

2020

RESPONSIBILITY HIGHLIGHTS REPORT



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OUR COMMITMENT

Our 2020 Responsibility Highlights Report reflects a year that none of us will forget. It began with the devastating bushfires in Australia that reminded us of the fragility of our environment and wildlife. The rapid spread of the Black Lives Matter movement put a spotlight on the continuing struggle for equality and justice. And it ended with the world still in the grip of the COVID-19 pandemic.

Vifor Pharma's approach to corporate responsibility is encapsulated in the maxim, "Responding to global challenges and contributing to a better future." This has never been more appropriate than during the past year. As a global company, it is our duty to respond to the challenges our world faces to support better health and wellbeing, environmental sustainability and strengthened societies.

Responsibility is the thread that weaves through all aspects of our conduct as a company, structured around the five pillars of Integrity, Patients, Employees, Environment and Community.

The challenges of the pandemic gave these responsibility pillars an even greater significance in 2020 as we quickly needed to adapt across the business to ensure patients continued to receive our medicines, securing the safety and wellbeing of our employees, and supporting our communities.

Vifor Pharma continues to aspire to the highest ethical standards wherever we operate in the world, and to increase the voice and influence of patients in all areas of our decision-making. Diversity of background, experience and opinion is an essential strength of our company to attract and retain the best talent in our industry. We were honored to be included in Forbes' World's Best Employers list.

In 2020, we worked to reduce our impact on the environment and provide a positive contribution to limit emissions which contribute to climate changes, by pursuing initiatives to recycle, usage of renewable energy and encouragement of green transportation. Broad initiatives such as promoting understanding of science and health were complemented by multiple on-the-ground projects to support our local communities, through practical work, volunteering and fund-raising.

To succeed, every one of us at Vifor Pharma is embracing the principles behind our responsibility pillars and acting as ambassadors for our company and values. This report underlines that commitment through the authentic voices and experiences of Vifor Pharma employees in selected regions: Australia, the Middle East and Europe, who work hard to put those principles into action every day.

We will continue to strive to play our part to address the global challenges that face us all - climate change, equality, access to better healthcare and many more - while continuing to meet the needs of patients who trust and depend on us.

Sincerely,



STEFAN SCHULZE
Chief Executive Officer

"To succeed, every one of us at Vifor Pharma is embracing the principles behind our responsibility pillars and acting as ambassadors for our company and values."



VIFOR PHARMA GROUP AT A GLANCE

Vifor Pharma is a global leader in the treatment of iron deficiency. We have established a leading position in the nephrology market and aim for global leadership in the segment of cardio-renal therapies. Vifor Pharma is dedicated to identifying and supporting under-served therapeutic areas.

The company had approximately 2,400 employees at the end of 2020 and four manufacturing sites, three in Switzerland and one in Portugal. Vifor Pharma products are marketed in more than 100 countries through a dynamic network of affiliates and partners.

In 2020, Vifor Pharma sold OM Pharma, including the production site in Geneva. As the OM Pharma portfolio was not contributing directly to the key areas of Vifor Pharma, this strengthened the strategic focus on iron deficiency, nephrology and cardio-renal therapies, and the ability to serve patients in the best way possible. For this report, OM Pharma is considered a discontinued operation and the data, including historical data, is adjusted accordingly.

GROUP STRUCTURE

LOCATIONS AROUND
THE WORLD

GOVERNING AND MANAGING OUR RESPONSIBILITIES

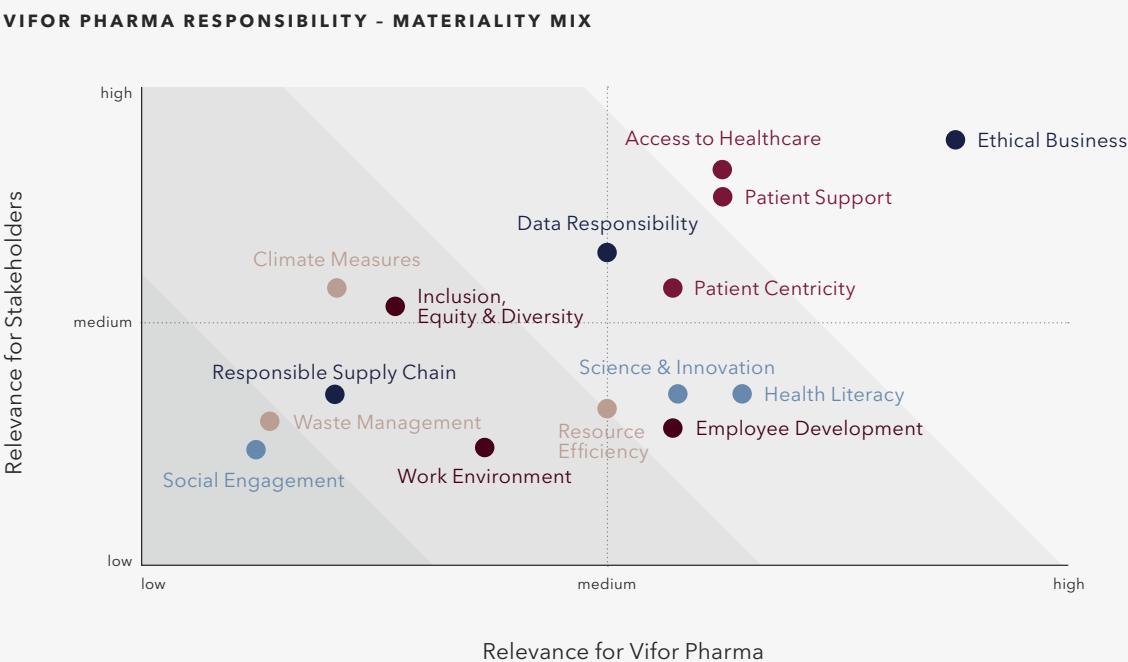
The strategic and structural decisions related to Corporate Responsibility are taken at the most senior level. The Board of Director's Governance, Nomination and Sustainability Committee ensures that considerations related to environmental, social and corporate sustainability are fully integrated into the decision-making processes on business strategy, key investments and performance. The Executive Committee approves both the measures and operational structure related to Corporate Responsibility.

Vifor Pharma's Responsibility Committee oversees and coordinates the relevant activities, together with the publication of related information and data. It consists of senior management and experts in the relevant fields, including Compliance, Patient Advocacy, Human Resources, Technical Operations and Communications. Vifor Pharma's General Secretary and Chief Human Resources Officer supervise the committee, ensuring a direct link to the Board of Directors and the Executive Committee.

A network of Responsibility Ambassadors throughout Vifor Pharma's national affiliates and production sites is available to provide information about local activities and achievements. To a varying degree, they also ensure that Corporate Responsibility principles are embedded in their organizations in accordance with local circumstances.



IDENTIFYING MATERIAL AREAS



We regularly seek to identify relevant topics for business success, as well as stakeholder interests. This allows us to prioritize and constantly evolve our approach towards Corporate Responsibility, and to adapt measures and communications about non-financial information accordingly. This allows us to focus on areas that may have the greatest impact, and to effectively track these areas in view of emerging challenges and opportunities.

Guided by internal and external expertise as well as relevant standards, including non-financial reporting frameworks, we have adapted our mid-term level focus areas to better respond to current challenges and expectations. As in previous years, we have identified material areas

based on the assessment of the members of the Responsibility Committee, who are experts in their respective field of responsibility and engage regularly with stakeholders. The newly identified Priority Areas were ranked on a scale from low to high with regard to their relevance and impact.

As in previous years, conducting business in an ethical and sound way is seen as most critical for Vifor Pharma, both for the company as well as the stakeholder we serve. The patient-related Priority Areas are also deemed highly relevant, especially from a stakeholders' perspective. On the other hand, our social engagements and waste management is viewed as overall being less central to our sustainable business success.

ENGAGING WITH STAKEHOLDERS

Engaging with stakeholders to understand their views and expectations is critical for our continued success. By listening to them, we can better integrate an external perspective into our business strategy. It also helps us understand what topics we should address in our reporting, and what information and data we should disclose.

We practice an interactive dialogue with our stakeholders on a continuous basis. We foster a feedback culture on different levels and through various engagement channels. Our Responsibility approach provides a structure for targeted dialogue with key stakeholders. Through dedicated work streams and functions related to various issues, we are able to regularly adapt our focuses at the pillar level when required.

In this report, we highlight some of the processes and outcomes of relevant dialogues with our key stakeholders throughout 2020.



OUR RESPONSIBILITY APPROACH

As a leading pharmaceutical company, we are dedicated to improving the health and wellbeing of people around the world. This is the reason we exist and is the basis of our responsibilities towards all our stakeholders. How we meet these responsibilities as a company is defined by our Responsibility Maxim: Responding to global challenges and contributing to a better future.

First, we need to recognize the challenges our world faces today and how they affect us both as individuals and as a company. From climate change to equality issues, we owe it to our stakeholders to address and proactively manage emerging global challenges. To do so, we have defined a tailored approach to meet expectations, take responsibility as appropriate and respond to issues of concern. Our Responsibility approach is structured around five pillars, allowing us to take a holistic view and addressing our responsibilities practically and efficiently:

Second, we seek to have a positive impact on the world around us. We respond to global challenges with the firm commitment to contribute to solving them. Putting our Responsibility approach in practice allows us to contribute to better health, environmental sustainability and strengthened societies across the globe. We are convinced that in doing so, we lay the foundation for the future success of our company.

Our Responsibility approach is guided by standard frameworks, including the United Nations Global Compact (UNG) and the Sustainable Development Goals (SDG). We address the principles of the UNGC regarding human rights, labor standards, environmental protection and anticorruption. Our approach also lays the foundation for our direct contribution to several development goals as reflected by the SDGs. In particular, as a producer and supplier of medicines, it is part of our core identity to serve patients around the world and contribute to good health and wellbeing, as described under SDG 3.

The following chapters in this report are structured in accordance with our Responsibility approach.



We conduct business with
INTEGRITY



We focus on
PATIENTS



We value our
EMPLOYEES

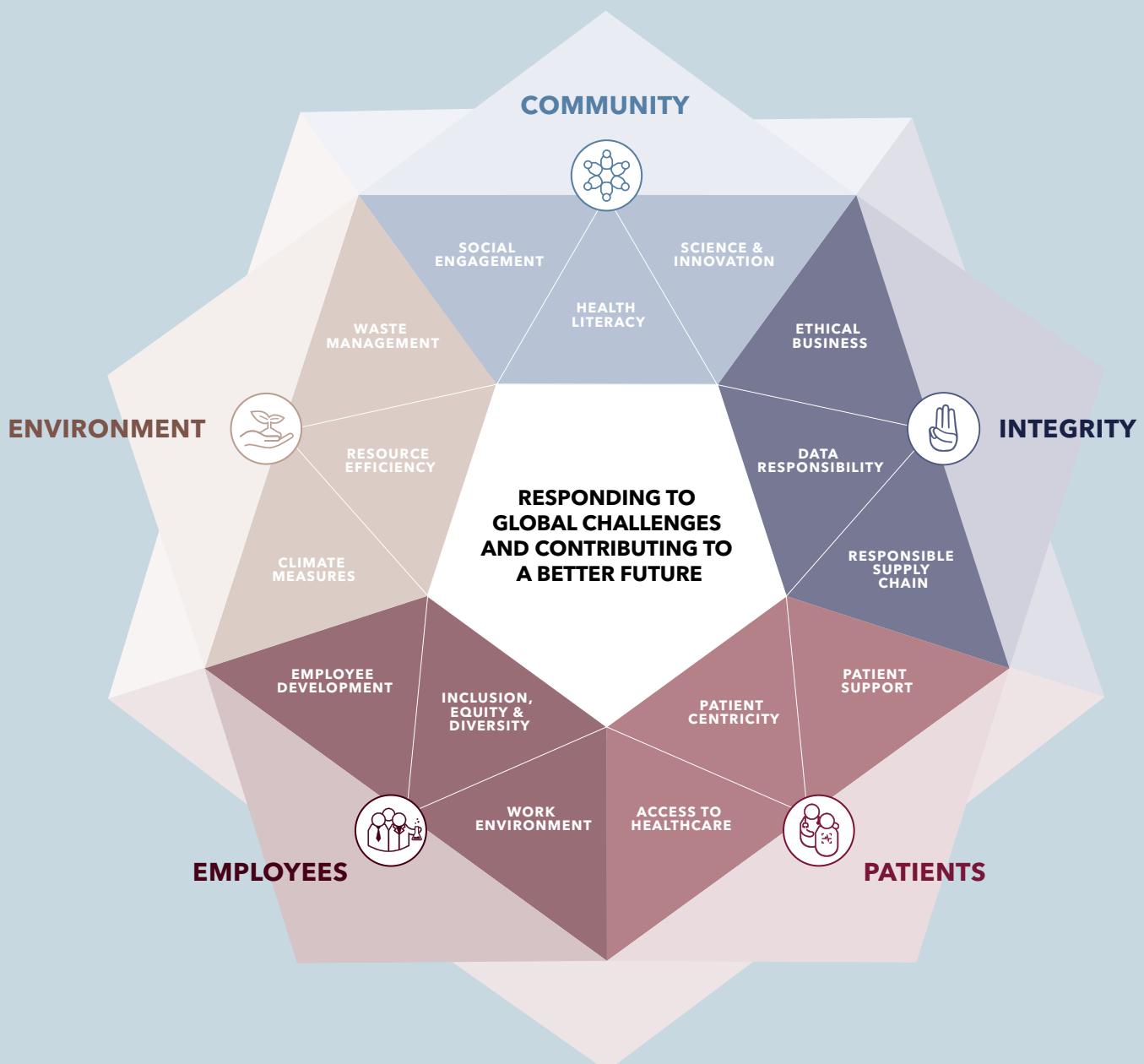


We care about the
ENVIRONMENT



We engage with our
COMMUNITY

DRIVING A MORE SUSTAINABLE BUSINESS



TAKING RESPONSIBILITY IN RESPONSE TO COVID-19

As for many companies, our operations in 2020 were impacted by the COVID-19 pandemic. We worked diligently to help our employees, patients, and communities cope with these difficult times. Through targeted measures, we supported the health and wellbeing of our employees, continued medicine supply for patients, and supported local communities in their efforts to mitigate the pandemic's effects.

We took precautions to ensure a safe and healthy work environment, enabling work from home wherever possible. Production sites remained operational, with measures taken to limit the number of employees on site to those required to ensure production and supply of products for patients. Employees from various functions worked hard to ensure that our medicines continued to reach patients and healthcare providers despite the challenging circumstances.

Additional hygiene protocols were introduced to protect the safety of patients and caregivers in our clinical trials. We launched a global fund to support a total of 10 patient associations, inviting grant applications for initiatives focusing on the challenges of the pandemic, including upholding quality of life and providing psycho-social support to patients. On a regional level, we donated to community initiatives in Ireland, Russia, Spain, Switzerland and the US which all helped people at risk to cope with the pandemic.

COVID-19 also led to blood scarcity, as fewer people donated blood. We supported hospitals worldwide in implementing a practice called 'Patient Blood Management' (PBM), which helps minimize the use of blood transfusions. In Spain, we helped a network of over 80 hospitals with the tracking of PBM-related indicators, and in France, we supported a change management agency in working with healthcare institutions to implement PBM.



Employee at Fribourg site producing disinfectants

Around the world, our employees found ways to support their communities:

- At our Fribourg site, an entire production line was temporarily repurposed to manufacture hydro-alcoholic disinfectants that we shared with neighboring companies. The site also donated healthcare kits with sanitary gowns, masks, gloves, disinfectants, and goggles to a local disability center.
- Our site in Lisbon produced its own disinfectant and donated this and much needed personal protective equipment, to local community organizations, such as nursing homes and food programs.



Employees of the St. Gallen site thanking local hospital staff with chocolate Easter bunnies



We supported the health and wellbeing of our employees, continued medicine supply for patients, and supported local communities.

- On Easter Sunday, a team from our St. Gallen site visited the local hospital and distributed chocolate Easter bunnies to the medical staff who had been working on the frontlines of the pandemic. It was a small gesture showing our appreciation for their tremendous efforts.
- In Germany, employees with medical backgrounds were given time off from their regular work to support a phase III-study of a COVID-19 vaccine in development. Several volunteers invested time and expertise in the clinical study.

We are proud of our employees and partners for their efforts and important initiatives which helped to minimize the consequences of the pandemic for patients who depend on our products and for supporting the communities in which we live and work.



WE CONDUCT BUSINESS WITH INTEGRITY

Trust is vital for our business. Working to earn that trust from our patients and stakeholders is therefore essential. From our research and supply chain to our business engagements, integrity and a responsible business conduct is the basis for everything we do. We respect the rights of those we work with, and always strive to do business by the highest ethical standards.



Integrity improves corporate culture, enhances reputation and helps prevent litigation. Openness about our engagements and handling sensitive information responsibly builds trust. Working with partners that share our ethical principles supports a more sustainable business.

ETHICAL BUSINESS



At Vifor Pharma, we rely on a strong compliance culture throughout the organization to safeguard our company's license to operate. We promote fairness, encourage healthy competition and comply with all regulations and requirements to which we are held accountable.

The Vifor Pharma Group 'Code of Conduct and Business Ethics' sets out key expectations for ethical business behavior, including ethical marketing and interactions with stakeholders such as patients, healthcare professionals or public officials. It provides guidelines for ethical conduct and applies to all employees. We act in good faith, respect applicable laws, regulations and industry codes, and actively fight misconduct. All employees at Vifor Pharma are regularly trained on compliance matters. Through our Speak-up line, we offer a safe, anonymous, round-the-clock platform to speak up and voice concerns.



We rely on a strong compliance culture throughout the organization.



abiding by these rules would pose serious risks of damage to the company and the societies in which we operate. All our employees are obliged to adhere to our 'Anti-Bribery and Anti-Corruption Directive', ensuring our business conduct is in accordance with the highest standards. Individual Country Guidelines specify the Directive, taking into consideration local circumstances and regulations. Our staff undergo regular training on our anti-bribery and anti-corruption provisions.

In 2020, we revised our individual country guidelines on anti-bribery and anti-corruption. We automated some of the reoccurring activities and introduced new cross-country 'Navigation Rules' to provide greater clarity on responsibilities and processes where several countries are involved. We also integrated the compliance trainings into our web-based Learning Management System to increase efficiency.



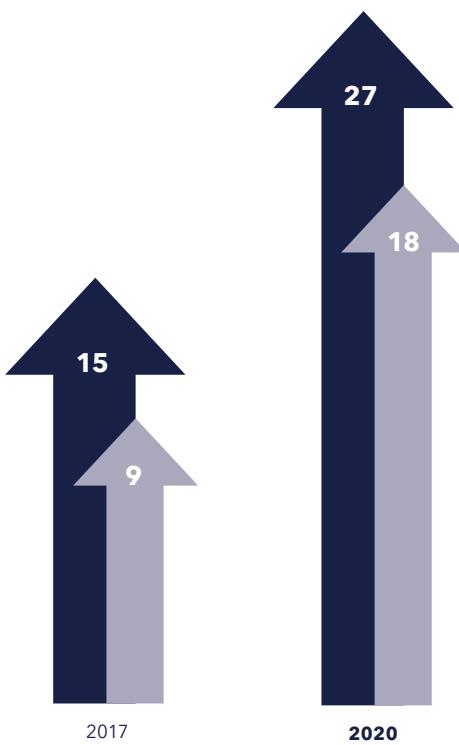
We do not tolerate bribery or corruption of any kind.

In 2020, we established several new regional Compliance offices. We welcomed Compliance officers in Dubai (The Middle East and Africa region), Moscow (Central and Eastern Europe region), Beijing (China) and Zurich (Europe) to our Global Compliance Network. We also increased the number of countries and languages of our Speak-up hotline. It is now available in 18 languages in 27 countries.

At Vifor Pharma, we do not tolerate bribery or corruption of any kind. As our products are sold in more than 100 countries, we are subject to a variety of anti-corruption laws and industry codes, prohibiting bribes or kickbacks. Not

SPEAK-UP LINE

- countries
- languages

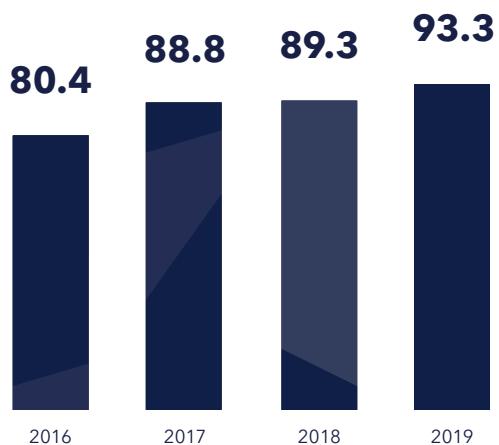




We are committed to transparency, using a systematic approach.



CONSENT RATES*



*Proportion, by value, of payments to healthcare professionals and organizations that were disclosed on individual level for countries in which the Vifor Pharma Group makes transparency disclosures (except Australia, due to a different disclosure cycle). 2020 data not available at time of print.

To drive better healthcare and patient outcomes, cooperation is crucial. Exchanging information and best practice with healthcare professionals and organizations allows us to innovate new treatments and consequently help patients lead better, healthier lives. Such exchanges must be done in a transparent way to increase and ensure stakeholder trust. We are therefore committed to transparency, using a systematic approach.

At Vifor Pharma, pertinent payments and contributions to healthcare professionals and organizations are disclosed according to applicable laws and regulations such as the US Payments Sunshine Act and the Code of the European Federation of Pharmaceutical Industries (EFPIA). We support the disclosure of payments and contributions at an individual level. In respect of applicable privacy laws, we collect prior consent from recipients, before disclosing any transfer of value. To make the disclosures more meaningful, we aim to maximize the consent rates, using a dedicated consent management process.

In 2020, we integrated the transparency procedures into our regular finance workflow and further consolidated reporting. We began automating the review of transparency-relevant interactions and standardizing collection, consolidation and verification of data. These measures will improve data quality and allow for real-time data analytics with a more efficient use of resources. The value-based consent rate for individual disclosure continued to increase, reaching 93.3% Group-wide during the 2019 transparency reporting period.

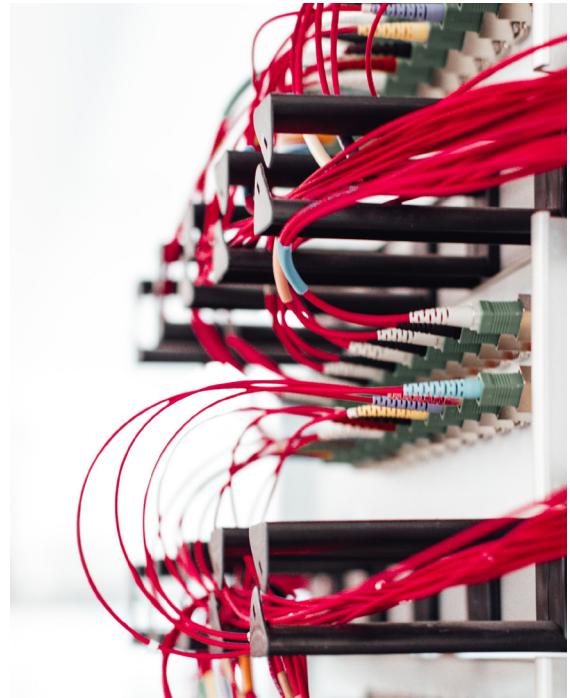
DATA RESPONSIBILITY

Data responsibility has become more important than ever. We believe the use of data offers opportunities for therapeutic solutions and our business at large. Health-related products and services are increasingly tailored to patient-specific needs. Reliable data is key. At the same time, there are legitimate concerns regarding risks associated with handling and processing data, particularly in view of data privacy, integrity and protection.

Our data management follows established standards of responsibility and confidentiality. A dedicated IT protection infrastructure helps to ensure our digital assets are protected. We have documentation procedures in place supporting us to prevent any undue data manipulation, especially in the clinical trial setting where we operate with large amounts of data. A specific policy helps to ensure data integrity of the relevant data systems throughout their whole life cycle to prevent accidental or intentional modification, falsification or even deletion. Employees working in relevant functions follow specific standards and procedures, and receive training on data integrity matters.



The use of data offers opportunities for therapeutic solutions.



Our data privacy framework helps to ensure that personal data related to patients, employees and other individuals we interact with is protected and handled in a compliant and respectful manner. Employees receive data privacy training, and we have developed specific aids to support project leaders understand privacy requirements. Data privacy is embedded as a key consideration when planning business activities that involve the collection and processing of personal data. We are continuously strengthening our privacy governance framework with guidance for the business on how to apply privacy requirements to specific activities, especially when processing health data.

In 2020, we rolled out a data privacy refresher training video to all employees in Europe. The idea was to present the main privacy principles and requirements in an engaging way to help people understand and remember them. In addition, we established a new Regional Privacy Counsel role for the Europe region, increasing internal capacities and support for privacy matters.

RESPONSIBLE SUPPLY CHAIN



We strive to only work with responsible partners.

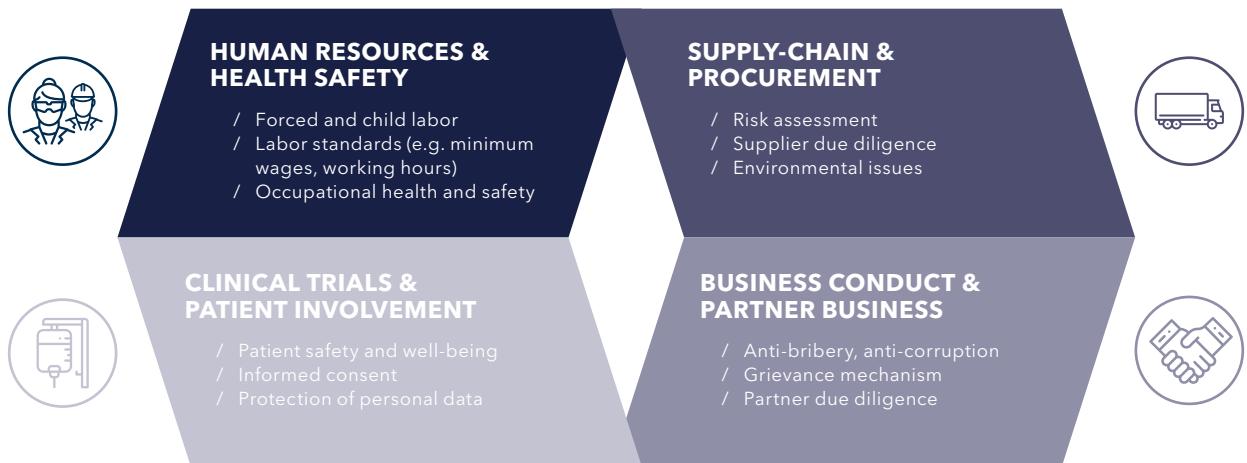


Operating on a global level and in a complex setting, we recognize that our responsibilities go beyond the direct control of our own operations. We strive to only work with responsible partners, given our indirect impact on societies in which our business partners and suppliers operate along our supply chain. This is not only important to ensure long-term business performance and provide high-quality therapies to patients, but also to protect the environment, support communities and ensure human rights are respected.

As stated in our Code of Conduct and Business Ethics, we seek to work with only trustworthy business partners whose business conduct is in line with generally accepted ethical standards. As regulated in our contracts with suppliers, our Supplier Code of Conduct sets out standards and expectations in relation to ethics, labor standards, human rights, environmental protection and safety. We encourage our suppliers to join our efforts towards sustainable development to adhere to well-established principles of responsible business, as set out by the International Labour Organization or in the United Nations Global Compact. We also expect suppliers to evaluate potential risks to the environment arising from production processes.



OVERVIEW OF MAIN RELEVANT HUMAN RIGHTS AREAS AND KEY ASPECTS



We are committed to supporting and protecting human rights and taking necessary steps to prevent any form of human rights violation in our organization and along our supply chain. We expect our employees and suppliers to comply with the relevant provisions outlined in relevant documents, such as the 'UK Modern Slavery Statement' or the Supplier Code of Conduct.

In 2020, we used external support to analyze core elements of our business and determine areas in which human rights aspects could potentially be of importance. The analysis consisted of a rough risk categorization of Vifor Pharma's countries of operation and of interviews with experts from relevant functions: Compliance, Human Resources, Partner Business, Procurement, Clinical Trials, Supply Chain and Quality. The analysis did not show any critical areas and indicated that we have adequate processes in place which help to safeguard that human rights are respected within the company's direct area of control. We aim to build on the insights gained and introduce appropriate measures, including the development of a human rights statement and raising awareness on the matter.

As described in our Code of Conduct and Business Ethics, suppliers and business partners undergo regular and comprehensive screenings before entering into a business relationship with Vifor Pharma. The "Third Party Engagement, Training, Monitoring & Auditing Procedure" outlines the process for the evaluation, establishment and management of relationships with third parties. It supports us in ensuring that suppliers, such as suppliers of material, services providers or contract manufacturers, comply with applicable laws and regulations.

We aim to further clarify our expectations in view of social and environmental matters towards our suppliers, and to seek measures to ensure a sustainable and responsible supply chain. We will work on this throughout 2021.

TESTIMONIAL

RITA KARAM

Director Legal and Compliance, the Middle East, Turkey, Africa
Dubai, United Arab Emirates



Pictured with Samer Hallak, Regional Head GCC

The Middle East, Turkey and Africa is a huge and diverse area. The degree of regulatory scrutiny varies from country to country. It's my job to make sure the distributors we work with follow all the rules.

We're only a small team, so we have to send the message that everyone is effectively a compliance officer and that we're all individually responsible for doing the right thing. But I have to say, local companies are improving all the time. They increasingly understand what they have to do to fulfill the obligations of working with a company like ours.

When we choose a distributor, we usually work directly with the team responsible for our product, including a compliance person if they have one - otherwise I request someone from their medical team be our compliance advocate within the company. In that way, we have someone who can reach out to us, or that we can reach out to.

"The most important thing is to constantly remind people of their obligations and why it matters."

We train people in our Code of Conduct and Business Ethics, and why it's important to do business in an ethical manner. We show them we're serious. Most compliance issues occur through third parties, so it's critical to get this right.

The most important thing is to constantly remind people of their obligations and why it matters. I always keep an open door and tell them they can contact me any time. We try to encourage a 'speak-up' culture. This is the best way to discover if something is wrong. We can report it, show our good faith and protect the reputation of the company.



WE FOCUS ON PATIENTS

Patients are at the center of everything we do. To develop solutions that benefit them in the best possible way, we seek to integrate patients directly into our business processes. We work to support underserved patients in gaining access to healthcare and relevant information. This allows more patients to receive adequate treatment and helps us to keep innovating our products.



Understanding patients' needs allows us to improve standards of care. By offering tailored support to patients and caregivers, we earn their trust and gain valuable insights, while improved access to healthcare lets us reach more underserved patients.

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[GO TO START](#)

PATIENT SUPPORT

Being a patient-centric company, we are committed to supporting patients and their families and carers in their struggle with the disease they are facing. Through our scientific and medical expertise, we are well positioned to provide tools and materials to help improve the management of their conditions. We provide effective support programs and collaborate with patient organizations to ensure that patients can access the resources they need to facilitate a smooth recovery or help them manage a chronic condition.

The majority of our collaborations take place through professional patient organizations. To ensure that our patient engagement is ethical, transparent, and based on a legitimate need, we have established internal standards. These also include the Patient Remuneration Principles, developed by the European Federation of Pharmaceutical Industries (EFPIA), that help us standardize the remuneration that we give patients and patient organization representatives who share their time and insights with us.





We develop patient support programs dedicated to the needs of patients.

Where meaningful and appropriate, we aim to develop patient support programs dedicated to the needs of patients to help them lead better, healthier lives. Examples of such programs include:

- SEE ME.HEAR ME., a patient and carer platform related to the rare disease ANCA-associated vasculitis. The platform was co-developed with patient representatives and contains useful materials for people affected by the condition, ranging from self-care tools to patients' own experiences and specific support for carers.
- Nefralia®, a patient support program in Spain offering a variety of services and support to Chronic Kidney Disease (CKD) patients. In collaboration with Spanish patient organizations and medical societies, CKD patients are provided with information and opportunities to interact with other patients. A variety of educational tools offer practical information, such as cooking lessons and nutritional information.





In 2020, we once again engaged in numerous patient support initiatives with the aim to improve solutions for patients and caregivers across the globe. Highlights included:

- Vifor Pharma France participated in a Hackathon called "Kan'athon" in the disciplines of oncology and hematology. The goal was to set up an innovative thinking framework that would allow for new, innovative solutions that improve the daily lives of patients. The topic was: "How to integrate the family into the daily life of a cancer patient." The French team presented an innovative patient-family diary for medical appointments, activities, and medical information and won the first prize.
- In the US, Vifor Pharma introduced a 'Pharmacy Tear Sheet'. The sheet informs patients which pharmacy their prescription was sent to. It also includes services offered such as answering the phone call from the pharmacy and contacting Veltassa Konnect, a program dedicated to providing patient support services.

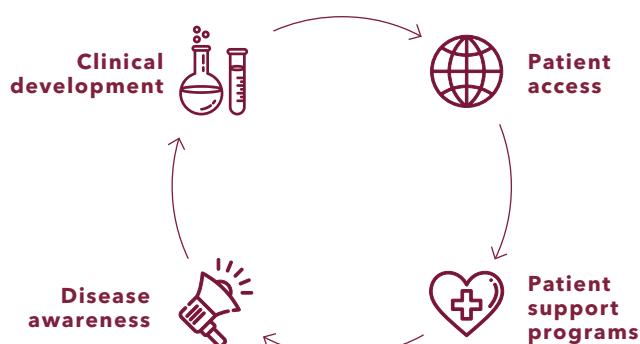


We aim to improve solutions for patients and caregivers across the globe.

PATIENT CENTRICITY



WE LISTEN TO THE PATIENT VOICE ALONG THE ENTIRE LIFE CYCLE OF OUR PRODUCTS



We put the patient at the center of everything we do.

To be able to offer the very best therapies and solutions to our patients, we put the patient at the center of everything we do. As nobody knows their needs better than the patients themselves, their input and feedback is essential for us to remain successful in developing and offering adequate treatment options.

Involving patients in the early stages of research and developing new therapies is critical. Vifor Pharma listens to the views of patients when designing clinical trials. For example, in 2020 we reflected patient input in the design and entry criteria of one of our phase-II trials. This gave us insight into patients' preferences for drug formulations, and helped us shape the broader clinical development program.

To develop meaningful support tools, our employees must understand the patient's perspective and struggles. The Vifor Pharma Patient Academy addresses this by sharing first-hand experiences from patient representatives. This helps our employees learn about the patient's disease burden. Our employees also get to know the priorities of the patient organizations we collaborate with and the importance of involving patients in key strategic decisions, from clinical development programs to the development of patient support programs. It also provides the patients involved with a unique opportunity to make their voice heard.

Living up to our patient-centric commitment, other relevant initiatives in 2020 included:

- Together with patient representatives, our Global Talent Acquisition team developed interview questions designed to highlight potential employees' attitudes towards including patient insights in their work. The questions are now a routine part of our recruiting. The aim is to only hire personnel that share Vifor Pharma's commitment of focusing our entire work on the wellbeing of the patient.
- Vifor Pharma Australia supported two studies that focused on the difference in patients' and physicians' perceptions of a patient's wellness. The study was conducted among patients with ANCA-associated vasculitis (AAV). The objective was to gain valuable insights and assist healthcare systems in improving care for patients with AAV. Results of the two studies are expected in 2021. Vifor Pharma Australia also sponsored the Patient Voice Initiative, a collaboration between patients, researchers, and industry working towards improving the patient voice in the Australian health system.



We commit to focusing our entire work on the well-being of the patient.



- Vifor Pharma Spain entered a collaboration with the Spanish Nephrology Society (SEN). The project, called ACERCA, set out to validate the quality of advanced Chronic Kidney Disease units. The aim was to emotionally support patients, improve self-care and intensify the bond between the patients, their families, and the treating physicians. Our Spanish team also joined forces with the patient group Foro Español de Pacientes (FEP) to set up a study design for gynecological anemia. It was a multicriteria decision analysis to establish the patients' preferences in the study.

ACCESS TO HEALTHCARE

We believe that everyone should have access to the best medications available for their medical conditions. Where access is impeded by regulatory or affordability issues, or otherwise exceptional circumstances, we strive to take appropriate measures to meet our patients' needs. Supporting access to healthcare also creates opportunities for growth and innovation, laying the foundation for investment in improved therapeutic solutions and unexplored medical areas.

As the economic and healthcare environment differs from country to country, so does access to healthcare. Vifor Pharma is committed to working and collaborating with many different actors to ensure appropriate healthcare policy frameworks across all our markets. By engaging in early dialogue with stakeholders ranging from payers to policymakers and patient groups, we work to ensure that our products are available to patients as quickly and widely as possible.

When registration of one of our investigational products is pending in a country, we may enter a strictly regulated "Managed Access Program." By doing so, we can expedite the provision of treatment to patients suffering from serious conditions that could be addressed by the yet to be approved product. Additionally, in certain countries, we offer tailored financial assistance programs to qualified patients in relation to several of our products. In emergency situations, such as natural disasters or other exceptional circumstances that require patients to receive their medicine quickly, Vifor Pharma may choose to provide preferential access to medicine and support.

Relevant initiatives in 2020 to ensure patients have access to treatments included:

- In the US, we continued to offer financial assistance to commercially insured patients through a co-pay savings program. As part of the Veltassa Konnect Patient Assistance Program, instant savings are automatically applied at the pharmacy and free medicine provided for eligible uninsured and under-insured patients.
- In Israel, we set up a compassionate access scheme where patients were offered Veltassa® at no cost. In total, 28 patients have entered the program, which continued until end of March 2021, when local reimbursement was granted.
- A Managed Access Program for avacopan, an investigational compound currently under regulatory review for the treatment of AAV, continued to be rolled out. This allowed clinical trial sites in certain countries to request continued treatment for specific AAV patients on the basis of their medical benefit-risk assessment.



TESTIMONIAL

ALEXANDRA NAGLER

Patient Advocacy Lead
Zurich, Switzerland



"Patients realize we truly welcome their input and feedback."

Understanding what a patient goes through is the key to working with a real sense of purpose. I have witnessed colleagues, having a wake-up moment after talking to patients. It gives them a new motivation to come to work every day. It's a real incentive if you know you can have a positive impact on someone's life.

At the same time, this sort of connection helps patients realize we truly welcome their input and feedback. One patient told me they really appreciated these engagement opportunities, because they were fed up with seeing pharmaceutical companies use actors in their campaigns and put words in the mouth of people who don't know anything about their actual experience. Real patients ensure authenticity.

At Vifor Pharma, patients contribute to many things, including early clinical development. For example, we've asked patients for input into our clinical trials in beta thalassemia. This was to ensure we were collecting data on factors most important to them and to find out about their preferred mode of administrating the drug.

We have regular exchanges with patients and patient groups to discuss challenges and develop solutions together. There's a big shift from the old reflex of getting insights only by speaking to healthcare providers and never bothering about the patients view. For us, talking to a patient is part of a genuine partnership.



WE VALUE OUR EMPLOYEES

Employees are our most valuable resource. Their knowledge and dedication drives the quest for new therapeutic solutions. To let innovation thrive, we bring together people of different backgrounds and experiences. We work hard to provide our employees with great work opportunities, a high work satisfaction and personal development opportunities.



Driving innovation and improving employee satisfaction through a skilled and diverse workforce allows us to maximize opportunities for our business. Providing a safe, healthy and inspiring work environment also minimizes absences, optimizes retention rates and improves performance.

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WORK ENVIRONMENT



An attractive work environment and a positive work-life balance are essential to the physical and mental wellbeing of our employees. We therefore strive to offer a safe, stimulating, healthy, and flexible work environment free of harassment and discrimination – a work environment in which our employees feel inspired and empowered, contributing to the company's success.

As outlined in our Code of Conduct and Business Ethics, we do not tolerate any discrimination on the basis of race, color, age, gender, sexual orientation, ethnicity, disability, religion, political affiliation, union membership or marital status. A 24-hour emergency number is provided to all employees where, among other things, sexual harassment, discrimination and workplace violence can be reported.



We strive to offer a work environment in which our employees feel inspired and empowered.

WORK-RELATED ACCIDENTS

Swiss locations



As a manufacturing company, the safety of our employees is of the highest priority. Aside from adhering to all laws, regulations, and industry standards relating to workplace safety and employee well-being, all our production sites operate with specific health and management systems in place. Our new Group-wide Health & Safety Policy, published in 2020, harmonizes and standardizes Vifor Pharma's overall approach towards safety and wellbeing measures throughout the company. Our employees regularly take part in safety training.

We continuously work to improve our performance in safety and wellbeing across our offices, in our production sites and subsidiaries. In 2020, our site in Fribourg launched a 'Safe Behavior Program' as well as a thorough safety risk assessment, while our sites near Basel and in Lisbon, both celebrated 365 days without any reported accidents.

An attractive work environment and a sound work-life balance are essential to the physical and mental wellbeing of our employees. Therefore, we work hard to provide all our employees with a work environment where they feel safe, comfortable and that stimulates their creativity and individual needs. We have a home office policy in place as well as a parental leave agreement. On a Group-wide level, we periodically conduct employee engagement surveys to receive first-hand feedback of employees on a variety of work-related topics.

In 2020, Vifor Pharma was included on Forbes' World's Best Employers list and ranked 14th best 'Drugs & Biotechnology' company. In addition, we ranked as the 315th best company overall. In Switzerland, Vifor Pharma also improved its ranking compared to the year before in the 2020 'Natural Science Ranking' of Universum, a leading global employer branding specialist.

Because of the COVID-19 pandemic, 2020 proved to be a challenging year for employees across the globe. To help our employees deal with stress, uncertainty and other concerns, we offered several health & wellbeing programs, with a particular focus on mental health and mindfulness:

- The global HR team launched a dedicated Mindfulness Program open to all Vifor Pharma employees around the globe.
- In Portugal, Vifor Pharma employees were offered local mindfulness webinars alongside a range of support programs.
- Employees in Spain were invited to participate in mindfulness sessions and stress management training.
- Colleagues in the US were given the opportunity to book mindfulness seminars during the annual 'wellness' week alongside a cardio dance class, a combination of bootcamp, meditation and yoga class, as well as healthy cooking sessions.
- In Australia, a team of employees completed a 'Mental Health First Aid' (MHFA) course, acting now as qualified MHFA officers and providing support to colleagues in need.



INCLUSION, EQUITY & DIVERSITY

In a field as complex as life science, diversity is a source of strength. At Vifor Pharma, we believe that it is our differences rather than our similarities that drive us forward – all perspectives are equally important and relevant. We celebrate the diversity of personal backgrounds as a valuable source of talent and creativity, and a crucial factor for our business success.

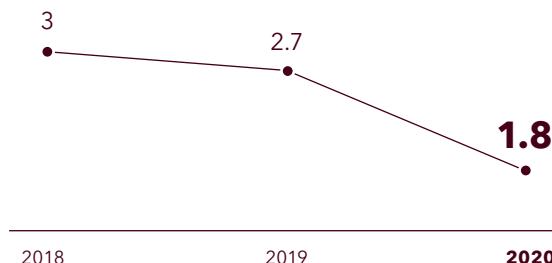
Vifor Pharma is an equal opportunity employer. We require our global recruitment team to give all qualified job applicants the same consideration regardless of race, ethnicity, origin, religion, gender, sexual orientation, gender identity, marital status, pregnancy, age, medical condition or disability.

Since 2018, we have been systematically analyzing whether we pay female and male employees equally for the same job or for a job of the same value in the assessed locations. Since our first analysis, we have been successfully reducing the deviation discovered which is already far below average. We will keep working on reducing it further with the goal to eliminating it completely.



EQUAL PAY ANALYSIS

Deviation male vs. female pay at all Vifor Pharma locations (in %)



For comparison: the average gender pay gap of companies across Switzerland was 19% in 2018 (source: Swiss Federal Statistical Office)

As part of a Vifor Pharma Leadership program, in 2020 a project team examined how to best accelerate diversity and inclusion at Vifor Pharma. The team developed an information basis and a set of recommendations, including setting up a dedicated work stream or program. Human Resources and Sustainability experts have begun to further consider these recommendations and continue to work on the topic.

The French Government introduced new legislation in 2019, creating a “Gender Equality Index.” The Index consists of five indicators related to gender-based salary and promotions metrics. In 2020, Vifor Pharma France scored 98 out of 100 total points, demonstrating the company’s commitment towards equity and diversity.

As a continuation of the gender equality plan (Plan de Igualdad) launched in 2019, Vifor Pharma Spain introduced a ‘Diversity and Inclusion plan’, including other types of diversity categories, such as age, culture, nationalities, sexual orientation, disabilities, etc. A team of ‘Diversity & Inclusion Ambassadors’ was set up to create awareness. It also looked at it from a patient perspective, as patients with chronic diseases often struggle to keep a job or to feel truly included.



NATIONALITIES WORKING AT VIFOR PHARMA

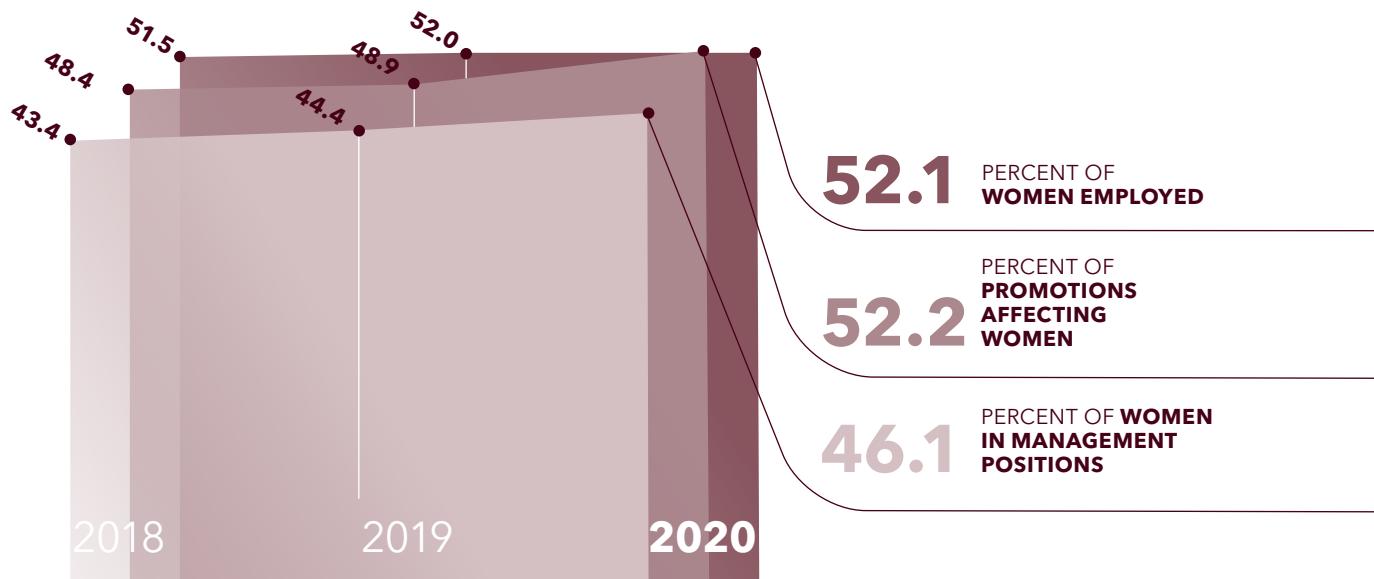


In 2020, we continued to engage with and employ people with disabilities, giving them structure, new perspectives and fostering social integration.

Highlights included:

- In Switzerland, the St. Gallen site has been working for 20 years with Dreischibe, a local laundry shop that employs people with mental health challenges. In addition, the St. Gallen site also collaborates with Valida, a social organization specialized in work integration for people with disabilities.
- The Fribourg site collaborates with the federal Disability Insurance agency ('IV') on specific work reintegration internships. Over a defined period, people who have lost work due to an accident, injury or sickness are offered an internship. The aim is to re-integrate them into the labor market by gradually ascertaining their working capabilities.
- Vifor Pharma France hires people with disabilities and has a special agreement with HandiEM, an association that helps disabled people. When recruiting, the job offer is automatically shared with HandiEM.

WOMEN AT VIFOR PHARMA



EMPLOYEE DEVELOPMENT

To continue to grow as a company, we need to ensure that our employees can develop with us. Being able to attract, retain and engage the very best people is vital for us. We are therefore committed to providing our employees with attractive career and development opportunities to grow on the job, increase skills and ensure a high level of employee satisfaction.

The Vifor Pharma Academy is the heart of our employee learning and development program. Through the Academy, we offer over 55 different training initiatives in areas such as presentations, finance, leadership, change management, technical operations, sales skills, and behavioral understanding. New areas of expertise are added regularly and the Academy's structure enables us to share knowledge across the organization in a systematic way. In 2020, the Academy offered training for around 5,000 participants, totaling an estimated 15,000 training hours.

VIFOR PHARMA ACADEMY IN 2020



ACADEMIES

INITIATIVES



We are committed to providing our employees with attractive career opportunities.





We offer flexible and tailored learning for personal development through job rotation, mentoring, coaching and formal learning. Through our Learning Management System, we strive to increase efficiency and create a harmonized approach to our capability development. It includes a variety of skill-enhancing programs. Additionally, our Talent Management System helps us identify potential future successors for key roles within our organization.

At various sites, our employees are offered regular 'Lunch & Learn sessions', consisting of presentations on a range of topics relevant to the company. The presentations are accompanied by a lunch offered by Vifor Pharma. These sessions are a great platform to learn new things, promote internal projects, and to connect with colleagues.

In mid-2020, we developed a program in partnership with the University of St. Gallen to support our leadership personnel in leading their teams through the pandemic. The focus of the programs was on building and maintaining resilience, leading through change, staying focused, and dealing with uncertainty.

TESTIMONIAL

ISILDA CARREIRA

HR Administrative IT and Legal Director
Lisbon, Portugal



The pandemic was a huge challenge. At first people were afraid, because it was strange for everybody. What we tried to do was make people feel we were with them, by showing empathy and support. It was important to demonstrate we were all in this together, to enable people to focus on their work and help us maintain business continuity. Employee wellbeing was critical.

One thing we did in Portugal was to start a webinar program, focusing on a variety of mostly health and wellbeing related topics. Every week, we did something different so people could come together and feel they were connected with others. One of the webinars was around mindfulness, something people were not used to doing - stopping and being aware of their own body and their own thoughts. People were grateful and appreciative of the webinar sessions. It gave them the feeling to do something together with their colleagues, because there was an issue of loneliness for many people.

In such an extraordinary situation, it's about living Vifor Pharma's values. It's not just talk. People were very open to sharing and giving a helping hand to others. These experiences have brought people closer together, even though they've been

"When I returned to work and visited our production staff, who have carried on through the pandemic, it was like seeing family again."

physically apart. It is reinforced teamwork and the idea that if we pull together, we can do anything.

When I returned to work and visited our production staff, who have carried on through the pandemic, it was like seeing family again. And I felt the same when seeing colleagues from other teams again. What a great feeling.



WE CARE ABOUT THE ENVIRONMENT

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The environment concerns all of us. As a manufacturing company, we recognize the impact that our operations may have on the environment, and we are committed to mitigating them. With improved resource efficiency, more efficient waste management, and decreased greenhouse gas emissions, we strive to minimize our environmental impact and tackle climate change.



A conscious and efficient use of resources is crucial for a sustainable and successful business. We seek to seize opportunities to reduce inefficiencies and economic costs. Actively minimizing greenhouse gas emissions will drive our business forward in a less carbon-intensive future.

CLIMATE MEASURES

Climate change is one of the most important challenges of our time. If humankind does not succeed in limiting global warming, this could threaten ecosystems all over the world. This would have unforeseeable impact on societies across the globe and on all businesses including ours. We are committed to supporting the fight against climate change by reducing greenhouse gas emissions induced through our business activities.

By powering our manufacturing plants and offices with more renewable energy or encouraging our employees to use green transportation, we can lower our greenhouse gas footprint. As the price of renewable energy is steadily decreasing, this will not only be positive for our environmental impact but also cost-effective.

SOLAR PANELS ON LISBON SITE

COVERAGE OF
THE SITE'S TOTAL
ELECTRICITY
CONSUMPTION
2020:

8%

12% EXPECTED
IN 2021:

Electricity production of the photovoltaic installations (KWh):

2018	175,227
2019	177,156
2020	186,416

ENVIRONMENTAL MANAGEMENT

Our Group-wide Environmental Policy showcases our commitment towards reducing the environmental impact of our business activities. It outlines our management approach and describes the environmentally relevant parts of our production processes. All of our production sites are certified according to ISO14001, the international standard for environmental management. This helps us improve our environmental performance through efficient use of resources and reduction of emissions. In 2020, all our production sites have successfully undergone annual certification audits.

In Switzerland, our production sites have a target agreement with the Federal Office for the Environment (FOEN) to reduce CO₂ intensity and increase energy efficiency. The targets are agreed individually based on the potential at each site. An energy plan covering efficiency measures identified by the EnAW (Energie-Agentur der Wirtschaft), sets out how the objective is to be achieved over a period of ten years. In return, the sites are exempt from the national CO₂ levy applied to fossil fuels.

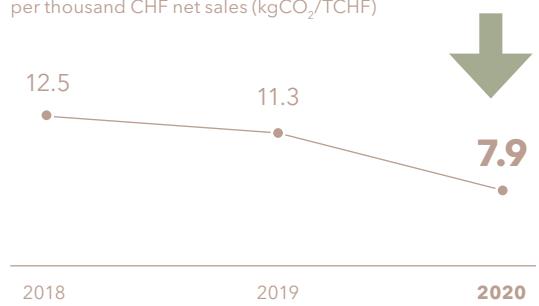
In 2020, we launched a solar energy initiative across all our production sites. The Lisbon site led the way and completed its second photovoltaic plant on the roof of its office building, consisting of 270 solar panels. The newly installed panels produce an additional 82.35 kWp of power, which is now expected to cover 12% of the site's total electricity consumption. In addition, our Lisbon site reduced consumption of natural gas, due to better management of boiler opening hours and taking into account hot water and steam needs. Our site near Basel also installed a new water heat pump and started using exhaust air to reduce CO₂ emissions.



We continued to implement measures and initiatives to reduce emissions.

TOTAL GREENHOUSE GAS EMISSIONS (ALL SCOPES)

per thousand CHF net sales (kgCO₂/TCHF)



TOTAL GREENHOUSE GAS EMISSIONS (SCOPES 1+2)

per thousand CHF net sales (kgCO₂/TCHF)



In 2020, we successfully piloted a change in transport for one of our cold chain products, switching from air to sea freight. This measure alone reduced CO₂ emissions by more than 100 tons in 2020. Following this successful pilot project, we intend to introduce further alternative transportation means to reduce CO₂ emissions even more.

Commuting and business travel decreased significantly in 2020 due to the COVID-19 pandemic. However, in previous years, a significant part of our greenhouse gas emissions was generated by our employees commuting and traveling. We have introduced several measures to reduce air travel in recent years. This included investments in video conferencing technology, stricter flight approval rules and streamlining our flight management system.

In 2020, we continued to implement measures and initiatives to reduce emissions. In Switzerland, the St. Gallen site introduced a new corporate mobility management system. It consists of an information platform for employees on environmental-friendly mobility solutions and several incentives, encouraging employees to rethink how they are coming to work every day. This includes carpooling initiatives or a shuttle service from the site to the train station. The initiative was a pilot program, with other sites considering similar measures. Vifor Pharma France introduced a new car policy that includes a CO₂ emission limit for new cars and bans diesel cars entirely.





Solar panels on the roof of the Lisbon production site

For the manufacturing process of our products, organic solvents are used which generate emissions of volatile organic compounds (VOC). More than 96% of the solvents are recovered, but a small part evaporates, for example during disinfection activities. We aim to prevent VOC emissions across all our production sites. Switzerland has an incentive tax on VOC to help meet the statutory reduction in VOC emissions. In 2020, we paid tax on 18t of internal VOC emissions, a 2.5% increase compared to the previous year, mainly due to increased ethanol consumption for disinfection during the pandemic and increased production in St. Gallen which contains isopropanol.

RESOURCE EFFICIENCY

For our business to become more sustainable, we make great efforts to use resources as efficiently as possible. Streamlining the use of resources, especially natural resources, in all our business operations supports the environment and also helps us lower our costs.

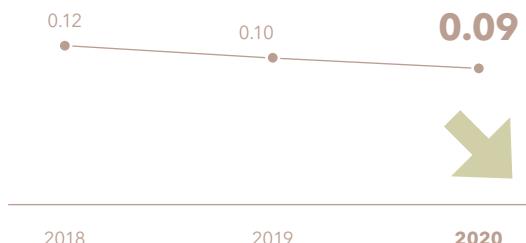
Worldwide, Vifor Pharma Group covers 34% of its energy needs with electricity and heating from renewable sources, i.e. mostly hydroelectric power and district heating. This is an increase of four percentage points from 2019. The remaining energy consumed stems from non-renewable sources, i.e. heating oil, natural gas, diesel and petrol. At the same time, all our production sites obtain 100% of their electricity from renewable sources, mainly hydropower.

To increase energy efficiency further, our production sites and subsidiaries introduced various measures in 2020. At our site in Fribourg, ventilation turbines were replaced and the warehouse building was insulated to save additional energy. At our St. Gallen site, chillers were replaced and a simulation of the solvent recovery process was conducted to evaluate the optimizing potential for energy use.

Vifor Pharma's total energy consumption at its main sites in 2020 was 151,439 GJ, down 14% from 2019. This was primarily due to the sale of OM Pharma as well as a sharp reduction in fuels.

ENERGY INTENSITY RATIO

Total energy consumption per thousand chf net sales (GJ/TCHF)

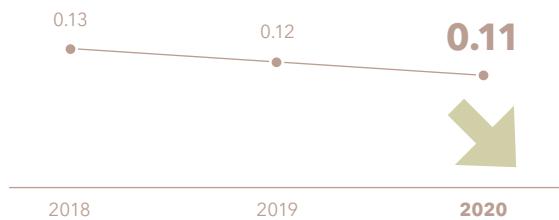


For manufacturing our products and for cleaning operations we need water, however we remain committed to reducing our water withdrawal. The majority of water withdrawal came from our manufacturing plants, but office buildings are adding to the total as well. In 2020 we had a decrease of 8% which can be attributed mainly to reduced water usage at the operational headquarters in Zürich due to the pandemic and employees working mostly from home.

In 2020, Vifor Pharma continued to reduce water consumption by introducing different initiatives. Our site near Basel saved drinking water by introducing a new cleaning rhythm and refrigeration system. Our Lisbon site improved the wastewater quality in order for it to be reused for irrigations and toilets. For the same reason, the Fribourg site started a wastewater neutralization project. Our site in St. Gallen initiated a feasibility study on the possibilities to further optimize the use of spring water, with results expected in 2021.

WATER INTENSITY RATIO

Total water consumption per thousand CHF net sales (m³/tCHF)



In 2020, Vifor Pharma inaugurated a ferric chloride production facility at the production site in St. Gallen. To produce ferric chloride, toxic chlorine gas is normally used, which carries risks for the environment and people working with it. In our new facility, we use liquid oxygen to oxidize the ferric chloride. Oxygen is generally considered more expensive than chlorine gas, but it is not harmful to the environment or our employees. The new production facility is built according to state-of-the-art concepts and only process heat from the exothermic manufacturing processes is used for heating the building.

At Vifor Pharma, we aim to use all resources responsibly, including company assets, seeking efficiency and avoiding waste, and therefore contributing to a more sustainable and environmentally friendly business. All employees are invited by top management to consider greater resource awareness in their daily work.

Our "Green Code of Conduct" defines guidelines for energy and resource-efficient use of computers, printers, lighting and heating. It also addresses unnecessary travel and company transport means, encouraging employees to consider environmental mobility solutions when commuting. The Code applies to all employees of Vifor Pharma.



Close-up of ferric chloride production facility at the production site in St. Gallen.

WASTE MANAGEMENT

In our efforts to minimize our company's environmental impact, responsible and efficient waste management is crucial. As a manufacturer of pharmaceuticals, this is particularly important since a significant part of our waste is hazardous and subject to special regulations. Through a strong emphasis on solid waste management, we are committed to reducing and recycling our waste.

In 2020, 63% of the waste generated during manufacturing processes was non-hazardous. The total weight of waste increased by 12% in 2020, from 884t in 2019 to 989t mainly due to an increase of hazardous waste by the production sites in St. Gallen and Fribourg. 29% of the waste generated in 2020 was recycled, while 34% was incinerated as required by law (regarding medical waste), most of it with energy recovery. In future, we are committed to further increasing our recycling rate.

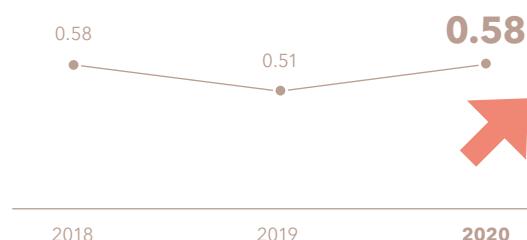
In 2020, we focused on improving waste disposal through a number of initiatives on our sites. Our St. Gallen site introduced an environment-friendly waste procedure for dumping acidic slag from the ferric chloride production. After being treated with a base, the pH neutral residue is brought to a nearby landfill. The Fribourg site introduced new sorting rules for non-hazardous waste. Now, 20 different types of waste are being recycled, leading to a cumulated recycling rate of 67% in 2020, compared to only 14% in 2018.



Waste collection points at the Lisbon office

WASTE INTENSITY RATIO

Total weight of waste per thousand chf net sales (KG/TCHF)



RECYCLING RATE

Proportion of recycled waste generated (%)



We are also reducing the waste generated from our offices. In Australia, we issued a policy to minimize printing and paper use. At our operational headquarters in Zurich, new central recycling stations allow for more types of waste to be recycled. At our Lisbon site, the office waste management was improved by placing segregation containers on each floor. At our affiliate in France, we introduced new waste containers throughout the offices. A total of 5.2 tons of paper were collected - equal to 83 trees saved. Vifor Pharma France obtained the A+ label following its participation in the "Indice Vert", an initiative by the nationwide purchasing center of the private and public hospitals (CAHPP) to assess the environmental performance of its suppliers and service providers.

TESTIMONIAL

LUKAS LENDEMANN

Head of Engineering
St. Gallen, Switzerland

As a global pharmaceutical company, we have a responsibility to our environment. We've only got one world, and it's our responsibility to hand it over to our children in the best possible condition. That means being careful with resources like energy and water, using them in the most efficient way, and combat greenhouse gas pollution.

At Vifor Pharma, we've been following a CO₂ reduction program for many years, implementing numerous bigger and smaller projects. Examples include setting up charging stations for e-bikes and electric vehicles, or installing heat pumps and heat exchangers. The latter allows us to use waste energy from the production operations to heat the whole St. Gallen facility. That makes quite a difference. My team is responsible for monitoring and maintenance of all these systems, ensuring a continuous optimization of the output as well.

As an additional example, we are working on improving our power and water consumption. A lot of this deals with changing behavior. It's essential to not open a water tap and think "it's only water" – after all, it's a question of mindset too.

Attitudes have changed so much in recent years – this is now increasingly an environmental issue as well as an economic topic. If we reduce gas, power and water consumption, as mentioned in the examples, it's good for our planet and good for the long-term performance of the company.

Taking care of the environment is going to be one of the biggest challenges for everyone over the next 10 to 15 years. We have to find answers now to solve this problem for future generations.



"We've only got one world, and it's our responsibility to hand it over to our children in the best possible condition."



WE ENGAGE WITH OUR COMMUNITY

We seek to have a positive impact on our communities. By engaging in meaningful projects and offering financial and in-kind support, we strengthen communities and provide direct assistance where needed. At the same time, we aim to have a positive societal impact by promoting health literacy and maintaining science capabilities, especially in our fields of expertise.



Community work enables us to build community trust, enhance our reputation and motivate our employees. By sharing our scientific knowledge, we also contribute to a deeper understanding of healthcare related topics, fostering interest in science and health for current and future generations.

SOCIAL ENGAGEMENT



Vifor Pharma
Australia General
Manager taking
part in the
'CEO Sleep-out'
challenge to support
people experiencing
homelessness



We support selected projects that result in improvements for affected communities.

At Vifor Pharma, we engage with the communities in which we are present and offer assistance in areas where we can provide help. We support selected projects that result in improvements for affected communities, helping build community trust, engage our employees and strengthen our reputation.

In 2020, we raised money for different causes through a range of donation and fundraising initiatives. Examples included:

- Vifor Pharma Austria financially supported AmberMed, a cooperation between the Austrian Red Cross and the Diakonie Refugee Service that offers medical care, social counseling and medication assistance for socially disadvantaged people without insurance.
- The General Manager of Vifor Pharma Australia took part in the 'CEO Sleep-out' challenge, an annual event that supports people experiencing homelessness. In the midst of the Australian winter, business leaders from across the country slept outside for a night to raise awareness and donations for crisis accommodation, access to budget counselling, legal advice and assistance in planning independent living.



Supporting AmberMed refugee aid in Austria
(photo: Nadja Meister)

- Vifor Pharma Spain replaced all iPads used by the sales forces and offered all employees the chance to purchase an old iPad with proceeds donated to a local charity. The initiative was a great success and the Spanish team made a financial contribution to a local food bank.
- To help in the aftermath of the devastating Victoria bushfires in early 2020, Vifor Pharma Australia provided financial support to efforts led by the Red Cross and WIRES, the Wildlife Information Rescue and Education Service. In addition, Vifor Pharma matched all donations made by employees to bushfire relief efforts.

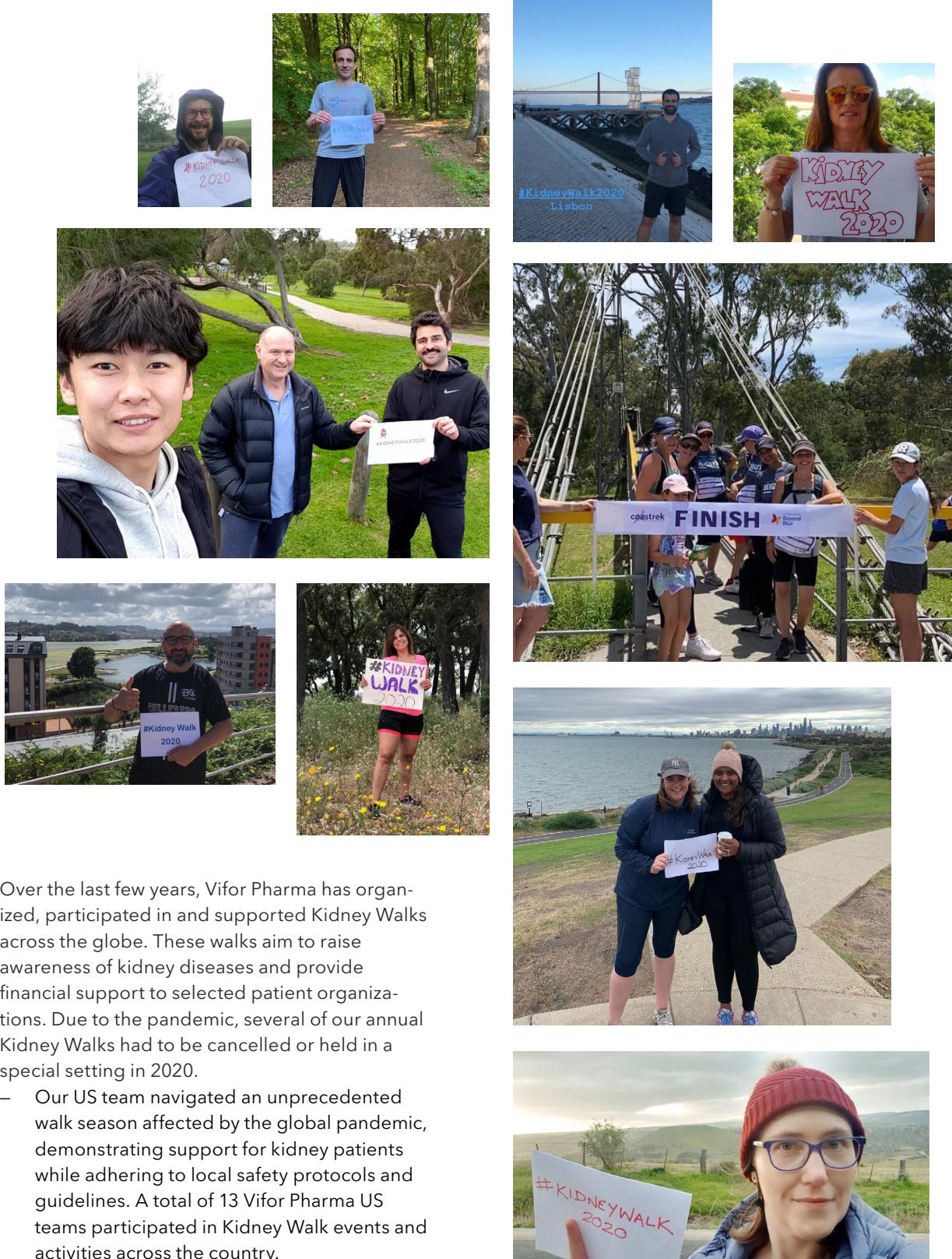
In 2020, Vifor Pharma employees once again ran, cycled or walked, to demonstrate their commitment to support a good cause. Vifor Pharma UK & Ireland joined a 5-mile walk in aid of Iron Deficiency Day 2020. Colleagues were encouraged to step away from their screens and walk, jog, run or cycle up to five miles within their immediate location. In connection with the walk, Vifor Pharma donated to a local charity supporting food banks across the UK and Ireland.



Vifor Pharma employee donating blood on Iron Deficiency Day



Vifor Pharma UK and Ireland employees coming together for a 5-mile walk in aid of Iron Deficiency Day



Over the last few years, Vifor Pharma has organized, participated in and supported Kidney Walks across the globe. These walks aim to raise awareness of kidney diseases and provide financial support to selected patient organizations. Due to the pandemic, several of our annual Kidney Walks had to be cancelled or held in a special setting in 2020.

- Our US team navigated an unprecedented walk season affected by the global pandemic, demonstrating support for kidney patients while adhering to local safety protocols and guidelines. A total of 13 Vifor Pharma US teams participated in Kidney Walk events and activities across the country.
- In Europe, a virtual Kidney Walk was organized with employees walking individually and sharing their experience on our intranet. In connection with the walk, employees participated in a virtual educational session led by patient representatives, where they learned first-hand about experiences and challenges of living with kidney diseases.

Vifor Pharma employees taking part in 'Kidney Walk 2020' to raise awareness for kidney health

HEALTH LITERACY

At Vifor Pharma, we strive to strengthen society by sharing our expertise with local communities to help increase health literacy. By raising awareness of diseases where we have unique expertise, we can make the most impactful contribution towards better health and wellbeing across the globe.

Addressing health literacy is key to combatting global inequalities and providing quality treatments for all. As we recognize that the level of knowledge around diseases and health related issues differs greatly between countries and communities, we work hard to reach patient groups that are disproportionately affected.

Vifor Pharma has been a pioneer in the development of iron-based products and has established itself as a global leader in the treatment of iron deficiency. In 2020, we focused on women, as iron deficiency affects women disproportionately. Despite existing therapies, 42% of pregnant women and 30% of non-pregnant women suffer from anemia, iron deficiency being the most common cause¹. The disease burden gap between men and women continues to grow, including in industrialized countries. In 2020, Vifor Pharma joined forces with Women Political Leaders, a global network of female politicians focusing on issues affecting women. Together, an overview of treatment responses to iron deficiency was developed, revealing a lack of gender-sensitive awareness and the adverse impact this has on healthcare systems globally.

For the sixth consecutive year, Vifor Pharma marked Iron Deficiency Day on 26 November 2020. This global event raises awareness of the impact that iron deficiency and iron deficiency anemia have on people's lives. The aim is to help the public recognize the condition through the range of associated symptoms and encourage people to seek medical advice.



Vifor Pharma employee supporting Iron Deficiency Day campaign



Addressing health literacy is key to combatting global inequalities.

¹ <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5558393/>

IRON DEFICIENCY DAY SOCIAL MEDIA CAMPAIGN IN TURKEY

SOCIAL MEDIA ACCOUNTS
AND WEBSITE REACH

450,000



VIEWS



20,000

COMMENTS, LIKES AND
SHARES

INCREASE OF
WEBSITE TRAFFIC
DURING THE
WEEK OF IRON
DEFICIENCY DAY

600%



Sponsored Expert Talk in Zurich
on 'Evolution of our healthcare
system in times of Corona'



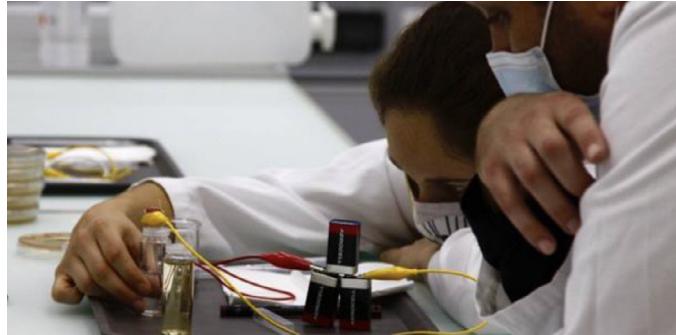
The disease awareness platform 'Take Iron Seriously' provides valuable information in that regard. In 2020, we were joined by a growing coalition of partners, including Global Heart Hub, Anaemia Community, Heart Failure Policy Network, and Croí, the West of Ireland Cardiac Foundation.

In Turkey, we launched a social media campaign together with our partner Abdi Ibrahim. The motto of the campaign was 'don't be anemic, be dynamic'. It generated a total of 450,000 views and 20,000 comments, likes, and shares.

We strive to be an active participant in relevant healthcare debates. By sharing our knowledge and engaging with other stakeholders within the health care community, we can help improve health literacy, while strengthening Vifor Pharma's reputation and position. We encourage dialogue between various stakeholders and support selected events on topics such as health economics and health systems. Initiatives in 2020 included:

- Vifor Pharma Spain supported two patient groups in a collaboration with the IESE Business School to create proposals for the development of a new health model in Spain. The project was designed in collaboration with national and international experts to contribute to the dialogue and transformation of the Spanish health system.
- For many years, Vifor Pharma Switzerland has co-sponsored the annual Swiss Congress on Health Economics and Health Sciences (SKGG). Due to COVID-19 restrictions, the 2020 event was postponed. However, one of the regular healthcare system Expert Talks took place. The topic was 'Evolution of our healthcare system in times of Corona'. We will continue supporting the SKGG and the Expert Talks in 2021.
- Vifor Pharma Spain initiated the #Reconocidos Forum to fight misinformation and fake news. The goal is to support citizens in recognizing reliable health information online and provide easy access to these sources. As part of the project, Vifor #Reconocidos Award is hosted annually, rewarding initiatives that stand out as reliable health information sources.

SCIENCE & INNOVATION



Training middle-school teachers in nano-science through the SimplyNano 2 project

Science is the foundation for everything we do. It is what drives our business forward and allows us to develop innovative solutions for patient needs. We believe that science-based innovation is the key to solving today's global challenges. Therefore, we want to achieve a positive and lasting impact on communities by fostering scientific capabilities and helping to pave the way for future innovations.

Through different initiatives, we aim to increase interest in science, particularly in the field of natural science among younger generations, allowing us to keep driving innovation and securing our future business foundation. Initiatives in 2020 included:

- Switzerland Innovation, the umbrella organization of the Swiss innovation parks, approved the application to designate the Innovation Park East project as an official location of the Swiss Innovation Park network. The planned innovation park, located in St. Gallen, which we are proud to support as a board of trustees member, is designed to connect companies and research entities, for example in the field of health and medical technology. The goal is to foster an efficient innovation ecosystem that promotes scientific and economic cooperation.
- We once again sponsored the "SimplyNano 2" project, training middle-school teachers in nano-science through 30 experiments on ten different topics within the nano-field. In 2020, 600 experiment kits and learning workshops were distributed to all secondary schools and



We want to achieve a positive impact on communities by fostering scientific capabilities.

NANO SUITCASE

NUMBER OF DIFFERENT NANO TOPICS	NUMBER OF EXPERIMENTS
10	30
NUMBER OF PARTICIPATING SCHOOLS IN 2020	DISTRIBUTED EXPERIMENT KITS IN 2020
90	600

90 upper schools in Eastern Switzerland. Having started as a pilot project in Eastern Switzerland, there are plans for SimplyNano 2 to be introduced to all middle schools across Switzerland.

- Vifor Pharma hosted 40 students and post-graduates at the Life Science Zurich Young Scientists Network virtual 'Open Doors' event. It was a great opportunity to underline the interaction between medical academia and industry, allowing our teams to provide insights into different career opportunities within the pharmaceutical industry. Representatives from various departments shared their personal experiences and professional journeys. Attendees learned about a range of subjects, including drug safety, regulatory affairs, pre-clinical and clinical research.

TESTIMONIAL

OULA OLSEN

Key Account Manager
Melbourne, Australia



Working at Vifor Pharma and in this industry, you know you're there to help people - giving patients the best chance of a healthier life. You want to do the right thing and give back.

At Vifor Pharma Australia we do a lot to support our local communities. We have volunteer days where we do something collectively, or we identify a good cause that we decide to support. Each year, there are different projects or initiatives we engage in.

Before COVID-19 hit Australia, we had the bush fires which were devastating, particularly in Victoria and New South Wales. It was awful. We got behind the communities that were really badly affected, raised money, and donated to Australia Wildfire Relief, the organization that looks after animals that were affected. Last year, we registered with Lifeblood, where we donated blood to the Red Cross, and our General Manager supported a local initiative called 'Vinnie's CEO Sleepout' to raise awareness of homelessness.

"You want to do the right thing and give back."

This year, we're looking at supporting Clean Up Australia Day. The entire Melbourne team will get together and clean up a beach or park, and our colleagues are expected to do the same in Tasmania and New South Wales.

Activities like this help our communities and let us see our colleagues in a different way. We mostly end up working in teams, and everyone's very supportive. Just the way we talk to each other, everyone's more relaxed, wanting to do their best. People's humanity comes out in a different way and it's really lovely to see.

OUTLOOK 2021

In 2021, we continue to advance our efforts and performance across our five Responsibility pillars to support the integral inclusion of environmental and social aspects in our business and investment decisions. Further progress is expected in several important fields.

As an example, we plan to specifically clarify our standards and processes as well as expectations towards our business partners in relation to the respect of human rights. Additionally, we are currently updating our Code of Conduct and Business Ethics to strengthen our own and our partners' commitment towards a sound and ethical business practice. We also aim to continue to lower the intensity of our greenhouse gas emissions through a number of measures, including the continuing implementation of our solar energy strategy. And we continue to support patients with gaining access to our healthcare solutions.

In 2021, the Responsibility Committee will continue to drive internal coordination to allow for progress and an increased positive impact in environmental and social matters. It will accompany an internal refocusing of our non-financial reporting, including enhanced transparency and comparability in accordance with major reporting standards.



APPENDIX

To improve comparability, this report follows standard disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Standards.

The data under the section ENVIRONMENT covers mainly our production sites, US and operational headquarters, except the data regarding our fuel consumption, which also covers many of our affiliates. In addition, all data

concerning OM Pharma were retrospectively excluded due to the sale in 2020.

Since historical data were also adjusted in the year under review, the historical figures presented in this report may not match the figures from previous reports.

SOCIAL

	Unit	2020	2019	2018
Employees				
Total	Number	2,601	2,794	2,716
Women	Number	1,354	1,452	1,398
Men	Number	1,247	1,342	1,318
Over 50	Number	793	898	777
30 or younger	Number	199	287	289
Between 30 and 50	Number	1,609	1,609	1,650
In Switzerland	Number	1,256	1,421	1,345
Outside Switzerland	Number	1,345	1,373	1,371
Nationalities total	Number	72	65	61
Nationalities at operational headquarters, Switzerland	Number	41	37	37
Full-time equivalent	Number	2,530	2,714	2,640
Part-time (<90%)	Number	194	209	203
Management				
Total management staff	Number	1,327	1,214	1,163
Women	Number	612	539	505
Men	Number	715	675	658
Employment				
Total turnover	%	10.0	13.6	12.8
Voluntary turnover	%	6.7	7.6	8.2
Promotions				
Women	%	52.2	48.9	48.4
Men	%	47.8	51.1	51.6
Promotion rate	Ratio	5.2	4.8	5.6

Payment	Unit	2020	2019	2018
Gender pay gap	%	1.8	2.7	3
Safety				
Work-related fatalities	Number	0	0	n/a
Work-related accidents	Number	25	34	38
Non-work related accidents	Number	140	191	151
Total working days lost due to accidents (work-related and non-work-related)	Number	824.84	1,472.45	1,451.79
Lost day rate	Ratio	2.98	2.46	2.58

ENVIRONMENT

Energy	Indicator	Unit	2020	2019	2018
Energy consumption within the organisation	GRI 302-1	GJ	151,439	176,234	168,203
From non-renewable sources	GRI 302-1				
- Non-renewable sources heating oil	GRI 302-1	GJ	6,852	3,059	4,097
- Non-renewable sources natural gas	GRI 302-1	GJ	49,768	49,021	48,534
- Non-renewable sources diesel, petrol	GRI 302-1	GJ	37,892	64,362	58,179
- Non-renewable sources electricity	GRI 302-1	GJ	5,432	7,186	6,484
From renewable sources	GRI 302-1				
- Electricity from hydropower	GRI 302-1	GJ	47,322	44,799	43,342
- District heating	GRI 302-1	GJ	4,172	7,808	7,567
Energy produced					
- Independently generated electricity (photovoltaics)		GJ	671	464	457
Energy intensity ratio	GRI 302-3				
- Total energy consumption within the organisation per TCHF net sales	GRI 302-3	GJ/TCHF	0.09	0.10	0.12
Reduction of energy consumption as a result of measures implemented in the year under review	GRI 302-4	GJ	192	714	113
- Reduction of heating oil and natural gas consumption as a result of measures implemented in the year under review	GRI 302-4	GJ	0	428	36
- Reduction of electricity consumption as a result of measures implemented in the year under review	GRI 302-4	GJ	192	285	77

Water*	Indicator	Unit	2020	2019	2018
Total water withdrawal	GRI 303-3	m ³	195,812	212,713	192,872
- Municipal water supplies	GRI 303-3	m ³	138,011	145,908	122,221
- Spring water	GRI 303-3		57,801	66,805	70,651
Water intensity ratio					
- Total water consumption per TCHF net sales		m ³ /TCHF	0.11	0.12	0.13
Emissions					
Total emissions		tCO ₂ e	13,557	19,481	18,031
Direct greenhouse gas emissions (Scope 1)	GRI 305-1				
- Heating oil		tCO ₂ e	506	226	303
- Natural gas		tCO ₂ e	2,806	2,764	2,737
- Fuels		tCO ₂ e	2,962	5,088	4,610
Indirect greenhouse gas emissions (Scope 2)					
- purchased electricity		tCO ₂ e	378	500	1,081
- purchased district heating		tCO ₂ e	133	249	242
Indirect greenhouse gas emissions (Scope 3)					
- outbound logistics		tCO ₂	5,100	5,105	2,697
- intra-company logistics			679	n/a	n/a
- business travel		tCO ₂	992	5,548	6,344
Greenhouse gas emissions intensity ratio all scopes	GRI 305-4				
- Total greenhouse gas emissions (all scopes) per TCHF net sales		kgCO ₂ /TCHF	7.9	11.3	12.5
Greenhouse gas emissions intensity ratio scope 1 and scope 2	GRI 305-4				
- Total greenhouse gas emissions (scope 1 and 2) per TCHF net sales		kgCO ₂ /TCHF	4.0	5.1	6.3
Reduction of greenhouse gas emissions as a result of measures implemented in the year under review	GRI 305-5				
- Scope 1 and Scope 2		tCO ₂ e	9.4	33.7	0.6
Other significant air emissions, by weight	GRI 305-7				
- VOC		kg	18,090	19,907	33,281

* without US

Waste	Indicator	Unit	2020	2019	2018
Total weight of waste	GRI 306-2	t	989	884	834
By type:					
_ Non-hazardous waste	GRI 306-3	t	622	615	563
_ Hazardous waste	GRI 306-3	t	367	269	270
By disposal method:					
Non-Hazardous waste					
_ Incineration, including energy recovery	GRI 306-5	t	335	410	362
_ Incineration, without energy recovery	GRI 306-5	t	0	9	21
_ Landfill	GRI 306-5	t	0	n/a	n/a
_ Other disposal operations	GRI 306-5	t	0	n/a	n/a
_ Recycling			287	196	176
Hazardous waste					
_ Incineration, including energy recovery	GRI 306-5	t	367	269	270
_ Incineration, without energy recovery	GRI 306-5	t	0	n/a	n/a
_ Landfill	GRI 306-5	t	0	n/a	n/a
_ Other disposal operations	GRI 306-5	t	0	n/a	n/a
Total number of significant spills	GRI 303	Number	0	0	0
Total volume of significant spills	GRI 303	t	0	0	0
Waste intensity ratio					
_ Total weight of waste per TCHF net sales		kg/TCHF	0.58	0.51	0.58
Compliance					
Monetary value of significant fines for non-compliance with environmental laws and regulations	GRI 307-1	CHF	0	0	0

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