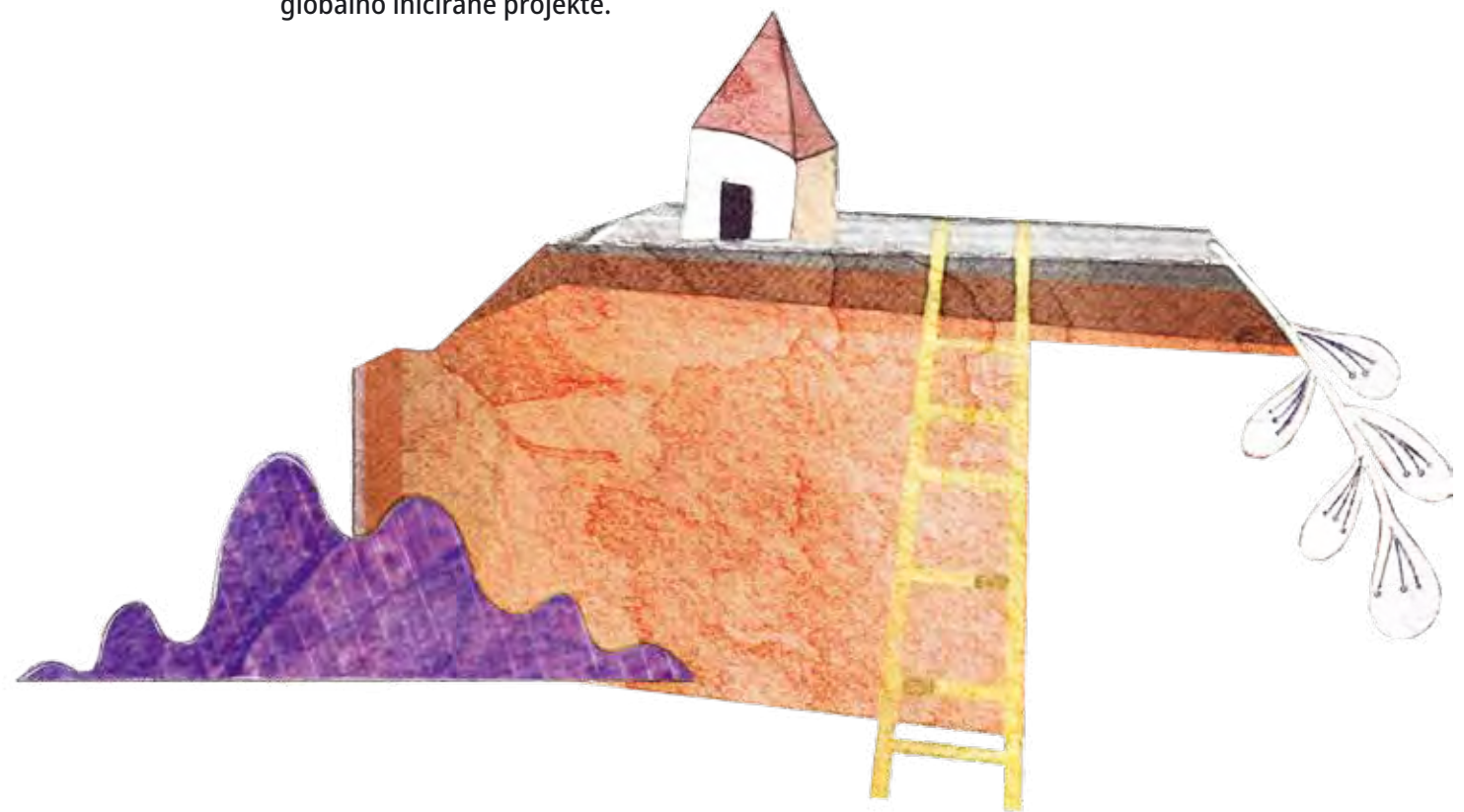
Uspešnost prilagođavanja obukama u virtuelnom svetu tokom 2020. godine odrazila se pozitivno i na visok stepen realizacije obuka u prvim mesecima 2021. godine, čime je na najbolji način najavljen povratak u poznate okvire po broju obučanih koleginica i kolega na godišnjem nivou.

Zaposleni Hemofarma su nezamenjivi članovi tima u velikom broju globalnih projekata STADA Grupe: kao što su „Enterprise quality management systems“ (EQMS), „Laboratory Information Management System“ (LIMS), „Lean Laboratory“ (Lean Lab) i dr. Imajući u vidu potvrđeno znanje, iskustvo i posvećenost zaposlenih, logično je što su Hemofarmove lokacije preferirani izbor za gotovo sve ključne globalno inicirane projekte.

In addition to the already existing trainings for acquiring the title of Green and Black Belt holder, the curriculum has been expanded so as to include: BDA, Business data analysis, which gives participants basic statistics knowledge with the use of tools – MiniTab application), as well as RCPS, Root Cause Problem Solving. Guided by this, training was conducted for 14 colleagues from the following sites: Vršac, Packaging Center and Šabac, in accordance with the Green Belt certification requirements, at the end of 2020.

Successful adaptation to trainings in the virtual world during 2020 had a positive effect also on the high level of implemented trainings in the first months of 2021, which best announced the return to the familiar framework in terms of the number of trained colleagues at an annual level.

Hemofarm employees are irreplaceable team members in a large number of global STADA Group projects: such as: 'Enterprise quality management systems' (EQMS), 'Laboratory Information Management System' (LIMS), 'Lean Laboratory' (Lean Lab), etc. Given the proven knowledge, experience and commitment of employees, it is logical that Hemofarm's sites are the preferred choice for almost all key globally initiated projects.





## Integritet koji objedinjuje edukaciju i motivaciju zaposlenih

### Integrity as a unifier of employee education and motivation

Odras prave posvećenosti vrednostima STADA grupe došao je u vidu nagrada koje se u okviru globalnih Tehničkih operacija dodeljuju na kvartalnom nivou za najkompletnijeg sledbenika postulata najmanje jedne od četiri vrednosti: Agility, Integrity, Entrepreneurship i One STADA. Menadžerka programa globalnih operacija Tamara Magurjan je u prvom kvartalu za uspešno realizovanu proizvodnju valsartana i preduzimljivost tokom problema uzrokovanih nečistoćama aktivnih supstanci osvojila Entrepreneurship nagradu. Direktorka lanca snabdevanja SEEU klastera Mirjana Poštin je u drugom kvartalu ponela Agility nagradu za agilnost i izvanredan napor da se obezbedi izvoz proizvoda iz Srbije tokom trajanja vanrednog stanja u zemlji. Istom nagradom je nagrađena i direktorka Kvaliteta proizvodne lokacije Banja Luka – Bojana Gojić, koja je u istom kvartalu obezbedila blagovremenu kvalifikaciju opreme za testiranje proizvoda u banjalučkoj laboratoriji, kao jednog od važnih preduslova za nesmetano odvijanje procesa u okviru funkcije Kvaliteta.

Na poslednjoj dodeli nagrada u 2020. kolegice i kolege iz Hemofarma nosioci su čak četiri priznanja:

1. Za vrednost One STADA nagrade su dobili timovi iz Kontrole kvaliteta u Vršcu, Šapcu i Banja Luci.
2. Takođe za vrednost One STADA nagradu su dobile Vesna Jungić, Zorana Šubašić i Jelena Stojanović za projekat Štadine akademije nabavke (STADA Procurement Academy).
3. Nagradu za vrednost Entrepreneurship dobio je tim Ugovorne proizvodnje za ostvarivanje gotovo duplo veće ugovorne proizvodnje u 2020. u odnosu na budžetiranu.

True commitment to STADA Group values has been reflected in the form of awards presented to the most comprehensive follower of the postulates of minimum one of the four values: Agility, Integrity, Entrepreneurship and One STADA within Global Technical Operations on a quarterly basis. Tamara Magurjan, Global Operations Program Manager, was awarded the Entrepreneurship Award for successful valsartan production output and entrepreneurship in solving the problems caused by active substance impurities in the first quarter. Mirjana Poštin, Director of Supply Chain of SEEU Cluster, was awarded the Agility Award for agility and extraordinary effort to ensure the export of products from Serbia during the state of emergency in the country in the second quarter. The same award was presented to Bojana Gojić, Director of Quality of Banja Luka production site, who provided timely qualification of product testing equipment in Banja Luka laboratory, as one of the important prerequisites for ongoing performance of processes within Quality function, in the same quarter.

Colleagues from Hemofarm won as many as four awards at the latest award ceremony in 2020:

1. Quality Control teams in Vršac, Šabac and Banja Luka received the award for the One STADA value.
2. Vesna Jungić, Zorana Šubašić and Jelena Stojanović also received the award for the One STADA value for the STADA Procurement Academy project.
3. The Award for the Entrepreneurship value was presented to the Contract Manufacturing team for achieving almost twice the contract manufacturing output in 2020 compared to the budgeted one.

4. Nagradu za Integrity i Agility dobili su svi članovi Tehničkih operacija Hemofarma, koji su pomogli kolegama iz Ukrajine da podignu kvalitet proizvodnje. Našu kompaniju predstavljali su senior direktor Tehničkih operacija SEEU klastera Dejan Ivanović i direktorka Kvaliteta lokacije Bela Crkva u Ukrajini Marijana Panić, koja je u momentu nominovanja radila u Hemofarmu.

U toku 2020. u okviru funkcije Operative izvrsnosti (Operational Excellence, OpEx) na svim lokacijama je uspostavljen i zaživeo plan razvoja performansi svake pojedinačne proizvodne lokacije u okviru SEEU klastera – Performance Improvement Plan. Cilj je identifikovanje ideja i praćenje realizacije projekata koji doprinose unapređenju procesa. Efekti realizacije inicijativa prate se kroz vrednosti ključnih indikatora performansi procesa – KPI, i to u sedam najvažnijih oblasti: Quality, Safety, People, Supply Chain, Production, Volume, Cost i OpEx. Na ovaj način se postiže bolja transparentnost aktivnosti na lokaciji, njihovo povezivanje i usklađivanje, a pre svega jasna ideja o vlasništvu nad procesima i svest o tome kako se zajedničkim delovanjem postižu promene na lokaciji kojoj pripadamo, ali i Klastera u celini.

Program realizacije ušteda je onaj na koji je Hemofarmov tim posebno ponosan. On je odraz zajedničkog doprinosa koji ne bi bio moguć bez poboljšanja u svim oblastima rada i poslovanja. Uzimajući u obzir rezultate u prvih 10 meseci i projekciju ušteda do kraja 2020. godine, na nivou Klastera, izvesno je da će biti realizovano 12% više ušteda u odnosu na Project target (oko 2,3 miliona evra, target koji je postavljen na osnovu proračuna potencijala svih inicijativa) i skoro 36% više ušteda u odnosu na Budget target (oko 1,9 miliona evra).

4. The Award for Integrity and Agility was presented to all members of Hemofarm Technical Operations, who supported their colleagues from Ukraine to raise the quality of production. Our company was represented by Dejan Ivanović, Senior Director of Technical Operations of SEEU Cluster, and Marijana Panić, Director of Quality of Bila Tzerkva site in Ukraine, who was working in Hemofarm at the time of nomination.

Performance Improvement Plan for each individual production site within the SEEU Cluster was established and implemented at all sites within the Operational Excellence (OpEx) function during 2020, for the purpose of identifying ideas and monitoring the implementation of projects that contribute to the process improvement. The effects of the implementation of initiatives are monitored through values of the key performance indicators (KPI) of processes, more precisely in 7 most important areas: Quality, Safety, People, Supply Chain, Production, Volume, Cost and OpEx. Better transparency of activities at the site, their connection and harmonization, and above all, a clear idea of the ownership over the processes and awareness of how joint action achieves changes at the site, which we belong to, as well as the cluster, as a whole, are achieved in this way.

The program for generating savings is one that the Hemofarm team is especially proud of. It reflects a joint contribution that would not have been possible without improvements in all areas of work and operation. Taking into account the results in the first 10 months and the estimate of savings at the cluster level by the end of 2020, it is evident that savings increased by 12% will be generated compared to the Project target (the target amounting to approximately EUR 2.3 million has been set on the basis of calculated potential of all initiatives) and savings increased by approximately 36% compared to the Budget target (approximately EUR 1.9 million).





Jasan doprinos razvoju kompanije i unapređenju poslovanja prepoznat je na svim proizvodnim lokacijama u okviru Klastera. Posebno se izdvajaju:

- „Water spider“ odeljenja oblaganja tableta u Pogonu čvrstih formi u Vršcu – projekat omogućava dodatne kapacitete za proizvodnju tableta povećanjem kapaciteta u koraku njihovog oblaganja. Angažovanjem dodatnih ljudskih resursa, njihovom obukom i reorganizacijom rada na odeljenju smanjuje se vreme za pripreme pre postupka oblaganja filmom i posle njega. Godišnji potencijal ovog projekta je proračunat na oko 379.000 evra. Nakon 12 meseci praćenja (zaključno sa martom 2021) ovaj projekat je ostvario rezultate od skoro pola miliona evra i time za 32% premašio očekivani target. Osim evidentnih ušteda, ovaj projekat je vredan i kao koncept za slična rešenja ostalim proizvodnim lokacijama STADA grupe.
- Pобољшanje efikasnosti rada mašine za proizvodnju infuzionih rastvora, BP03, u Pogonu sterilnih proizvoda u Vršcu, kroz povećanje ključnog indikatora performansi procesa (engleski OEE – Overall Equipment Efficacy) uz više od 225.000 evra uštede (očekivano 219.000). Dostignuta je visoka efikasnost opreme od 77,4% u 2020, što je omogućilo dodatni rast efikasnosti u toku prva četiri meseca 2021. na čitavih 82,55%.
- Brojnim aktivnostima vezanim za rad mašine za punjenje supozitorija Farmo Res u Pogonu polučvrstih formi u Šapcu omogućeno je povećanje broja proizvedenih blistera supozitorija sa 5.876 na čitavih 10.866 blistera po smeni. Unapređenja su uključila obuke zaposlenih i reorganizaciju rada koja je omogućila rad mašine bez pauza tokom promene smene, uz bolje upravljanje kritičnim rezervnim delovima i održavanjem opreme. Efekti uštede iznose 134.000 evra, posmatrano kroz povećane kapacitete koji su za neke od proizvoda bili posebno važni zbog protokola lečenja infekcije kovid 19.

A clear contribution to the company's development and business improvement has been recognized at all production sites within the cluster. The following improvements have been particularly outstanding:

- 'Water spider' in Tablet Coating Department of Solid Dosage Forms Plant in Vršac - the project provides additional tablet production capacity by increasing the capacity in the tablet coating phase. The engagement of additional human resources, their training and department work reorganization have resulted in the reduction of time required for preparations before and after the tablet film-coating procedure. The project annual savings have been calculated to amount to approximately EUR 379,000. After 12-month monitoring (inclusive of March 2021), achieved results of this project amounted to approximately half a million euros, thus exceeding the expected target by 32%. In addition to the actual savings, this project is valuable also as a concept for similar solutions in other STADA Group production sites.
- Improving the efficacy of the machine for production of infusion solutions, BP03, in Sterile Products Plant in Vršac, by increasing the key process performance indicator (Overall Equipment Efficacy) with savings amounting to more than EUR 225,000 (EUR 219,000 was expected). High equipment efficacy of 77.4% was achieved in 2020 enabling an additional increase in efficacy to as much as 82.55% during the first 4 months in 2021.
- Numerous activities related to the operation of Farmo Res suppository filling machine in Semi-Solid Dosage Forms Plant in Šabac have enabled the increase in the number of suppository blisters output from 5,876 to as many as 10,866 blisters per shift. Improvements included employee training and reorganization of work allowing for the uninterrupted machine operation during shift changes, with better management of critical spare parts and equipment maintenance. Generated savings amounted to EUR 134,000, observed through increased capacities that were especially important for some of the products due to the Covid-19 infection treatment protocol.

Pored programa kontinualnog unapređenja, koji je fokusiran na uvećanje stepena korišćenja postojeće opreme, odnosno povećanja OEE-a, koji ističe 2020. godinu kao veoma uspešnu sa 7% rasta OEE-a u odnosu na prethodnu godinu, izuzetno ohrabruju i inicijative transfera pakovanja proizvoda sa starih na nove mašine u Centru za pakovanje. Kao rezultat kontinuirane saradnje više timova, uspešno je završen projekat transfera palete proizvoda sa linije CAM\_1 na nove linije Uhlmann, što je dovelo i do značajne uštede od 235.000 evra<sup>26</sup>.

U oblasti akvizicije portfolija ističe se akvizicija portfolija Coldrex proizvoda. To je globalno pokrenuta akvizicija koja podrazumeva plasiranje ovih proizvoda na preko 50 tržišta u okviru STADA grupe. Takođe, u 2020. godini započet je, kao prvi u Grupi, i projekat obezbeđivanja kontinuiteta u poslovanju Hemofarma – Business Continuity Management. Tim je okupio više od 60 zaposlenih, a realizacija se sprovodi uz koordinaciju PMO.

In addition to the continuous improvement program, which is focused on increasing the utilization level of existing equipment, i.e. increasing the OEE that distinguished the year 2020 as very successful with 7% increase in OEE compared to the previous year, the initiative of the product packaging transfer from old to new machines in the Packaging Centre is also extremely encouraging. As a result of the continuous multi-team collaboration, the project of product range transfer from the CAM\_1 line to new Uhlmann lines has been successfully completed, also generating significant savings amounting to EUR 235,000<sup>26</sup>.

The acquisition of Coldrex product range stands out in the area of portfolio acquisition. It is a globally launched acquisition that involves the sales of these products in more than 50 markets in which STADA Group is present. In addition, the Hemofarm Business Continuity Management project was initiated as the first one in the Group, in 2020. The team has gathered more than 60 employees, and the implementation has been carried out with the coordination of PMO.



<sup>26</sup> U toku je i projekat transfera proizvoda sa mašine CAM\_L na Uhlmann linije za pakovanje, od kojeg se takođe očekuju značajne uštede.

<sup>25</sup> The project of product transfer from the CAM\_L machine to Uhlmann packaging line that is also expected to generate significant savings, is also underway.

## Bezbedno radno okruženje kroz trud svakog pojedinca

Safe work environment through the effort of each person

Tokom 2020. godine, koju je obeležila pandemija kovida 19, Hemofarmov Tim za upravljanje krizom radio je danonoćno da se zaposlenima obezbedi bezbedna psihološka i fizička sredina za rad.

Prvi slučaj koronavirusa u Srbiji potvrđen je 6. marta 2020. godine. Hemofarmov Krizni tim i Plan prevencije i reagovanja formirani su i usvojeni već 10. marta 2020. godine. Ipak, preventivne aktivnosti HSE tima počele su znatno pre toga. Već u januaru je HSE, prateći savete i pravila struke i preporuke Svetske zdravstvene organizacije (WHO), organizovao i sproveo obuku za zaposlene obezbeđenja i vozače. Informacije su razmenjivane unutar Cluster HSE tima na svim Hemofarmovim lokacijama u Klasteru. Krajem januara su se na internoj HF televiziji i po svim mestima pojavile prve interne epidemiološke smernice.

Iako je BZR prilično uređena oblast, u tom trenutku nisu postojale konkretne smernice za borbu protiv kovida na nacionalnom, niti na internacionalnom nivou. HSE tim je učio „u hodu“, tražeći najbolju praksu i prilagođavajući se okolnostima. Jedino što je na početku bilo apsolutno poznato jeste osnovno načelo BZR-a – preventiva. Reaktivno reagovanje je uvek bila druga linija odbrane. Postojala je svest da se što pre moraju definisati mere, te početi sa njihovom primenom. Zato je i napravljen Plan prevencije i reagovanja, koji je ukupno pet puta ažuriran.

Hemofarm's Crisis Management Team burned the candle at both ends to provide employees a safe psychological and physical environment for work during 2020, which was marked by the COVID-19 pandemic.

The first positive case of the coronavirus in Serbia was confirmed on March 6, 2020. Hemofarm's Crisis Team was set up and the Prevention and Reaction Plan adopted already on March 10, 2020. However, the HSE team's preventive actions started long before that. Following the advice and rules imposed by professionals and recommendations of the World Health Organization (WHO), HSE organized and conducted training for security employees and drivers as early as in January. Information was exchanged within the Cluster HSE team at all Hemofarm sites in the Cluster. The first in-house epidemiological guidelines appeared on the internal HF television and in all places at the end of January.

Although OSH is a fairly regulated area, there were no specific COVID-19 guidelines at the national or international level in place at that time. The HSE team learned 'in the process' while searching for the best practice and adapting to the circumstances. The only thing that was absolutely known at the beginning was the basic OSH principle - prevention. Reactive response has always been the second line of defence. There was an awareness that actions had to be defined as soon as possible, followed by the implementation thereof. The Prevention and Reaction Plan, which has been revised five times in total, has been made for that purpose.



Naravno da su na početku postojale sumnje da li su adekvatno definisane mere, da li su one dovoljne i da li će zaista da pomognu. Kako je vreme odmicalo, praksa je pokazala da su donete mere adekvatne da spreče internu transmisiju i pomognu da se očuva bezbednost zaposlenih i kontinuitet procesa. Iz Plana prevencije i delovanja Kriznog tima proizašlo je mnoštvo aktivnosti: usklađivanje sa lekarskom praksom; savetovanje o postupanju u slučaju postojanja obolelih ili rizičnih kontakata; svakodnevno praćenje svetskih saznanja o kovidu, kao i evidencija obolelih, kontakata ili poslatih u izolaciju; prilagođavanje postupanja u skladu sa najboljim saznanjima; obezbeđivanje podrške za zaposlene koji su bolesni ili u izolaciji; svakodnevna komunikacija sa nadležnim institucijama radi potvrde da je ono što se radi u skladu sa pravilima lekarske struke i u skladu sa zakonom; obezbeđivanje dovoljnih količina dezinfekcionih sredstava, zaštitne opreme i maski; nabavka i postavljanje zaštitnih pregrada i termovizijskih kamera za merenje telesne temperature; obuke timova za dezinfekciju i svakodnevna komunikacija sa zaposlenima, uključujući i internu komunikaciju o jačanju svesti i načinu borbe protiv širenja pandemije, a potom i o značaju vakcinacije.

Na početku krize, Hemofarm je obezbedio za svoje zaposlene višekratne maske, rukavice i dezinficijense u trenutku kada su bili deficitarni na tržištu. Osim toga, zaposleni su dobili i pakete vitamina za svoje porodice.

Tokom 2020. godine u okviru Hemofarm grupe je registrovan ukupno 351 zaposleni pozitivan na kovid 19.

Of course, there were doubts at the beginning as to whether the actions were adequately defined, sufficient, and whether they would be really effective. As time went by, practice showed that the taken actions were adequate to prevent internal transmission and help to safeguard the safety of employees and process continuity. There were many activities resulting from the Prevention and Response Plan of the Crisis Team, such as: harmonization with medical practice; counselling on the procedure in case of positive cases or risky contacts; daily monitoring of global knowledge on COVID-19 as well as keeping records of positive cases, contacts or persons in quarantine; adapting the procedure in accordance with the best knowledge; providing support to employees who were infected or in quarantine; daily communication with the competent institutions in order to confirm that what was done was in compliance with the rules of the medical profession and in accordance with the law; providing sufficient quantities of disinfectants, protective equipment and masks; purchasing and installing protective panels and thermal imaging cameras for measuring the body temperature; training the teams for disinfection and daily communication with employees, including internal communication on raising awareness and method of fighting the spread of the pandemic, as well as on the importance of vaccination.

At the beginning of the crisis, Hemofarm provided reusable masks, gloves and disinfectants to its employees, at a time when they were in short supply in the market. In addition, employees were also given vitamin packages for their families.

During 2020, a total of 351 employees tested positive for COVID-19 were recorded within Hemofarm Group.





Kovid 19 je HSE timu iznenada doneo puno dodatnih procesa. Nakon prvog udara, kada je očekivano usporio svakodnevne aktivnosti, sa vremenom su sve rutinske aktivnosti vraćene u planirane okvire realizacije, bez kašnjenja. Tokom 2020. izvršeno je 7.479 obuka (2.975 u 2019) iz bezbednosti i zaštite zdravlja na radu, zaštite životne sredine, zaštite od požara, prevencije udesa i usklađenosti poslovanja, a svi zaposleni su prošli i testiranje opšteg znanja iz navedenih oblasti. Samo u ovom segmentu broj obuka je porastao za preko 482%. Dodatne obuke koje su sprovedene jesu obuke koje se odnose na rad sa aktivnim supstancama koje se ranije nisu koristile u proizvodnji, te merama zaštite pri rukovanju sa tim supstancama. Takođe su izvršene i specifične obuke za upotrebu ličnih zaštitnih sredstava, prvenstveno radi zaštite respiratornih organa. Imajući u vidu da je Hemofarm u martu 2020. godine, prateći razvoj epidemiološke situacije, doneo Plan prevencije i reagovanja na SARS-CoV-2 (COVID-19), obuke su održavane na dva načina: u malim grupama uz propisano rastojanje i obaveznu upotrebu zaštitnih maski ili kroz onlajn obuke (u zavisnosti od vrste obuke), što je zahtevalo dodatne napore i angažovanje HSE tima. Otežani uslovi rada usled pandemije stvorili su potrebu da se postojeći procesi unaprede kako bi se omogućilo dalje neometano funkcionisanje, te su tako postavljene osnove za unapređenje obuka, prijave near misseva, kao i evidencije odsustava u vezi sa kovidom 19.

COVID-19 suddenly brought a lot of additional processes upon the HSE team. After the first strike of the pandemic when daily activities were slowed down as expected, all routine activities were returned to the planned framework of implementation, without delay, over time. There were 7,479 conducted trainings (2,975 in 2019) on occupational safety and health, environmental protection, fire protection, accident prevention and compliance, and all employees passed the general knowledge test in these areas during 2020. The number of trainings increased by more than 482% in this segment alone. Additional conducted trainings were the trainings related to the work with active substances not used in production before, and protective actions when handling such substances. Specific trainings on the use of personal protective equipment, primarily for the protection of the respiratory organs, were also conducted. Taking into account that following the development of the COVID-19-related epidemiological situation Hemofarm adopted the Coronavirus SARS-CoV-2 (COVID 19) Prevention and Reaction Plan in March 2020, trainings were held in two ways: either in small groups at a prescribed distance and with the mandatory use of protective masks or online (depending on the training type), which required additional efforts and engagement of the HSE team. Difficult working conditions induced by the coronavirus pandemic have created the need for improving the existing processes to enable further undisturbed operation, thus laying the foundations for improved trainings, near-miss reporting, as well as keeping records on COVID-19-related absences.

<sup>27</sup> Zaposleni tokom 2019. nisu učestvovali u redovnim vežbama evakuacije u slučaju vanrednih situacija u fabrikama u Vršcu, Šapcu i Dubovcu, u skladu sa internim procedurama kompanije, zbog situacije nastale kao posledica pojave koronavirusa. Takođe, nastavljeno je stručno osposobljavanje za Pružanje prve pomoći (osnovna i napredna obuka), kao i stručno osposobljavanje za bezbedno rukovanje viljuškama i ostalim sredstvima unutrašnjeg transporta, stručno osposobljavanje za rad sa sudovima pod pritiskom, kao i stručno osposobljavanje za rad u trafostanicama.

<sup>27</sup> During 2019, employees did not participate in regular evacuation exercises in case of emergency situations in factories in Vršac, Šabac and Dubovac, in accordance with the company's in-house procedures, due to the situation caused by the outbreak of the coronavirus. In addition, professional training for first aid (basic and advanced training) was continued, as well as professional training for safe handling of forklift trucks and other means of in-house transport, professional training for work with pressurized vessels, as well as professional training for work in electrical substations.

## PROGRAMI STIPENDIJA I PRAKSI HEMOFARM FONDACIJE – PODRŠKA RAZVOJU MLADIH

### SCHOLARSHIP AND INTERNSHIP PROGRAMS OF HEMOFARM FOUNDATION – SUPPORT TO DEVELOPMENT OF YOUNG PEOPLE

Hemofarm fondacija je u oktobru 2020. zajedno sa Sektorom ljudskih resursa raspisala novi konkurs za stipendiste. Primljeno je 60 novih polaznika Programa za obrazovanje Možeš i ti – 50 dece zaposlenih i 10 opštih stipendista sa Medicinskog, Farmaceutskog, Tehnološko-metalurškog, Hemijskog i Fakulteta za fizičku hemiju. Odlukom UO fondacije o deci preminulih radnika Hemofarma, od 2021. brinuće Sektor Ljudskih resursa.

Zbog situacije sa koronavirusom, i Program za obrazovanje Hemofarm fondacije Možeš i ti u 2020. godini odvijao se onlajn i bio je posvećen obeležavanju 60-godišnjice osnivanja Hemofarma, a kroz učešće eksperata kompanije kao predavača na Mentorskom programu. Posebnim predavanjem se projektu priključio i Nj. E. Tomas Šib, ambasador Nemačke u Srbiji, koji je prvi put govorio o svom ličnom i profesionalnom razvoju.

Internšip program u Srbiji bio je u potpunosti posvećen stručnim temama od farmaceutskog razvoja, skladišnog poslovanja, predstavljanja pogona sterilnih i čvrstih formi, kontrole i obezbeđenja kvaliteta, registracije i održavanja lekova, predstavljanja Centra za pakovanje, sektora marketinga i prodaje, usklađenosti poslovanja i nabavke, koje su stipendistima predstavili eksperti iz Hemofarma. Internšip program u Nemačkoj realizovan je uz podršku Saveznog ministarstva za ekonomsku saradnju i razvoj SR Nemačke, nemačke organizacije za međunarodnu saradnju GIZ i Konrad Adenauer fondacije.

Hemofarm Foundation, together with Human Resources Division, announced a new competition for scholarship holders in October 2020. There were 60 new admitted participants in the You Can Do It Program for Education of which 50 were children of employees and 10 were general scholarship holders from the following faculties: medicine, pharmacy, technology and metallurgy, chemistry and physical chemistry. According to the decision of the Management Board of Hemofarm Foundation, Human Resources Division will take care of the children of deceased Hemofarm workers as of 2021.

Due to the coronavirus situation, the You Can Do It Program for Education of Hemofarm Foundation was held online in 2020 and was committed to marking the 60th anniversary of the Hemofarm's founding, through the participation of company's experts as lecturers in the Mentorship Program. His Excellency, Thomas Schieb, German Ambassador to Serbia, joined the project with a special lecture, speaking for the first time about his personal and professional development.

The internship program in Serbia was entirely committed to professional topics on pharmaceutical development, warehouse operations, presentation of Sterile Dosage Forms Plant and Solid Dosage Forms Plant, Quality Control and Quality Assurance, registration and maintenance of medicinal products, presentation of the Packaging Centre, Marketing and Sales Division, Compliance and Purchasing, which were presented to the scholarship holders by Hemofarm experts. The internship program in Germany was implemented with the support of the Federal Ministry for Economic Cooperation and Development of the Federal Republic of Germany, German Organization for International Cooperation (GIZ) and Konrad Adenauer Foundation.



Program je bio posvećen najvećoj krizi javnog zdravlja – kovid 19, odnosno odgovorom Nemačke i njene vlade na krizu, ulozi Nemačke akademije nauka tokom pandemije, prilagodljivosti biznis sektora, političkom i društvenom aktivizmu, snazi pojedinca i zajednice za pozitivne promene u društvu, ali i odgovornosti, solidarnosti i humanosti za koje ne treba da postoje granice. Učesnici programa bili su predstavnici kancelarke Angele Merkel, Nemačke akademije nauka – Leopoldina, Konrad Adenauer fondacije, Frei univerziteta.

Mentori, inače vodeći eksperti iz Hemofarma, investirali su u razvoj budućih profesionalaca ukupno 714 radnih sati volonterskog rada (1.874h u 2019) u okviru Programa za obrazovanje, što je slično obimu angažovanja iz 2018. godine<sup>28</sup>. To je ekvivalentno 17,85 radnih nedelja (46,85 u 2019) ili oko 90 radnih dana, čija je prosečna vrednost 1.315.188,00 dinara (3.451.908,00 dinara u 2019) odnosno oko 11.145,66 evra<sup>29</sup>.

The program was committed to the largest public health crisis induced by COVID-19, i.e. the German state and government's response to the crisis, role of the German Academy of Sciences during the pandemic, business sector adaptability, political and social activism, the power of an individual and community to drive positive changes in the society, as well as responsibility, solidarity and humanity for which there should be no limits. Participants in the Program were representatives of the Chancellor Angela Merkel, German Academy of Sciences - Leopoldina, Konrad Adenauer Foundation, Frei University.

The mentors, leading experts from Hemofarm, have invested a total of 714 working hours of volunteer work (1,874 h in 2019) in the development of future professionals within the Program for Education, which is similar to the scope of engagement from 2018<sup>28</sup>. It is equivalent to 17.85 working weeks (46.85 in 2019) or approximately 90 working days, with the average value amounting to RSD 1,315,188.00 (RSD 3,451,908.00 in 2019) i.e. approximately EUR 11,145.66<sup>29</sup>.



<sup>28</sup> Pandemija koronavirusa je značajno izmenila modus realizacije planiranih programa, koji su održani onlajn, te je samim tim smanjen obim angažovanja mentora, kao posledica eksternog faktora uticaja.

<sup>27</sup> The coronavirus pandemic significantly changed the mode of implementation of planned programs, which were held online, and thus the volume of mentor engagement was reduced as a result of the external impact factor.

<sup>29</sup> Prema parametrima (cena rada) službe ljudskih resursa Hemofarma.

<sup>29</sup> In accordance with the parameters (cost of work) of Human Resources Service of Hemofarm.



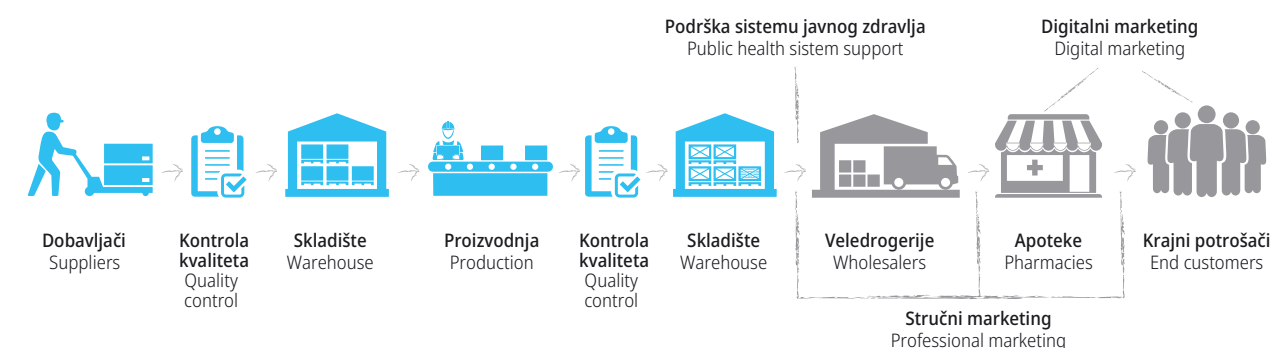


Utrošak vode u radnim procesima je smanjen (-1,3%), uprkos većoj kompleksnosti proizvodnje. Osim nastojanja da optimizujemo proizvodnju, pokazali smo i odgovornost prema najdragocenijem resursu, čiji je značaj važan i u prevenciji pandemije. Inicijativa da se širom Srbije postave reciklomati u koje bi se ubacivala ambalaža upotrebljenih lekova nagradila bi građane čistijom životnom sredinom, ali i vaučerima za povoljniju kupovinu.

We reduced water consumption in work processes (-1.3%), despite the greater production complexity. In addition to striving to optimize production, we have also shown responsibility for the most valuable resource, whose importance is also vital in pandemic prevention. The initiative to set up recycling centers across Serbia (for the used drug packaging) would reward citizens with a more sanitary environment and vouchers for the more favorable purchase too.

## Cilj 6: Čista voda i sanitarni uslovi

### Goal 6: Clean water and sanitation





103-1	103-2	103-3			
302-1	302-3	302-4	302-5		
303-1	303-2	303-3	303-4	303-5	
305-1	305-2	305-4	305-5	305-6	305-7
306-1	306-2	306-3	306-4	306-5	

Ključna vrednost AGILITY ostaje strateški povezana sa ciljevima održivog razvoja broj 9 i broj 12. Takvim pristupom se maksimizira nastojanje kompanije da optimizuje sve svoje poslovne i proizvodne procese i postavi ih iz ugla odgovornog korisnika sirovina, koji stvara efikasne, a dostupne proizvode, čiji uticaj ne narušava okruženje u bilo kom aspektu. U kontekstu aktuelne posvećenosti ključnih vrednosti onim ciljevima održivog razvoja koji su od vitalnog značaja za borbu protiv pandemije, kao i zahvaljujući činjenici da su ciljevi 9 i 12 već deo Hemofarmove poslovne DNK, vrednost AGILITY se trenutno fokusira na doprinos ciljevima broj 5 i broj 6. To praktično znači da su STADA i Hemofarm, potpuno svesni značaja rodne ravnopravnost (Cilj 5) i dostupnosti čiste vode i sanitarnih uslova (Cilj 6), rešeni da globalnoj krizi doprinesu kroz maksimalno odgovoran odnos prema jednakosti koleginica i kolega u timu, kao i smanjenju utroška vode<sup>30</sup> kao ključnog resursa, te uspostavljanju svih neophodnih sanitarnih uslova u kompaniji i van nje, a koji će doprineti zaustavljanju pandemije. Hemofarm je već dokazani branilac rodne ravnopravnosti, koja je deo korporativne DNK, ali i ukupnog odnosa prema društvu, što pokazuju i rezultati prezentovani u ovom izveštaju. Zato će fokus u ovom delu izveštaja biti stavljen na potrošnju vode i upravljanje ostalim resursima, te zbrinjavanju generisanog otpada, a sve to u cilju očuvanja prirodnog okruženja, bez kojeg budućnost nije izvesna.

<sup>30</sup> Hemofarm posredno doprinosi smanjenju utroška vode u svom poslovanju, kako kroz optimizovane proizvodne procese, tako i kroz upotrebu sopstvenih bunara, čime se priključuje trendu očuvanja resursa koji je inače vitalan, a u doba pandemije još važniji.

<sup>30</sup> Hemofarm indirectly contributes to reduction of water consumption in its business operation, both through optimised manufacturing processes and by using its own wells, joining the trend of preservation of the already vital resource, which is even more important in the time of the pandemic.

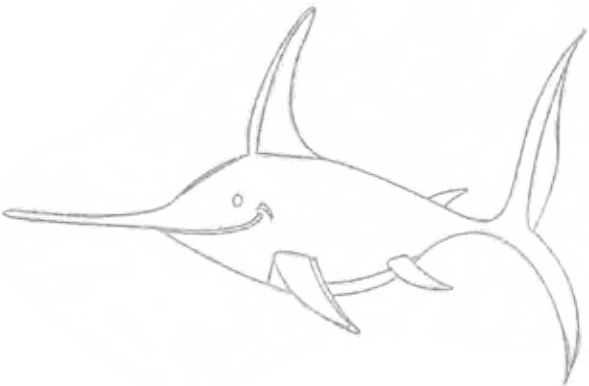
The key value AGILITY remains strategically linked to the Sustainable Development Goals 9 and 12. Such an approach intensifies the company's efforts to optimize all its business and production processes and perceive them from the perspective of a responsible consumer of raw materials, which manufactures effective and affordable products that do not exert a negative impact on the environment in any aspect whatsoever. In the context of the current commitment of the core values to the sustainable development goals that are vital in the fight against the pandemic, as well as owing to the fact that Goals 9 and 12 have already been a part of business DNA of Hemofarm, the value AGILITY is currently focused on the contribution to Goals 5 and 6. It practically means that STADA and Hemofarm are fully aware of the importance of gender equality (Goal 5) and availability of clean water and sanitation (Goal 6), and are determined to contribute to the global crisis management through the most responsible attitude to equality of female and male colleagues in the team, as well as reducing the consumption of water<sup>30</sup> as a key resource, and establishing all necessary sanitation conditions inside and outside the company, which will in turn contribute to curbing the pandemic. Hemofarm has already been a proven guardian of gender equality, which makes a part of our corporate DNA as well as our general attitude towards community, which has also been evidenced in the results presented in this report. Therefore, the focus of this part of the report will be placed on water consumption and management of other resources, and the disposal of generated waste, aimed at the protection of the environment, without which the future is uncertain.

Radi sagledavanja performansi sa kojima se kompanija suočila u godini pandemije koronavirusa, u širem smislu, u ovom poglavlju će kroz prikaz ostvarenih poslovnih rezultata Hemofarma biti predstavljene sledeće materijalne teme: Odgovorno upravljanje potrošnjom vode i ostvarivanje vodene neutralnosti i Prevencija i smanjivanje rizika i upravljanje kriznim situacijama.

In order to review the company's performance in the year of the coronavirus pandemic, in a broader sense, the following material topics will be presented in this chapter through an overview of achieved business results of Hemofarm: Responsible water consumption management and achieving water neutrality and Risk prevention and mitigation and crisis situations management.

- Sadržaj:
- UPRAVLJANJE POTROŠNJOM VODE
  - UPRAVLJANJE ENERGIJOM I EMISIJE GASOVA
    - Upotreba električne energije
    - Upotreba prirodnog gasa
    - Potrošnja freona
  - UPRAVLJANJE OTPADOM – DODATNA ŠANSZA ZA POZITIVAN UTICAJ NA OKRUŽENJE

- Table of contents:
- WATER CONSUMPTION MANAGEMENT
  - ENERGY MANAGEMENT AND GAS EMISSIONS
    - Electric power consumption
    - Natural gas consumption
    - Freon consumption
  - WASTE MANAGEMENT – ADDITIONAL CHANCE FOR POSITIVE ENVIRONMENTAL FOOTPRINT





Odgovorno upravljanje potrošnjom vode u Hemofarmu najbolje potvrđuje činjenica da je utrošak ovog, danas za život i prevenciju širenja pandemije vitalnog resursa, smanjen (-1,3%), uprkos povećanju kompleksnosti proizvodnje i obimu koji je ostao jednak nivou iz 2019. godine. Energetska efikasnost ostaje jedan od ključnih imperativa Hemofarma i način da kompanija pokaže svoju odgovornost i stepen održivog razvoja. Uprkos pandemiji, nastavljeni su projekti investicija u unapređenja pogona i procesa, sa godišnjim uštedama od oko 150.000 evra. Upotreba električne energije je porasla za svega 0,3%, što se i dalje može smatrati efikasnim, jer je obim proizvodnje ostao jednak 2019, a kompleksnost porasla za čak 6%. Upotreba prirodnog gasa smanjena je za 5,3%.

I u godini pandemije, Hemofarm se odgovorno odnosio prema otpadu koji nastaje kao neizbežna posledica obavljanja primarne delatnosti. Porast količine opasnog otpada koji kompanija, kao nosilac dozvole, samostalno izvozi na spaljivanje posledica je projekta smanjivanja zaliha i ne reflektuje stanje kretanja otpada koji se tiče samo 2020. godine. Istovremeno, porastao je nivo prodaje neopasnog otpada i to za 13%, dok je porastao i obim reciklaže otpada koji nastane prilikom proizvodnje boca za infuzije od polietilena niske gustine – čak 140 t ovakvog otpada je prerađeno na odeljenju ambalaže u Vršcu u 2020, a napravljeni su zatvarači za infuzione boce i fiole. Zato i ne iznenađuje što je jedna od najnovijih inicijativa, uprkos fokusu čitavog sveta na borbu sa koronavirusom, došla baš ih Hemofarmovog marketing tima – da se na najatraktivnije lokacije u Beogradu i većim gradovima u Srbiji postave namenski reciklomati u koje bi građani ubacivali kutijice svojih lekova nakon završene terapije ili po isteku roka, dok bi za to dobijali vaučere za popust pri kupovini novih farmaceutskih proizvoda. Projekat je u fazi razrade koncepta i više reči o njemu može se očekivati već u narednom Izveštaju o održivom razvoju Hemofarma.

Responsible water consumption management in Hemofarm is best confirmed by the fact that the consumption of this vital resource, especially today in the light of prevention of spreading of the pandemic, has been reduced (-1.3%), in spite of the increased complexity of production and the production volume which has remained the same as in 2019.

Energy efficiency remains one of the key imperatives of Hemofarm and a way for the company to demonstrate its responsibility and degree of sustainable development. Notwithstanding the pandemics, investment projects in improvement of plants and processes have continued, with annual savings amounting to EUR 150,000. The use of electricity has increased by 0.3% which can still be considered efficient, since the production volume has remained the same as in 2019, while the complexity has increased by as much as 6%. The use of natural gas has been reduced by 5.3%.

In the year of the pandemic, too, Hemofarm retained a responsible approach towards waste, which was generated as an inevitable effect of the primary activity. An increase in the quantity of hazardous waste which the company, as the licence holder, independently exports for incineration comes as a result of stock reduction project and does not reflect the status of movement of waste generated in 2020 only. At the same time, the volume of sales of non-hazardous waste was increased by 13%. Likewise, the volume of recycling the waste generated on the occasion of manufacturing low-density polyethylene infusion bottles was increased – as many as 140 t of this type of waste was reprocessed in 2020, at the packaging material department in Vršac where stoppers for infusion bottles and container tubes were manufactured. Bearing that in mind, one of the latest initiatives of the Hemofarm Marketing Team did not come as a surprise. Namely, in spite of the focus of the entire world on fighting the coronavirus, the Hemofarm Marketing Team proposed a placement of specialised recycling containers at the most attractive locations in Belgrade and in other large Serbian cities, where citizens would be able to throw in cartons of their used medicinal products upon the end of treatment or upon the expiration of the shelf life. In return, they would receive discount vouchers for purchasing new pharmaceutical products. The project is in the concept development phase and it will be presented in more detail in the following Sustainable Development Report of Hemofarm.



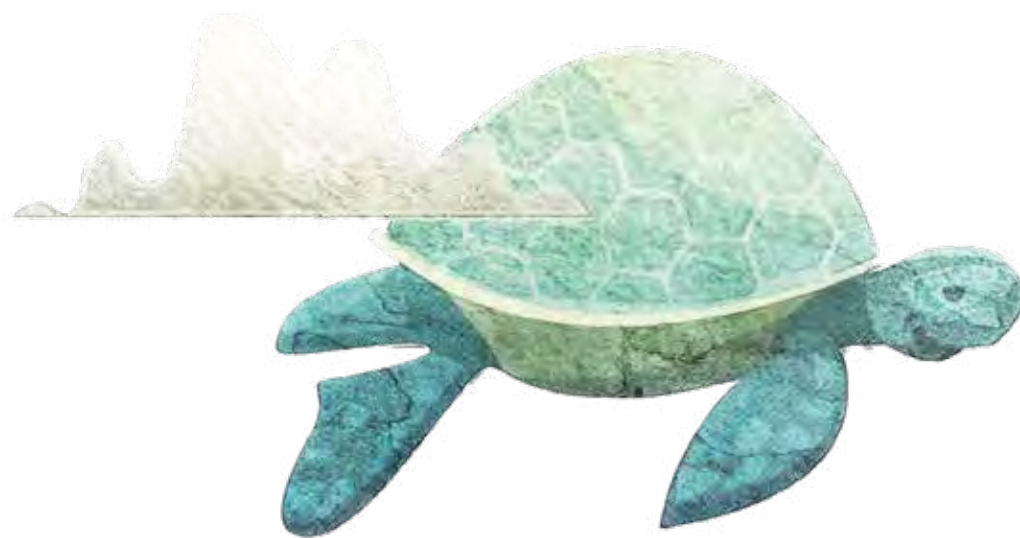


## UPRAVLJANJE POTROŠNJOM VODE

### WATER CONSUMPTION MANAGEMENT

Voda je najdragoceniji resurs današnjice i, nažalost, ona je još uvek nedostupna za čak tri milijarde ljudi u svetu. Oni su uskraćeni za ovaj vitalni resurs kako za svoje elementarne životne i higijenske potrebe, tako i za prevenciju širenja pandemije, kroz redovno pranje ruku. Odgovorno upravljanje vodom danas predstavlja jedan od najvažnijih faktora održivosti. Hemofarm globalnom očuvanju vode doprinosi posredno, kroz visokooptimizovane proizvodne procese, a jedan od ciljeva kompanije u perspektivi je približavanje neutralnosti u potrošnji ovog resursa. Tome u prilog svedoči i činjenica da je, uprkos istom obimu proizvodnje u broju pakovanja i povećanoj kompleksnosti od 6%, smanjena ukupna količina utrošene vode za oko 1,3%<sup>31</sup>.

Water is the most valuable resource today, and unfortunately, it is still unavailable to as many as three billion people worldwide. They are deprived of this vital resource, both for their basic living and sanitary needs, and for prevention of spreading of the pandemic, by washing their hands regularly. Responsible water management is one of the most important factors of sustainability today. Hemofarm contributes to global water preservation indirectly, through highly optimised manufacturing processes. One of the future goals of the company is to approach neutrality in consumption of this resource. This is also corroborated by the fact that the total consumption of water was reduced by about 1.3%<sup>31</sup> in spite of the same production volume in number of packs, and the increased complexity of 6%.



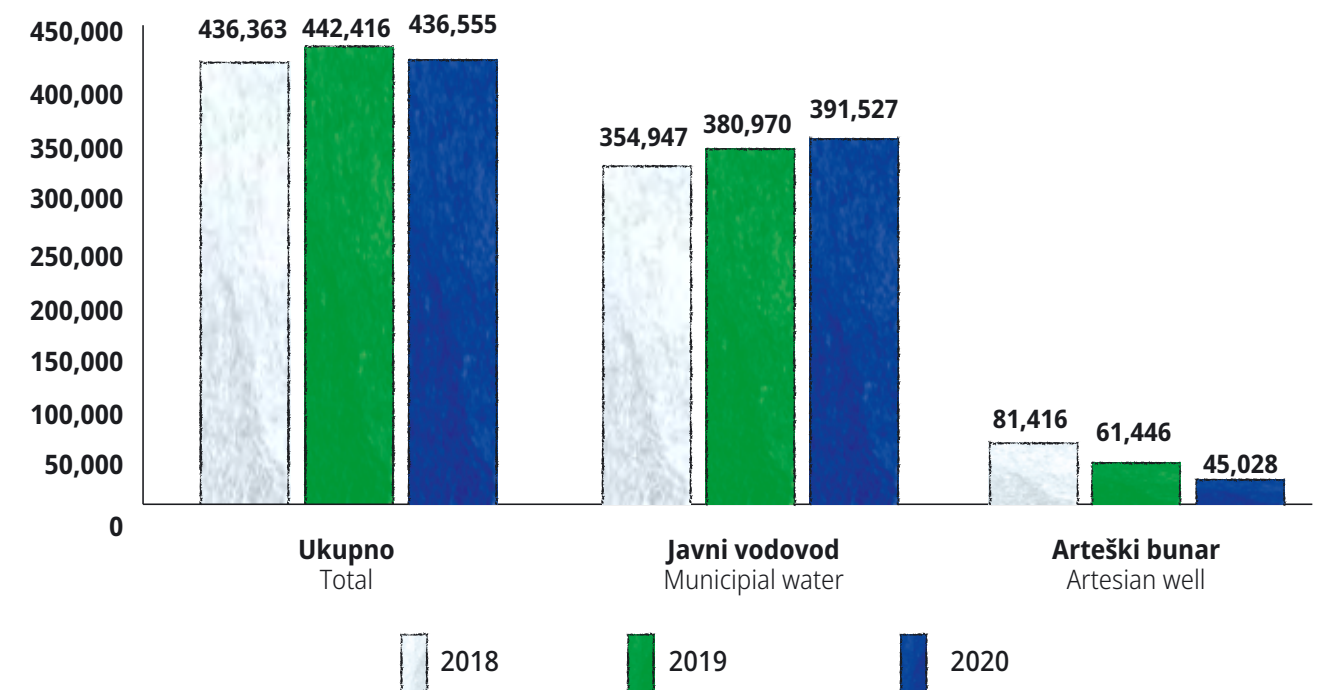
<sup>31</sup> U odgovorno upravljanje potrošnjom vode spada i rekuperacija i ponovna upotreba tehničke pare. Para u Hemofarmu nigde nema kontakt sa proizvodom, te se u procesu proizvodnje tehničke pare sav kondenzat vraća u kotlarnicu na ponovnu upotrebu, čime se voda u proizvodnji kontinualno rekuperira. Takođe, toplotna energija otpadne vode parnih kotlova, koja bi se inače odbacivala kao rezultat procesa desalinizacije i uklanjanja taloga iz parnog kotla, koristi se kao izvor toplote za sanitarnu toplu vodu u Pogonu sterilnih proizvoda.

<sup>31</sup> An example of responsible water management is recuperation and reuse of technical steam. The steam has no contact with the product in Hemofarm, so all the condensate collected in the process of technical steam manufacturing returns to the boiler room for reuse, by which the water is continuously recuperated in the manufacturing process. In addition, the heating energy of the wastewater from steam boilers, which would otherwise be discarded as a result of processes of distillation and removal of precipitate from the steam boiler, gets reused as a source of heat for sanitary hot water in the Sterile Products Plant.



Hemofarm za svoje potrebe koristi vodu iz javnog vodovoda i reni 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 za 2,8%, odnosno sa 380.970 kubnih metara u 2019. godini na 391.527 kubnih metara u 2020. godini. Ukupna količina zahvaćene vode iz arteških bunara smanjena je za 26,7%, odnosno sa 61.446 kubnih metara u 2019. godini na 45.028 kubnih metara u 2020. godini<sup>32</sup>. Hemofarm svojim zahvatanjem vode ne ugrožava nijedan od resursa vodozahvata.

For its own needs, Hemofarm uses municipal water and water from a Ranney well. Municipal water is used in technological processes and for producing purified water (PW), water for injections (WFI) and clean steam. In addition, water is used for producing technical steam and hot water, as well as for the operation of the cooling system (cooling water) and for sanitary purposes. The total quantity of withdrawn municipal water was increased by 28%, namely from 380,970 cubic metres in 2019 to 391,527 cubic metres in 2020. The total quantity of water withdrawn from the artesian well was reduced by 26.7%, namely from 61,446 cubic metres in 2019 to 45,028 cubic metres in 2020<sup>32</sup>. Hemofarm does not jeopardise any of the water withdrawal resources by its withdrawal of water.



Pregled količina ukupno zahvaćene vode (u kubnim metrima), po izvoru  
Overview of total quantities of withdrawn water (in cubic metres), per source

<sup>32</sup> Smanjenje utroška vode iz reni bunara posledica je promene kvaliteta i performansi te vode.

<sup>32</sup> The reduction of water consumption from the Ranney well is a direct consequence of the change in the quality and performance of this water.



## UPRAVLJANJE ENERGIJOM I EMISIJE GASOVA

### ENERGY MANAGEMENT AND GAS EMISSIONS

Energetska efikasnost i racionalno upravljanje potrošnjom energije i ostalih resursa uopšte za Hemofarm su još jedan od ključnih dokaza stepena odgovornosti i održivog razvoja. Kompanija nastoji da, pored kratkoročnih aktivnosti, inicijativa i projekata, pomeri fokus na srednjoročne i dugoročne investicione projekte koji će obezbediti veću stabilnost i održivosti poslovanja. Neki od aktuelnih primera su:

- nastavak zamene fluo cevi LED osvetljenjem – jedna od najpopularnijih mera poboljšanja energetske efikasnosti od 2019; ovim se ostvaruju i uštede u troškovima održavanja, s obzirom na to da LED rasveta traje znatno duže (duplo više sati rada); kontinuirano se sprovode aktivnosti na svim Hemofarm lokacijama
- smanjenje toplotnih gubitaka na cevovodima tehničke pare i kondenzata – tokom 2020. nastavljene su aktivnosti na ugradnji izolacionih „jakni“<sup>33</sup> na sistemima za distribuciju tehničke pare i kondenzata, uz finansijski benefit uvećan za dodatnih 10.410 evra na godišnjem nivou;
- korišćenje „otpadne toplote“ za grejanje objekata – u proizvodnom kompleksu u Vršcu tokom 2018. pušten je u rad prvi Total Heat Recovery<sup>34</sup> (THR) modul, dok je drugi THR modul u funkciji od novembra 2019; na osnovu podataka prikupljenih na mernim uređajima tokom 2020, na prvom THR postrojenju je ostvarena ušteda od 48.650 evra, a početkom 2020. su instalirani merni uređaji i na drugom THR postrojenju,

For Hemofarm, energy efficiency and rational management of consumption of energy and other resources in general are one of the key proofs of degree of responsibility and sustainable development. In addition to short-term activities, initiatives and projects, the company endeavours to shift the focus to mid-term and long-term investment projects which will ensure better stability and sustainability of business operation. Some of the current examples include:

- continuation of replacement of fluorescent tubes by LED lights – one of the most popular measures of improvement of energy efficiency in 2019; taking into account that LED lights last much longer (twice as many hours of functioning), this generates savings in maintenance costs; these activities have been continued at all Hemofarm sites;
- reduction of heat loss on technical steam and condensate pipelines – activities of installation of 'insulation jackets'<sup>33</sup> on technical steam and condensate distribution systems have been continued throughout 2020, with financial benefit increased by additional EUR 10,410 on the annual basis;
- utilisation of 'waste heat' for heating facilities – The first Total Heat Recovery<sup>34</sup> (THR) module was put into operation in the manufacturing complex in Vršac in 2018, while the second THR module has been functioning since November 2019; Based on the data collected from measuring devices in the course of 2020, the savings achieved on the first THR module amounted to EUR 48,650. Measuring devices were also installed on the second THR module

<sup>33</sup> Montažno-demontažni elementi koji doprinose umanjenju toplotnih gubitaka usled zračenja na ventilima koji rade na visokoj temperaturi, po preporuci IFC (International Finance Corporation), članice Grupe Svetske banke (World Bank Group). Očekuje se da će se ova investicija isplatiti u roku manjem od jedne godine, uz smanjivanje toplotnih gubitaka na ovako izolovanim ventilima na svega 11–20% u odnosu na one neizolovane.

<sup>33</sup> The removable elements which contribute to reducing heat losses due to the radiation on the valves which operate at high temperature, recommended by IFC (International Finance Corporation), a member of the World Bank Group. The return on this investment is expected in less than a year, with the reduction of heat losses to only 11–20% at the valves insulated in such a manner, compared to the non-insulated valves.

<sup>34</sup> Čiler primarno proizvodi rashladnu energiju i u tom procesu iz radnog fluida odvodi se toplota. Ta odvedena toplotna energija („otpadna toplota“), kroz THR modul čilera, umesto da se izbacuje u atmosferu, koristi se za isporučivanje toplotne energije u vrednosti i do 130% od rashladnog kapaciteta čilera.

<sup>34</sup> The chiller primarily produces cooling energy and the heat is released from the working utility in the process. Instead of being discharged into the atmosphere, through the THR module of the chiller, the heat released in such a manner ('waste heat') is used for heat supply which can reach up to 130% of the cooling capacity of the chiller.

i tokom godine su izmerene ostvarene uštede od 41.380 evra – ukupna jednogodišnja ušteda ova dva postrojenja tokom 2020. iznosi 90.030 evra;

- rekonstrukcija sistema za pripremu tople sanitarne vode Pogona čvrstih formi (PČF) u Vršcu – marta 2018. dovršena je rekonstrukcija sistema za pripremu tople sanitarne vode PČF; umesto starog i dotrajalog rezervoara, sada se zagrevanje sanitarne vode vrši korišćenjem „otpadne toplote“, nusproizvoda regularnog rada sistema prikupljanja kondenzata; umesto uobičajenog ispuštanja u atmosferu, otparak kondenzata se sada koristi kao grejni medijum; u 2020. je tako ostvarena ušteda od dodatnih 18.110 evra.
- rekonstrukcija sistema grejanja Visokoregalnog skladišta (VRS) – novi toplovod je znatno unapredio energetske efikasnost sistema grejanja VRS i to maksimizovanjem potencijala korišćenja prirodnog gasa putem visokoefikasnih kondenzacionih toplovodnih kotlova Hoval UltraGas umesto dosadašnjih parnih kotlova; minimizirani su toplotni gubici: otparavanje u rezervoaru kondenzata (flash steam), gubici usled zračenja na cevovodu (temperatura tople vode je za ~130 oC niža od temperature tehničke pare pritiska 8 bara), kao i gubici prilikom prelaza toplote na VRS izmenjivaču para/voda; puštanjem u rad novog sistema januara 2019. otpočela je faza monitoringa ostvarenih ušteda, koja u 2020. godini iznosi 25.660 evra.

in the beginning of 2020 and the savings generated during the year amounted to EUR 41,380. The total one-year savings achieved by these two modules during 2020 amounted to EUR 90,030;

- reconstruction of the system for preparation of hot sanitary water at the Solid Dosage Forms Plant (SDFP) in Vršac – the reconstruction of the system for preparation of hot sanitary water at the Solid Dosage Forms Plant was completed in March 2018; in place of the old worn-out tank, sanitary water is now heated by utilising 'waste heat', a by-product of the regular operation of the condensate collection system; instead of the usual discharge into the atmosphere, the condensate residue is now used as a heating medium; the additional savings of EUR 18,110 were thus achieved in 2020.
- a reconstruction of heating system at High-Bay Warehouse (HBW) – a new heating pipeline has considerably improved the energy efficiency of the High-Bay Warehouse heating system by maximizing the potential of natural gas utilisation through highly-efficient Hoval Ultra Gas condensing hot water boilers in place of the formerly used steam boilers; heat losses were reduced to minimum: evaporation in the condensate tank (flash steam), losses due to radiation on pipeline (the hot water temperature is lower by ~130oC than the temperature of technical steam at the pressure of 8 bar), as well as the losses on heat exchange at HBW steam/water exchanger; the phase of monitoring of the achieved savings started with putting the new system into operation in January 2019, and the achieved savings amounted to EUR 25,660 in the year 2020.





# Upotreba električne energije

## Electric power consumption

Prirodni gas i električna energija predstavljaju osnovne izvore energije u Hemofarmu. Električna energija se koristi u proizvodnim procesima, za rad vazдушnih kompresora, čilera i HVAC, koji predstavljaju i najveće potrošače. Proizvodnja komprimovanog vazduha i vode za hlađenje i dalje obuhvata 1/3 ukupne potrošnje električne energije za centralni proizvodni kompleks u Vršču.

Natural gas and electricity are used as primary energy sources in Hemofarm. Electricity is used in manufacturing processes, for operation of air compressors, chillers and HVAC, which are the largest consumers. The production of compressed air and cooling water still makes 1/3 of the total consumption of electricity at the central manufacturing complex in Vršac.

Godina Year	Električna energija, KWh Electricity, KWh	Električna energija, GJ Electricity, GJ
2018.	45,615,616	164,216.22
2019.	48,362,251	174,104.10
2020.	48,515,549	174,655.98

Prikaz potrošnje električne energije (pogoni u Vršču i Šapcu)  
Overview of consumption of electricity (Vršac and Šabac plants)

Potrošnja električne energije u 2020. godini uvećana je 0,3% u odnosu na prethodnu godinu za lokacije Vršac i Šabac (od čega je 39,194,640 kWh bila potrošnja u Vršču, a 9,320,909 kWh u Šapcu). Na blago uvećanje potrošnje, uprkos većem broju dana planskih stajanja u odnosu na 2019. je uticalo uvećanje obima proizvodnje<sup>35</sup>.

The consumption of electricity increased by 6% in 2019 compared to the previous year, due to the reduced scope of scheduled production downtime designated for maintenance in August, in relation to 2018, as well as due to the significant increase in production volumes. The increase in production volumes inevitably entails an increase in energy consumption, regardless of implementation of all optimisation measures. The final consumption of energy per finished product unit was nevertheless reduced in Hemofarm, which further justifies the increase in consumption of electricity and natural gas.<sup>20</sup>

<sup>35</sup> Detaljan prikaz odnosa utroška po jedinici gotovog proizvoda dat je u poglavlju Komparativna analiza održivog razvoja Hemofarma u 2020.  
<sup>20</sup> A detailed overview of the consumption ratio per finished product unit is given in Chapter: Comparative Analysis of Sustainable Development in Hemofarm in 2020

# Upotreba prirodnog gasa

## Natural gas consumption

Prirodni gas se, kao energent, najviše troši u odeljenjima za hemijsku pripremu vode – 33,4% proizvedene toplotne energije potrebno je za proizvodnju prečišćene vode, vode za injekcije i čiste pare u Vršču. Ostali veći segmenti potrošnje prirodnog gasa su grejanje prostora i drugi tehnološki procesi.

As a source of energy, natural gas is predominantly consumed at the departments for chemical treatment of water – 33.4% of produced thermal energy is needed for the production of purified water, water for injections, and clean steam in Vršac. Among other large segments of natural gas consumption are heating of premises and other technological processes.

Godina Year	Gas m <sup>3</sup> Gas m <sup>3</sup>
2018.	6.452.489
2019.	6.669.004
2020.	6.332.939

Prikaz potrošnje gasa  
Overview of gas consumption

Smanjenje utroška gasa u 2020. godini za 5,3% u najvećoj meri posledica je većeg broja dana planskog stajanja (od kojih je deo bio i tokom sezone grejanja). Umanjenje potrošnje gasa je uočljivo u Vršču, dok je u Šapcu potrošnja gasa pratila rast proizvodnje i uvećana je u 2020. Pored uvećanja obima proizvodnje, primetni su i uvećani zahtevi za kontrolom relativne vlage u letnjem periodu. Umanjenje potrošnje gasa je svakako i posledica primenjenih mera poboljšanja energetske efikasnosti i sve intenzivnijeg upravljanja energijom. Kao i kada se posmatraju voda i električna energija, podaci o potrošnji energenata su još značajniji ako se uzme u obzir vrlo primetan rast obima proizvodnje.

The reduction of gas consumption by 5.3% in 2020 is for the most part a consequence of the larger number of days of the planned production downtime (a part of which occurred during the heating season). A reduction of gas consumption is noticeable in Vršac, while the gas consumption in Šabac was consistent with the increase in production and it was consequently increased in 2020. In addition to the increase of production volume, increased requirements for relative humidity control were manifest over the summer period. In addition, the decrease in gas consumption is certainly a result of implementation of energy efficiency improvement measures and the ever more intensive energy management. As in the case of water and electricity, the energy sources consumption data are even more noteworthy if the very obvious increase of production volume is taken into account.

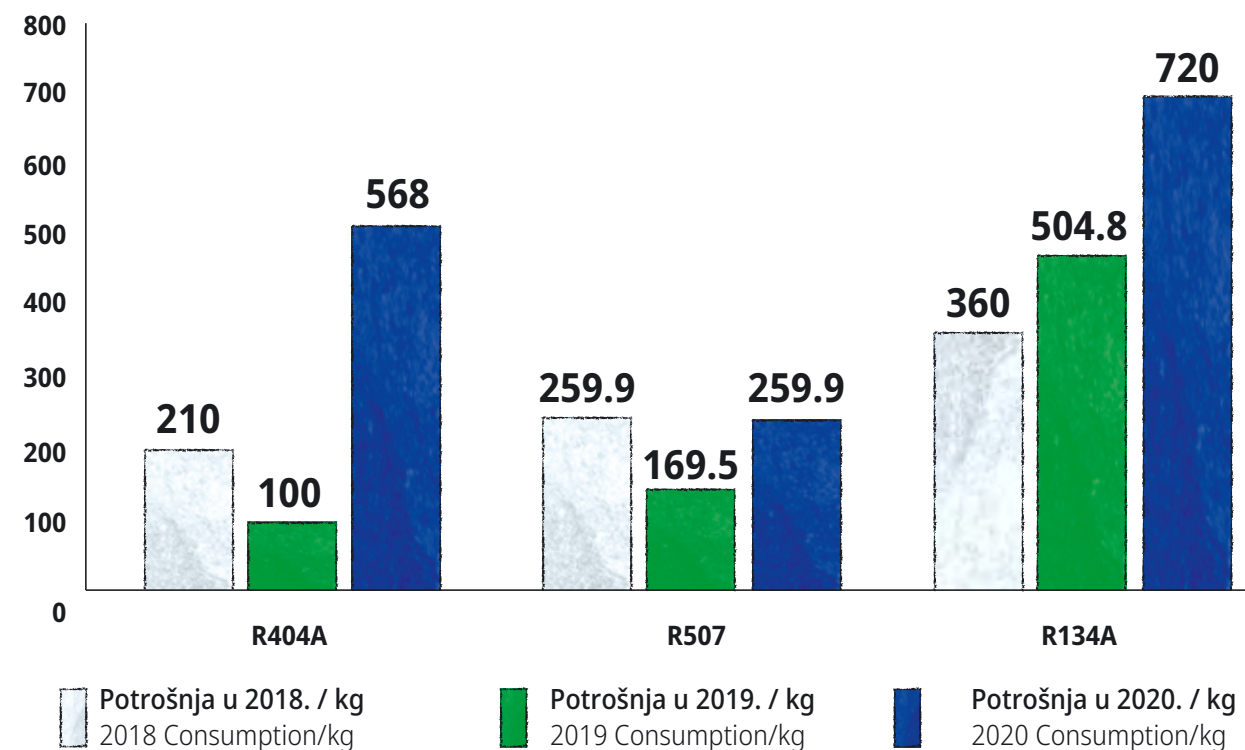


## Potrošnja freona

### Refrigerant consumption

Iako farmaceutska industrija spada u one grane koje same po sebi u procesu proizvodnje nemaju značajan negativan uticaj na okruženje, Hemofarm stavlja akcenat na minimiziranje svakog potencijalnog posredno i neposredno štetnog otiska, gde spada i upravljanje emisijom gasova. U toku 2020. godine, za upotrebu u rashladnoj tehnici, Hemofarmu je isporučeno ukupno 1547,9 kg „ozone-friendly“ freona. Povećanje upotrebe freona inicirano je, sa jedne strane, povećanjem kompleksnosti proizvodnje i organizacijom rada u četiri smene, 24 sata dnevno, sedam dana u nedelji, tokom prvog ciklusa pandemije, dok, sa druge, veoma toplim klimatskim uslovima, koji su tokom godine bili karakteristični za mikroklimu u Srbiji.

Although pharmaceutical industry belongs to the industries with not significant negative environmental footprint in the manufacturing process, Hemofarm puts a particular accent on minimising of any potentially indirect or direct harmful footprint, including the gas emission management. In the course of 2020, a total of 1547.9 kg of 'ozone-friendly' refrigerant for use in cooling equipment was delivered to Hemofarm. The increase in refrigerant consumption was on the one hand triggered by the increased production complexity and organisation of work in four shifts, 24/7 during the first cycle of the pandemic, while on the other hand the climate conditions were very hot, characteristic of the Serbian microclimate.



Prikaz upotrebe „ozone-friendly“ freona u 2019.  
Overview of 'ozone-friendly' Freon consumption in 2019

## UPRAVLJANJE OTPADOM – DODATNA ŠANSA ZA POZITIVAN UTICAJ NA OKRUŽENJE

### WASTE MANAGEMENT – ADDITIONAL CHANCE FOR POSITIVE ENVIRONMENTAL FOOTPRINT

Hemofarm je velika kompanija, ali nije veliki zagađivač zato što farmaceutska industrija spada u „bele“ industrijske grane. One niti su veliki zagađivači, niti obimni generatori otpada kao nužne posledice obavljanja proizvodne delatnosti. Takođe, proizvodni procesi u kompaniji maksimalno su efikasni i optimizovani ka što manjem generisanju otpada koji nastaje kako u samom procesu proizvodnje, tako i u čitavom životnom ciklusu farmaceutskog proizvoda. Otpad koji se generiše u okviru delatnosti Hemofarma moguće je klasifikovati u:

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

Hemofarm nije u direktnom kontaktu sa krajnjim korisnicima proizvoda, u skladu sa zakonom, te zato nije u mogućnosti da prikuplja otpadnu ambalažu nakon završenog životnog ciklusa proizvoda. Zato kompanija svoje obaveze ispunjava posredno, u skladu sa nacionalnim Planom smanjenja ambalažnog otpada<sup>36</sup>. Hemofarm, prema tom Planu, sarađuje sa ovlašćenim operaterima, koji preuzimaju na sebe obavezu da se pomenuta ambalaža zbrine na pravilan način<sup>37</sup>.

Hemofarm is a large company, yet it is not a large polluter because pharmaceutical business falls under 'white-collar industries'. They are neither large polluters nor large generators of waste, as an unavoidable by-product of manufacturing activities. Furthermore, the manufacturing processes in the company are maximally efficient and optimised towards generating minimal amounts of waste, which is generated either in the manufacturing process itself or over the entire life cycle of a pharmaceutical product. The waste generated as part of activities of Hemofarm can be classified as:

- Waste generated outside the manufacturing sites of the company; and
- Industrial waste, generated within the manufacturing and business facilities of the company

In accordance with the law, Hemofarm is not in direct contact with end users of products, and consequently it cannot collect the waste packaging materials after the expiry of the life cycle of products. Therefore, the company fulfils its obligations indirectly, in line with the national Plan for Reducing Packaging Material Waste<sup>36</sup>. According to the Plan, Hemofarm cooperates with authorised operators that assume the obligation to dispose of the subject packaging material in a proper manner<sup>37</sup>.

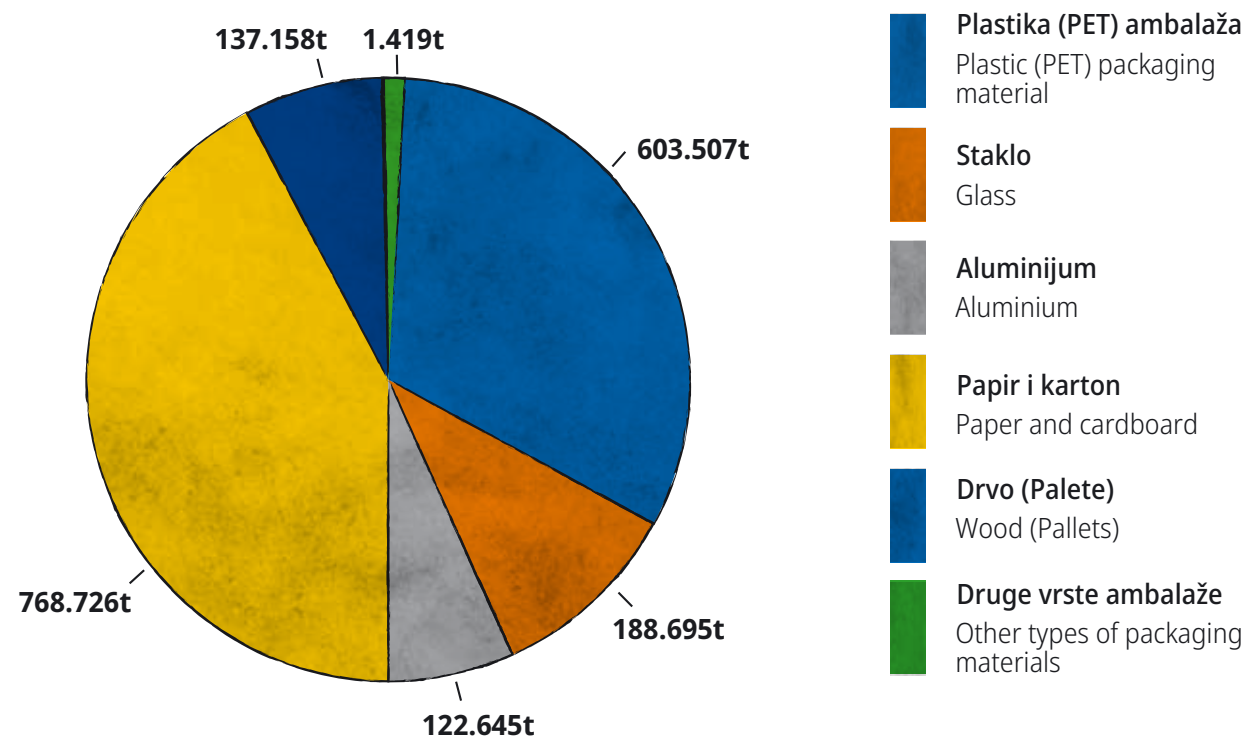
<sup>36</sup> Njime su utvrđeni opšti ciljevi u pogledu ponovnog iskorišćenja i reciklaže ambalažnog otpada, kao i specifični ciljevi za reciklažu papira/kartona, plastike, stakla, metala, drveta iz ambalažnog otpada.

<sup>36</sup> It determines the general goals in view of reuse and recycling of packaging material waste, as well as the specific goals for recycling paper/cardboard, plastic, glass, metal, and wood from packaging material waste.

<sup>37</sup> Od materijala koji mogu biti predmet recikliranja tu uglavnom spadaju pakovanja i transportna ambalaža, te uputstva o farmaceutskom proizvodu.

<sup>37</sup> The materials that can be subject to recycling mainly include packs, transportation packaging material and patient information leaflets.





Količina ambalaže za koju je obaveza upravljanja prenet na operatera  
Quantities of packaging materials with management liability transferred to operator

Pregled kretanja industrijskog otpada po vrsti (opasan/neopasan), kao i po upotrebnoj vrednosti (ima/nema upotrebnu vrednost) u tonama za 2020. godinu prikazan je u tabeli i grafiku na sledećim stranama.

Overview of industrial waste trend, according to type (hazardous/non-hazardous) and usage value (with/without usage value) in tonnes for the year 2020 is presented in the table and the graph on the following pages.



2020 Godina Year 2020.	Generisano Generated	Predato Consigned
<b>Ukupan neopasan otpad</b> Total non-hazardous waste	666,25	664,72
<b>Neopasan otpad koji ima upotrebnu vrednost</b> (predat ovlašćenim operaterima na moguću reciklažu) Non-hazardous waste with usage value (consigned to authorised operators for possible recycling)	626,08	626,08
<b>Neopasan otpad koji nema upotrebnu vrednost</b> (predat ovlašćenim operaterima na deponovanje) Non-hazardous waste without usage value (consigned to authorised operators for disposal)	40,17	38,63
<b>Ukupan opasan otpad</b> Total hazardous waste	335,26	388,12
<b>Opasan otpad koji ima upotrebnu vrednost</b> (predat ovlašćenim operaterima na moguću reciklažu) Hazardous waste with usage value (consigned to authorised operators for possible recycling)	3,37	2,49
<b>Opasan otpad koji nema upotrebnu vrednost</b> Hazardous waste without usage value	331,89	385,62
<b>Samostalno izvezen</b> Exported individually		327,14
<b>Predat operaterima</b> Consigned to operators		58,48
<b>Ukupno (opasan i neopasan)</b> TOTAL (hazardous and non-hazardous)	1.001,52	1.052,83

Hemofarm je u 2020. godini generisao ukupno 1.001,52 tona industrijskog otpada (891,135 t u 2019), od čega 335,26 tona opasnog otpada (118,57 t u 2019). Od ukupne količine opasnog otpada koji nema upotrebnu vrednost Hemofarm je samostalno izvezao 327,14 tona (85%), nakon obnavljanja dozvole za samostalni izvoz od nadležnog ministarstva.

In the year 2020, Hemofarm generated a total of 1,001.52 tonnes of industrial waste (891,135 t in 2019), out of which 335.26 tonnes of hazardous waste (118.57 t in 2019). Out of the total quantity of hazardous waste without usage value, Hemofarm independently exported 327.14 tonnes (85%), having renewed the licence for independent export with the competent ministry.

Ostvaren je dosadašnji maksimum izvoza opasnog otpada na spaljivanje putem sopstvene dozvole i to čitavih 327 t, od čega je 170 t robe koja je otpisana usled projekta smanjenja zaliha<sup>38</sup>.

The maximum export of hazardous waste for incineration so far, on account of our own licence, was achieved – specifically: 327 t, out of which 170 t of goods written off as part of the project of reducing stocks<sup>38</sup>.

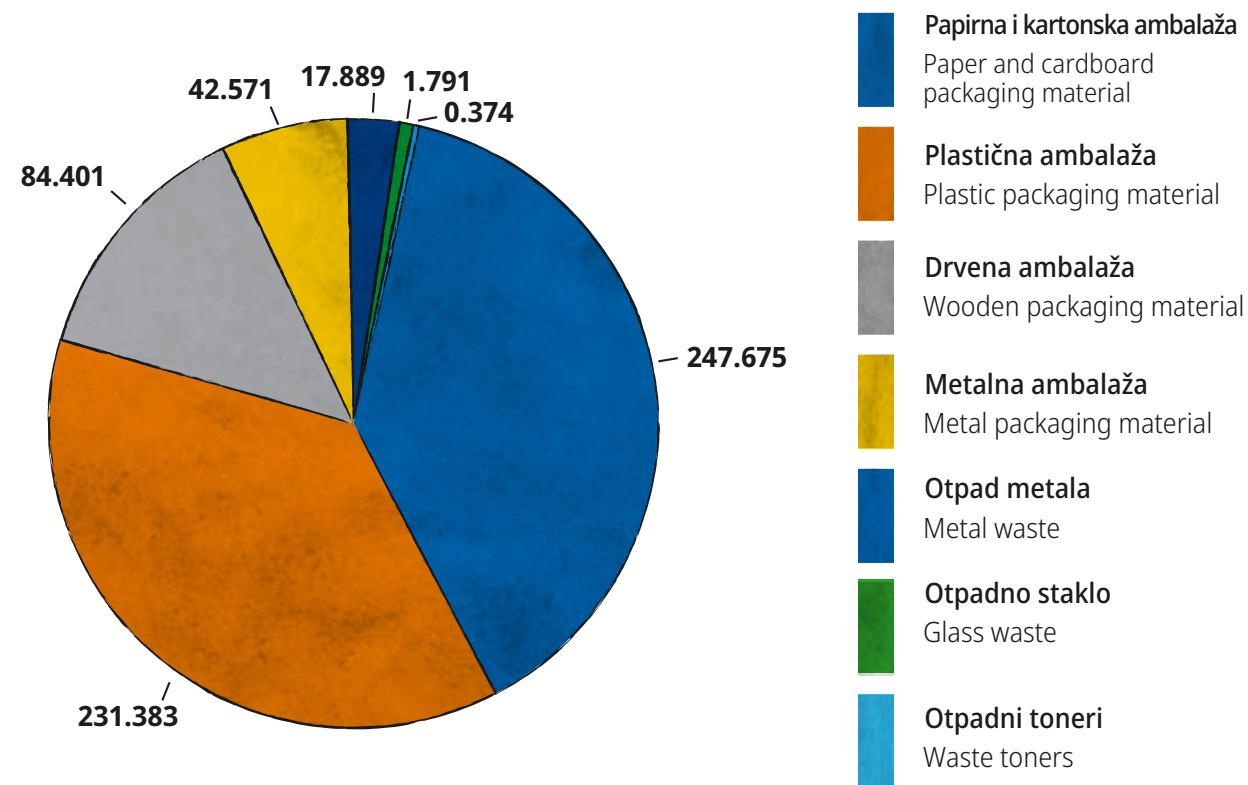
<sup>38</sup> Prosečna godišnja količina otpisane robe u prethodnim godinama iznosila je 35 t.

<sup>38</sup> Average annual quantity of written-off goods in previous years amounted to 35 t.



Neopasan otpad koji ima upotrebnu vrednost i koji se može reciklirati (626,084 t) predat je operaterima na dalju obradu. Ostvarena je prodaja ove vrste otpadnog materijala u ukupnoj količini od 187.000 evra na nivou Klastera, što je porast prodaje od 13% u odnosu na 2019. godinu.

The non-hazardous waste with usage value that can be recycled (626,084 t) was consigned to operators for further processing. The sales of this type of waste material amounted to EUR 187,000 at the level of the cluster, which means an increase of sales of 13% in relation to 2019.



Količine reciklabilnog neopasnog otpada predate operaterima  
Quantities of recyclable non-hazardous waste consigned to operators

Rast kompleksnosti proizvodnje (6%) i održavanje obima proizvodnje kao u 2019. godini praćeni su i porastom generisanja ukupnog otpada u 2020. godini za 12,4% u odnosu na prethodnu godinu.

The increase in complexity of production (6%) and maintaining the production volume of 2019 were coupled with the increase in generating the total waste in 2020 by 12.4% in relation to the previous year.

Porast generisanog otpada nije uslovljen direktnim posledicama procesa proizvodnje u tekućoj godini, već je rezultat projekta oslobađanja skladišnih kapaciteta u vidu zbrinjavanja otpisanih proizvoda<sup>39</sup>. Gotovo polovina generisanog opasnog otpada potiče od zbrinjavanja otpisanih zaliha proizvoda.

Tokom godine na odeljenju ambalaže u Vršcu reciklirano je više od 140 t otpada koji nastane prilikom proizvodnje boca za infuzije od PENG (polietilen niske gustine). Od recikliranog PENG-a na Odeljenju ambalaže prave se zatvarači za infuzione boce i zatvarači za fiole. Prethodne godine je reciklirano više od 200 t PENG-a, a ovogodišnje smanjenje je posledica kovida 19. Upotrebom recikliranog materijala umesto PENG-a iz primarne proizvodnje Hemofarm je u značajnoj meri doprineo smanjenju GHG emisija i potvrdio svoju lidersku poziciju na nivou STADA grupe kada je održivi razvoj u pitanju.

Uzimajući u obzir sve elemente odgovornog upravljanja otpadom, Hemofarm i dalje predstavlja dobar primer velike kompanije i velikog proizvođača čiji je uticaj na prirodu i okruženje pozitivan.

The increase of generated waste did not come as a direct consequence of the manufacturing processes in the current year, but as a result of the project of freeing storage capacities by disposing of written-off products<sup>39</sup>. Almost a half of the generated hazardous waste originates from disposing of the written-off product stocks.

Throughout the year, more than 140 t of waste generated during the manufacturing of infusion bottles made of LDPE (low-density polyethylene) were recycled at the Packaging Material Department in Vršac. Stoppers for infusion bottles and stoppers for container tubes are made from recycled LDPE at the Packaging Material Department. More than 200 t of LDPE was recycled last year, while the reduction in recycling this year came as a consequence of COVID-19. Using the recycled material in place of LDPE from the primary production, Hemofarm has considerably contributed to a reduction of GHG emissions and confirmed its leadership position in sustainable development within STADA Group.

Taking into account all the elements of responsible waste management, Hemofarm is still a good example of a large company and a large manufacturer whose environmental footprint is positive.



<sup>39</sup> Usled promene farmaceutske regulative ili prijave na sumnju u potpunu ispravnost pojedinih sirovina koje čine određene proizvode, a inicirano na evropskom ili svetskom nivou.

<sup>39</sup> Due to a change of pharmaceutical regulations or reported suspicion of complete compliance of certain raw materials used in some products, initiated at the European or global level.



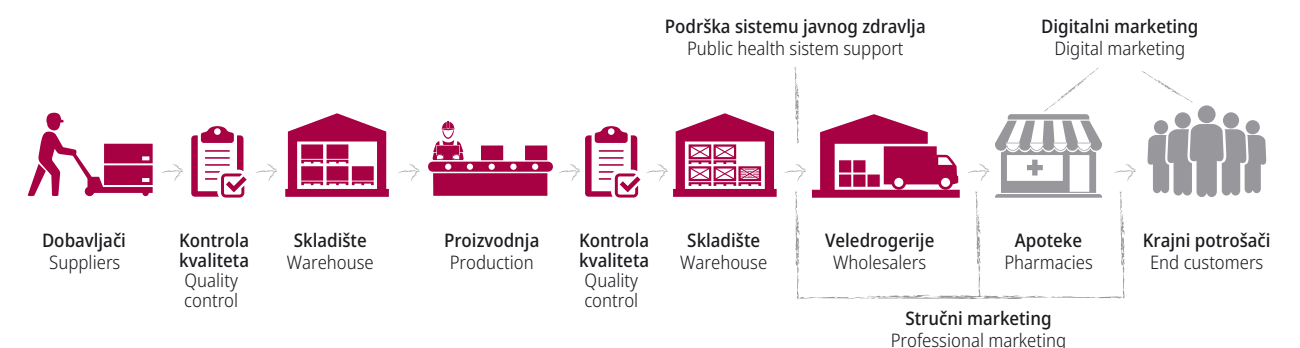


Fokusirani smo na sigurnost i materijalnu bezbednost svojih kolega, a u najkraćem mogućem roku uspostavili smo vrhunsku IT infrastrukturu za rad od kuće. Nastojeći da doprinesemo stabilnim ekonomskim prilikama u Srbiji i regionu, očuvanje zdravlja zaposlenih nam je ostala na prvom mestu, a ponudili smo i posebnu stimulaciju za one koji rade u uslovima pojačanog rizika.

Hemofarm focuses on the safety and material security of our colleagues, and we have established a state-of-the-art IT infrastructure for working from home in the shortest possible time. Trying to contribute to stable economic conditions in Serbia and the region, preserving the health of our employees remained in the first place, and we also offered a special incentives for those who work in conditions of increased risk.

## Cilj 8: Dostojanstven rad i ekonomski rast

### Goal 8: Decent work and economic growth





103-1	103-2	103-3							
201-1	201-3								
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Korporativna vrednost ENTREPRENEURSHIP i u godini pandemije ostaje suštinski posvećena ispunjenju ciljeva održivog razvoja broj 8 i broj 12 (dostojanstven rad i ekonomski rast i održiva potrošnja i proizvodnja). Možda su suštinska preduzumljivost i preduzetnički duh svih zaposlenih u kompaniji upravo sada izašli na videlo, u težnji da svi kao jedan, zajedno sa kolegamicama i kolegama koji su ostali na prvoj liniji odbrane zdravlja uz mašine u proizvodnim pogonima, bez obzira što neki rade i od kuće, suštinski doprinesu ostvarivanju održivog rasta i kontinuiteta poslovanja. I sve to u radnom okruženju koje uvažava prava svih zaposlenih, uz konstantnu težnju smanjivanja nejednakosti ljudi. Tako fokus ostaje na Cilju 8, uz kontinuirano nastojanje da se smanje nejednakosti kroz Cilj 10, čemu Hemofarm doprinosi kroz kvalitetne, a dostupne farmaceutske proizvode, podršku razvoju sistema javnog zdravlja i osnaživanju zdravstvenog sistema, kao i kroz fer i jednak odnos prema svim zainteresovanim stranama, bilo da je reč o internim ili eksternim javnostima sa kojima kompanija ostvaruje saradnju.

Corporate value of ENTREPRENEURSHIP in the year of pandemic, too, remains essentially dedicated to fulfilling Sustainable Development Goals 8 and 12 (Decent work and economic growth and Responsible consumption and production). Perhaps the essential entrepreneurship and entrepreneurial spirit of all employees in the company have just become apparent, while striving all as one, together with colleagues who remained at their machines in production plants on the first line of defence of our health , regardless of the fact that some work from home, to essentially contribute to achieving sustainable growth and business continuity. And all this in a work environment that respects rights of all employees, while constantly striving to reduce inequalities among people. Thus, the focus remains on Goal 8, with continuing efforts to reduce inequalities through Goal 10, to which Hemofarm has been contributing through quality and affordable pharmaceutical products, support to the development of public healthcare system and strengthening the healthcare system, as well as through fair and equal treatment of all stakeholders, belonging to either internal or external public, with which the company cooperates.

Radi sagledavanja performansi sa kojima se kompanija suočila u godini pandemije koronavirusa, u širem smislu, u ovom poglavlju će kroz prikaz ostvarenih poslovnih rezultata Hemofarma biti predstavljene sledeće materijalne teme: Motivacija i edukacija zaposlenih i kontinuirani razvoj korporativne kulture, Ostvarivanje i unapređenje bezbednosti i zdravlja na radu, Poštovanje ljudskih prava i sprečavanje prinudnog rada i bilo kakvih zloupotreba, Razvoj organizacione efikasnosti i rast poslovanja uz unapređenje tržišnih pozicija i Prevencija i smanjivanje rizika i upravljanje kriznim situacijama.

In order to review the company's performance in the year of coronavirus pandemic, in a broader sense, the following materiality topics will be presented in this chapter through an overview of achieved business results of Hemofarm: Motivation and education of employees and continuing development of corporate culture, Achieving and improving occupational safety and health, Respecting human rights and preventing forced labour and any abuse, Development of organizational efficiency & business operations growth with the improvement of market positions, and Risk prevention and mitigation and crisis situations management.

Sadržaj:

- MOTIVISANI ZAPOSLENI KAO FORMULA USPEHA I NAPRETKA
- BEZBEDAN I ZDRAV TIM KAO GLAVNI OSOLONAC HEMOFARMA
- POKAZATELJI ODRŽIVOG RASTA POSLOVANJA

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- SAFE AND HEALTHY TEAM AS A MAISTAY OF HEMOFARM
- SUSTAINABLE OPERATION GROWTH INDICATORS



U 2020, cela kompanija se fokusirala prvenstveno na bezbednost zaposlenih tokom pandemije koronavirusa. Sa svim relevantnim sektorima definisane su Smernice o postupanju u slučaju identifikacije potencijalnih simptoma u skladu sa Planom prevencije i reagovanja na SARS-CoV-2 (COVID-19), kao i pravima i obavezama zaposlenih tokom rada od kuće i odsustvovanja sa rada uzrokovanog vanrednim stanjem. Takođe, tokom tri meseca trajanja vanrednog stanja zaposlenima koji su svaki radni dan radili na ključnim lokacijama isplaćivana je stimulacija u iznosu od 10%.

Pandemija je sama po sebi donela brojne primarne izazove, ali pored njih i neke dodatne, konsekvantne, od kojih je možda najveći bio kako da se normalizuje poslovanje u doba stroge socijalne i fizičke distance, a bez ugrožavanja zdravlja ljudi. Jednu od ključnih uloga u omogućavanju prelaska na rad od kuće imao je Hemofarmov IT sektor<sup>40</sup>. Prvi korak bilo je agilno osposobljavanje neophodne infrastrukture (nabavka novih laptopa, uspostavljanje VPN konekcija, itd), uz integraciju na jedinstven cloud za sve korisnike na nivou STADA grupe. Jedan od ključnih alata bio je MS Teams, koji je trebalo podesiti, približiti i predstaviti zaposlenima. Već posle nekoliko meseci pokazalo se da je bez ovog softvera više nemoguće raditi, a čime su premošćene suštinske prepreke koje su inicirane merama prevencije protiv širenja kovida 19. Zahvaljujući Hemofarmovim IT stručnjacima, rad na razvoju i unapređenju IT disaster and recovery i security sistema u Vršcu, kao i jačanje IT podrške uopšte i implementacija novih softverskih rešenja, uz uspostavljanje VoIP telefonije između Srbije i Nemačke, kao i agilna integracija u jedinstven IT sistem svih novih poslovnih lokacija širom EU, nakon akvizicija, nisu ni najmanje bili kompromitovani niti usporeni aktuelnom epidemiološkom situacijom. Hemofarmov krizni tim je preduzeo mere prevencije i pre nego što je pandemija došla u Srbiju, uz agilno i proaktivno delovanje tokom same pandemije, čime je očuvana bezbednost i integritet proizvodnje, ali i zdravlje zaposlenih i njihovih porodica.

In 2020, the entire company focused primarily on the safety of employees during the coronavirus pandemic. The Guidelines on Procedure in Case of Identifying Potential Symptoms have been defined with the involvement of all relevant divisions in accordance with the Plan of Prevention and Reaction to Coronavirus SARS-CoV-2 (COVID 19), as well as the rights and obligations of employees during work from home and absence from work caused by state of emergency. Also, during 3 months of the state of emergency, the employees who worked on every working day at key sites received a salary incentive payment in the amount of 10%.

The pandemic itself brought about numerous primary challenges, but also some additional, consequential ones, of which perhaps the biggest was how to normalize business in the times of strict social and physical distancing, without endangering human health. One of the key roles in enabling the transition to work from home was played by Hemofarm's IT division<sup>40</sup>. The first step was agile capacitating of the necessary infrastructure (purchase of new laptops, establishment of VPN connections, etc.), with integration into a single cloud for all users at the level of STADA Group. One of the key tools was MS Teams, which needed to be set up, presented and made familiar to employees. After only a few months, it became clear that it is no longer possible to work without this software, thus overcoming the essential obstacles that were initiated by the preventive measures against the spread of Covid-19. Owing to Hemofarm's IT experts, work on development and improvement of IT disaster and recovery and security systems in Vršac, as well as strengthening IT support in general and implementation of new software solutions, along with the establishment of VoIP telephone lines between Serbia and Germany, and agile integration of all new business sites across the EU into a common IT system after acquisitions, were not in the least compromised or slowed down by the current epidemiological situation. Hemofarm's crisis team took preventive measures even before the pandemic came to Serbia, with agile and proactive action during the pandemic, which preserved the safety and integrity of production, but also the health of employees and their families.

<sup>40</sup> Hemofarmov IT sektor posluje kao zasebno pravno lice STADA IT Solutions i deo je Hemofarm grupe.

<sup>40</sup> Hemofarm IT division operates as a separate legal entity STADA IT Solutions and it is a part of Hemofarm Group.

## MOTIVISANI ZAPOSLENI KAO FORMULA USPEHA I NAPRETKA

### MOTIVATED EMPLOYEES AS THE FORMULA FOR SUCCESS AND PROGRESS

Odnos prema zaposlenima danas predstavlja sve važniji parametar ocenjivanja uspešnosti, jednako poput pozitivnih finansijskih bilansa i atraktivnog portfolija. Poput celokupnog odnosa društva prema ljudima, zaposleni bi za kompaniju trebalo da budu najvredniji resurs. Upravo to Hemofarm potvrđuje iz godine u godinu, nastojeći da istu tu brižnost podeli i kroz svoj lanac dobavljača.

Hemofarmov tim u 2020. činilo je 2.878 zaposlenih (2.865 u 2019), što je porast od 0,5% u odnosu na prethodnu godinu, uprkos pandemiji koronavirusa koja je izazvala velika otpuštanja i smanjivanje broja zaposlenih svuda u svetu. Iako je došlo do povećanja broja zaposlenih, Hemofarm je postao bezbednije mesto za rad, te je broj povreda na radu značajno smanjen (gotovo za trećinu). Udeo žena u kompaniji porastao je za čitav 1% i one su u Hemofarmovom kolektivu i dalje većina. Njihov udeo sada iznosi 54% od ukupnog broja zaposlenih, a većinski su zastupljene i u menadžmentu kompanije. Tokom godine, u kompaniji je ukupno bilo 127 porodilja, a sve koleginice koje su se posle porodiljskog odsustva vratile na posao zadržale su istu poslovnu poziciju.

Successfulness of a company is not just a reflection of positive financial statements and attractive portfolio, but also of the attitude towards employees. Analogous to the attitude of society towards people, employees should be the most valuable resource of a company. Hemofarm has been proving this year after year, endeavouring to share the same care throughout its supplier chain as well.

Hemofarm team consisted of 2,878 employees in the year 2020 (2,865 in 2019), which is an increase of 0.5 % compared to the previous year, in spite of the coronavirus pandemic which caused mass layoffs and job cuts all over the world. Notwithstanding the increase in the headcount, Hemofarm has become a safer place for work, since the number of work-related injuries has dropped significantly (by almost a third). Share of women in the company has increased by an entire 1% and they still represent a majority of Hemofarm employees. Their share now accounts for 54% out of the total headcount, and they also represent majority in the company management. Throughout the year, there were 127 women on maternity leave, and all the female colleagues resumed the same work post after their maternity leave.



Hemofarm kao kolektiv, a posebno Sektor ljudskih resursa, posebnu pažnju posvećuje pružanju jednakih šansi svima u cilju smanjivanja nejednakosti (Cilj 10 održivog razvoja). To se posebno odnosi i na kandidate koji su zainteresovani za otvorene poslovne pozicije u kompaniji ili za rad u Hemofarmu uopšte. Zato ne iznenađuje činjenica da broj testiranih kandidata, koji su aplicirali na neki od konkursa, iz godine u godinu raste, a baza potencijalnih kadrova postaje sve bogatija. Pored toga, kompanija sve više intenzivira i nastup na specijalizovanim sajmovima zapošljavanja, kao i promociju otvorenih pozicija na društvenim mrežama – upravo tamo gde su mladi, uz značajno viši stepen brendiranja poslodavca (employer branding).

Hemofarm as a group, and especially the Human Resources Division pays special attention to offering equal chances to everyone in order to contribute to reducing inequality (Goal 10 of sustainable development). It relates in particular to all candidates interested in the vacancies at the company or in working for Hemofarm in general. It therefore does not come as a surprise that the number of tested candidates, who have applied for one of the job vacancies, has been increasing year after year, while the pool of potential candidates is becoming richer. In addition, the company has been intensifying its appearance at specialized job fairs, as well as the promotion of vacant posts on social networks – exactly where you can find young people, coupled with a significantly higher degree of employer branding.



POLNA STRUKTURA GENDER STRUCTURE	Muškarci Male	Žene Female	Ukupno Total
Hemofarm a.d. Vršac	1.528	1.350	2.878

KVALIFIKACIONA STRUKTURA QUALIFICATION STRUCTURE	Ukupno Sum of HC	Ukupno (%) Sum of HC (%)
Doktorat PHD	8	0.28%
Visoka stručna sprema University degree	1032	35.86%
Viša stručna sprema Two-year post-secondary school degree	166	5.77%
Srednja stručna sprema Secondary school degree	1632	56.71%
Nekvalifikovano Unqualified	40	1.39%
Ukupno Total	2.878	100%

STAROSNA STRUKTURA AGE STRUCTURE	Ukupno Sum of HC	Ukupno (%) Sum of HC (%)
20-24	103	3.58%
25-29	399	13.86%
30-34	423	14.70%
35-39	395	13.72%
40-44	493	17.13%
45-49	437	15.18%
50-54	330	11.47%
55-59	212	7.37%
60-64	82	2.85%
65-69	4	0.14%
Ukupno Total	2.878	100%



Rodna ravnopravnost je jedan od suštinskih principa sa kojim Hemofarm pristupa svim segmentima poslovanja. U skladu sa tim, vrednosti koje promovise i za koje se zalaže Cilj 5, koji propagira rodnu ravnopravnost, već su uveliko neraskidivi deo Hemofarmove strategije i poslovne prakse. Osim što žene predstavljaju većinu u kompaniji, Hemofarm sa ponosom ističe da su žene i muškarci jednako plaćeni za iste poslove koje obavljaju, te da se uspeh u poslu ne meri rodnim odrednicama, već upravo ekspertizom i pokazanim rezultatima. Upravo takav tretman svojih zaposlenih kompanija sa ponosom ističe među svojim partnerima, nastojeći da isti pristup i uverenja prenese i na sopstveni lanac dobavljača, ostavljajući tako pozitivan otisak na društvo i u širem kontekstu, koji višestruko utiče i na motivaciju zaposlenih i ljudi uopšte. Takođe, pored toga što se nude jednaki uslovi rada i pogodnosti svim zaposlenima, bez obzira na njihov status zaposlenja u Hemofarmu, kompanija je obezbedila i zarade koje su iznad republičkog proseka. Najniža bruto zarada u Srbiji u decembru 2020. godine iznosila je 40.666,17 dinara, dok je u istom period najniža bruto zarada u Hemofarmu bila 48.430,17 dinara.

Gender equality is one of the essential principles with which Hemofarm approaches all business segments. In line with that, the values promoted and advocated by Goal 5, which promotes gender equality, are already a largely inseparable part of Hemofarm's strategy and business practices. Apart from the fact that women represent the majority in the company, Hemofarm is proud to point out that women and men are equally paid for the same jobs they perform, and that professional success is not measured by gender, but by expertise and demonstrated results. The company proudly emphasizes such treatment of its employees among its partners, striving to transfer the same approach and beliefs to its own suppliers chain, thus making a positive footprint on society also in a broader context that widely impacts the motivation of employees and people in general. Also, in addition to offering equal working conditions and benefits to all employees, regardless of their employment status in Hemofarm, the company also provided salaries above the national average. The lowest gross salary in Serbia in December 2020 amounted to RSD 40,666.17, while in the same period the lowest gross salary in Hemofarm was RSD 48,430.17.

Rad Sektora ljudskih resursa i u 2020. godini obeležile su automatizacija i digitalizacija procesa kroz globalni projekat – HERO, sa ciljem olakšavanja zaposlenima da upravljaju svojim poslovnim profilima onlajn (provera statusa, platnog razreda, prijava godišnjeg odmora, elektronski platni listići, e-learning platforma, itd.).

Work of the Human Resources Division in 2020 was characterized by automation and digitalization of processes through the global HERO project, aimed at facilitating employees to manage their business profiles online (control of status, salary band, recording of annual leave, electronic salary slips, e-learning platform, etc.).

## BEZBEDAN I ZDRAV TIM KAO GLAVNI OSOLONAC HEMOFARMA

### SAFE AND HEALTHY TEAM AS A MAISTAY OF HEMOFARM

Bezbednost i zaštita zdravlja na radu (BZR ili engleski HSE), osim što poslednjih godina sve više dobija na značaju, svoju pravu svrhu i važnost za očuvanje poslovne i zdravstvene vitalnosti pokazala je upravo u periodu pandemije. Neretko je upravo BZR zaslužna za opstanak poslovanja mnogih kompanija u pandemiji. BZR je i na nivou STADA Grupe jedna od prioriternih tema na svim lokacijama na kojima grupacija posluje, a Hemofarm, kao odgovorna kompanija i stabilan partner<sup>41</sup>, nastoji da ukaže kako svojim zaposlenima, tako i dobavljačima da bezbedno i zdravo radno okruženje predstavljaju jedan od stubova opstanka i kompanija, i društva.

Prevenција je ključna reč za bezbednost i zaštitu zdravlja na radu u Hemofarmu i niz sinhronizovanih i povezanih aktivnosti, baziranih na najsavremenijim tehnologijama, usmeren je prvenstveno na edukaciju i sprečavanje bilo kakvog nebezbednog ponašanja ili situacije. Bezbednost zaposlenih, poslovnih partnera, dobavljača, resursa i okruženja, kompanija ostvaruje putem sistema video-nadzora, sopstvene službe fizičko-tehničkog obezbeđenja<sup>42</sup>, javljača požara<sup>43</sup> i sopstvene profesionalne vatrogasne jedinice<sup>44</sup>. Hemofarm je izvršio sertifikaciju u pogonima u Vršcu, Šapcu i Dubovcu za integrisani sistem upravljanja zaštitom životne sredine (ISO 14001) i sistem upravljanja bezbednošću i zdravljem na radu (ISO 45001)<sup>45</sup>, uz brojne pogodnosti, kao što su:

Occupational health and safety (HSE), in addition to increasingly gaining in importance in the previous years, has shown its true purpose and significance in preserving business and health vitality during the coronavirus pandemic. HSE is often to be credited for survival of many companies during the pandemic. HSE is also at the STADA Group level one of priority topics at all sites where the Group operates, and Hemofarm, as a responsible company and a stable partner<sup>41</sup>, endeavours to point out not only to its employees but also to its suppliers, that safe and healthy working environment represents one of the pillars of survival of both companies and society.

Prevention is the key word for occupational health and safety in Hemofarm, and a number of synchronised and related activities, based on state-of-the-art technologies, are primarily focused on education and preventing any kind of unsafe behaviour or situation. The company achieves the safety of its employees, business partners, suppliers, resources and the environment through video surveillance systems, its own physical and technical security service<sup>42</sup>, fire detectors<sup>43</sup>, and its own professional fire brigade<sup>44</sup>. In its plants in Vršac, Šabac, and Dubovac, Hemofarm has provided certification for the integrated environmental protection management system (ISO 14001) and the occupational health and safety management system (ISO 45001)<sup>45</sup>, with numerous benefits, such as:

<sup>41</sup> Povodom Svetskog i Nacionalnog dana bezbednosti i zdravlja na radu, 28. aprila, kompanija je više puta nagrađivana za bezbednost i zdravlje na radu.

<sup>41</sup>On the occasion of marking 28th April – The World and National Occupational Safety and Health Day, the company has been repeatedly awarded in the domain of occupational health and safety.

<sup>42</sup> Svaki član ove službe, po zapošljavanju u Hemofarmu, prolazi obaveznu obuku za poštovanje ljudskih prava, uz kontinuirane ponovne obuke i provere znanja.

<sup>42</sup> Upon the employment in Hemofarm, each member of this Service passes a mandatory training on the observing of human rights, with continuous re-training and knowledge tests.

<sup>43</sup> Sve prostorije u Hemofarmu opremljene su sistemima za dojavu, detekciju i gašenje požara, protivpožarnim klapnama, panik rasvetom i sl.

<sup>43</sup> All premises in Hemofarm are equipped with fire signalling, detecting and extinguishing systems and equipment, fire flaps, panic lighting, etc.

<sup>44</sup> Vatrogasna jedinica je na raspolaganju i Hemofarmu, i hitnim potrebama vršačke opštine i okolnih naselja.

<sup>44</sup> The fire brigade unit is available to both Hemofarm and Vršac municipality and surrounding villages in emergency situations.

<sup>45</sup> ISO 45001 je međunarodno priznat standard za zdravlje i bezbednost na radu i on je zamenio OHSAS 18001, čime je Hemofarm izvršio sertifikaciju po najnovijem standardu za sve vitalne lokacije.

<sup>45</sup> ISO 45001 is an internationally recognised standard for occupational health and safety and it has replaced OHSAS 18001, by which Hemofarm has completed certification for all vital locations in accordance with the latest standard.

bolja efikasnost i manji broj povreda na radu; puna posvećenost zaštiti zaposlenih, imovine i postrojenja; puno poštovanje zakona i unapređen kredibilitet, uz odnos sa partnerima baziran na sigurnosti i zaštiti osoblja, kupaca i dobavljača; unapređen sistem upravljanja rizicima, uz uštedu troškova kroz spremnost na reagovanje u vanrednim situacijama.

Prilikom priprema za prelazak na novi standard izvršene su neophodne obuke zaposlenih, kao i čitavog menadžmenta. Info-semafori koji prikazuju broj povreda na radu na konkretnoj lokaciji u tekućoj godini, broj dana bez povreda i datum poslednje povrede<sup>46</sup>, jedan su od najboljih kanala za razvoj svesti zaposlenih i svih posetilaca Hemofarma o značaju bezbednosti na radu. Postavljeni su na udarnim pozicijama u sklopu proizvodnih krugova i njihova višegodišnja primena rezultirala je unapređenjem preventivnih mera i shvatanjem važnosti prijavljivanja svake situacije ili događaja koji mogu biti nebezbedni („near miss“<sup>47</sup>). Hemofarmov Odbor za bezbednost<sup>48</sup> ima važnu ulogu u definisanju i sprovođenju niza aktivnosti za bezbedno i sigurno svako radno mesto. Pored toga, kao najbolja veza između menadžmenta i zaposlenih, učestvuje i u istragama potencijalnih incidenata, i u davanju predloga i sugestija za unapređenje sistema. Rad Odbora dopunjuju i HSE grupe formirane za svaku lokaciju, čiji su članovi zaposleni iz svih organizacionih jedinica, kako bi se na pravi način reprezentovala cela struktura kompanije i čitav kolektiv aktivno uključio u HSE prevenciju. Koleginice i kolege koji su članovi HSE grupa predstavljaju svojevrzne „HSE ambasadore“ i dodatne edukatore u Hemofarmu.

better efficacy and lower number of injuries at work; full commitment to protection of employees, property and plants; full compliance with the law and improved credibility, with relationship towards partners based on safety and protection of personnel, customers and suppliers; improved risk management system, with cost saving potential owing to emergency situations response capacity.

During the preparations for transition to the new standard, the employees as well as the entire management received the necessary training. The Info Scoreboards showing the number of occupational injuries at a particular site in the current year, number of days without injury and the date of the last injury<sup>46</sup> are one of the best channels for raising the awareness of the employees and of all visitors of Hemofarm on the importance of occupational safety. The scoreboards are installed on hot spots at manufacturing sites and their long-term use has resulted in the improvement of preventive actions and understanding the importance of reporting each situation or event which can be unsafe (near miss<sup>47</sup>). Hemofarm Safety Committee<sup>48</sup> plays an important role in defining and implementing a number of activities for each workplace to be safe and secure. In addition, as the best link between the management and employees, it also participates in the investigation of possible incidents and giving proposals and suggestions for system improvement. Activities of the Committee are complemented by HSE groups, established for each site, whose members are employees from all organisational units, in order to represent the complete company structure in the proper manner and in order to have all the employees actively involved in HSE prevention. The colleagues who are members of HSE groups are ‘HSE ambassadors’ of a kind and they play a role of additional educators in Hemofarm.

<sup>46</sup> U Hemofarmu je postavljena adekvatna horizontalna i vertikalna signalizacija, uz naznačene putanje kretanja pešaka i vozila, kao i brzinomer za kontrolu kretanja.

<sup>46</sup> Adequate horizontal and vertical signalisation with indicated lanes for movement of pedestrians and vehicles, as well as a speed radar for movement control have been installed in Hemofarm.

<sup>47</sup> Događaji ili situacije 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.

<sup>47</sup> Events or situations that have not led to injury/damage, but could have caused them. Employees are encouraged to report any unsafe event or situation and thus prevent injuries or damages.

<sup>48</sup> U skladu sa zakonskom regulativom i Pojedinačnim kolektivnim ugovorom o bezbednosti i zdravlju na radu.

<sup>48</sup> In accordance with legal regulations and Individual Collective Bargaining Agreement on Occupational Safety and Health.

Tokom 2020. godine, u sklopu preventivnih mera, izvršeni su pregledi i ispitivanja opreme za rad i ličnu zaštitu, električnih instalacija i uslova radne sredine, kao i bezbednost upravljanja hemikalijama, koja je regulisana internim procedurama i zakonskom regulativom<sup>49</sup>. Edukacija svih zaposlenih predstavlja jednu od najvažnijih preventivnih mera u Hemofarmu jer osposobljava za prepoznavanje potencijalnih opasnosti i primenu mera za zaštitu od njih.

Hemofarm BZR vrednosti u koje veruje i koje primenjuje u svom poslovanju prenosi i na svoje dobavljače. U okviru redovnih provera, utvrđuje se i solventnost poslovnih partnera, ispunjenost zakonskih uslova rada, kao i stepen uvažavanja mera bezbednosti i zdravlja na radu. Zato svaki dobavljač pre otpočinjanja saradnje prilaže potvrde o plaćenom porezu, izjave o poštovanju ljudskih prava i prava zaposlenih, zatim dokaze da su radnici prijavljeni, uz popunjavanje Kvalifikacionog i BSCI upitnika<sup>50</sup>. Tek nakon pozitivno ocenjenih upitnika, potpisuje se obavezujući Aneks o bezbednosti i zdravlju na radu, zaštiti životne sredine i zaštiti od požara. Tokom 2020. u Hemofarmu je svakodnevno bio prisutan veliki broj izvođača radova, a njihova bezbednost i zaštita zdravlja bile su na prvom mestu:

- u centralnom fabričkom kompleksu u Vršcu, boravile su 263 firme (150 u 2019) koje su izvodile neku vrstu radova sa oko 9.870 zaposlenih (11.300 u 2019), dok je
- u šabačkom kompleksu taj broj iznosio oko 48 firmi (34 u 2019) sa oko 1.274 zaposlenih (1.250 u 2019).

Najveću nagradu za sav uloženi trud, kao i potvrdu da su složene procedure neophodne, predstavlja činjenica da nije bilo povreda na radu nijednog od radnika izvođača radova.

Inspections and tests of work and personal protection equipment, electrical installations, and environmental working conditions as well as safety management of chemicals, which is regulated by in-house procedures and legal regulations, were carried out within preventive actions in the course of 2020<sup>49</sup>. Education of all employees is one of the most important preventive actions in Hemofarm, because it enables them to identify possible hazards and apply protective actions against them.

Hemofarm transfers the HSE values it believes in and implements in its operations to its suppliers as well. The solvency of business partners, fulfilment of legal conditions for work, as well as the degree of compliance with occupational health and safety requirements are determined in the course of regular audits. Therefore, prior to the beginning of cooperation, each supplier submits certificates of paid tax, statements on the observing human rights and employees’ rights, evidence that the workers have been registered, and fills out the Qualification and BSCI questionnaire<sup>50</sup>. Only after questionnaires have been positively assessed, the binding Annex on Occupational Health and Safety, Environmental Protection and Fire Protection is executed. During 2020, a large number of contractors were present in Hemofarm on a daily basis, and their safety and health protection were the top priority:

- there were 263 companies (150 in 2019) with 9,870 employees (11,300 in 2019), who performed some type of works in the central factory complex in Vršac,
- that number amounted to approximately 48 companies (34 in 2019) with about 1,274 employees (1,250 u 2019) in the Šabac complex.

The fact that none of contractors’ workers suffered any injury at work represents the greatest recognition for all invested efforts, as well as a confirmation that the complex procedures are necessary.

<sup>49</sup> Na intranetu se nalazi baza hemikalija sa uputstvima za bezbedno rukovanje i ponašanje u eventualnim opasnim situacijama, dostupna svim korisnicima.

<sup>49</sup> A database of chemicals with instructions for safe handling and behaviour in possible hazardous situations, is available to all users on the Intranet.

<sup>50</sup> Ove upitnike popunjavaju svi novi dobavljači koji su bili potencijalni poslovni partneri Hemofarma u 2019. godini. Pored toga, 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>50</sup> These questionnaires were filled out by all new suppliers who were potential business partners to Hemofarm in 2019. In addition, in accordance with the specific needs, potential contractors are also required to submit safe and healthy work training certificates, medical certificates, insurance policies, expert findings, elaborated studies, procedures, rule books...



U toku 2018. godine započelo je izveštavanje sa drugačijim indikatorima performansi procesa. Svrha izračunavanja stopa je dobijanje uniformnih rezultata koji se računaju na 200.000 radnih sati i prosečan broj radnih dana u mesecu (18,5), a dobijeni rezultati su uporedivi za sve lokacije STADA Grupe.

Prema priloženoj tabeli, jasno se vidi značajan razvoj svesti zaposlenih o suštinskom značaju preventivnog delovanja svakog pojedinca unutar kompanije:

- ukupan broj povreda u 2020. u Hemofarmu (Vršac, Šabac i Dubovac) jeste 8 (12 u 2019); što je za 33,3% manje u odnosu na 2019. godinu.;
- ukupno prijavljenih near miss događaja je 1.388 (920 u 2019), čime je broj registrovanih nebezbednih događaja povećan za 50,8% – što nije posledica manje bezbednosti u Hemofarmu, već upravo višeg nivoa svesti zaposlenih, zahvaljujući edukaciji o ovoj važnoj temi, što je presudan aspekt prevencije.
- broj izgubljenih radnih dana usled povreda na radu u 2020. je 285 (265 u 2019). Iako je broj povreda na radu manji, izgubljeno je više radnih dana jer smo imali dve povrede usled pada u nivou koje su rezultirale sa 208 izgubljenih radnih dana. Ostalih 6 povreda je imalo za posledicu 77 izgubljenih dana.

Reporting with different process performance indicators was initiated in the course of 2018. The purpose of calculating rates is obtaining uniform results which are calculated per 200,000 workhours and the average number of workdays in a month (18.5), and the obtained results are comparable for all STADA Group sites.

The development of awareness of employees on the essential importance of preventive actions of each individual in the company is clearly indicative in the following table:

- The total number of injuries in Hemofarm (Vršac, Šabac and Dubovac) was 8 in 2020 (12 in 2019), which is 33.3% less than in 2019;
- The total number of reported near miss events was 1,388 (920 in 2019), which means an increase of 50.8% in the number of registered unsafe events. This is not a consequence of lower degree of safety in Hemofarm. On the contrary, it is a consequence of a higher degree of awareness of employees, owing to the education received on this important topic, which represents a crucial aspect of prevention.
- The total number of lost workdays resulting from injuries at work was 285 in 2020 (265 in 2019). Although the number of injuries at work is lower, more workdays were lost because we had two injuries caused by same-level falls that resulted in 208 lost workdays. Other 6 injuries resulted in 77 lost workdays.

	2018	2019	2020
BROJ ZAPOSLENIH U HEMOFARMU HEADCOUNT IN HEMOFARM			
Broj zaposlenih sa punim radnim vremenom Full-time employees	2.341	Izvođači radova: Contractors: 2.856	Izvođači radova: Contractors: 2.880
Broj zaposlenih sa pola radnog vremena Part-time employees	0	216	0 184 0 311
AKCIDENTI NEAR MISS			
Broj akcidenata sa fatalnim ishodom ili veoma teškim posledicama (gubitak ekstremiteta na radu) Number of accidents resulting in a fatality or major injury (amputation) at work during the observed period	0	0	1 0 0 0
Ukupan broj povreda sa izgubljenim radnim danima (ne računaju se povrede na radu prilikom dolaska i odlaska sa posla) Total number of injuries at work with lost time (accidents while commuting to work are excluded)	14	0	11 0 8 0
Ukupan broj povreda bez izgubljenog vremena (sitne povrede koje su sanire pružanjem prve pomoći i dolazak hitne pomoći - zaposleni nastavljaju sa radom posle zdravstvene intervencije) Total number of accidents without lost time (minor injuries remedied by providing first aid and emergency service - employees continue to work after a medical intervention)	6	0	18 0 14 0
Ukupan broj near miss (uključujući near miss, nebezbedno stanje nebezbedan događaj, nebezbedno ponašanje) Total number near miss reports (including near miss, unsafe situation, unsafe event or unsafe behaviour)	67	0	920 0 1388 0
Ukupan broj izgubljenih radnih dana usled povreda na radu (ne računaju se povrede na radu prilikom dolaska i odlaska sa posla) Total number of lost working days resulting from injuries at work (lost working days due to accidents while commuting to work are excluded)	445	0	265 0 285 0
Ukupan broj radnih sati za sve zaposlene Total number of working hours for all employees	4,158,504		5,088,240 5,114,880
POKAZATELJI PERFORMANSI PROCESA KPI KEY PERFORMANCE INDICATOR KPI			
OSHA stopa incidenata sa izgubljenim radnim vremenom OSHA Loss Time Case Rate	0,7		0,5 0,51
Stopa Near Miss događaja Near Miss Rate (NMR)	3		36,2 54,3



Uz prikazane indikatore performansi procesa u cilju podizanja svesti o značaju bezbednih i zdravih uslova rada kao i učešća svih zaposlenih, uvedena je i kao redovna aktivnost – stalni obilazak svake lokacije sa aspekta HSE uz učešće menadžmenta.

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 se potpunije ostvarili na oba polja. Kompanija, pored direktnih ulaganja<sup>51</sup>, brinući o unapređenju zdravlja svojih zaposlenih, nudi i niz dodatnih beneficija: osiguranje od posledica nesrećnog slučaja (svih 24 sata, i na radu, i van rada, uključujući nastanak invaliditeta ili gubitak života), dobrovoljni penzioni fond<sup>52</sup> (zarad dobrih uslova života i po odlasku u penziju), dobrovoljno zdravstveno osiguranje (namenjeno svim zaposlenima, a pokriva troškove lekova, specijalističkih pregleda, lečenja, operacija i sl.), kao i 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 Hemofarmu, u okviru Fonda solidarnosti, već godinama funkcioniše i dobro poznata Sekcija dobrovoljnih davalaca krvi, u okviru koje je u svakom trenutku aktivno preko 500 davalaca. Pored toga i Samostalni sindikat raspolaže sredstvima za organizovanje rekreacija, sportskih sekcija i sportskih susreta zaposlenih, pružanje pomoći u kriznim situacijama, kao i za kontinuirano održavanje i unapređenje prava radnika uopšte.

In addition to the presented process performance indicators, another activity has been introduced as a regular activity with the aim of raising awareness on the importance of safe and healthy working conditions as well as the participation of all the employees – regular HSE walk-throughs of each location, with the participation of the management.

There are also expert associates available within Hemofarm for providing psychosocial support to employees and their families in order to balance their career and family life in the best possible manner and thus achieve full potential in the both fields. In addition to direct investments<sup>51</sup>, taking care of improving the health of its employees, the company also offers a number of additional benefits: insurance against consequences of an accident (24/7, both at work and outside working hours, including the occurrence of disability or loss of life), voluntary pension fund<sup>52</sup> (for good living conditions upon retirement, too), voluntary health insurance (intended to all employees, covering costs of medicines, specialist examinations, treatment, surgical interventions, etc.), as well as Solidarity Fund (financing the work of sports sections and recreation of employees, financial aid for illness and sick leave longer than 6 months, financial aid to an employee for birth and adoption of a child, assistance to single parents, assistance to an employee in case of death of a close family member...). The well-known Blood Donor Section, with over 500 blood donors available at any moment, has been active for years within the Hemofarm Solidarity Fund. Furthermore, the Autonomous Trade Union also has available funds for organising recreational events, sports sections, and sports gatherings of employees, providing assistance in crisis situations, as well as continuous upkeep and improvement of the employees' rights, in general.

<sup>51</sup> Ona obuhvataju: 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 itd.

<sup>51</sup> These include: periodic medical examinations for certain business positions, regular sanitary and ophthalmological examinations, cooperation with occupational medicine, first aid training, testing the working environment conditions, equipment for work and personal protection means and equipment, etc.

<sup>52</sup> Kompanija uplaćuje 2.000 dinara mesečno zaposlenima koji su u neprekidnom radnom odnosu duže od tri godine, a koji iz svojih sredstava uplaćuju najmanje 1.000 dinara u ovaj fond.

<sup>52</sup> The company pays in RSD 2,000 dinars per month to the employees who have been employed for longer than three years without interruptions, and who pay a minimum RSD 1,000 of their funds to this fund.

## POKAZATELJI ODRŽIVOG RASTA POSLOVANJA SUSTAINABLE OPERATION GROWTH INDICATORS



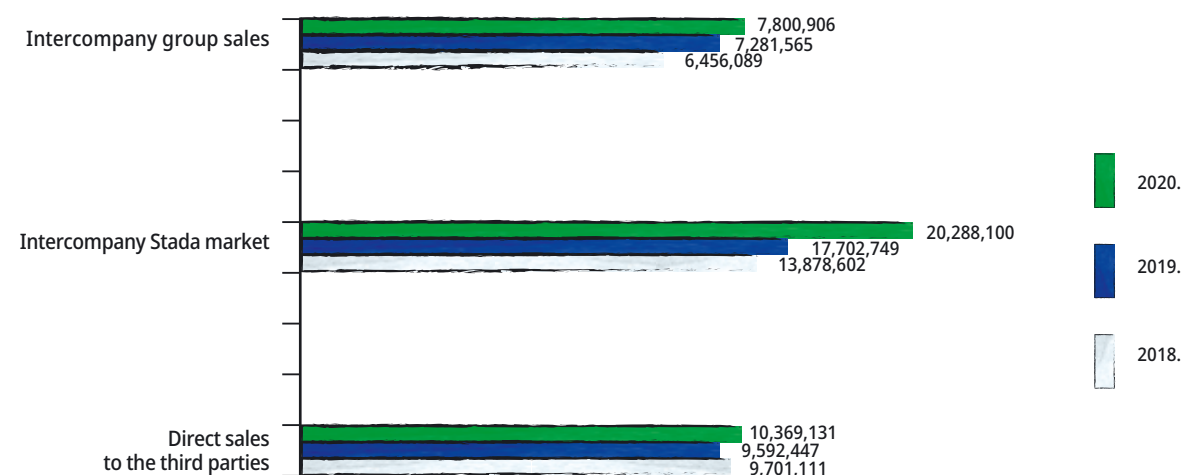
Glavni uspeh za Hemofarm nisu brojke, već svaki izlečeni pacijent ili sprečen razvoj bolesti, a u godini pandemije koronavirusa to je jednostavno svaki spaseni ljudski život. Za Hemofarm se taj uspeh ogleda u brizi o zdravlju ljudi, što kompanija pokazuje svakog dana kroz odnos prema zaposlenima, partnerima u lancu dobavljača, kao i krajnjim korisnicima proizvoda i široj društvenoj zajednici. Suštinska posvećenost zdravlju, oličena kroz kvalitetne, a dostupne farmaceutske proizvode, glavni je razlog poverenja koje zdravstveni sistem i pacijenti imaju u Hemofarm. Zato se, uzimajući u obzir svu odgovornost i brižnost koju kompanija posvećuje društvu i okruženju, o poslovnim uspesima može govoriti kao krajnje održivim i zasnovanim na punoj primeni principa održivog razvoja u celokupnom poslovanju.

Success is not only measured by figures, but the main success for Hemofarm is every cured patient or prevented development of a disease, and in the year of coronavirus pandemic, that is simply every saved human life. For Hemofarm, that success is reflected in caring for people's health, which the company shows every day through its attitude towards employees, partners in the supply chain, all the way to end consumers of products and wider social community. The essential commitment to health, demonstrated through quality and affordable pharmaceutical products, is the main reason for the trust Hemofarm enjoys with the healthcare system and patients. Therefore, taking into account all the responsibility and care that the company devotes to society and the environment, business success can be considered ultimately sustainable and based on the full application of sustainable development principles on the entire business operations.

Hemofarm beleži rast prihoda od prodaje u 2020. godini za 11,23% u odnosu na 2019. godinu.

In 2020, Hemofarm recorded growth in income from sales by 11.23% compared to 2019.

u 000 RSD in 000 RSD	31.12.2018.	31.12.2019.	31.12.2020.
Prihodi od prodaje Income from sales	30.035.802	34.576.761	38.458.137



STRUKTURA PROMETA Izraženo u hiljadama dinara  
TURNOVER STRUCTURE Stated in thousands of dinars



Tokom 2020. godine, značajan rast se beleži na interkompanijskim tržištima STADA grupe. Primetan je rast i na tržištima interkompanijske prodaje Hemofarm grupe, kao i rast prihoda u direktnoj prodaji ka trećim licima u zemlji i inostranstvu. Direktno generisana vrednost nastavlja svoj rast. U odnosu na 2019. godinu beleži povećanje od 10,39%, zahvaljujući porastu prihoda od prodaje u 2020. godini. Distribuirana ekonomska vrednost u 2020. godini takođe beleži rast za 9,57% u odnosu na 2019. godinu.

In the course of the year 2020, significant growth was recorded in the intercompany markets at the STADA Group level. Growth of sales was also notable in the intercompany markets of Hemofarm Group, as well as the income from direct sales to third parties on the local market and abroad. Directly generated value continued growing. Compared to 2019, the increase of 10.39% was recorded, owing to the increase in income from sales in 2020. Distributed economic value in 2020 also recorded a growth of 9.57% compared to 2019.

u 000 RSD in 000 RSD	2019.	2020.
Direktno generisana vrednost Directly generated value	35.033.680	38.673.744
Distribuirana ekonomska vrednost Economic value distributed	30.879.204	33.835.559
Operativni troškovi Operating costs	24.267.323	27.278.499
Zarade zaposlenih i ostale nadoknade Employees' salaries and fringe benefits	6.000.354	6.760.593
Kamate za primljene kredite Interest for loans received	145.986	107.028
Porezi Taxes	368.080	(395.248)
Investicije u zajednicu Investments in community	97.461	84.687
<b>Uvećanje ekonomske vrednosti kompanije Increase in company economic value</b>	<b>4.154.476</b>	<b>4.838.186</b>

Kompanija u 2020. godini nastavlja sa povećanjem ekonomske vrednosti za 16,46%, pre svega zahvaljujući rastu direktno generisane vrednosti, kao i poreskim uštedama.

In the year 2020, the company continued recording an increase in the economic value of 16.46%, primarily owing to the growth of directly generated value, as well as owing to tax savings.

U 2014. Hemofarm je započeo implementaciju korišćenja desetogodišnjeg poreskog podsticaja, koja će imati za posledicu značajne uštede kompanije u narednom periodu. U 2016. godini ostvarena je ušteda od 1,68 miliona evra. U 2018. godini, ta ušteda je iznosila 2,31 milion evra, dok je u 2019. godini iznosila 3,56 miliona evra. U 2020. godini, poreska ušteda iznosi 3,62 miliona evra.

Hemofarm AD started implementing a ten-year tax incentive in 2014, which will result in significant savings for the company in the upcoming period. In 2016, tax savings amounted to EUR 1.68 million. In 2018, these savings amounted to EUR 2.31 million, while in 2019, they were EUR 3.56 million. In 2020, tax savings amounted to EUR 3.62 million.





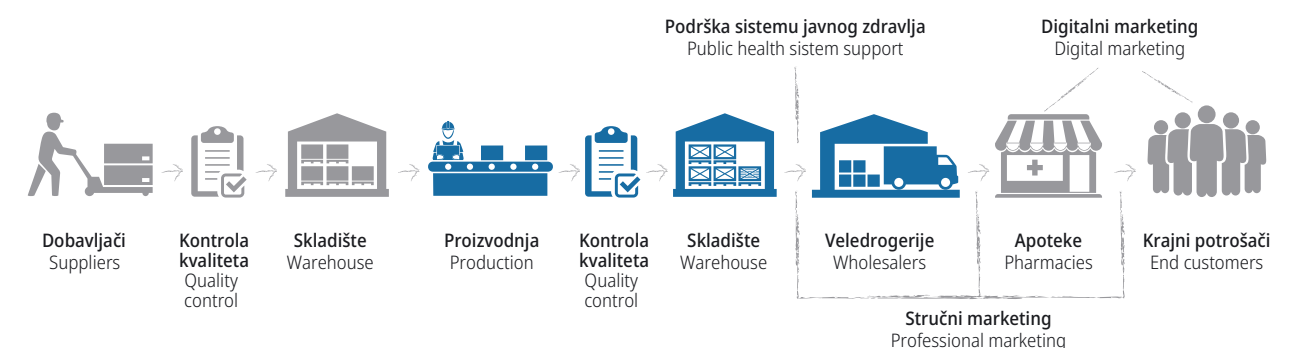


Donacija medicinske opreme vredne skoro 400 hiljada evra pomogla je jačanje institucija javnog zdravlja u Srbiji. Komunikacija o merama prevencije i životu u „novo normalnosti“ u kompaniji i van nje, doprinela je spokojnijoj svakodnevici u društvenoj zajednici.

The 400.000 euro worth donation of medical equipment helped to strengthen public health institutions in Serbia. Communication about prevention and living in the age of "new normal" in the company and outside, has contributed to a more confident everyday life in the social community.

## Cilj 16: Mir, pravda i jake institucije

Goal 16:  
Peace, justice and strong institutions





103-1	103-2	103-3
203-1		
413-1	413-2	
417-1	417-2	417-3

U prethodnom, ovom i sledećem izdanju Izveštaja o održivom razvoju (2019–2021), korporativna ključna vrednost ONE STADA, kao i principi koje promovise, usmereni su na doprinos ispunjavanju Cilja 16: Mir, pravda i jake institucije. Agenda UN koja ovim ciljem promovise jake, efikasne, odgovorne i inkluzivne institucije, u Srbiji dobija posebno na značaju kada je reč o očuvanju, osnaživanju i razvoju institucija koje funkcionišu u sistemu javnog zdravlja. Hemofarm i Hemofarm fondacija, svesni neophodnosti rasterećivanja domaćeg zdravstvenog sistema, kako bi se on unapredio, svesrdno nastoje da pruže suštinsku podršku jačanju zdravstvenih ustanova i čitavog sistema javnog zdravlja u Srbiji. Tako se, putem osnaživanja domaćeg sistema javnog zdravlja, doprinosi jačanju zdravlja ljudi u Srbiji uopšte, na sistematičan, zaokružen i holistički način.

Radi sagledavanja performansi sa kojima se kompanija suočila u godini pandemije koronavirusa, u širem smislu, u ovom poglavlju će kroz prikaz ostvarenih poslovnih rezultata Hemofarma biti predstavljene sledeće materijalne teme: Odgovoran marketing i transparentne komunikacije uz maksimalnu dostupnost informacija i Uvažavanje potreba i zadovoljstva korisnika proizvoda uz proaktivan odnos prema reklamacijama

In the previous, this one and in the following issue of Sustainable Development Report (2019-2021), the core corporate value ONE STADA, as well as the principles it promotes, are focused on contributing to the achievement of Goal 16 - Peace, justice and strong institutions. The UN Agenda, promoting strong, efficient, responsible and inclusive institutions by this goal, gains particularly in importance in Serbia when it comes to preserving, strengthening and developing institutions that function within the public healthcare system. Aware of the need to relieve the burden on the local healthcare system in order to improve it, Hemofarm and Hemofarm Foundation wholeheartedly strive to provide substantial support in strengthening the healthcare institutions and the entire public healthcare system in Serbia. Thus, the strengthening of the national public healthcare system contributes to strengthening of the health of people in Serbia in general, in a systematic, rounded-up and holistic way.

In order to review the company's performance in the year of coronavirus pandemic, in a broader sense, the following materiality topics will be presented in this chapter through an overview of achieved business results of Hemofarm: Responsible marketing and transparent communications with maximum availability of information and Respecting the needs and satisfaction of product users with proactive attitude to complaints.

#### Sadržaj:

- ODGOVORAN MARKETING I TRANSPARENTNE KOMUNIKACIJE
- BRIGA O LJUDIMA - SUŠTINA RAZVOJA DRUŠTVA
- USAGLAŠENOST POSLOVANJA KAO PUT U SIGURNU BUDUĆNOST
- BEZBEDNOST KORISNIKA PROIZVODA I ZDRAVSTVENOG SISTEMA

#### Table of contents:

- RESPONSIBLE MARKETING AND TRANSPARENT COMMUNICATIONS
- CARE FOR PEOPLE - THE ESSENCE OF DEVELOPMENT OF THE SOCIETY
- COMPLIANCE AS THE WAY TO A CERTAIN FUTURE
- SAFETY OF PRODUCT USERS AND HEALTHCARE SYSTEM

**Najbolji dokaz posvećenosti Hemofarma jačanju sistema javnog zdravlja predstavlja donacija koja je uručena Republici Srbiji u godini pandemije. Naime, Hemofarm je zajedno sa matičnom kompanijom STADA, donirao humanitarnu pomoć od 110 monitora za praćenje stanja pacijenata, posebno onih koji su oboleli od kovida 19. Ova donacija medicinske opreme od skoro 400 hiljada evra jeste svojevrsna podrška doktorima i medicinskom osoblju koji se neumorno bore s koronavirusom. U ime Republike Srbije ovu donaciju je, početkom maja 2020, primio ministar zdravlja Zlatibor Lončar, a primopredaji medicinske opreme prisustvovao je i Tomas Šib, ambasador Nemačke u Srbiji.**

Pored podrške sistemu javnog zdravlja, godinu pandemije obeležio je i dalji interni razvoj postojećeg sistema usklađenosti poslovanja (compliance), uz intenzivno promovisanje compliance vrednosti i compliance kulture, kroz blisku saradnju sa STADA Corporate Compliance sektorom u cilju harmonizovane implementacije postojećih politika i smernica. Takođe, fokus je bio i na razvoju sistema procene compliance rizika, integraciji novih akvizicija, kao i edukaciji zaposlenih (interni upitnici, treninzi i neposredna komunikacija). Preko 400 koleginica i kolega, uprkos preprekama koje je uslovlila pandemija, uspešno je prošlo compliance obuke iz različitih oblasti u 2020. godini.

The best evidence of Hemofarm's commitment to strengthening the public healthcare system is the donation granted to the Republic of Serbia in the year of the pandemic. Namely, together with its parent company STADA, Hemofarm provided the humanitarian aid in the form of 110 monitors for monitoring the condition of patients, particularly of those infected with Covid-19 virus. This medical equipment donation worth almost 400 thousand euros, is essentially a kind of support to doctors and medical professionals who have been tirelessly fighting the coronavirus. The Minister of Health Zlatibor Lončar received this donation on behalf of the Republic of Serbia at the beginning of May 2020, and the German Ambassador to Serbia Thomas Schieb was also present at the medical equipment handover.

In addition to supporting the public healthcare system, the year of the pandemic was marked by further internal development of the existing compliance system, with intensive promotion of compliance values and compliance culture, through close cooperation with STADA Corporate Compliance Division in order to harmonize implementation of existing policies and guidelines. The focus was also placed on the development of compliance risk assessment systems, integration of new acquisitions, as well as employee education (internal surveys, trainings and direct communication). In spite of the obstacles caused by the pandemic, over 400 colleagues successfully completed compliance trainings in various fields in 2020.



Značaj sektora komunikacija i korporativnih poslova je tokom pandemije pokazan na delu, bilo da je reč o pravovremenom informisanju zaposlenih o merama prevencije, politikama i procedurama rada u okolnostima „novog normalnog“, bilo edukacije i informisanja eksterne javnosti i korisnika proizvoda kako da se sačuva sopstveno, ali i kolektivno zdravlje.

Članovi tima komunikacija su od samog početka vanrednog stanja shvatili svoju važnu ulogu u sistemu internog i eksternog informisanja i nastojali su da na svaki mogući način, pored bezbednosti ljudi, doprinesu i njihovoj motivaciji kako da što bolje podnesu izazove koje je donela pandemija. I kao ni mnogi drugi sektori, tokom pandemije, nisu imali definisano radno vreme, već su, jednostavno, uvek bili tu – na prvoj liniji odbrane. Interni kanali komunikacije su svakodnevno prenosili ažurne podatke o broju obolelih u kompaniji, uz aktuelne mere prevencije, podižući moral i timski duh. Eksterna komunikacija je imala za cilj da potpomogne razvoj znanja i poželjnih modela ponašanja, ali i da ukaže zahvalnost, podršku i poštovanje svim doktorima, medicinskom osoblju i farmaceutima, bez kojih borba za život i zdravlje ne bi bila moguća.

The importance of Corporate Affairs and Communications Division was demonstrated in practice during the pandemic through either timely informing employees about preventive measures, policies and operating procedures in the circumstances of the 'new normal', or educating and informing the external public and product users how to save both individual and collective health.

From the very beginning of the state of emergency, the members of the communications team understood their important role in the system of internal and external communications and tried, in every possible way, to contribute to providing the safety of people, and boosting their motivation to better withstand the challenges posed by the pandemic. And like many other divisions, during the pandemic, they did not have defined working hours, but were simply always there – on the first line of defence. Internal communication channels shared up-to-date information on the number of infected persons in the company on a daily basis, along with current preventive measures, raising morale and team spirit. External communications aimed to support the development of knowledge and desirable patterns of behaviour, but also to show gratitude, support and respect to all doctors, medical staff and pharmacists, without whom the fight for life and health would not be possible.



## ODGOVORAN MARKETING I TRANSPARENTNE KOMUNIKACIJE RESPONSIBLE MARKETING AND TRANSPARENT COMMUNICATIONS

Briga o zdravlju ljudi je suština Hemofarmovog poslovnog i društvenog delovanja. Zato ne iznenađuje činjenica da je u fokusu Hemofarmovog delovanja upravo Cilj 3 održivog razvoja, koji se zalaže za dobro zdravlje i blagostanje. U skladu sa tim, kompanija na prvo mesto stavlja prevenciju kroz edukaciju opšte i stručne javnosti i razvoj zdravih životnih stilova, a to se pokazalo kao suštinski važno u doba pandemije koronavirusa. Hemofarm nastoji da osnaži i podstakne svakog pojedinca da postane menadžer sopstvenog zdravlja, kroz ličnu i kolektivnu zdravstvenu odgovornost, čime se jača i sam sistem javnog zdravlja. Farmaceutski marketing je za Hemofarm visoko etička kategorija i svaka informacija u vezi sa proizvodima, osim što je usklađena sa zakonskim okvirima, proverena je, potvrđena i podržana odgovarajućim naučnim referencama<sup>53</sup>. Upravo to, uz beskompromisan kvalitet proizvoda, čini Hemofarm partnerom od poverenja i pravim izborom u prevenciji i lečenju.

U skladu sa zakonom, kompanija predstavlja terapijske prednosti, pogodne namene i pravila upotrebe farmaceutskih proizvoda, kroz aktivan dijalog za svim zainteresovanim stranama, a posebno lekarima i farmaceutima, insistirajući na odgovornom konzumiranju terapije bazirano isključivo na stručnom autoritetu. Odgovornost leži i u podsticanju javnosti da budu prijavljene apsolutno sve, pa i najmanje, potencijalne sumnje na neželjeno dejstvo leka.

Caring for people's health is the essence of Hemofarm's business and social activities. Therefore, it does not come as a surprise that the focus of Hemofarm's activities is Sustainable Development Goal 3, which advocates good health and well-being. Accordingly, the company puts prevention first through educating the general and professional public and developing healthy lifestyles, which has proven to be essential in the time of the coronavirus pandemic. Hemofarm strives to empower and encourage each individual to become a manager of their own health, through personal and collective health responsibility, thus strengthening the public healthcare system itself. Pharmaceutical marketing is a highly ethical category for Hemofarm and all product-related information, in addition to complying with legal frameworks, has been verified, validated and supported by appropriate scientific references<sup>53</sup>. This, together with uncompromising product quality, is exactly what makes Hemofarm a trusted and go-to partner in prevention and treatment.

In accordance with the law, the company presents therapeutic benefits, intended indications and rules for the use of pharmaceutical products, through active dialogue with all stakeholders, especially doctors and pharmacists, insisting on responsible administration of therapy based solely on professional authority. The responsibility also lies in encouraging the public to report absolutely all, even the smallest, potential suspicions of adverse drug reactions.

<sup>53</sup> Sve informacije se dodatno interno proveravaju. Čitav pravni sektor, a posebno menadžer za usaglašenost poslovanja, aktivno je uključen u sve marketinške aktivnosti Hemofarma. Tako kompanija štiti sopstvene, ali i, ravnopravno, interese svih uključenih strana – od stručne javnosti do krajnjih potrošača i pacijenata.

<sup>53</sup> Any information is additionally checked internally. The entire Legal Affairs Division, and Compliance Manager in particular, are actively involved in all Hemofarm's marketing activities. In such a way, the company protects equally its own and the interests of all parties involved – from professionals to end users and patients.



Hemofarm vidi veliki potencijal u digitalizaciji farmaceutske industrije i farmacije uopšte. Njena glavna prednost bi bila bliže upoznavanje pacijenata sa pravilnom upotrebom lekova, uz mogućnost podsećanja da na vreme uzmu lek (kroz razne namenske aplikacije), ali i pružanju zdravih saveta, te dvosmernog komuniciranja sa lekarima i farmaceutima. Sve to zajedno, značajno može da unapredi delotvornost lekova, u čijoj osnovi se nalazi ispravna i pravovremena konzumacija propisane terapije.

Primarna delatnost Hemofarma je proizvodnja kvalitetnih, efikasnih, bezbednih i dostupnih farmaceutskih proizvoda, koji su namenjeni brizi o zdravlju ljudi i omogućavaju razvoj zdravih životnih stilova. Jedna od najvažnijih uloga u tome pripada savremenoj, pouzdanoj i širokoj paleti proizvoda, koju kompanija neprekidno optimizuje. Hemofarm je lider na domaćem farmaceutskom tržištu sa učešćem od 24,2% naturalno, tj. 10,8% vrednosno.



**PROMETUJEMO PREPARATE U 13 (OD 14) FARMAKOTERAPIJSKIH GRUPA PO ATC KLASIFIKACIJI**

WE SELL PRODUCTS IN 13 (OUT OF 14) PHARMACOTHERAPEUTIC GROUPS BY ATC CLASSIFICATION



**PORTFOLIO FOKUSIRAN NA NAJBITNIJE FARMAKOTERAPIJSKE GRUPE, POPUT PREPARATA ZA KARDIOVASKULARNE BOLESTI, ANTIBIOTIKE I NEURO-PSIHIJATRIJSKE PREPARATE**  
PORTFOLIO FOCUSED ON THE MOST IMPORTANT PHARMACOTHERAPEUTIC GROUPS, SUCH AS DRUGS FOR CARDIOVASCULAR DISEASES, ANTIBIOTICS AND NEURO-PSYCHIATRIC MEDICINES

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

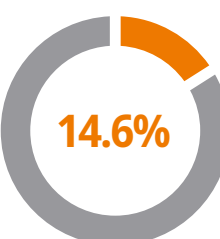
Hemofarm sees great potential in the digitalization of the pharmaceutical industry and pharmacy in general. Its main advantage would be closer acquaintance of patients with the proper use of medicinal products, with the possibility of reminding them to take the medicines on time (through various dedicated applications), but also providing healthy advice and two-way communication with doctors and pharmacists. All this together can significantly improve the efficacy of medicinal products, which is based on the proper and timely administration of prescribed therapy.

The primary activity of Hemofarm is production of quality, effective, safe and affordable pharmaceutical products, which are intended for caring for people's health and enable development of healthy lifestyles. One of the most important roles in this belongs to the modern, reliable and extensive range of products which is continuously optimized by the company. Hemofarm is the leader on the local pharmaceutical market holding a share of 24.2% in volume, i.e. 10.8% in value terms.



**U PORTFOLIJU IMA 410 PROIZVODA (389 u 2019.) RAZLIČITIH FORMI I DOZA**

THE PORTFOLIO CONTAINS 410 (389 in 2019) PRODUCTS IN DIFFERENT FORMS AND DOSAGES



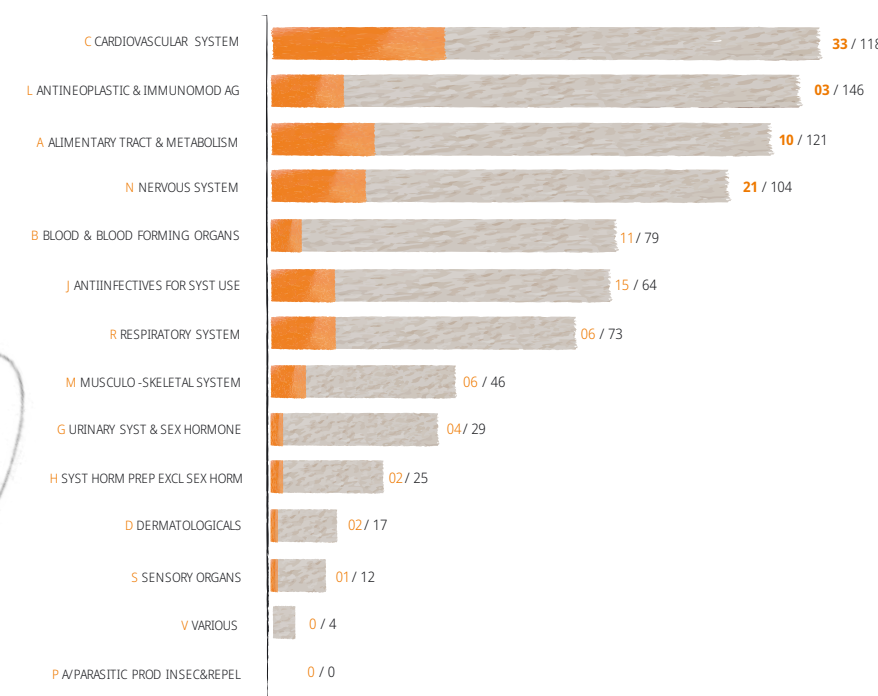
**PREPARATI KOJI SE IZDAJU BEZ LEKARSKOG RECEPTA (OTC) ZAUZIMAJU LIDERSKU POZICIJU NA FARMACEUTSKOM TRŽIŠTU SRBIJE, SA UDELOM OD 14,6% (14,5% u 2019.) VREDNOSNO**

OTC MEDICINES ARE IN THE LEADING POSITION IN THE SERBIAN PHARMA MARKET, WITH A SHARE OF 14,6% (14,5% in 2019) IN VALUE TERMS

Hemofarm also expresses its support to the healthcare system through a rich portfolio of pharmaceutical products that correspond to the clinical image of Serbia, i.e. the needs of the population and patients in the country and region-wide.

## PREPARATI HEMOFARMA U ODNOSU NA OSTALE PROIZVOĐAČE (U MLN EUR)\*:

HEMOFARM PRODUCTS COMPARED TO OTHER MANUFACTURERS (IN EUR MIO)\*:



\*Izvor: IQVIA baza za 2020.

Početkom 2019. godine Hemofarm je u saradnji sa kompanijom Roche registrovao lek Corpus (okrelizumab) – prvu i jedinu odobrenu terapiju za pacijente obolele od relapsno remitentne i primarno progresivne multiple skleroze. Krajem aprila 2020. potpisan je okvirni sporazum sa RFZO o lečenju 300 pacijenata ovom savremenom terapijom. Uprkos otežanim epidemiološkim okolnostima izazvanih pandemijom koronavirusa, obezbeđeni su svi neophodni uslovi u svim Kliničkim centrima u Srbiji za davanje ove terapije i više od 200 pacijenata je u toku 2020. godine započelo lečenje. Početkom septembra 2020. godine Hemofarm je lansirao specijalizovani stručni portal KONEKTOM, namenjen edukaciji stručne javnosti o najnovijim saznanjima iz oblasti multiple skleroze.

At the beginning of 2019, in cooperation with Roche, Hemofarm registered the medicinal product Corpus (ocrelizumab) - the first and only approved therapy for patients suffering from relapsing-remitting and primary progressive multiple sclerosis. At the end of April 2020, a framework agreement was signed with the Republic Health Insurance Fund (RFZO) on the treatment of 300 patients with this modern therapy. Despite the aggravated epidemiological situation caused by the coronavirus pandemic, all the necessary conditions have been met in all Clinical Centres of Serbia for the administration of this therapy, and more than 200 patients started treatment in 2020. At the beginning of September 2020, Hemofarm launched a specialized professional portal KONEKTOM, intended for educating professionals about the latest breakthroughs in the field of multiple sclerosis.

## VODEĆI PREPARATI NA TRŽIŠTU SRBIJE KOJI SE IZDAJU NA RECEPT (Rx, PO INN-u)\* SU:

LEADING Rx PRODUCTS (BY INN) IN THE SERBIAN MARKET ARE:

- BROMAZEPAM
- AZITHROMYCIN
- METFORMIN
- DICLOFENAC
- LORAZEPAM
- SODIUM CHLORIDE
- OCRELIZUMAB
- BISOPROLOL
- AMOXICILLIN, CALVULANIC ACID
- METHYLPREDNISOLONE



Nastojeći da kontinuirano unapredi svoj portfolio i učini ga savremenim, Hemofarm je u februaru 2020. godine uveo na tržište Srbije novi lek za terapiju bola. Novi član Hemofarmove palete, molekul tapentadol, indikovao za terapiju umerenog do teškog akutnog i hroničnog bola kod odraslih pacijenata, zaštićen je pod nazivom Palexia. Ovaj lek omogućava bolji kvalitet života pacijenata koji imaju akutni bol, kao i pacijenata koji usled različitih hroničnih stanja ili maligniteta imaju neki oblik hroničnog bola. Lek se dobija isključivo po izveštaju lekara i uz dupli recept, kako nalaže regulativa za promet opioidnih analgetika.

Osteoporoza je progresivna metabolička bolest kostiju od koje boluje 8–10% populacije, najčešće žena u menopauzi. Predstavlja povećan rizik za prelom usled smanjenja čvrstine kostiju. Hemofarm se od 2020. protiv ove bolesti bori novim lekom, biosimilarom teriparatidom – Movymiom. Pacijenti koji boluju od osteoporoze imaju mogućnost da budu lečeni najsavremenijim lekom iz ove terapijske oblasti koji se koristi za jačanje kostiju i ujedno redukuje rizik od novih preloma.

#### VODEĆI OTC PREPARATI NA TRŽIŠTU SRBIJE SU:

LEADING OTC PRODUCTS IN THE SERBIAN MARKET ARE:



\*Izvor: QVIA baza za 2020.

In an effort to continuously improve its portfolio and make it modern, in February 2020 Hemofarm introduced a new pain management therapy on the Serbian market. A new member of the Hemofarm's range, tapentadol molecule, indicated in the treatment of moderate to severe acute and chronic pain in adult patients, is protected under the name Palexia. This medicine enables a better quality of life for patients who have acute pain, as well as for patients who have some form of chronic pain due to various chronic conditions or malignancies. The medicine is dispensed exclusively according to the doctor's report and with a double prescription, as required by the regulations for the sale of opioid analgesics.

Osteoporosis is a progressive, metabolic bone disease, affecting 8-10% of the population, most often menopausal women. It poses an increased risk of fracture due to decreased bone density. Since 2020, Hemofarm has been fighting this disease with a new drug, biosimilar teriparatide - Movymia. Patients suffering from osteoporosis have the opportunity to be treated with the most state-of-the-art medicine from this therapeutic area, which is used to strengthen bones and at the same time reduces the risk of new fractures.

Sredinom januara 2020. godine, u okviru Hemofarmove palete Probiotica, koja je lider na tržištu, uveden je novi proizvod – prvi probiotički preparat u stiku na tržište Srbije. Namenjen je za svakodnevnu upotrebu, rastvara se direktno u ustima bez dodate vode i potpomaže uspostavljanju i održavanju normalne mikrobiote i normalne funkcije digestivnog trakta. Odražava normalno funkcionisanje imunog sistema, normalizuje metabolizam, smanjuje umor i iscrpljenost. Ideja je bila da se odgovori potrebama savremenog i dinamičnog životnog stila poslovnih ljudi i sportista. Radi se o dijetetskom suplementu koji je dostupan pacijentima bez lekarskog recepta. Tržište je najbolje potvrdilo potrebu za ovakvim proizvodom i u prvoj godini, uprkos pandemiji, prodato je 50.000 kutija proizvoda Probiotic daily.

Vođen potrebama korisnika svojih proizvoda, Hemofarm je od juna 2020. u apoteke postavio Probiotic police, kako bi omiljeni probiotici bili još bliže kupcima. Osim povećane dostupnosti i lakše vidljivosti u apotekama, tržište je pozitivno reagovalo kroz povećanje tržišnog učešća sa 37,1% na 39,3% u 2020. svih probiotika.

Pored Probiotic palete, Hemofarm je svoj portfolio upotpunio i Magnetrans duo-aktiv granulama od 400 mg. Proizvod je namenjen za direktnu primenu sa trenutnim i postepenim oslobađanjem i sadrži 100 mg magnezijum citrata i 300 mg magnezijum oksida. Ovaj dijetetski suplement normalizuje metabolizam, smanjuje umor i iscrpljenost.

In mid-January 2020, a new, market-leading product within the Hemofarm's Probiotic range - the first probiotic product in stick packaging was launched to the Serbian market. It is intended for everyday use, it dissolves directly in the mouth without having to consume water and helps to establish and maintain a normal microbiota and normal digestive tract function. It maintains the normal functioning of the immune system, normalizes metabolism, reduces fatigue and exhaustion. The idea was to meet the needs of a modern and dynamic lifestyle of business people and athletes. It is a dietary supplement, which is available to patients without a prescription. The market best confirmed the need for such a product, and in the first year, in spite of the pandemic, 50,000 packs of Probiotic daily were sold.

Guided by the needs of its product users, Hemofarm has installed Probiotic shelves in pharmacies since June 2020, in order to bring favourite probiotics even closer to customers. In addition to improved accessibility and better visibility in pharmacies, the market reacted positively which was shown by an increase in market share of all probiotics from 37.1% to 39.3% in 2020.

In addition to the Probiotic product range, Hemofarm has supplemented its portfolio with Magnesium duo aktiv 400mg granules. The product is intended for direct administration with immediate and sustained release effect and contains 100 mg of magnesium citrate and 300 mg of magnesium oxide. This dietary supplement brings metabolism in shape, and reduces fatigue and exhaustion.

Planirane promotivno-edukativne kampanje i aktivnosti u 2020. godini su, usled pandemije, doživele izvesne promene, a fokus je stavljen na razvoj svesti javnosti o prevenciji i zaustavljanju širenja koronavirusa, kao i jačanju imuniteta. Kampanje za proizvode Probiotic, Midol i Magnetrans iskorišćene su i da se apeluje na stanovništvo da svoju odgovornost podigne na maksimum, te su video-materijali sadržali tada aktuelnu poruku „Ostanite kod kuće“. Akcenat je stavljen na digitalne kampanje, uz namenske animacije na društvenim mrežama koje su sadržale sve relevantne i proverene informacije o koracima prevencije širenja pandemije koronavirusa. Dodatno, korporativni sajt je prenosio dnevno ažurirane podatke o pandemiji i to u formi kajrona. Krajem godine realizovana je kampanja za Coldrex, novog člana u Hemofarmovom portfoliju, koji je približio ljudima prednosti borbe protiv sezonskog gripa i prehlade.

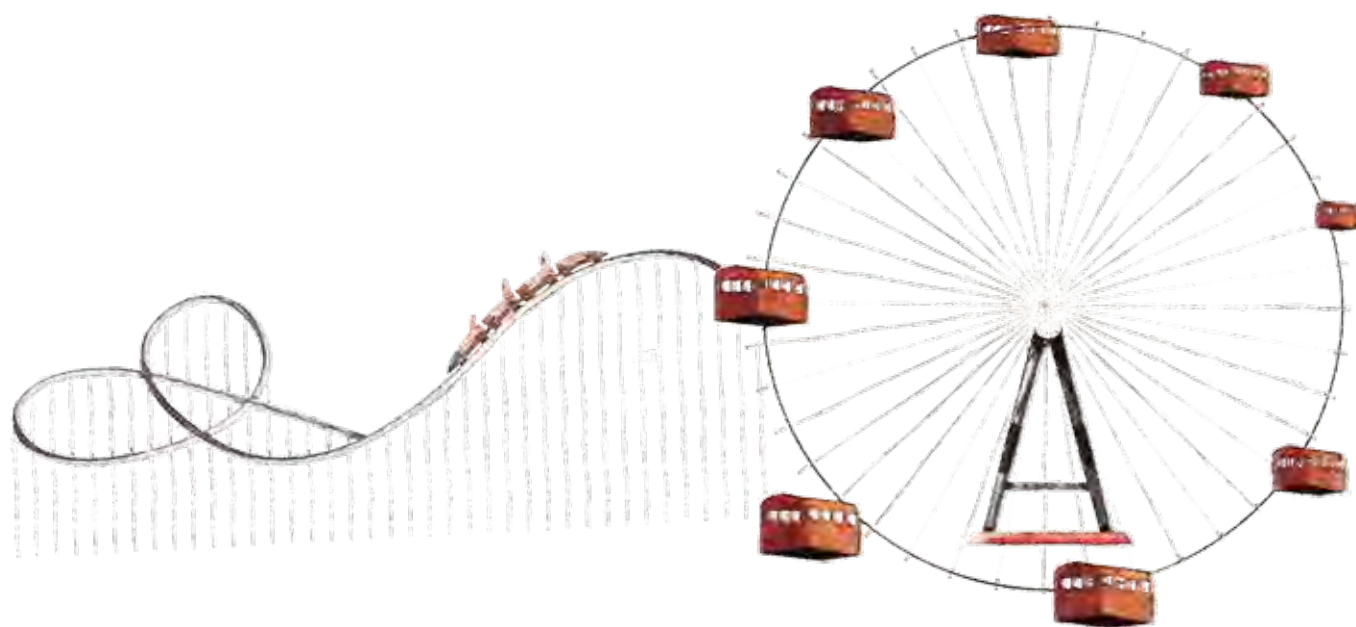
Lansirani su novi mikrosajtovi za Thiomucase, Flexitol, Polivit B, dorađene strane za Magnetrans duo-aktiv i Probiotic daily.

Sektor marketinga podržao je projekat Foruma pacijenata Srbije – kroz pomoć u realizaciji tri velike edukativne veb-konferencije pod nazivom „TU SMO“.

Due to the pandemic, the planned promotional and educational campaigns and activities in 2020 have undergone certain changes, and the focus was placed on developing the awareness of the public about the importance of prevention and containing the spread of coronavirus, as well as boosting immunity. The campaigns for Probiotics, Midol and Magnetrans were also used to appeal to the population to raise their responsibility to the maximum, and the video materials contained the then topical 'Stay at home' message. Emphasis was placed on digital campaigns, with dedicated animations on social networks that contained all relevant and verified information on steps to prevent the spread of the coronavirus pandemic. In addition, the corporate website published daily updated information on the pandemic in the form of a chyron. At the end of the year, a campaign was launched for Coldrex, a new member of Hemofarm's portfolio, to acquaint people with the benefits of fighting seasonal flu and cold.

New microsites for Thiomucase, Flexitol, Polivit B were launched, and the webpages for Magnetrans duo aktiv and Probiotic daily were updated.

Marketing Division supported the implementation of a project of the Serbian Patient Forum involving three big educational web-conferences titled: 'WE ARE HERE'.



Agilnost, pouzdanost, transparentnost i spremnost da se sasluša i razume svaka zainteresovana strana glavni su imperativi u komunikaciji Hemofarma u svim aspektima poslovanja i životnog ciklusa farmaceutskih proizvoda. Za kompaniju je izuzetno važna reputacija domaćeg farmaceutskog tržišnog lidera, koja je pažljivo razvijana čitavih 60 godina i koja se bazira prvenstveno na kvalitetu Hemofarmovih proizvoda. Zato Sektor za korporativne poslove i komunikacije jednako uvažava potrebe za informacijama kako interne, tako i eksterne javnosti, jer upravo kvalitetna, pravovremena i tačna informacija predstavljaju jedan od ključnih stubova zdravlja. Takođe, podrška medijima u vidu relevantnih stručnih informacija predstavlja dodatni vid osnaživanja domaćeg zdravstvenog sistema. Hemofarm je uvek spreman za dijalog sa svim zainteresovanim stranama, putem javno dostupnih kontakata: info-linije u Vršcu – 013/803100 i Beogradu – 011/3811200, veb-sajta na adresi [www.hemofarm.com](http://www.hemofarm.com), imejla [svakodobro@hemofarm.com](mailto:svakodobro@hemofarm.com), kao i „Svako dobro Hemofarm“ profila na društvenim mrežama Fejsbuk, Instagram, Tviter i Jutjub. Pored toga što su svi zaposleni obučeni za potencijalni prijem informacija o neželjenom dejstvu lekova, radi suštinske i strateške preventive i minimiziranja bilo kakvih rizika primene, zaposleni u sektoru komunikacija agilno odgovaraju na sve upite u vezi sa Hemofarmovim proizvodima i njihovom ispravnom primenom.

Agility, reliability, transparency and willingness to hear and understand each and every stakeholder are the main imperatives of Hemofarm's communication in all aspects of operations and the life cycle of pharmaceutical products. Reputation of the local pharmaceutical market leader, carefully built over the entire period of 60 years and based primarily on the quality of Hemofarm products, is extremely important for the company. Corporate Affairs and Communications Division therefore equally responds to the information requests of both internal and external public, as good-quality, timely and accurate information is one of the key pillars of health. Likewise, support to the media in the form of relevant professional information is another way of strengthening the national healthcare system. Hemofarm is always available for dialogue with all stakeholders, through publicly available contacts: info lines in Vršac – 013/803100 and Belgrade – 011/3811200, website [www.hemofarm.com](http://www.hemofarm.com), e-mail [svakodobro@hemofarm.com](mailto:svakodobro@hemofarm.com), as well as 'Svako dobro Hemofarm' profile on social networks Facebook, Instagram, Twitter, and YouTube. Apart from the fact that all employees are trained for possible receipt of adverse drug reaction reports, in order to essentially and strategically prevent and reduce any risks of use to a minimum, employees in communications division respond with agility to all inquiries related to Hemofarm's products and their proper administration.





## BRIGA O LJUDIMA - SUŠTINA RAZVOJA DRUŠTVA

### CARE FOR PEOPLE - THE ESSENCE OF DEVELOPMENT OF THE SOCIETY

Cilj 16 održivog razvoja UN zalaže se za obezbeđivanje pristupa pravdi za sve i izgradnju efikasnih, odgovornih i inkluzivnih institucija na svim nivoima. Tome se priključuje i Hemofarm fondacija koja se zalaže za brigu o zdravlju ljudi, podršku zdravstvenom sistemu Srbije i podizanje kvaliteta života. Takođe, prateći globalne trendove, Hemofarm fondacija teži da u svom radu deli vrednosti Hemofarma i Grupe, kako bi odnos prema zaposlenima, ključnim stakeholderima, pacijentima, ali i prema celokupnom okruženju učinila što boljim.

Za 27 godina postojanja, Hemofarm fondacija je realizovala 2.200 aktivnosti u vrednosti od 13 miliona evra, ulažući u razvoj kliničko-bolničkih centara, domova zdravlja, kao i podržavajući 3.480 mladih, budućih lidera u zajednicama. Pored toga, fondacija je ustanovila i Nagradu za izuzetnost kao podršku idejama i projektima pojedinaca, organizacija i institucija koji menjaju lice društva nabolje. Za blog Fondacije pisalo je 80 uglednih pojedinaca – ambasadora, lekara, psihologa, filantropa, pisaca, muzičara o fizičkom, mentalnom zdravlju i društvenoj odgovornosti. Hemofarm fondacija je član Saveta za filantropiju Vlade Srbije, AHK Radne grupe za CSR-SDG, Savetodavnog odbora Nacionalne alijanse za lokalni ekonomski razvoj – NALED i Srpskog filantropskog foruma.

Tokom 2020. godine, uprkos pandemiji koronavirusa, Hemofarm fondacija je realizovala je ukupno 79 aktivnosti u tri programske celine – zdravlje, obrazovanje, kultura. U okviru navedenih programskih celina ostvareno je ukupno 137 partnerstava sa stakeholderima, među kojima su: institucije sistema, zdravstveni sektor, međunarodna zajednica, organizacije civilnog društva, mediji i ugledni pojedinci iz Srbije i Nemačke.

UN Sustainable Development Goal 16 seeks to ensure access to justice for all and building of efficient, accountable and inclusive institutions at all levels. Hemofarm Foundation joins in, advocating the care for people's health, the support to the healthcare system of Serbia and raising the quality of life. Following global trends, Hemofarm Foundation also strives to share the values of Hemofarm and STADA Group in its work, in order to make the relationship with employees, key stakeholders, patients, and the entire environment as good as possible.

Over the course of 27 years of its existence, Hemofarm Foundation has implemented 2,200 activities worth 13 million euros, investing in the development of clinical and hospital centres, health centres, as well as supporting 3,480 young people, future leaders in communities. In addition, the foundation has established the Excellence Award to support the ideas and projects of individuals, organizations and institutions that change the face of society for the better. As many as 80 distinguished individuals - ambassadors, doctors, psychologists, philanthropists, writers, musicians, wrote for the foundation's blog about physical, mental health and social responsibility. Hemofarm Foundation is a member of the Philanthropy Council of the Government of Serbia, AHK Work Group on CSR-SDG, Advisory Board of the National Alliance for Local Economic Development – NALED, and Serbian Philanthropy Forum.

During 2020, despite the coronavirus pandemic, Hemofarm Foundation implemented a total of 79 activities in three program units - health, education, culture. Within the mentioned program units, a total of 137 partnerships were established with stakeholders, including: system institutions, health sector, international community, civil society organizations, media and prominent individuals from Serbia and Germany.

Prateći misiju Hemofarma i brinući o zdravlju ljudi kao pouzdan partner, većina aktivnosti bila je usmerena na unapređenje fizičkog i mentalnog zdravlja ljudi i njihove dobrobiti i to od početka krize izazvane pandemijom do danas. U fokusu ovih aktivnosti, pored opšte populacije, bili su i Hemofarmovi zaposleni. Pandemija koronavirusa uticala je na to da fondacija svoje aktivnosti od marta 2020. usmeri na onlajn platforme i društvene mreže (Fejsbuk, Tviter, Instagram, Linkdin, Jutjub), uključujući i internet prezentaciju Fondacije. U centru komunikacije bilo je redovno obaveštavanje javnosti o merama zaštite fizičkog i psihičkog zdravlja pozivajući se na izvore kao što su Svetska zdravstvena organizacija, Ministarstvo zdravlja Srbije, Institut za javno zdravlje Batut.

Na veb-sajtu Hemofarm fondacije je objavljeno 46 blogova psihologa, psihoterapeuta, istaknutih pojedinaca na temu očuvanja fizičkog i mentalnog zdravlja i održano 11 tribina psihosocijalne podrške opštoj populaciji kroz projekte „Na kafi sa psihologom“ i „Zajedno možemo sve“. Na društvenim mrežama objavljeno je 746 postova, koji su podeljeni više od tri hiljade puta i videlo ih je više od 2 miliona ljudi. Već od samog početka pandemije, bržnost o zdravlju i bezbednosti ljudi učinila je da su onlajn sadržaji Fondacije među najpopularnijim u Srbiji (profil na Instagramu među 15 najpraćenijih stranica, profil na Fejsbuku na drugom mestu odmah iza Novak Đoković fondacije, dok je tribine na Jutjubu organski pogledalo više od 30.000 ljudi).

Following the mission of Hemofarm and Caring for people's health as a trusted partner, most of the activities have been focused on the improvement of the physical and mental health of people and their well-being ever since the beginning of the COVID-19 crisis to date. In addition to general population, Hemofarm employees were also in the focus of these activities. The coronavirus pandemic has made the foundation focus its activities since March 2020 on online platforms and social networks (Facebook, Twitter, Instagram, Linkdin, YouTube), including the foundation's website. The communication focal point was to regularly inform the public about measures for protection of physical and mental health, referring to the sources such as the World Health Organization, the Ministry of Health of Serbia, and the Institute of Public Health Batut.

A total of 46 blogs of psychologists, psychotherapists, prominent individuals on the topic of preserving physical and mental health were published on the website of Hemofarm Foundation, and 11 panel sessions for providing psychosocial support to the general population were held through the projects A Cup of Coffee with a Psychologist and Together We Can Do It All. As many as 746 posts were published on social networks, which were shared more than three thousand times and were seen by more than 2 million people. From the very beginning of the pandemic, the care for people's health and safety has listed the online content of the foundation among the most popular in Serbia (Instagram profile among the 15 most followed pages, Facebook profile in the second place just behind Novak Djokovic Foundation, while YouTube forums had organic reach of more than 30,000 people).



Paralelno sa povećanjem svesti javnosti o koronavirusu, Hemofarm fondacija uputila je donacije gradovima Vršac i Šabac u iznosu od 5 miliona dinara kao podršku u borbi protiv ove pošasti. Podrška u vidu donacije od 23.390 evra za kupovinu 500 višekratnih zaštitnih odela i vizira upućena je i ka 18 domova zdravlja u Bosni i Hercegovini. Zajedno sa kompanijom Roche donirano je i 11.350 evra Klinici za neurologiju Kliničkog centra Srbije u vidu opreme i aparata – 4 digitalna infuzera i 3 stolice za intravensku terapiju u cilju optimalnijih uslova lečenja i kvalitetnijeg pristupa pacijentima u Klinici za neurologiju. Sa Srpskim filantropskim forumom (SFF), čiji je Fondacija osnivač i predsedavajući, pokrenuta je opsežna akcija uz uključivanje čitave filantropske zajednice i prikupljamo više od 190 miliona dinara u novcu, i preko 10 miliona dinara u robi, za podršku zdravstvenom sistemu Srbije. Fondacija je ekspertske učestvovala i u predlogu Savetu za filantropiju Vlade Srbije i kabinetu Ane Brnabić koji uključuje set mera za veće donacije najugroženijim građanima i set preporuka za ostvarivanje poreskih olakšica, ukidanje bankarskih provizija na donacije i oslobađanje donacija hrane od PDV-a.

Hemofarm fondacija predstavljala je SFF i više od 30 njegovih članica na sednici Generalne skupštine Evropske mreže fondacija i donatora – DAFNE, deleći snažnu poruku solidarnosti, potrebu za jačim povezivanjem u cilju razvijanja filantropije i njenog promovisanja za opšte dobro.

Istovremeno, predstavnici Fondacije su inicirali i osnivanje AHK radne grupe za CSR i održivi razvoj sa ciljem promocije korporativne filantropije nemačkih kompanija kao dela društveno odgovornog poslovanja koje se odnosi na davanje za unapređenje kvaliteta života pojedinaca i razvoj zajednice. Radna grupa održala je četiri sastanka na kojima se govorilo o budućnosti društvene odgovornosti i filantropije u Srbiji i Evropi, ukidanju PDV-a na donacije, posledicama kovida 19 na biznis u Srbiji, te novom konceptu evropske filantropije u saradnji sa konsultantskom kućom Mc Kinsey.

In parallel with raising public awareness about the coronavirus, Hemofarm Foundation granted donations to the towns of Vršac and Šabac in the amount of 5 million dinars to support the fight against this menace. The support in the form of a donation of EUR 23,390 for the purchase of 500 reusable overalls and protective face shields was provided to 18 health centres in Bosnia and Herzegovina. Together with the company Roche, EUR 11,350 were donated to the Clinic for Neurology of the Clinical Centre of Serbia in the form of equipment and devices - 4 digital infusers and 3 chairs for intravenous therapy in order to provide optimal treatment conditions and better access to patients at the Clinic of Neurology. Together with the Serbian Philanthropy Forum (SPF), with Foundation as its founder and chair, a comprehensive action was launched with the involvement of the entire philanthropic community, and more than 190 million dinars in money and over 10 million dinars in goods were collected to support the Serbian healthcare system. Foundation also participated, in the capacity of an expert, in the proposal submitted to the Philanthropy Council of the Government of Serbia and Ana Brnabić PM's Office, which includes a set of measures for larger donations to most vulnerable citizens and a set of recommendations for providing tax relief, abolishing bank donation fees and VAT exemptions for food donations.

Hemofarm Foundation represented SPF and more than 30 of its members at the General Assembly of the European Network of Foundations and Donors – DAFNE, sending a strong message of solidarity, the need for stronger networking for developing philanthropy and its promoting for the common good.

At the same time, the representatives of the Foundation have also initiated establishing of the AHK Working Group on CSR and Sustainable Development with the aim of promoting corporate philanthropy of German companies as a part of corporate social responsibility related to giving for improving the quality of life of individuals and developing community. The Working Group held four meetings to discuss the future of social responsibility and philanthropy in Serbia and Europe, the abolition of VAT on donations, the effects of COVID-19 on business in Serbia, and a new concept of European philanthropy in cooperation with the consulting company Mc Kinsey.

Period od septembra do decembra 2020. obeležila je još jedna inicijativa Hemofarm fondacije – pokreće se interni projekat psihosocijalne podrške zaposlenima Hemofarma – „Zajedno možemo sve“, koji vrlo brzo stiže naklonost zaposlenih i nalazi se među 10 najposećenijih stranica na korporativnom intranetu. Projekat je činila serija razgovora sa eminentnim psiholozima i psihoterapeutima na teme koje su od ključne važnosti za unapređenje mentalnog zdravlja zaposlenih. Osim razgovora koji su se održavali jednom mesečno, zaposleni su bili u prilici da individualno, anonimno i besplatno razgovaraju sa psihologom, ali i da se kroz blogove stručnjaka upoznaju sa različitim temama i tehnikama za unapređenje mentalnog zdravlja. U ovom periodu održane su četiri tribine: Anksioznost i depresivnost u vreme kovida 19, Poslovni i privatni život – gde su granice, šta su prioriteti?, Sindrom sagorelosti, Upravljanje vremenom u doba pandemije. Takođe, objavljena su 23 bloga psihologa i psihoterapeuta na različite teme koje su od interesa javnosti i podrška za prevazilaženje krize izazvane koronavirusom, neizvesnosti koja je prati, promenom životnih i profesionalnih navika, otuđenjem, a upućeno je i nekoliko motivacionih poruka koje pozivaju da se brine o mentalnom zdravlju. Od početka projekta, četrdeset i troje zaposlenih prijavilo se za individualne razgovore sa psihologom, što je ohrabrujuće i motivišuće kako za kolektiv, tako i za pokretače programa. Serijal tribina „Zajedno možemo sve“ za internu javnost i serijal tribina „Na kafi sa psihologom“ za opštu populaciju dobijaju i svoje podkaste.

U novembru 2020. godine uručena je treća Nagrada za izuzetnost, čija je dobitnica dr Ivanka Popović, rektorka Univerziteta u Beogradu, i to za posvećen rad sa studentima, odlučno zalaganje za očuvanje integriteta i ugleda Univerziteta kao institucije od javnog značaja. Uručenje nagrade organizovano je onlajn posredstvom internet stranice Hemofarm fondacije, a o značaju nagrade govorili su njeni prethodni dobitnici Vigor Majić, direktor Istraživačke stanice „Petnica“

The period from September to December 2020 was marked by another initiative of Hemofarm Foundation – launching of an internal project of psycho-social support to Hemofarm employees – Together We Can Do It All, that very quickly gained the affection of employees and is among the 10 most visited pages on the corporate Intranet portal. The project consisted of a series of talks with eminent psychologists and psychotherapists on topics that are crucial for improving the mental health of employees. In addition to the talks that were held once a month, the employees had the opportunity to talk to a psychologist individually, anonymously and free of charge, but also to get acquainted with various topics and techniques for improving mental health through the blogs of experts. During this period, four panel sessions were held: Anxiety and Depression during COVID-19; Business and Private Life - Where are the limits, What are the priorities?; Burnout Syndrome; Time Management in a Pandemic, and 23 blogs of psychologists and psychotherapists were published on various topics of interest to the target public, to support overcoming the crisis caused by the coronavirus, uncertainty that accompanies it, changing life and professional habits, alienation, as well as several motivational messages calling to take care of mental health. Since the beginning of the project, 43 employees have applied for individual interviews with a psychologist, which is encouraging and motivating to both the staff and the program initiators. A series of panel sessions 'Together We Can Do It All' intended for internal public and a series of panel sessions 'A Cup of Coffee with a Psychologist' intended for general public also have their podcasts.

In November 2020, the third Excellence Award was presented to Dr Ivanka Popović, Rector of the Belgrade University for dedicated work with students, with a strong commitment to preserving the integrity and reputation of the University, as an institution of public importance. The award ceremony was organized online through the website of Hemofarm Foundation, and the previous winners of the award Vigor Majić, Director of the Science Centre 'Petnica'



i prof. dr Elka Stefanova, neurolog i osnivač Centra za poremećaje pamćenja i demencije pri Kliničkom centru Srbije, kao i Vladimir Kostić, predsednik SANU, NJ. E. Tomas Šib, ambasador Nemačke u Srbiji, Ronald Zelig, generalni direktor Hemofarma, Veran Matić, predsednik Komiteta za dodelu Nagrade za izuzetnost i Suzana Đorđević, direktorka Hemofarm fondacije. Nagradu je uručila Sanda Savić, direktorka korporativnih poslova i komunikacija Hemofarma. Osim statue u obliku ždrala koji simbolizuje istrajnost i dugovečnost, rad umetnika Aleksandra Vaca, nagradu čini i novčani deo kao podsticaj za dalji razvoj projekata i ideja.

Zajedno sa kompanijom Hemofarm, fondacija je dobitnik priznanja Srpskog filantropskog foruma i Fonda B92 za izuzetan doprinos borbi protiv koronavirusa, kao i za razvoj dobročinstva i filantropije. Takođe, Fondacija je bila i finalista za godišnju nagradu Global Generics & Biosimilars Awards za CSR inicijativu godine 2020. godine zajedno sa kompanijama STADA grupa, SANDOZ, Europharma, Accord i Dr Reddy's Laboratories.

U okviru Programa za zdravlje, koji je u potpunosti bio posvećen krizi usled pandemije koronavirusa, realizovan je projekat edukacije lekara i farmaceuta – Akademija Hemofarm fondacije i održano 116 programa koje su pohađala 16.153 zdravstvena radnika. Svi programi održani su sa ciljem jačanja kapaciteta zdravstvenih radnika i zdravstvenog sistema Srbije.

Zbog epidemiološke situacije u zemlji, u 2020. nije organizovana posebna kampanja za 6. jun – Nacionalni dan donora, koji je Hemofarm fondacija ustanovila 2016. godine, ali se o važnosti teme govorilo u najvažnijim televizijskim emisijama i medijima sa nacionalnom frekvencijom uz učešće lekara i pacijenata promotera kampanja „Najvažniji poziv u životu“ i „I ja sam donor. Jer navijam za Srbiju“. Koronavirus paralisao je ceo svet, pa tako i program doniranja i transplantacije organa. Na listama čekanja za transplantaciju je u Srbiji i dalje oko 1.000 ljudi, a broj donora još uvek nije dostigao 10 na milion stanovnika.

and prof. Dr Elka Stefanova, neurologist and founder of the Centre for Memory Disorders and Dementia at the Clinical Centre of Serbia, as well as Vladimir Kostić, President of the Serbian Academy of Science and Arts (SANU), His Excellency Thomas Schieb, German Ambassador to Serbia, Ronald Seeliger, CEO of Hemofarm, Veran Matić, President of the Excellence Award Committee, and Suzana Đorđević, Director of Hemofarm Foundation spoke about the significance of this award. The award was presented by Sanda Savić, Director of Corporate Affairs and Communications of Hemofarm. Apart from the statue in the shape of a crane symbolizing perseverance and longevity, the art piece of the artist Aleksandar Vac, the award also comprises the pecuniary part as an incentive for further development of projects and ideas.

Together with the company Hemofarm, Foundation is the winner of the award of the Serbian Philanthropy Forum and B92 Fund for exceptional contribution to the fight against coronavirus as well as for development of charity and philanthropy. Foundation was also shortlisted for the annual Global Generics & Biosimilars Award for CSR initiative of 2020 together with the companies STADA Group, SANDOZ, Europharma, Accord and Dr Reddy's Laboratories.

Within the Program for Health, which was completely dedicated to the crisis related to the coronavirus pandemic, the project of education of doctors and pharmacists - Hemofarm Foundation Academy was implemented and 116 programs were held, which were attended by 16,153 healthcare professionals. All programs were held with the aim of strengthening the capacity of healthcare professionals and the healthcare system of Serbia.

Due to the epidemiological situation in the country, in 2020 no special campaign was organized for 6 June, National Donor Day, established by Hemofarm Foundation in 2016, but the importance of the topic was discussed in the most important television shows and media with national frequency with the participation of doctors and patients, promoters of the campaign The Most Important Call in Life and I am a Donor, too. Because I support Serbia. Coronavirus has paralyzed the whole world, including also the program of organ donation and transplantation. There are still about 1,000 people on the waiting lists for transplants in Serbia, and the number of donors has still not reached 10 per million population.

Zbog malog broja donora, na transplantaciju bubrega čeka 807 osoba, jetru 43, dok se transplantaciji srca nada 28 ljudi.

U okviru Programa za kulturu podržan je 17. Beogradski festival igre, koji je delimično održan u skladu sa merama prevencije, dok je deo programa pomeren za 2021. godinu. Takođe, Fondacija je podržala i snimanje filma reditelja Radivoja Andrića pod nazivom „Leto kada sam naučila da letim.“

Due to the small number of donors, 807 people are waiting for a kidney transplant, 43 for a liver transplant, while 28 people are hoping for a heart transplant.

The 17th Belgrade Dance Festival was supported within the Program for Culture. It was partly held in accordance with prevention measures, while a part of the program has been shifted to 2021. Foundation also supported the shooting of a movie of the director Radivoje Andrić entitled 'The Summer when I Learned to Fly'.

## USAGLAŠENOST POSLOVANJA KAO PUT U SIGURNU BUDUĆNOST

### COMPLIANCE AS THE WAY TO A CERTAIN FUTURE

Pravna usklađenost i usaglašenost poslovanja predstavljaju jedne od vitalnih aspekata koji omogućavaju Hemofarmu da bude lider u svojoj delatnosti. To je poseban izazov zato što kompanija obavlja svoju matičnu delatnost u više država, uz poslovne operacije na tri kontinenta i prisutnost na više desetina tržišta, kao i pripadnost multinacionalnoj farmaceutskoj grupaciji. Kompleksnost pravne usklađenosti uslovljava i sama farmaceutska industrija, kao strogo regulisana branša sa veoma zahtevnim standardima. Svi Hemofarmovi uspesi ne bi bili održivi da kompanija ne neguje visoke etičke i stroge korporativne standarde, gde su zakonski okviri tek nužan početak, a opredeljenost kompanije na transparentan i fer odnos u svakom aspektu poslovanja suštinski imperativ. Kontinuirano podizanje svesti o sprečavanju koruptivnog delovanja i poštovanju ljudskih prava ostaju u fokusu kompanije, te postaju deo obavezne obuke prilikom uključivanja novozaposlenih u redovne poslovne aktivnosti.

Legal and business compliance in general are some of the vital aspects that enable Hemofarm to be the leader in its business sector. It is especially challenging because the company performs its core activity in several countries, with business operations on 3 continents and presence in dozens of markets, while belonging to a multinational pharmaceutical group. The complexity of legal compliance is also conditioned by the pharmaceutical industry itself, as the strictly regulated branch with highly demanding standards. All Hemofarm's successes would not be sustainable hadn't there been for the company cherishing high ethical and strict corporate standards, where the legal framework is only the necessary starting point and the company's dedication to a transparent and fair attitude to every aspect of business is absolutely a must. Continuous raising of the awareness about the prevention of corruptive actions and respecting human rights remain in the focus of the company, and is becoming a part of the mandatory training on the occasion of new employees onboarding to the company's the regular business activities.

Pravni sektor kontroliše sve poslovne operacije Hemofarma u cilju sprečavanja bilo kakve greške i zakonske neusklađenosti. Poseban značaj u tom procesu ima e-portal sa bazom ugovora, ali i predefinisanih obrazaca i šablona za kreiranje novih ugovora i internih akata, pod simboličnim nazivom „E-sekretarica“. Ovo jedinstveno softversko rešenje je u 2020. bilo u punoj primeni, uz obavezu da svaki pojedinačni ugovor i interni akt prođe evaluaciju i validaciju kroz ovaj sistem. U protivnom, nijedan ugovor nije moguće zaključiti. Na ovakav način vrši se proaktivna prevencija i smanjivanje pravnih rizika na najmanju moguću meru.

Deo tima Pravnog sektora je i specijalizovani menadžer za usaglašenost poslovanja (Compliance Manager), koji pruža dodatni fokus na ovu oblast, prati i usaglašava poslovne operacije sa pravilima STADA Grupe i važećim propisima, priprema interna pravila i uputstva, te promoviše integritet u poslovanju.

Legal Affairs Division controls all business operations of Hemofarm aimed at preventing any errors and legal incompliances. E-portal with the contracts database, as well as pre-defined templates and models for creation of new contracts and internal acts, symbolically named 'E-secretary', is especially important in such a process. This unique software solution achieved its full implementation in 2020, with obligation that each individual contract and internal act should be evaluated and validated through this system. Otherwise, it is not possible to conclude any contract. Legal risks are thus proactively prevented and reduced as much as possible.

A specialized Compliance Manager, who provides additional focus on this area, monitors and harmonizes business operations with the rules of STADA Group and applicable regulations, prepares internal rules and instructions, and promotes business integrity, is a Part of the Legal Affairs Division.

Takođe, organizovane su i brojne obuke o usklađenosti i usaglašenosti poslovanja, i to uglavnom kroz praktične radionice, kojima je prisustvovalo više stotina zaposlenih – od visokog i srednjeg menadžmenta, preko predstavnika regionalnih prodajnih timova na terenu, pa sve do zaposlenih u proizvodnji.

U pogledu komunikacijske strategije za ovu oblast, pored navedenih obuka i opštih informacija o novim politikama koje se dele preko intranet portala, nastavljeno je i sa idejom edukativnog stripa koji na neobavezan i prijemčiv način približava kompleksne teme usklađenosti kolegama – u 2020. godini tema stripa je bilo pitanje sprečavanja korupcije. Takođe, usklađenost poslovanja je dobila i poseban odeljak na korporativnom sajtu u delu Odgovornost, kako bi se na najbolji način ukazalo na sam značaj ove oblasti i njenog punog poštovanja u kompaniji i kroz lanac dobavljača.

Likewise, numerous trainings on compliance and harmonization of business across the board were organized, mainly through interactive workshops, which were attended by hundreds of employees - from senior and middle management, through representatives of regional sales teams in the field, to employees in production.

In terms of communication strategy for this area, in addition to the above training and general information on new policies shared through the intranet portal, the idea of educational comics continued, which in a non-binding and acceptable way brings complex topics of compliance closer to colleagues – in 2020 the comic dealt with the issue of preventing corruption. Also, business compliance was given a special section on the corporate website in the Responsibility section, in order to point out, in the most effective way, the importance of this area and its full compliance across the company and throughout the supply chain.



ZABRANJENO JE DA NEZAKONITO TRAŽITE, OBEĆATE, PRIHVATITE, NUDITE ILI ODOBRITE BILO KAKVE POVLASTICE U VEZI SA SVOJIM PROFESIONALNIM AKTIVNOSTIMA. OVO SE POSEBNO ODNOSI NA INICIRANJE, DODELU ILI IZVRŠENJE UGOVORA BILO KOJE VRSTE. DAVANJE I PRIMANJE MITA KAO I TRGOVINA UTICAJEM SU KRIVIČNA DELA.

**HEMOFARM NE TOLERIŠE BILO KAKVO KORUPTIVNO PONAŠANJE!**

ZA VIŠE INFORMACIJA MOLIMO VAS DA POSETITE STRANICE O USKLAĐENOSTI POSLOVANJA NA INTRANETU [HEMOFARM@ONESTADA](mailto:HEMOFARM@ONESTADA) ILI KONTAKTIRATE MENADŽERA ZA USAGLAŠENOST POSLOVANJA NA [COMPLIANCE@HEMOFARM.COM](mailto:COMPLIANCE@HEMOFARM.COM) ILI LOKAL 1464.



IT IS PROHIBITED TO ILLEGALLY ASK FOR, PROMISE, ACCEPT, OFFER OR GRANT ANY BENEFITS IN CONNECTION WITH YOUR PROFESSIONAL ACTIVITIES. THIS APPLIES IN PARTICULAR TO THE INITIATION, AWARD OR IMPLEMENTATION OF CONTRACTS OF ANY KIND GIVING AND RECEIVING BRIBES, AS WELL AS TRADING IN INFLUENCE, ARE CRIMINAL ACTS.

**HEMOFARM DOES NOT TOLERATE ANY CORRUPT BEHAVIOUR!**

FOR MORE INFORMATION, PLEASE VISIT [HEMOFARM@ONESTADA](mailto:HEMOFARM@ONESTADA) INTRANET PAGES ON COMPLIANCE OR CONTACT COMPLIANCE MANAGER AT [COMPLIANCE@HEMOFARM.COM](mailto:COMPLIANCE@HEMOFARM.COM) OR AT AN EXTENSION 1464.



## BEZBEDNOST KORISNIKA PROIZVODA I ZDRAVSTVENOG SISTEMA

### SAFETY OF PRODUCT USERS AND HEALTHCARE SYSTEM

Uvažavanje potreba korisnika proizvoda i njihovo zadovoljstvo, uz proaktivan odnos prema reklamacijama, spadaju u najvažnije aspekte brige o zdravlju. Farmaceutski proizvođači i nosioci dozvola za stavljanje leka u promet, uz čitav sistem javnog zdravlja, u obavezi su da kontinuirano prate, otkrivaju, analiziraju, razumeju i sprečavaju neželjena dejstva i reakcije na lekove. Ovaj važan segment rada zdravstvenog sistema i farmaceutske industrije reguliše oblast farmakovigilance. Ona deluje globalno, na svetskom nivou, kako bi se sva relevantna otkrića i bitne informacije na vreme podelile u cilju sprečavanja negativnog delovanja lekova na pacijente. Farmakovigilanca u Hemofarmu analizira prijave neželjenih dejstava lekova<sup>54</sup> koje mogu pristići direktno od zdravstvenih radnika, doktora i farmaceuta, regulatornih tela, pacijenata, potrošača, stručnih časopisa, medija i zaposlenih u kompaniji. Svi zaposleni u Hemofarmu adekvatno su obučeni, u skladu sa procedurama i operativnim postupcima, za prijem prijava neželjenih dejstava. Prijavu je moguće uputiti kroz lični kontakt sa nekom od navedenih instanci, putem e-formulara na korporativnom sajtu, putem mejlova svakodobro@hemofarm.com i nezelenja.dejstava@hemofarm.com, kao i na sve dostupne brojeve telefona. Pored toga, predstavnici Sektora marketinga i Sektora prodaje, budući da su najaktivniji u komunikaciji sa doktorima i farmaceutima, dodatno su na raspolaganju za sve prijave neželjenih dejstava.

Respecting the needs of product users and their satisfaction, with a proactive attitude towards complaints are some of the most important aspects of the care for health. Pharmaceutical manufacturers and marketing authorization holders, along with the entire public healthcare system, are obliged to continuously monitor, detect, analyse, understand and prevent adverse drugs reactions and effects. This important segment of work of the healthcare system and the pharmaceutical industry is regulated by pharmacovigilance. It operates globally, all around the world, in order to share all relevant findings and important information in a timely manner in order to prevent the adverse effects of drugs on patients. Pharmacovigilance at Hemofarm analyses reports of adverse drug reactions<sup>54</sup> that may come directly from healthcare professionals, doctors and pharmacists, regulatory bodies, patients, consumers, professional journals, the media and company employees. All employees of Hemofarm are adequately trained, in accordance with the operating procedures, to receive reports of adverse reactions. The report can be sent through personal contact with any of the above instances, via the e-form available on the corporate website, via e-mail to svakodobro@hemofarm.com and nezelenja.dejstava@hemofarm.com, as well as to all available telephone numbers. In addition, representatives of the Marketing Division and Sales Division are additionally available for all reports of adverse reactions, as they are the most active in communication with doctors and pharmacists.

<sup>54</sup> Jedna prijava predstavlja pojedinačni slučaj koji se odnosi na jednog pacijenta i može da sadrži više neželjenih dejstava ili sumnju na uticaj lekova koji su doveli do ispoljavanja neželjenih dejstava. Samim tim, ukupan broj zabeleženih prijavi manji je od ukupnog broja zabeleženih neželjenih dejstava, kao i lekova pod sumnjom.

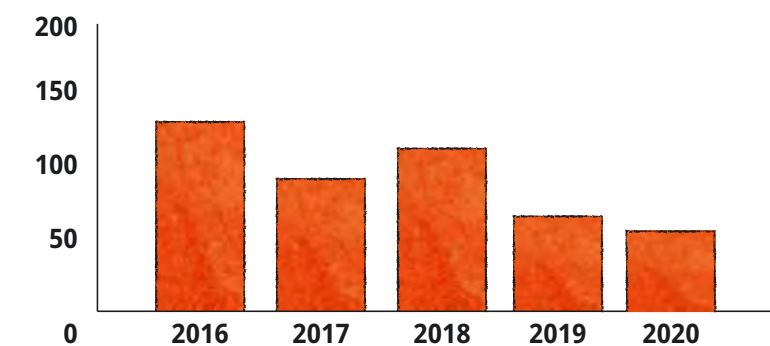
<sup>54</sup> One report is a single case involving one patient and may contain multiple side effects or suspected effect of a medicinal product that has led to side effects. Therefore, the total number of recorded reports is less than the total number of recorded side effects, as well as suspected drugs.

Farmakovigilanca za Hemofarm ima mnogo širi značaj i kontekst od matične države u kojoj kompanija posluje, budući da se preko 70% proizvodnog programa izvozi. Samim tim, u slučaju identifikovanja neželjenog dejstva leka, Hemofarm postupa u skladu sa lokalnom regulativom države u kojoj se lek prometuje i standardnim operativnim procedurama za procenjivanje profila bezbednosti registrovanih preparata. U slučaju prepoznavanja potencijalnog rizika kompanija inicira evaluaciju svih raspoloživih podataka u odnosu na bezbednu primenu leka i preduzima adekvatne mere – prosleđivanje pisma zdravstvenim radnicima, povlačenje serije leka sa tržišta, izmenu uputstava za primenu leka, edukaciju kroz stručni materijal za zdravstvene radnike i pacijente, itd.

Tokom 2020. godine, sa svih tržišta na kojima je Hemofarm ili lokalni partner nosilac dozvole za stavljanje leka u promet, primljeno je od zdravstvenih radnika i pacijenata 53 prijave/slučaja (63 u 2019) neželjenih dejstava (NDL). Od toga, 14 slučajeva je klasifikovano u kategoriju „ozbiljno“, a 39 slučajeva kao da „nisu ozbiljnog karaktera“<sup>55</sup>. U 2020. godini nisu prijavljene reklamacije sa elementima neželjenih dejstava. U 2020. godini zabeležen je dalji pad u broju prijavljenih slučajeva NDL za 16% u odnosu na 2019. godinu:

Pharmacovigilance for Hemofarm has a much broader significance and context than the home country in which the company operates, as over 70% of the product range is exported. Therefore, in case of identifying an adverse drug reaction, Hemofarm proceeds in accordance with the local regulations of the country in which the drug is marketed and standard operating procedures for assessing the safety profile of registered products. In case of recognizing a potential risk, the company initiates evaluation of all available data in relation to the safe use of the medicinal product and takes adequate measures - forwarding letters to healthcare professionals, recalling a batch of the drug from the market, changing instructions for drug use, education through professional publications for healthcare professionals and patients, etc.

During 2020, from all markets in which Hemofarm or a local partner is the marketing authorization holder, 53 reports / cases (63 in 2019) of adverse drug reactions (ADR) were received from healthcare professionals and patients. Of these, 14 cases were classified as 'severe', and 39 as 'not so severe'<sup>55</sup>. In 2020, no complaints with adverse reaction elements were received. A decrease in the number of reported ADR cases by 16% was recorded in 2020, compared to 2019:



Prikaz ukupnog broja prijavljenih slučajeva NDL na godišnjem nivou u Hemofarmu (2016–2020)  
Overview of the total number of reported ADR cases on annual basis in Hemofarm (2016–2020)

<sup>55</sup> Kada u prijavi postoje i neželjena dejstva i reklamacija na kvalitet leka – Odeljenje farmakovigilance sarađuje sa Odeljenjem usaglašenosti proizvoda / QA. U slučaju istovremeno prijavljenih: medicinskog pitanja i neželjenog dejstva – Marketing je nadležan za medicinsko pitanje, a Odeljenje farmakovigilance za neželjena dejstva.

<sup>55</sup> When there are both adverse reactions and complaints about the quality of the drug in the report - the Pharmacovigilance Department cooperates with the Product Compliance Department/QA. In case of simultaneously reported: medical issue and adverse reaction - Marketing is responsible for the medical issue and the Pharmacovigilance Department for adverse reactions.

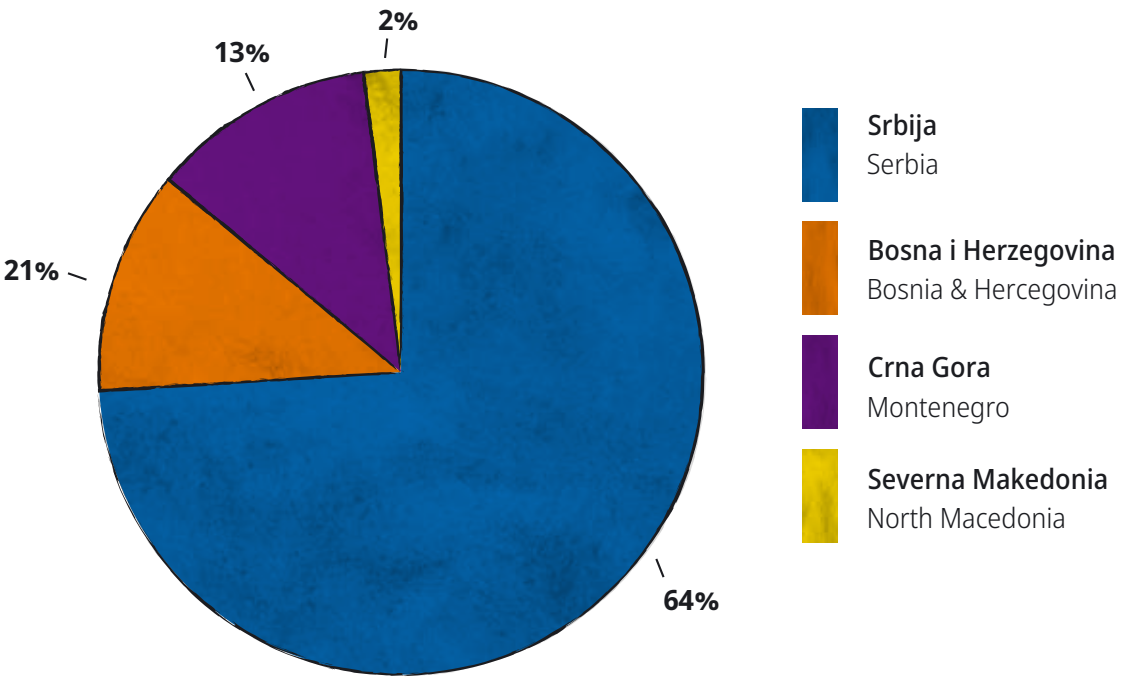
Najveći broj prijava i u 2020. godini pristigao je od lekara, zatim korisnika leka/pacijenata, te farmaceuta i ostalih zdravstvenih radnika:

The largest number of reports in 2020 also came from doctors, then medicinal product users/patients, and pharmacists and other healthcare professionals:

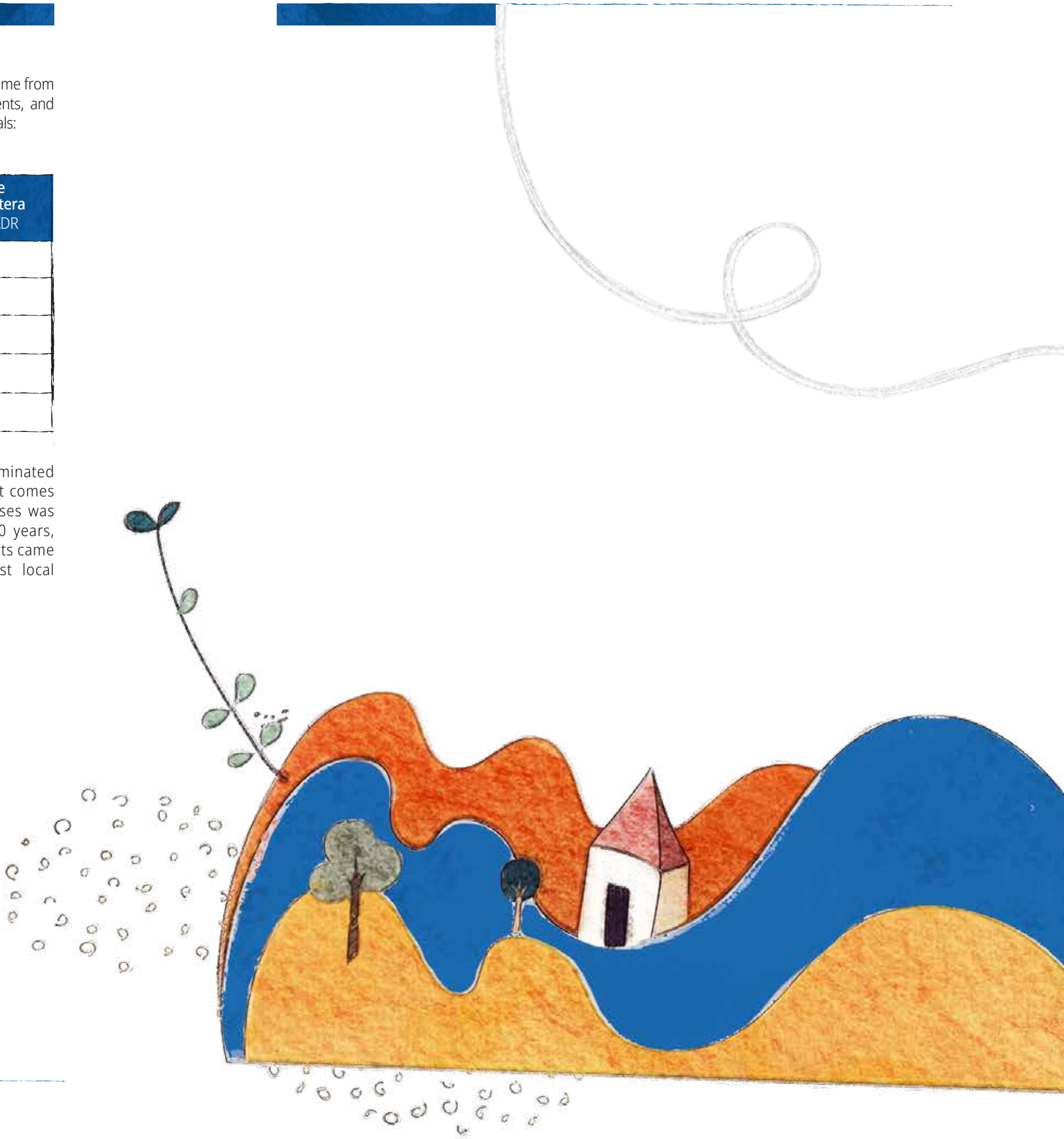
Izveštač Reporting party	Broj prijava NDL No. of ADR reports	Ozbiljna NDL Severe NDL	NDL koje nije ozbiljnog karaktera Not so severe ADR
Lekari Doctors	19	7	9
Farmaceuti Pharmacists	12	4	11
Pacijenti Patients	19	3	15
Zdravstveni radnici Healthcare professionals	3	0	4
Ukupno Total	53	14	39

Kod NDL prema polu preovladavao je ženski pol (30 žena, naspram 23 muškarca), a kada su u pitanju pacijenti, broj prijavljenih slučajeva bio je najveći u starosnim grupama 61–70 godina, 51–60 godina i 71–80 godina. Najviše prijava je pristiglo iz Srbije, koja je i najveće lokalno tržište Hemofarma.

In ADR by gender, female gender predominated (30 women versus 23 men), and when it comes to patients, the number of reported cases was the highest in the age groups of 61-70 years, 51-60 years and 71-80 years. Most reports came from Serbia, which is also the largest local market of Hemofarm.



Raspodela prijavljenih slučajeva NDL prema tržištima za 2020.  
Share of reported ADR cases by markets in 2020





# KOMPARATIVNA ANALIZA ODRŽIVOG RAZVOJA I UTICAJA HEMOFARMA U 2020.

## COMPARATIVE ANALYSIS OF HEMOFARM'S SUSTAINABLE DEVELOPMENT AND IMPACT IN 2020

Tokom 2020. godine Hemofarm je nastavio da obara proizvodne rekorde. Obim proizvodnje je ostao isti kao godinu dana ranije, ali je kompleksnost porasla za 6%, uz značajan porast angažovanja zaposlenih, koji su tokom pandemije radili 24 sata, u četiri smene, sedam dana u nedelji kako bi obezbedili neometano snabdevanje lekovima u Srbiji, regionu i svetu. Obim ugovorne proizvodnje je gotovo dupliran u odnosu na planove. Uprkos rastu proizvodnje, utrošak svih ključnih resursa po jedinici gotovog proizvoda je smanjen, čime kompanija pokazuje najviši nivo svesti i odgovornosti kada je u pitanju upravljanje održivim razvojem i potrošnjom energenata. Ovi podaci istovremeno svedoče o visokom nivou optimizacije svih proizvodnih i operativnih procesa, što je rezultiralo i nastavkom budžetskih ušteda u odnosu na planirane troškove. Ovakvi rezultati potvrđuju da je Hemofarm stabilan stub proizvodnje u STADA Grupi i oslonac za dalji razvoj čitave grupacije.

Over the course of 2020, Hemofarm continued to break production records. The production volume remained the same as in the previous year, but the complexity grew by 6%, with significant increase of employee engagement, who worked around the clock during the pandemic, in four shifts, seven days a week. All that was for one purpose – to enable undisturbed supply of medicines in Serbia, neighbouring region and the world. The scope of contract manufacturing was almost doubled compared to the plans. In spite of the production growth, the consumption of all key resources by unit of finished product has been reduced, whereby the company shows the highest level of awareness and responsibility when managing the sustainable development and consumption of energy resources is concerned. These data testify at the same time of the high level of optimization of all production and operating processes, which resulted also with continuation of budget savings compared to the planned expenses. These results confirm that Hemofarm is a stable production pillar in STADA Group and mainstay for further development of the entire group.

Utrošak resursa Resources consumption	2018.	2019.	2020.	Razlika Difference
Potrošnja el. energije (kWh) Electricity consumption (kWh)	45.615.616	48.362.251	48.515.549	+0,3% uprkos porastu kompleksnosti proizvodnje (+6%), potrošnja el. energije je minimalno porasla, dok je potrošnja gasa приметно smanjena, što svedoči o dobroj optimizaciji procesa
Potrošnja gasa (m³) Gas consumption (m³)	6.452.489	6.669.004	6.332.939	-5,3% despite the increase in the complexity of production (+6%), electricity consumption has increased minimally, while gas consumption has decreased markedly, which proove good process optimization.
Voda iz javnog vodovoda (m³) Public water supply syst. (m³)	354.947	380.970	391.527	+7,3% smanjenje utroška vode iz reni bunara posledica je promene kvaliteta te vode, usled čega je povećano korišćenje vode iz javnog vodovoda; optimizacija proizvodnje ipak je omogućila pad ukupnog utroška vode
Voda iz reni bunara (m³) Artesian wells (m³)	81.416	61.446	45.028	-27,6% the reduction of water consumption from reni wells is a consequence of the change in the quality of that water, as a result of which the use of water from public water supply has increased; production optimization, however, enabled a drop in total water consumption.
Ukupna potrošnja vode Total water consumption	436.363	433.126	436.555	-1,3%

Proizvodnja i prodaja Production & sales	2018.	2019.	2020.
Proizvodnja (u milionima pakovanja) Production (in millions of packs)	245	279.5	278 ↓
Napomena: Obim proizvodnje se može tretirati kao približan po obimu u odnosu na 2019. godinu, dok je kompleksnost povećana za 6% Note: Production volume can be treated as approximate in volume compared to 2019, while complexity increased by 6%			
Prodaja (u milionima dinara) Sales (in millions of RSD)	30.036	34.577	38.458 ↑
Napomena: Hemofarm beleži rast prihoda od prodaje u 2020. godini za 11,23% u odnosu na 2019. godinu, i to u prodaji ka trećim licima u zemlji i inostranstvu, na interkompanijskim tržištima na nivou STADA Grupe, kao i na interkompanijskim tržištima Hemofarm grupe. Note: Hemofarm recorded an increase in sales revenue in 2020 by 11.23% compared to 2019, in sales to third parties in the country and abroad, in the intercompany markets at the level of the STADA Group, as well as in the intercompany markets of the Hemofarm Group.			

Potrošnja energenata po pakovanju gotovog proizvoda Consumption of energy sources per finished product pack	2018.	2019.	2020.
Električna energija (kwh/pak) Electricity (kwh/pack)	0.15	0.15	0.17 ↑
Prirodni gas (m³/pak) Natural gas (m³/pack)	0.2	0.2	0.2 ↓
Napomena: Utrošak oba energenta ostao je gotovo na nivou proizvodnje iz 2019, iako je njena kompleksnost porasla. Note: Consumption of both energy sources remained almost at the level of production from 2019, although its complexity increased.			

Potrošnja gasova sa efektom staklene bašte (Freoni) GHG emissions (Freons) / (tCO <sub>2</sub> eq)	2018.	2019.	2020.
FREON R404A	828,00	394,30	2.239,5
FREON R134A	468,00	656,20	936,00
FREON R507	1.035,70	675,50	1.035,7
POTROŠNJA PO PAKOVANJU GOTOVOG PROIZVODA CONSUMPTION PER FINISHED PRODUCT PACK	0,000010	0,000006	0,000015
Napomena: Nepovoljni klimatski uslovi u Srbiji, kao i zahtevan rad u 4 smene, 24 sata dnevno, sedam dana u nedelji, tokom određenih perioda pandemije koronavirusa, uticali su na povećanje potrošnje GHG gasova, te konsekvntno na minimalno povećane emisije (u poređenju sa 2018, kada su emisije bile na sličnom nivou, po jedinici gotovog proizvoda, uprkos proizvodnji koja je tada bila manja za 13,5%). To je posledica nastojanja kompanije da odgovori urgentnim potrebama zdravstvenog sistema, a ne kao odraz neracionalne i neefikasne proizvodnje. Note: Unfavorable climatic conditions in Serbia, as well as the required work in 4 shifts, 24 hours a day, seven days a week, during certain periods of the coronavirus pandemic, affected the increase in GHG gas consumption, and consequently minimally increased emissions (compared to 2018 when emissions were at a similar level, per unit of finished product, despite production which was then lower by 13.5%). This is a consequence of the company's efforts to respond to the urgent needs of the health system, and not as an adult of irrational and inefficient production.			

Emisije gasova sa efektom staklene bašte (Freoni) GHG emissions (Freons) / (kg)	2018.	2019.	2020.
FREON R404A	210,00	100,00	568,00
FREON R134A	360,00	504,80	720,00
FREON R507	259,90	169,50	259,90
EMISIJA PO PAKOVANJU GOTOVOG PROIZVODA EMISSION PER FINISHED PRODUCT PACK	0,0000034	0,0000028	0,0000056 ↑
Napomena: Uprkos povećanju proizvodnje za oko 1%, emisije gasova sa efektom staklene bašte po pakovanju gotovog proizvoda su manje za čak 5%. Note: Despite the increase in production by approximately 1%, greenhouse gas emissions per pack of finished product were lower by as much as 5%			



SCOPE 1:

1 Izvor: prirodni gas Source: natural gas	CO <sub>2</sub>	CH <sub>4</sub>	NOX
Emisija, t_gas Emission, t_gas	11.844,25	0,21	0,02
Emisija, t_CO <sub>2</sub> eq Emission, t_CO <sub>2</sub> eq	11.844,25	5,91	5,59
Emisija, t_CO <sub>2</sub> eq – Ukupno 1 Emission, t_CO <sub>2</sub> eq – Total 1	11.855.76 (+71%)		
2 Izvor: rashladni fluidi Source: refrigerants	R404a	R134a	R507
Emisija, t_gas Emission, t_gas	2.239,51	936,00	1.035,70
Emisija, t_CO <sub>2</sub> eq – Ukupno 2 Emission, t_CO <sub>2</sub> eq – Total 2	4.211,21 (+25%)		
3 Izvor: goriva, vozni park Source: fuels, mobile combustion	CO <sub>2</sub>	CH <sub>4</sub>	NOX
Emisija, t_gas Emission, t_gas	736,37	0,04	0,05
Emisija, t_CO <sub>2</sub> eq Emission, t_CO <sub>2</sub> eq	736,37	1,17	13,65
Emisija, t_CO <sub>2</sub> eq – Ukupno 3 Emission, t_CO <sub>2</sub> eq – Total 3	751,18 (+4%)		
TOTAL SCOPE 1, tCO <sub>2</sub> eq (Total 1+2+3) - 14.2%		16.818,16	
Izvor kod koga je primetan gotovo dupli skok jesu rashladni fluidi, usled nepovoljnih klimatskih uslova i povećanja kompleksnosti proizvodnje. Refrigerants are the source with almost double increase, due to unfavorable value conditions and increase of production complexity.			

SCOPE 2:

emisije od kupljene električne energije CO <sub>2</sub> [tona CO <sub>2</sub> eq.] (2020) emissions from purchased electricity CO <sub>2</sub> [tons CO <sub>2</sub> eq.] (2020)	Vršac	Šabac
	43.114,02 (+2%)	10.263,88 (-6%)
TOTAL SCOPE 2, tCO <sub>2</sub> eq: 53.377,90 (+0.34%)		
Povećanje obima proizvodnje je veće od povećanja Scope 2 The increase of production volume is bigger than the increase of Scope 2		

Upravljanje otpadom Waste management	(t)generisano / zbrinuto generated / disposed of	2018.	2019.	2020.
OPASAN HAZARDOUS		173,39 / 192,50	118,57(↓) / 82,10	335,26(↑) / 388,12*
NEOPASAN NONHAZARDOUS		619,81 / 616,58	772,56(↑) / 773,14	666,25(↓) / 664,72
*Navedeni porast količine zbrinutog otpada posledica je projekta smanjivanja magacinskih zaliha proizvoda sa isteklim rokom trajanja ili povučenih ih prometa *The stated increase in the amount of disposed waste is a consequence of the project of reducing the stock of expired or withdrawn products				
Napomena: Uprkos porastu proizvodnje, Hemofarm je u 2020. generisao manje otpada u odnosu na ukupan procenat rasta proizvodnje Note: In spite of the increase in production, Hemofarm generated less waste in 2020 compared to the overall % of production increase.				

Kretanje broja zaposlenih Headcount trend	2018.	2019.	2020.
ŽENE FEMALE	1.235	1.513	1.528 (↑)
MUŠKARCI MALE	1.107	1.352	1.350 (↓)
UKUPNO TOTAL	2.342	2.865	2.878 (↑)
BROJ POVREDA NA RADU NUMBER OF INJURIES AT WORK	14	11	8 (↓)
PREMA BROJU ZAPOSLENIH (%) COMPARED TO NUMBER OF EMPLOYEES (%)	0.60	0.38	0.28 (↓)
Napomena: Prikazani podaci svedoče o tome da je Hemofarm kompanija koja poštuje različitosti i pruža jednake šanse svima, istovremeno postajući sigurnije i bezbednije mesto za rad. Note: The data show that Hemofarm is a company that respects diversity and provides equal opportunities for all, while becoming a safer and more secure place to work.			

REZULTATI UPOTREBE RECIKLIRANOG KARTONA ZA PAKOVANJE PROIZVODA RESULTS OF USE OF RECYCLED CARDBOARD FOR PRODUCT PACKAGING					
	1t	2018 (1.024,7 t)	2019 (784,8 t)	2020 (790,2 t)	2012-2020.
UŠTEDA ELEKTRIČNE ENERGIJE (MW) ELECTRICITY SAVINGS (MW)	4.200 kW	4.304 MW ili oko 40 dana or about 40 days	3.296 MW ili oko 34 dana or about 34 days	3.318 MW ili oko 34 dana or about 34 days	Ukupno: oko 406 dana Total: about 406 days
potrošnje el. energije u Hemofarmu / of electric power consumption in Hemofarm					
UŠTEDA VODE (m³) WATER SAVINGS (m³)	32.000 m³	32.790.400 ili oko 37 dana or about 37days	25.113.600 ili oko 26 dana or about 26 days	25.286.400 ili oko 28 dana or about 28 days	Ukupno: oko 342 dana Total: about 342 days
potrošnje vode u Hemofarmu / of water consumption in Hemofarm					
SAČUVANA STABLA (kom.) Preserved trees (pcs.)	17	17.420	13.342	13.433	161.077 (ili oko 171 hektara šuma) što je 218 fudbalskih terena 161.077 (or about 171 hectares of woods) wich is about 218 football fields
Za 74% se manje zagađuje vazduh Air pollution reduced by 74%					
Novčana ušteda je do 11% Financial savings of up to 11%					
Napomena: Prosečna mesečna potrošnja (za 30 dana) električne energije je oko 2,97 mil kWh ili oko 24 hiljade m3 gradske vode (ne računajući reni bunar) odnosno 26.296 m3 vode (računajući oba izvora). Note: Average monthly consumption (for 30 days) of electric power is about 2.97 Mio. kWh or approximately 24 thousand m3 of tap water (excluding Ranney well), i.e. 26,296 m3 of water (including both sources).					



# O IZVEŠTAJU I PRINCIPIMA IZVEŠTAVANJA

## ABOUT REPORT AND REPORTING PRINCIPLES

102-48	102-49	102-50	102-51	102-52	102-53	102-54	102-56
201-2	201-4						
205-1	205-2	205-3					
206-1							
304-1	304-2	304-3	304-4				
307-1							
308-1	308-2						
406-1							
407-1							
408-1							
409-1							
411-1							
414-1	414-2						
415-1							
418-1							
419-1							

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 (senior menadžment tim), koji vrši ulogu u okviru upravljanja jednaku Upravnom odboru.

Celokupno poslovanje Hemofarma a.d. u 2020. bilo je u potpunosti usaglašeno sa važećom zakonskom regulativom. Sa tim u vezi, nije zabeležen nijedan slučaj pritužbe ili kazne vezane za proizvode kompanije. Hemofarm a.d. nema nikakva ograničenja na izveštavanje unutar organizacije, niti izvan nje.

The term 'local' in the context of Hemofarm and this report means the territory of the Republic of Serbia.

The terms 'management' and 'governance' in this Report mean junior, middle and senior management of the company, including also the top-level management bodies – Chief Executive Officer and SMT (Senior Management Team), which plays the management role equal to the Board of Directors.

Overall business operations of Hemofarm a.d. in 2020 were completely aligned with applicable legislation. Accordingly, not a single case of complaints or fines related to company products was recorded. Hemofarm a.d. has no reporting limitations, neither within the organization nor outside of it.

Takođe, u odnosu na podatke prezentovane u prethodnom ciklusu izveštavanja (za 2019) nije bilo nikakvih naknadnih korekcija prethodno iznetih cifara. Tokom 2020. godine, kao u i prethodnim ciklusima izveštavanja, Hemofarm a.d. nije primio, niti pružio bilo koju vrstu materijalnih ili finansijskih donacija političkim partijama, politički aktivnim licima ili političkim i državnim ustanovama.

Tokom 2020. godine nije bilo žalbi, niti je pokrenut ijedan 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 a.d. u 2020. 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 naneo štetu kompaniji ili okruženju, niti imao posredno negativan uticaj na lokalne zajednice. Klimatske promene ne utiču u značajnoj meri na poslovanje kompanije, niti kompanija obavljanjem svoje delatnosti doprinosi klimatskim promenama.

Tokom 2020. godine, kao i u prethodnih sedam ciklusa izveštavanja, Hemofarm a.d. nije imao nikakve zvanične primedbe, kazne ili restrikcije po pitanju pakovanja i/ili obeležavanja svojih proizvoda, prometa zabranjenih proizvoda, marketinških komunikacija, kao ni povrede privatnosti i gubitka podataka potrošača.

Poslovanje Hemofarma a.d. nema negativan uticaj na životnu sredinu niti biodiverzitet u okruženju proizvodnih pogona, ni poslovnih prostorija kompanije, u kojima se obavlja primarna delatnost. Sa tim u vezi, na lokalitetima na kojima posluje Hemofarm a.d. nema zaštićenih staništa niti ugroženih biljnih i životinjskih vrsta, koje su pod posebnom zaštitom.

Also, with regard to the data presented in the previous reporting cycle (for 2019), there were no subsequent adjustments of the previously stated figures. In 2020, similarly to the previous reporting cycles, Hemofarm a.d. did not receive or grant any kind of donations, either in kind or in money, to political parties, politically active persons, or political and state institutions.

In 2020, 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 whatsoever, so far.

Hemofarm a.d. did not record a single corruption or monopoly-related incident or non-compliance or conflict with legal regulations in 2020.

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. Climate changes do not significantly affect the company's operations, nor does the company contribute to climate changes by performing its activities.

In 2020, as in the previous seven reporting cycles, there were no official remarks, fines or restrictions 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.

Business operations of Hemofarm a.d. do not exert 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.

Tokom 2020, 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 a.d.

Iako Hemofarm a.d. 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 2020. godine, kao i u prethodnim ciklusima izveštavanja, Hemofarm a.d. nije imao nikakve žalbe i pritužbe, kao ni kazne za negativan uticaj na životnu sredinu i lokalnu zajednicu. Hemofarm a.d. nema negativan uticaj na starosedelačko stanovništvo u sredinama u kojima obavlja svoju delatnost.

Tokom 2020. godine nije zabeležena nijedna neusaglašenost proizvoda Hemofarma a.d. sa aspektima bezbednosti i zaštite zdravlja u skladu sa zakonom. Profesionalnih oboljenja i bolesti u vezi sa radom u Hemofarmu nije bilo ni u 2020. 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 prečišćivače otpadnih voda i dr. Sve one potvrđuju da Hemofarm a.d. 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 formu, uz zakonom zagarantovan rok od 8 radnih dana, u okviru koga ima pravo da se izjasni – prihvati ili ne prihvati dati predlog za promenu.

Not a single case of wastewater discharge from Hemofarm a.d. facilities was recorded neither over the course of 2020, nor in the period from 2012, when the company started reporting on sustainable development, to date.

Although Hemofarm a.d. does not exert negative impact on the environment, the company has been continuously striving to improve its business operations. One of such examples 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 2020 or during the previous reporting cycles. Hemofarm a.d. does not exert negative impact on the indigenous population in the communities in which it performs its activity.

There was not any recorded non-compliance of Hemofarm a.d. products with the law in terms of safety and health protection over the course of 2020. Occupational diseases or work-related diseases in Hemofarm were not recorded in 2020.

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 made more than 10 reference assessments and environmental impact studies, such as the environmental impact study in case of accidents and other adverse situations, environmental impact study for primary wastewater treatment plants, etc. All of them confirm that Hemofarm a.d. exerts no adverse environmental impact from any of its manufacturing or business premises, in any way.

Hemofarm offers to its employees any potential job and position related change, in writing, within the legally guaranteed 8-working day deadline, during which they have the right to make their statement on the acceptance or non-acceptance of the change proposal.

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 prioriteti za dalji rad, a u okviru odgovornosti i poslovnih dužnosti definisanih Ugovorom o radu, te usklađenih sa pravima i obavezama propisanim Kolektivnim ugovorom koji važi za sve zaposlene.

U skladu sa vrstom delatnosti koju obavlja Hemofarm, svi njegovi proizvodi i usluge podložni su konstantnoj proverbi 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.

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 2020. godine, kao osnova, korišćena su metodološka pravila i principi GRI (Global Reporting Initiative) standarda.

Prethodno publikovani Izveštaj odnosi se na 2019. godinu i izdat je u decembru 2020. Ovaj izveštaj ne obuhvata Hemomont, Hemofarm d.o.o. Banja Luka, STADA Hemofarm S.R.L., 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.

Each employee receives feedback on their performance and level of meeting business expectations in the form of an annual review, 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, which is applicable to all employees.

In accordance with the type of activity performed by Hemofarm, all its products and services are subject to constant inspection and verification of the effects on human health, according to pharmaceutical standards and legal framework. In this regard, Hemofarm R&D, QA and QC divisions have a special responsibility in verifying the compliance of each product and absence of any possible negative impact.

Annual Sustainable Development Report of Hemofarm a.d. provides all stakeholders with information on the progress that the company continuously achieves following the global trends, trying to remain a reliable partner in all relationships and a stable support to the national healthcare system.

The methodology-related rules and principles of the GRI (Global Reporting Initiative) standards have been used as the basis for the development and preparation of this Annual Sustainable Development Report of Hemofarm a.d. which covers the period from 1 January to 31 December 2020.

The previously published Report relates to the year 2019 and was released in December 2020. This Report does not include Hemomont, Hemofarm d.o.o. Banja Luka, STADA Hemofarm S.R.L., Velexfarm, as well as other subsidiaries in Serbia and abroad.

The Global Reporting Initiative is a non-profit organization that advocates the establishment of a sustainable global economy, setting out guidelines for the preparation of Sustainable Development Report. The specified guidelines are acknowledged worldwide and accepted by all leading companies.



## 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. Osim 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.

S obzirom na to 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.



## MATERIALITY MATRIX

The starting point for the preparation of this Report is the Hemofarm Materiality Matrix (presented at the beginning of the Report), which represents a comparative overview of the most important business topics from the perspective of the company, on one part, and key stakeholders, on the other part. Topics are ranked according to the impact and significance from company's standpoint (horizontal axis) and positioned according to assessments obtained from stakeholders (vertical axis).

Indicators and topics are connected by the analysis of GRI indicators, whereby the Materiality Matrix gives the basis for future reporting as well as business improvement. In addition, the company processed also topics that were not among the top-ranked ones, but are considered essential for the overall development of local communities in which Hemofarm operates, which exceeds the requirements of the basic reporting level according to the GRI standard.

Given that the Sustainable Development Report encompasses topics of relevance to the company and stakeholders, the Report can be the basis for the estimates and decisions of the management bodies and stakeholders. The application of GRI guidelines enables the company to transparently report on the performance in four key areas of sustainable operations: economic, environmental, social, and management. In addition to the company profile, as well as the number of indicators, the report is grounded on the following principles.

## 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 prioritetnih tema u Izveštaju za 2020. 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, osim dijaloga sa ključnim zainteresovanim stranama, obuhvata i interna istraživanja stavova zaposlenih, potom godišnja istraživanja stručne javnosti – lekara i farmaceuta, veletrgovlja 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. Imejl za sugestije, utiske i sve povratne informacije je [svakodobro@hemofarm.com](mailto:svakodobro@hemofarm.com).

## 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, activities which would have a possible effect on the opinion of stakeholders.

The process of prioritizing the topics in 2019 Report involved an active dialogue with key stakeholders through workshops and online surveys, creating the Materiality Matrix in accordance with GRI guidelines, needs and interests of all stakeholders, as well as strategic priorities of the company.

## INCLUSIVITY

One of Hemofarm's and sustainability reporting goals is to improve mutual relations and raise the general level of satisfaction with company operations by creating conditions for an efficient dialogue with all stakeholders. Apart from the dialogue with key stakeholders, the Report also includes internal survey on employees' attitudes, annual survey among the expert public - physicians and pharmacists, wholesalers, and private pharmacies, and market research, jointly showing in which way the company operations have an impact on the environment.

The company is looking forward to receiving any feedback from the readers of this Report concerning its quality and content, because Hemofarm is ready to review any feedback so that the quality of future reports would be enhanced. The e-mail address for sending suggestions, impressions, and any feedback is [svakodobro@hemofarm.com](mailto:svakodobro@hemofarm.com).

## ODRŽIVOST

Princip održivosti poslovanja predstavlja način na koji kompanija posmatra svoj 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 2020. 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 2020. 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 2020. godine, kada je reč o ekonomskoj, ekološkoj i društvenoj dimenziji, zasniva se na odgovorima na 36 opštih i 86 specifičnih 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 osmom Izveštaju o održivom razvoju koji publikuje Hemofarm a.d., moguće je poređenje sa prethodnih sedam izveštaja.

## SUSTAINABILITY

The principle of operation sustainability represents the way in which the company perceives its long-term environmental impact, and presents its activities at the national, regional and global level.

## COMPLETENESS

The Report provides information and data until 31 December 2020 inclusive. Comparative data from previous years were also shown, wherever possible. Financial and economic indicators are taken over from Hemofarm a.d. 2020 Financial Statements, pertaining to the company activities in Serbia, excluding related legal entities in Montenegro, Bosnia and Herzegovina, and Romania.

## BALANCE

Balance requires the presentation of both positive and negative aspects and effects of the company on sustainability, thus providing impartial and objective presentation of its results. Objective presentation of the company results in 2020, in economic, environmental and social segment, is based on responses to 36 general and 86 specific 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 eighth Sustainable Development Report published by Hemofarm a.d., it is possible to compare it with the previous seven reports.

## 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 2020. godinu.

## POUZDANOST

Pouzdanost podrazumeva prikupljanje, beleženje, sastavljanje, analiziranje i objavljivanje informacija na način koji se može podvrgnuti prover 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 Ernst & Young d.o.o. Beograd.

## ACCURACY

Accuracy implies providing information of appropriate quality and quantity, while constantly improving the system of data collection and analysis. Where source data could not be collected, calculations were performed with explanations regarding the calculation methodology.

## TIMELINESS

Timeliness means consistency in reporting frequency and length of reporting period in order to secure availability of information on regular basis, and possibility 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 of information on the part of all stakeholders were the major landmarks which were strived to be reached during the preparation of the 2020 Report.

## RELIABILITY

Reliability means collecting, recording, compiling, analysing, and publishing 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 Ernst & Young d.o.o. Beograd.



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# MIŠLJENJE NEZAVISNOG REVIZORA

## INDEPENDENT AUDITOR'S OPINION



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### NEZAVISNI IZVEŠTAJ O OGRANIČENOM PREGLEDU

#### UKOVODSTVU HEMOFARMA A.D. VRŠAC

Izveštaj o održivom razvoju za 2020. godinu (u daljem tekstu: „Izveštaj“) društva Hemofarm a.d. Vršac (u daljem tekstu: „Društvo“) je pripremljen od strane rukovodstva Društva koje je odgovorno za prikupljanje i prezentaciju informacija koje su u njemu sadržane. Naša odgovornost zasniva se na sprovođenju ograničenog uveravanja posebnog obima na Izveštaj koji je pripremljen u skladu sa osnovnim nivoom izveštavanja u skladu sa Smernicama izveštavanja o održivosti Inicijative o globalnom izveštavanju (u daljem tekstu: „GRI“). Naša odgovornost u obavljanju našeg angažovanja uveravanja je isključivo prema rukovodstvu Društva i u skladu je sa projektim zadatkom koji smo dogovorili. Ne prihvatamo niti preuzimamo odgovornost i za bilo koju drugu svrhu prema bilo kom drugom licu ili organizaciji. Svako pozivanje bilo kojeg trećeg lica na ovaj Izveštaj je na sopstveni rizik i odgovornost.

Rukovodstvo Društva je odgovorno za pripremu Izveštaja u skladu sa GRI. Dodatno, rukovodstvo Društva je odgovorno za interne kontrole koje su dizajnirane i implementirane kako bi sprečile da Izveštaj sadrži materijalno pogrešne iskaze. Pored toga, rukovodstvo Društva je odgovorno da obezbedi da je dokumentacija koja nam je dostavljena potpuna i tačna. Rukovodstvo Društva je takođe odgovorno za održavanje sistema internih kontrola koji u razumnoj meri obezbeđuje da gore navedena dokumentacija ne sadrži materijalno značajne pogrešne iskaze nastale usled prevarne radnje ili greške.

#### OBIM ANGAŽOVANJA I KRITERIJUMI

Angažovanje uveravanja planirano je i izvršeno u skladu sa Međunarodnim standardom za angažovanja uveravanja osim revizije i pregleda istorijskih finansijskih informacija (u daljem tekstu „ISAE 3000-revidiran“) sa ciljem sticanja ograničenog uveravanja na:

1. Tačnost i kompletnost kvantitativnih podataka i verodostojnost kvalitativnih informacija koje se odnose na GRI Opšte standardne podatke, zahtevane prema osnovnom nivou izveštavanja.
2. Tačnost i kompletnost kvantitativnih podataka (indikatora performansi) i verodostojnosti izjava (GRI Podaci o pristupu upravljanju- GRI „DMA“) koji se odnose na GRI Specifične standardne podatke, a koji odgovaraju aspektima koji su materijalni u najvećoj meri kao što je to prikazano u analizi materijalnosti Društva.
3. Uskladenost Izveštaja koji je pripremljen u skladu sa osnovnim nivoom izveštavanja sa odgovarajućim zahtevima GRI smernica izveštavanja o održivosti.

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### INDEPENDENT ASSURANCE STATEMENT

#### TO THE MANAGEMENT OF HEMOFARM A.D. VRŠAC

The 2020 Corporate Responsibility Report (“the Report”) of Hemofarm a.d. Vršac (“the Company”) has been prepared by the Company's management which is responsible for the collection and presentation of the information contained therein. Our responsibility is limited in carrying out a limited assurance engagement on specific scope on the Report, which is prepared in accordance with the “In accordance - Core” option level of the GRI Sustainability Reporting Guidelines (“GRI”). Our responsibility in performing our assurance engagement is solely to the management of the Company and in accordance with the terms of reference agreed between us. We neither accept nor we assume any responsibility and for any other purpose to any other person or organization. Any reliance any third party may place on the Report is entirely at its own risk and responsibility.

The Company's management is responsible for the preparation of the Report in accordance with the GRI. In particular, the Company's management is responsible for internal controls being designed and implemented to prevent the Report from being materially misstated. In addition, the Company's management is responsible for ensuring that the documentation provided to us is complete and accurate. The Company's management is also responsible for maintaining the internal control system that reasonably ensures that the documentation described above is free from material misstatements, whether due to fraud or error.

#### WORK SCOPE AND CRITERIA

The assurance engagement has been planned and performed in accordance with the International Standard on Assurance Engagements Other Than Audits or Reviews of Historical Financial Information (“ISAE3000” revised), in order to provide a limited level assurance opinion on:

1. The accuracy and completeness of quantitative data and the plausibility of qualitative information related to the GRI General Standard Disclosures, required for the “In accordance - Core” option.
2. The accuracy and completeness of quantitative data (performance indicators) and plausibility of statements (GRI Disclosures on Management Approach) related to the GRI Specific Standard Disclosures, which correspond to the most material issues, as presented in the Company's materiality analysis.
3. The Report's “In accordance - Core” adherence against the related GRI requirements.

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## OBAVLJENI POSTUPCI

U cilju formiranja zaključaka, naše procedure bile su zasnovane (ali nisu ograničene), na sledećem:

- Sprovedenim razgovorima sa predstavnicima rukovodstva Društva kako bismo stekli razumevanje procesa, politika i aktivnosti u oblasti korporativne odgovornosti tokom izveštajnog perioda.
- Pregledu Informacija kako bismo potkreplili podatke i iskaze u vezi sa održivim poslovanjem Društva tokom 2020. godine, predstavljenih u Izveštaju.
- Pregledu procesa u Društvu kako bi utvrdili materijalna pitanja koja treba uključiti u Izveštaj, zastupljenost ovih materijalnih pitanja u okviru Izveštaja kao i materijalnih pitanja koja su zastupljena u medijima i Izveštajima o održivosti odabrane konkurencije.
- Razgovorima sa stručnjacima koji su odgovorni za upravljanje, upoređivanje i pregled podataka koja se odnose na GRI Opšte i Specifične standardne podatke u okviru našeg angažovanja, a za potrebe internog i javnog izveštavanja.
- Pregledu relevantne dokumentacije i sistema izveštavanja, uključujući alate za upoređivanje, korišćene modele i smernice.
- Pregledu Izveštaja u smislu adekvatnog obelodanjivanja GRI Opštih i Specifičnih standardnih podataka u okviru našeg angažovanja koji uključuje diskusiju o ograničenjima i pretpostavkama koje se odnose na način na koji su podaci predstavljeni.
- Pregled GRI Sadržaja Indeksa kao i navedenih referenci i njihovu usklađenost sa zahtevima osnovnog nivoa izveštavanja.

## NIVO UVERAVANJA

Naše procedure su kreirane sa ciljem dobijanja ograničenog uveravanja (kao što se navodi u ISAE 3000-revidiran) na osnovu kojeg smo formirali naše zaključke. Obim ovih procedura je manji od onih čiji je cilj dobijanje razumnog nivoa uveravanja i iz tog razloga, pribavljen je niži nivo uveravanja.

## OGRANIČENJA NAŠEG PREGLEDA

- Naš pregled je bio ograničen na verziju Izveštaja na srpskom jeziku. U slučaju nekonzistentnosti u prevodu između srpske i engleske verzije Izveštaja, kada su u pitanju naši zaključci, verzija na srpskom jeziku biće merodavna.
- Ne iskazujemo uverenje koje se odnosi na buduće informacije kao što su procene, očekivanja ili ciljevi kao ni njihova ostvarljivost.
- Obim našeg angažovanja nije uključivao pregled aktivnosti ili učinke trećih lica niti prisustvovanje aktivnostima angažovanja zainteresovanih strana.
- Naš pregled nije uključivao testiranje informacionih sistema Društva koji su korišćeni ili na kojima se zasnivalo prikupljanje i grupisanje podataka.

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## WHAT WE DID TO FORM OUR CONCLUSIONS

In order to form our conclusions we performed (but were not limited to) the steps outlined below:

- Performed interviews with Management executives in order to understand the Company's corporate responsibility processes, policies and activities during the reporting period.
- Reviewed information in order to substantiate data and statements regarding the Company's sustainability performance in 2020, as these are presented in the Report.
- Reviewed the Company's processes for determining material issues to be included in the Report, as well as the coverage of these material issues within the Report, material issues covered by media, and sustainability reports of selected peers.
- Interviewed specialists responsible for managing, collating and reviewing data related to the GRI General and Specific Disclosures under the scope of our engagement, for internal and public reporting purposes.
- Reviewed relevant documentation and reporting systems, including collation tools, templates used, and guidance documents.
- Reviewed the Report for the appropriate presentation of the GRI General and Specific Standard Disclosures under the scope of our engagement, which included discussions of limitations and assumptions relating to the way data are presented.
- Reviewed the GRI Content Index and the references included therein, against the GRI Standards' requirements for the "In accordance - Core" option.

## LEVEL OF ASSURANCE

Our procedures were designed in order to obtain a limited level of assurance (as set out in ISAE 3000-revised) on which we formed our conclusions. The extent of these procedures is less than those designed to obtain a reasonable level of assurance and therefore a lower level of assurance is obtained.

## LIMITATIONS OF OUR REVIEW

- Our review was limited to the Serbian version of the Report. In the event of any inconsistency in translation between the English and Serbian versions, as far as our conclusions are concerned, the Serbian version of the Report prevails.
- We do not provide any assurance relating to future information such as estimates, expectations or targets, or their achievability.
- The scope of our work did not include any review of third party activities or performance, nor attending any stakeholder engagement activities.
- Our review did not include testing of the Information Technology systems used or upon which the collection and aggregation of data was based by the Company.

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## ZAKLJUČCI

Na osnovu našeg pregleda i u skladu sa projektnim zadatkom i ograničenjima našeg angažovanja, iznosimo sledeće zaključke. Naši zaključci su zasnovani na adekvatnoj primeni odabranih kriterijuma i potrebno ih je tumačiti zajedno sa datim paragrafom „Obavljeni postupci“.

1. Koliko su kompletni i tačni kvantitativni podaci i koliko su verodostojne kvalitativne informacije koje se odnose na GRI Opšte standardne podatke koji su u okviru našeg obima angažovanja?
  - Nismo došli do saznanja koja bi ukazivala da Društvo, prema postavljenim granicama i u periodu izveštavanja na koji se Izveštaj odnosi, nije uključilo kvantitativne podatke u Izveštaj koji se odnose na GRI Opšte standardne podatke, a koji su u okviru našeg obima angažovanja.
  - Nismo došli do saznanja koja bi ukazivala da postoje greške ili nepravilnosti u upoređivanju kvantitativnih podataka koji se odnose na GRI Opšte standardne podatke koji su u okviru našeg obima angažovanja ili u prenošenju ovih podataka u Izveštaj, koji bi imali materijalni uticaj na način na koji su predstavljani.
  - Pregledali smo informacije i objašnjenja izabranih iskaza rukovodstva (kvalitativne informacije) koje se odnose na GRI Opšte standardne podatke, kao što su predstavljene u Izveštaju, i za iste nismo imali saznanja o materijalnim nepravilnostima.
  - Nismo došli do saznanja koja bi nas navela da zaključimo da je analiza materijalnosti nepravilno prikazana na osnovu sprovedenih procedura Društva.
2. U kojem meri su kompletni i tačni kvantitativni podaci (Indikatori performansi) i koliko su verodostojni iskazi (GRI Podaci o pristupu upravljanju) koji se odnose na GRI Specifične standardne podatke koji su u okviru našeg obima angažovanja?
  - Nismo došli do saznanja koja bi ukazivala da Društvo, u skladu sa definisanim granicama za svako materijalno pitanje i u izveštajnom periodu na koji se Izveštaj odnosi, nije uključilo kvantitativne podatke (Indikatore performansi) u Izveštaj koji je u skladu sa GRI Specifičnim standardnim podacima koji su u okviru našeg angažovanja.
  - Nismo došli do saznanja koja bi ukazivala da postoje greške ili nepravilnosti u upoređivanju kvantitativnih podataka koji se odnose na GRI Specifične standardne podatke koji su u okviru našeg angažovanja ili u prenošenju ovih podataka u Izveštaj, koji bi imali materijalni uticaj na način na koji su predstavljeni.
  - Pregledali smo informacije i objašnjenja izabranih iskaza rukovodstva (GRI Podaci o pristupu upravljanju) koje se odnose na GRI Specifične standardne podatke predstavljenih u Izveštaju, i za iste nismo imali saznanja o materijalnim netačnostima.
3. Da li Izveštaj ispunjava zahteve osnovnog nivoa izveštavanja u skladu sa smernicama GRI?
  - Na osnovu našeg pregleda, nismo došli do saznanja koja bi ukazivala da Izveštaj ne ispunjava zahteve osnovnog nivoa izveštavanja u skladu sa smernicama GRI.

## CONCLUSIONS

Based on our review and according to the terms of reference and the limitations of our work, we report the following conclusions. Our conclusions are based on the appropriate application of the selected criteria and should be read in conjunction with the "What we did to form our conclusions" section above.

1. How complete and accurate are the quantitative data and how plausible is the qualitative information related to the GRI General Standard Disclosures under the scope of our engagement?
  - Nothing has come to our attention that causes us to believe that any reporting unit, according to the set boundary and time period stated in the Report, is not included in the quantitative data of the Report related to the GRI General Standard Disclosures under the scope of our engagement.
  - Nothing has come to our attention that causes us to believe that errors or inaccuracies exist in the collation of the qualitative data related to the GRI General Standard Disclosures under the scope of our engagement, or in the transposition of these data to the Report, that would materially affect the way they are presented.
  - We have reviewed information and explanations on selected Management statements (qualitative information) related to the GRI General Standard Disclosures, as these are presented in the Report and no material misstatements came to our attention.
  - Nothing has come to our attention that causes us to believe that materiality analysis is inaccurately presented based on the procedures followed by the Company.
2. How complete and accurate are the quantitative data (performance indicators) and how plausible are the statements (GRI Disclosures on Management Approach) related to the GRI Specific Standard Disclosures under the scope of our engagement?
  - Nothing has come to our attention that causes us to believe that any reporting, according to the set boundary per material issue and the time period stated in the Report, is not included into the quantitative data (performance indicators) of the Report related to the GRI Specific Standard Disclosures under the scope of our engagement.
  - Nothing has come to our attention that causes us to believe that errors or inaccuracies exist in the collation of the data related to the GRI Specific Standard Disclosures under the scope of our engagement, or in the transposition of these data to the Report that would materially affect the way they are presented.
  - We have reviewed information and explanations on selected Management statements (GRI Disclosures on Management Approach) related to the GRI Specific Standard Disclosures, as presented in the Report and no material misstatements came to our attention.
3. Does the Report meet the GRI requirements of the "In accordance - Core" option?
  - Based on our review, nothing has come to our attention that causes us to believe that the Report does not meet the requirements of the "In accordance - Core" option, as presented in the GRI Content Index.





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#### NEZAVISNOST

Sproveli smo angažovanje uveravanja u skladu sa Međunarodnim standardima za angažovanja, posebno u skladu sa „ISAE 3000-revidiran“. Ovi standardi zahtevaju usklađenost sa etičkim standardima kao i planiranje i sprovođenje angažovanja uveravanja kako bismo dobili ograničeno uveravanje o predmetu navedenom iznad.

Primenjujemo Međunarodni standard za kontrolu kvaliteta 1 (ISQC 1) i shodno tome, održavamo robustan sistem kontrole kvaliteta uključujući politike i procedure kojima dokumentujemo usaglašenost sa relevantnim etičkim i profesionalnim standardima i zahtevima zakona i regulative.

Usklađeni smo sa zahtevima za nezavisnošću i drugim etičkim zahtevima IFAC Etičkog kodeksa za profesionalne računovođe koji utvrđuje osnovne principe integriteta, objektivnosti, profesionalne kompetentnosti i dužne pažnje, poverljivosti i profesionalnog ponašanja.

Beograd, 6. avgusta 2021. godine

Danijela Mirković  
Ovlašćeni revizor  
Ernst & Young d.o.o. Beograd

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#### INDEPENDENCE

We conducted our assurance engagement in accordance with International Assurance Standards, particularly ISAE 3000 (revised). These regulations require that we comply with ethical standards and plan and perform our assurance engagement to obtain limited assurance about the specific scope explained above.

We apply International Standard on Quality Control 1 (ISQC 1), and accordingly, we maintain a robust system of quality control, including policies and procedures documenting compliance with relevant ethical and professional standards and requirements in law or regulation.

We comply with the independence and other ethical requirements of the IFAC Code of Ethics for Professional Accountants, which establishes the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

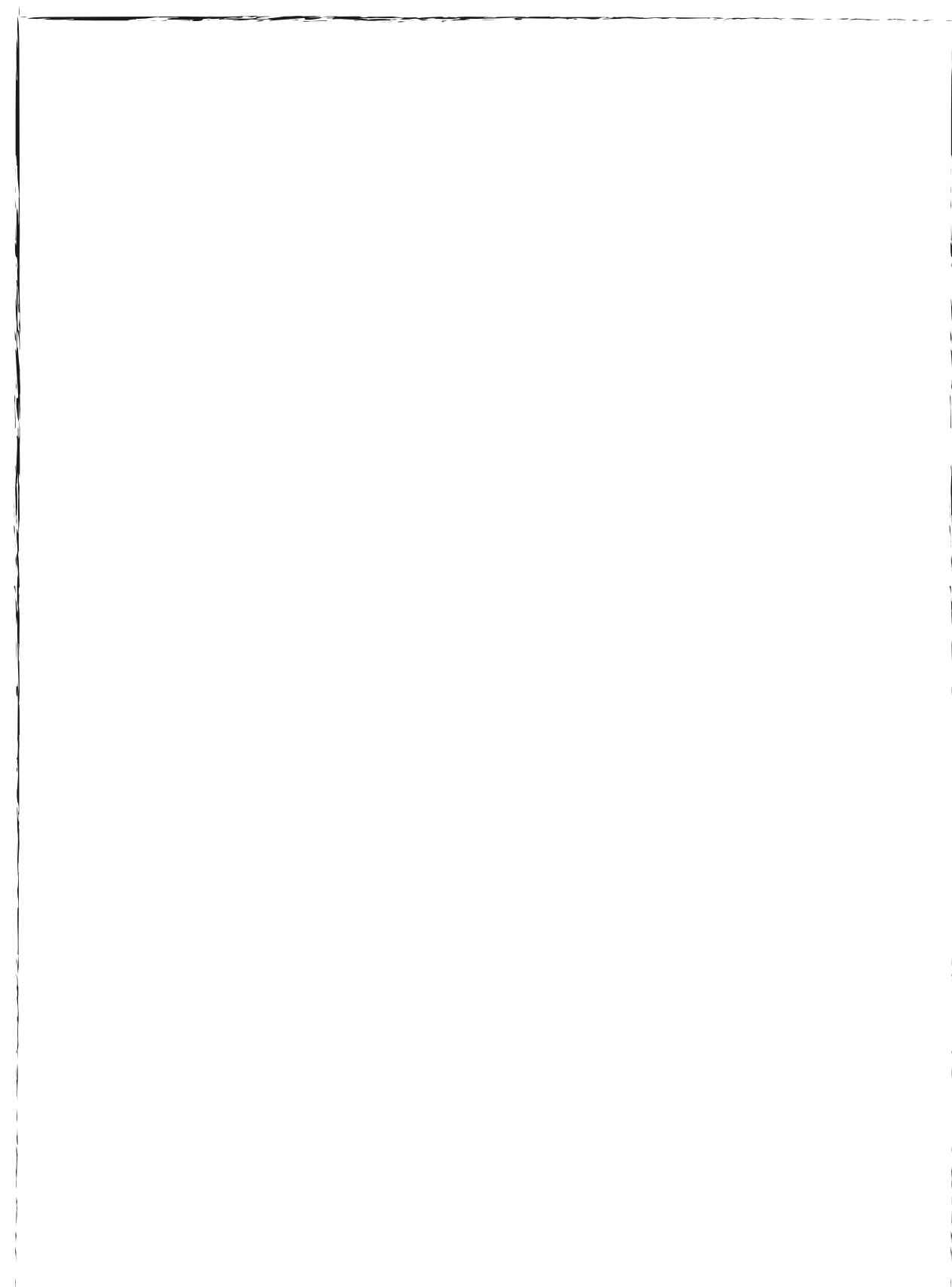
Belgrade, 6 August 2021

Danijela Mirković  
Authorized Auditor  
Ernst & Young d.o.o. Beograd

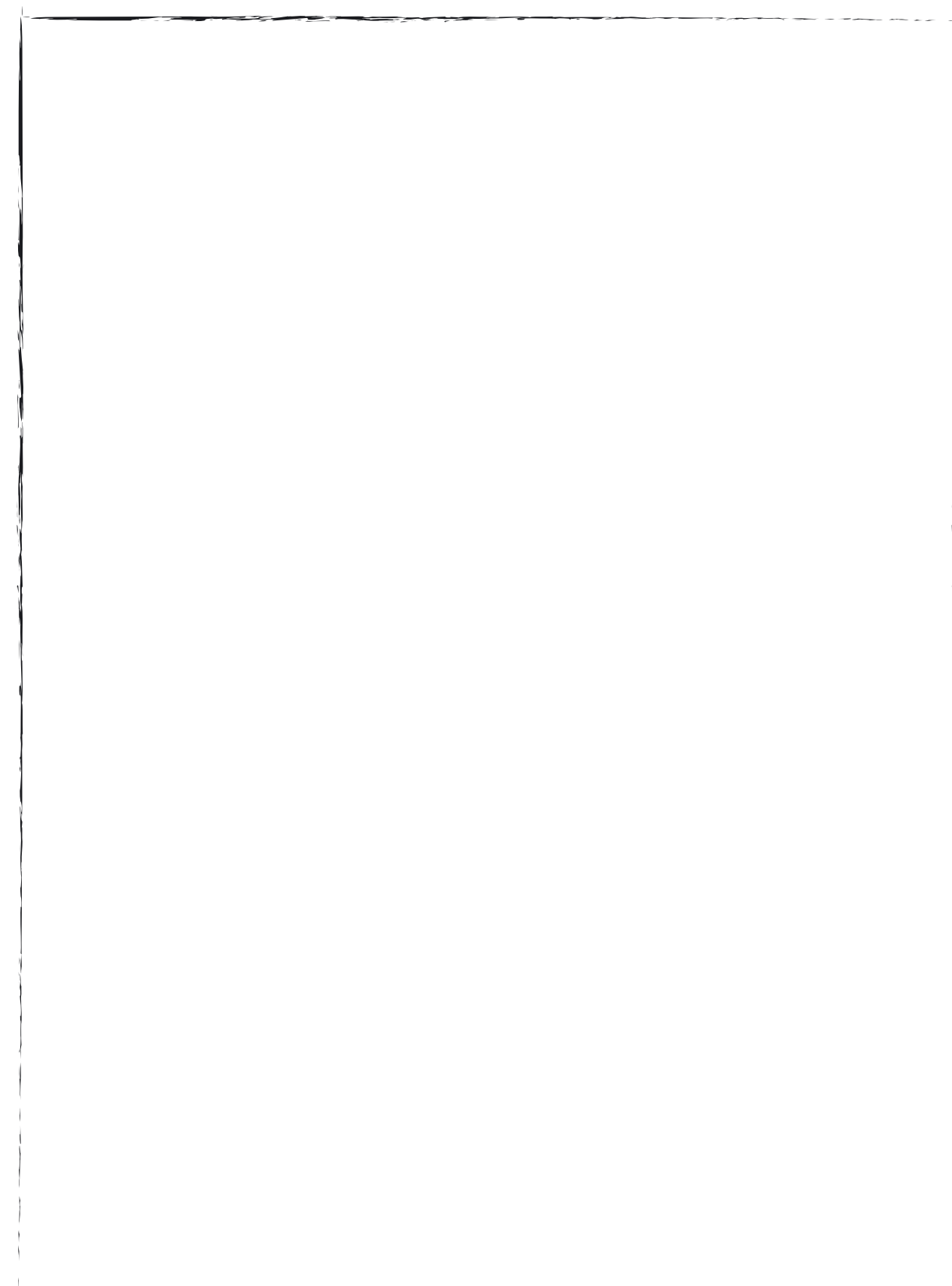
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**BELEŠKE**   **NOTES**



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\* Štamparija Vizartis d.o.o. u procesu proizvodnje, umesto hemijskih razvijača,  
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