

2018

# RESPONSIBILITY HIGHLIGHTS REPORT





## TABLE OF CONTENTS

CHAPTER	PAGE
<b>INTRODUCTION</b>	<b>4</b>
OUR COMMITMENT	4
VIFOR PHARMA GROUP AT A GLANCE	5
 <b>RESPONSIBILITY</b>	 <b>6</b>
OUR RESPONSIBILITY APPROACH	6
MANAGING OUR RESPONSIBILITIES	7
RESPONSIBILITY MODEL	8
MATERIAL AREAS	8
 <b>THE FIVE PILLARS</b>	 
<b>I. INTEGRITY</b>	<b>10</b>
BUSINESS BEHAVIOUR	11
TRANSPARENCY	15
<b>II. PATIENTS</b>	<b>18</b>
PATIENT NEEDS & SUPPORT	19
ACCESS TO HEALTHCARE	24
<b>III. EMPLOYEES</b>	<b>26</b>
EMPLOYEE POTENTIAL	27
WORKPLACE & WELL-BEING	32
<b>IV. ENVIRONMENT</b>	<b>36</b>
RESOURCE EFFICIENCY	37
MINIMISATION OF EMISSIONS	40
<b>V. COMMUNITY</b>	<b>44</b>
SOCIAL ENGAGEMENT	45
SCIENCE & HEALTH KNOWLEDGE	50
 <b>OUTLOOK</b>	 <b>53</b>
 <b>APPENDIX</b>	 <b>54</b>
SOCIETY	55
ENVIRONMENT	56

## OUR COMMITMENT

The Vifor Pharma Group is constantly evolving as we seek to achieve our vision of being a global leader in iron deficiency, nephrology and cardio-renal therapies. Our approach to Corporate Responsibility evolves with us. We are fully committed to help patients lead better, healthier lives, and we recognise that we have a unique responsibility to operate to the highest standards.

Our approach to Corporate Responsibility is holistic and straight forward. We centre our activities around five pillars: We conduct business with integrity. We focus on patients. We value our employees. We care about the environment. We engage with our community.

In this report, you will find numerous examples of how Vifor Pharma and our employees put these promises into action every day. We strive to ensure ethical behaviour in everything we do. We uphold transparency in areas such as clinical trial data and openness about who we deal with and how. We put the safety, needs and real-life experience of patients first. We foster a safe and decent workplace where employees can evolve and develop their skills. We work to protect the planet for future generations. We seek to be good citizens, actively supporting our communities.

By ensuring each of the five pillars is fully integrated into our organisation, we are demonstrating our determination to lead by example and to remain at the forefront of our industry. Throughout this report, our employees speak of their personal experiences and commitment to these principles. By putting them into action every day as individuals, we ensure the continued success of our business and our ability to meet our responsibilities.

I'm proud of the many initiatives already underway across Vifor Pharma. I look forward to us continuing to deliver a responsible and sustainable business, dedicated to help patients around the world lead better, healthier lives.



Sincerely,

A handwritten signature in blue ink, appearing to read "Stefan Schulze".

**STEFAN SCHULZE**

President of the Executive Committee  
and Chief Operating Officer

# VIFOR PHARMA GROUP AT A GLANCE

The Vifor Pharma Group is a global pharmaceutical company headquartered in Switzerland. It aims to become the global leader in iron deficiency, nephrology and cardio-renal therapies. The company is the partner of choice for pharmaceuticals and innovative patient-focused solutions.

The Vifor Pharma Group strives to help patients around the world with severe and chronic diseases lead better, healthier lives. The company develops, manufactures and markets pharmaceutical products for precision patient care.

The company had 2,700 employees at the end of 2018. It has production sites in Switzerland and Portugal as well as a dynamic network of affiliates and partners offering broad market coverage all over the world. Vifor Pharma products are marketed in more than 100 countries.

The Vifor Pharma Group consists of Vifor Pharma, Vifor Fresenius Medical Care Renal Pharma, a joint company with Fresenius Medical Care, OM Pharma, and Relypsa.

## GROUP STRUCTURE



## LOCATIONS AROUND THE WORLD:



\* Production sites

# RESPONSIBILITY

## OUR APPROACH TOWARDS CORPORATE RESPONSIBILITY

Being a pharmaceutical company with global reach, we recognise and actively manage our responsibilities towards society and the environment. In 2018 our holistic approach towards Corporate Responsibility has further matured, becoming a part of Vifor Pharma's identity.

We continue to focus on having a positive impact on our stakeholders and the communities we operate in. This will also support our long-term success as a company and benefit patients worldwide.

Our dedicated approach towards Corporate Responsibility is structured around five pillars, allowing us to address our responsibilities and meet our stakeholders' expectations.



We conduct business with  
**INTEGRITY**



We focus on  
**PATIENTS**



We value our  
**EMPLOYEES**



We care about the  
**ENVIRONMENT**



We engage with our  
**COMMUNITY**

## GOVERNING AND MANAGING OUR CORPORATE RESPONSIBILITY

The strategic and structural decisions related to Corporate Responsibility are taken at the most senior level: while the Board of Directors decides on the strategic direction, the Executive Committee approves the operational structure and decides on larger investments related to Corporate Responsibility measures.

Vifor Pharma's interdisciplinary 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. In addition, 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.

Responsibility Ambassadors in each of Vifor Pharma Group's national affiliates and production sites ensure that Corporate Responsibility principles are embedded in local organisations, and information on local activities and achievements are collected and reported. The Responsibility Ambassadors are organised in a group-wide network serving also as a platform for sharing ideas and best practices.

Within each Responsibility Pillar, we have specific components in place such as policies, internal guidelines, programmes, dedicated groups and work streams, as well as specific actions and measures. Such components help us to proactively manage our responsibilities in the respective field, while providing guidance to our employees and ensuring that our efforts are purposeful and as effective as possible.



## OUR RESPONSIBILITY MODEL

The 5 pillars define the areas where we as a company see a responsibility towards society and the environment we operate in. They reflect our long-term dedication to Corporate Responsibility.

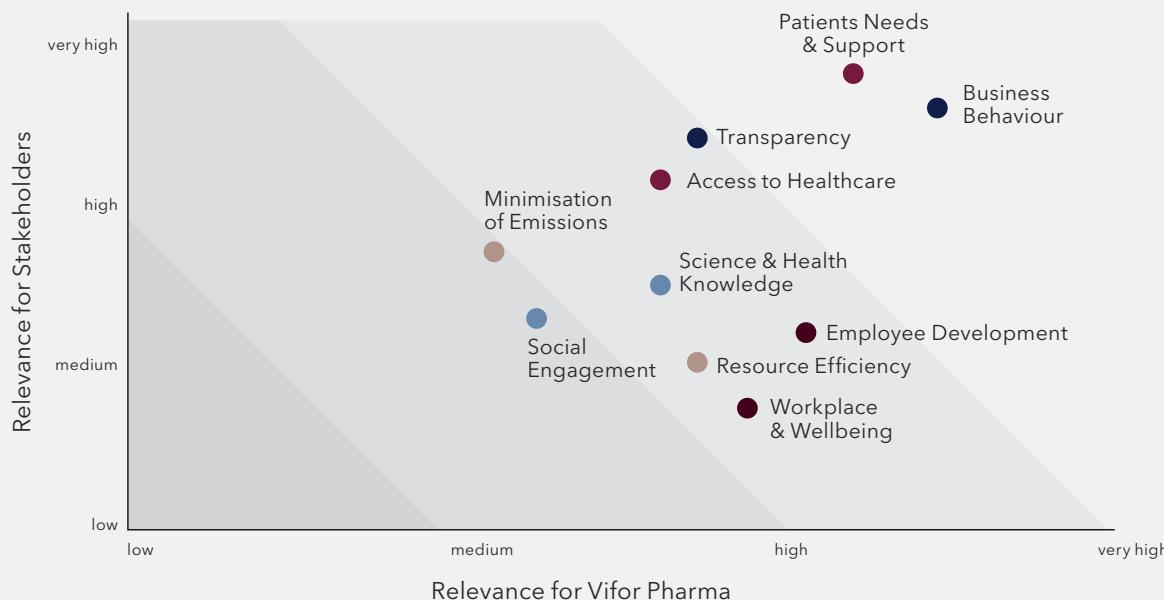
Within each of the pillars, two areas were identified by the Responsibility Committee where we believe we can make a difference. We trust these Focus Areas contribute to a more sustainable future and the company's long-term success. At the same time, they guide our engagements and help us meet our stakeholders' expectations. The Focus Areas reflect our mid-term focus and are adaptive to developments and change.

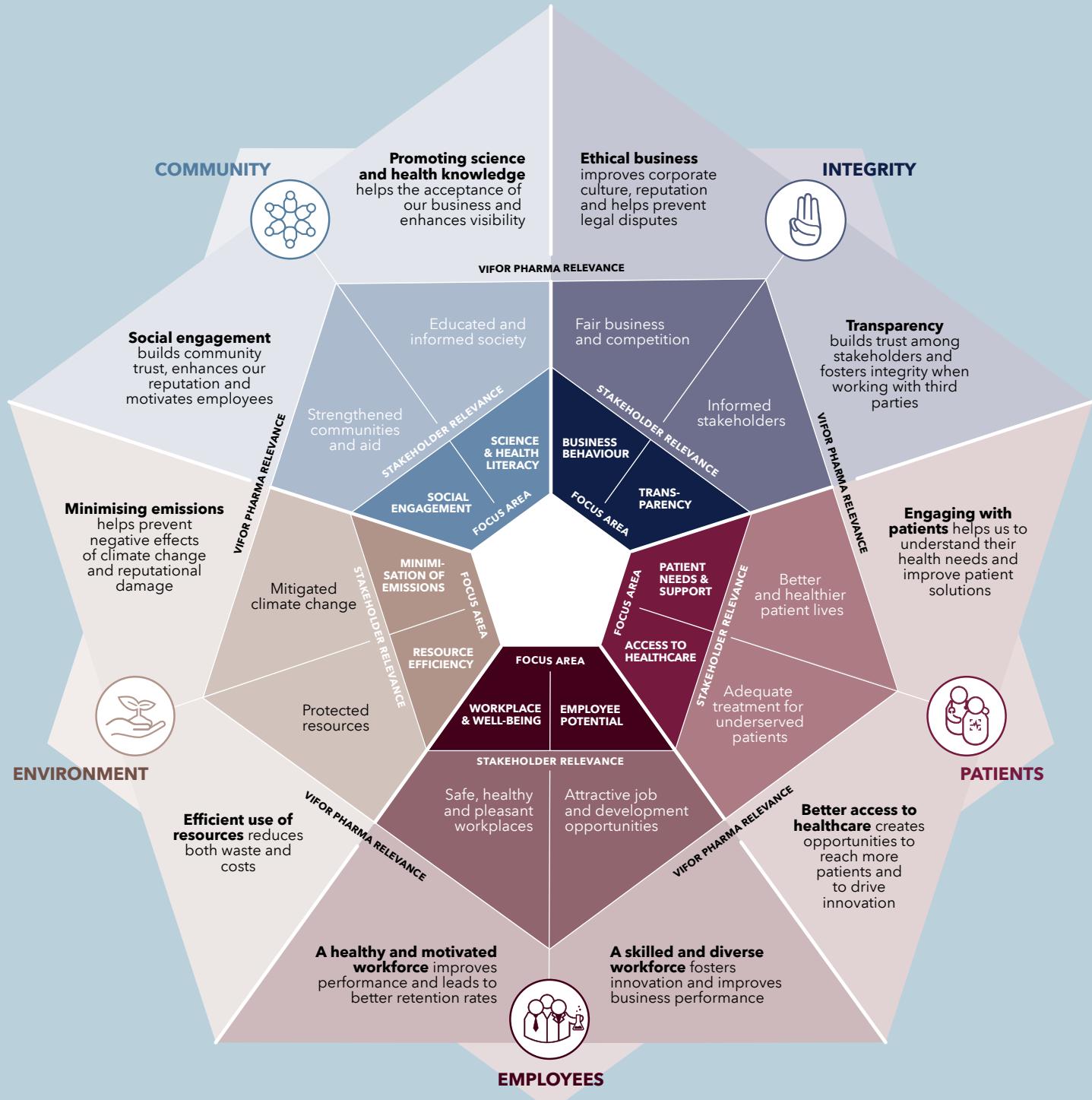
The Five-pillar model allows us to take a structured, holistic view. At the same time it provides for a lean and efficient approach to meeting the company's responsibilities, while contributing to the overall company strategy. It's a fit-for-purpose structure applicable to the whole company, linking numerous functions and work streams.

## IDENTIFYING MATERIAL AREAS

In 2018, Vifor Pharma's Responsibility Committee assessed the relevance and impact of the responsibility areas on our stakeholders and on Vifor Pharma. Consisting of experts in the relevant fields, the members of the Responsibility Committee ranked the ten Focus Areas on a scale from low to very high with regard to their relevance and impact, both from the company's and our stakeholder's point of view.

The results provided the Committee with valuable insights to consider when assessing which areas are of particular importance. It allows us to prioritise and further develop our Corporate Responsibility approach, and to adapt our measures, objectives and communications about non-financial information accordingly, providing a meaningful picture of our measures and our impact.





## **WE CONDUCT BUSINESS WITH INTEGRITY**

**We are highly committed to integrity and ethical behaviour. We protect the rights of our employees and stakeholders, and we foster trust through transparency.**

Integrity and ethical behaviour are vitally important at Vifor Pharma. We act in good faith and respect applicable laws and regulations. We fight misconduct and protect our employees and stakeholders. We are committed to transparency and openness to foster integrity and build trust.

## FOCUS AREA **BUSINESS BEHAVIOUR**

Conducting business in an ethical manner leads to fairness and encourages competition. It improves corporate culture, enhances our reputation and helps prevent legal disputes.

Approaching business in an ethical way enables us to compete fairly, achieve our full potential as a company, and meet the needs and requirements of all our stakeholders. As a pharmaceutical company, we are subject to strict national and international regulations. We work actively against any form of bribery and corruption. Our employees are trained on compliance matters and expected to report violations, supporting ethical business behaviour.



## MANAGING ETHICAL BUSINESS BEHAVIOUR

At Vifor Pharma, we do not tolerate any form of bribery or corruption and actively fight misconduct. The Vifor Pharma Group '**Code of Conduct and Business Ethics**' sets forth the key expectations regarding ethical business behaviour. It provides guidelines for ethical conduct based on our values and applies to everyone at Vifor Pharma.

A Group-wide **Compliance Network** oversees the compliance processes and training implemented across our functions and local organisations.

In our '**Suppliers Code of Conduct**', we encourage our suppliers (e. g. suppliers of goods, service providers, contract manufacturers, consultants etc.) to join our efforts towards sustainable development and request them to adhere to well-established principles of ethical business as laid down in the code.

In 2018, we focused on systematically strengthening the **compliance culture** throughout the company. Measures included an update of local anti-corruption guidelines, the expansion of our group-wide Compliance Network and a risk-based data privacy compliance programme.

## ANTI-BRIBERY, ANTI-CORRUPTION

Our products are sold in more than 100 countries. Most of these countries have established anti-corruption laws and industry codes in place, prohibiting bribes or kickbacks.

To set a global standard on how the company conducts business, we have introduced a global '**Anti-Bribery and Anti-Corruption Directive (ABAC Directive)**', applying to all employees of the Vifor Pharma Group.

The company's '**Third Party Engagement, Training, Monitoring & Auditing Procedure**' describes the process for the evaluation, establishment and management of relationships with third parties that comply with applicable anti-corruption laws and regulations in the countries in which Vifor Pharma operates.

## SPEAKING UP

Our employees are expected to report any cases of suspected or actual violations of the law or of a Vifor Pharma regulation. To facilitate this,

a **speak-up hotline** gives employees a safe, anonymous, round-the-clock and multi-language platform to voice their concerns.

In addition, an internal **misconduct reporting policy** outlines the process employees are expected to follow in cases of suspected misconduct, and sets out the principle of anti-retaliation.

In Switzerland, employees may use the services of '**Movis**', a **confidential external point of contact** for instances related to personal integrity violations, including bullying, sexual harassment and discrimination.



365 DAYS  
24/7

## INTERNATIONAL SPEAK-UP HOTLINE

COUNTRIES



18

LANGUAGES



10

## DATA PRIVACY

Vifor Pharma's **data privacy programme** has been further embedded in the organisation as a fundamental aspect of respect for patients, employees and other individuals with whom we interact.

Training and awareness remains an important focus of the programme. The **Group Data Protection Officer (DPO)** reports directly to the General Secretary, underpinning our commitment to data privacy.

The '**General Privacy Notice**' for employees in Switzerland and EU member states explains how the company collects and uses the personal data provided by employees and why such data is being processed. It also outlines the rights of employees in relation to their personal data.

In the U.S., Relypsa's '**Privacy and Data Security Policy**' governs the collection, handling and disclosure of personal information and ensures that it is done in accordance with applicable law.



## HUMAN RIGHTS

The Vifor Pharma Group recognises its responsibility as a global pharmaceutical company and employer. We are committed to supporting and respecting human rights in their generally accepted form. We respect established labour rights and the freedom of association.

At the Vifor Pharma Group, we follow generally accepted ethical standards for the protection of human rights and regarding the prohibition of child or forced labour, human trafficking and modern slavery. We are committed to ensuring that necessary steps are taken to prevent any form of human rights violation in our organisation.

We sensitise our employees and suppliers to this important topic. To ensure that they uphold our principles on human rights, our employees are encouraged to report any incident relating to potential human rights violations so that appropriate action can be taken.

## TESTIMONIAL HORACIO GHIDINI

REGIONAL LEGAL & COMPLIANCE DIRECTOR LATIN AMERICA - BUENOS AIRES, ARGENTINA

In the eight years I have been working for Vifor Pharma, I have witnessed a significant shift within the industry and a general tendency towards a more rigorous environment.

We find that healthcare professionals are ever more comfortable with long-term relationships based on scientific evidence and built on trust. This is exactly what Vifor Pharma stands for.

When implementing our group-wide 'Anti-Bribery and Anti-Corruption Directive', we have to understand that each country has its own regulatory and legal environment. In every case, we have reviewed our company policy and guidelines in the context of local laws and trade associations' codes of conduct. We train our employees, sales organisations and partners, to comply with all relevant provisions.

Compliance rules can be open to interpretation, so we invest a lot of time educating our people and partners to understand the rationale behind each guideline, as well as the risks of non-compliance. Training is important; we always focus on real life situations, encouraging everyone to speak up, challenge and make suggestions. The aim is to empower our people to make sound decisions, demonstrating full commitment to integrity and ethics.



## FOCUS AREA **TRANSPARENCY**

Transparent dealings lead to informed stakeholders. By sharing relevant information, we also seek to build trust and foster integrity.

By being transparent and open with medical and non-medical stakeholders, we believe we can drive improvements in healthcare and achieve better results for patients and for our business. We are committed to sharing and exchanging relevant information, clinical data and best practice. We strive to be open about our relationships, especially with Health Care professionals and Health Care Organisations, in order to build trust.



## DISCLOSURE OF TRANSFER OF VALUE

We believe that exchanging information and best practice with healthcare professionals and organisations on innovative treatments, drives better healthcare and patient outcomes.

We are committed to transparency when it comes to these collaborations. Applicable **payments and contributions** to healthcare professionals and organisations are disclosed according to applicable national law, such as the U.S. Payments Sunshine Act, and relevant regulations, for example the Disclosure Code of the European Federation of Pharmaceutical Industries (EFPIA). More information can be found on our corporate website.

To ensure greater transparency, Vifor Pharma supports the disclosure of payments and contributions at an individual level. At the same time, we respect applicable privacy laws and data protection provisions. For this reason we collect prior consent from recipients, before disclosing any transfer of value. To make the disclosures more meaningful and to further enhance transparency, we aim to maximise these **consent rates**.



In 2018, a dedicated IT-based project was launched, following an in-depth **transparency process assessment**. The project aims to improve the collection and quality of reportable data across different functions and entities. This is to be seen as part of our continuous effort to improve the quality of reportable data.

## CLINICAL TRIAL RESULTS DATA

Vifor Pharma is committed to publishing **information on our clinical research**. It is registered and reported using publicly accessible websites, sponsored and endorsed by regulatory authorities, such as ClinicalTrials.gov in the U.S. and the EU Clinical Trials Register in Europe.

Upon request and following specific criteria, we provide academic researchers with **access to clinical trial data**. We do so by following the 'Principles for Responsible Clinical Trial Data Sharing' issued by the European and U.S. pharmaceutical industry bodies.

**INTEGRITY**

BUSINESS BEHAVIOUR

**TRANSPARENCY****PATIENTS**PATIENT NEEDS & SUPPORT  
ACCESS TO HEALTHCARE**EMPLOYEES**EMPLOYEE POTENTIAL  
WORKPLACE & WELL-BEING**ENVIRONMENT**RESOURCE EFFICIENCY  
MINIMISATION OF EMISSIONS**COMMUNITY**SOCIAL ENGAGEMENT  
SCIENCE & HEALTH KNOWLEDGE**ADVOCACY**

At Vifor Pharma, we believe it is important to encourage the development of **sound public policy** to serve our stakeholders and society as a whole. We therefore follow political discussions relevant to our business, and we may selectively provide input using our expertise.

We have established internal **standards for political engagement** to ensure that any such activity is aligned with the best interests of the company and our stakeholders.

Vifor Pharma supports advocacy for a favourable and sustainable business environment, as well as public policies that expand and speed up access to high quality healthcare. In 2018, we registered with the **EU Transparency Register**, a database of stakeholder groups that engage directly with EU institutions on policy issues. It was created by the European Parliament and the EU Commission.

We are a member of a number of **trade associations** that advocate on behalf of our industry and for the policy positions we commonly share. Our trade association memberships in 2018 included:

- European Federation of Pharmaceutical Industry Associations, EFPIA
- EUCOPE, The European Confederation of Pharmaceutical Entrepreneurs
- Round Table of Companies at EURORDIS, Europe's leading rare disease patient group
- SwissHoldings, the Federation of Swiss based multinational enterprises
- scienceindustries, Swiss business association for the chemistry, pharma and biotech industries
- Various national pharmaceutical industry bodies



# PATIENTS

## WE FOCUS ON PATIENTS

**Patients are at the centre of everything we do. By understanding their needs, we can help them live better and healthier lives. With improved access to healthcare, more patients can benefit.**

We engage with patients and patient groups to understand their needs so that we can develop innovative therapeutic solutions. Our clinical research is conducted in a patient-oriented and ethical manner, with strict measures in place to ensure patient safety. We work to improve access to medicines for underserved patients.



## FOCUS AREA **PATIENT NEEDS & SUPPORT**

By actively engaging with patients, we can better understand patients' needs and develop and offer improved therapies. Ultimately, this helps them lead better and healthier lives.

Putting patients at the centre of everything we do means responding to their needs. This requires us to understand their burden, and to find out where and how we can provide meaningful support. It means listening to and supporting patient organisations, to learn how we can develop solutions that will make a real difference.



DANIEL, HUMAN RESOURCES DIRECTOR, CHRONIC KIDNEY DISEASE PATIENT

## THE PATIENT PERSPECTIVE

As we strive to understand the needs of patients, we listen carefully to their experience.

In a **patient interaction session**, Nick Hartshorne-Evans visited our operational headquarters in 2018. Nick is the founder of the Pumping Marvellous Foundation, a UK-based heart failure patient organisation. In 2010 he was diagnosed with heart failure at age 39 after suffering a rare viral infection. Feeling there was a lack of help available for patients with his condition, he decided to set up a support network. Ever since he has helped patients across the UK deal with the day-to-day challenges of living with heart failure.

In 2018, our colleagues from Vifor Pharma Australia supported the launch of two **patient community stories** via Medicine X in 2018, on Iron Deficiency in Inflammatory Bowel Disease and in Women's Health. Medicine X is a portal comprised of physicians, illustrators and writers who provide information on the disease that is easy to understand through patient stories. Each story is reflective of their journey as they live with their condition.



NICK, FOUNDER OF THE PUMPING MARVELOUS FOUNDATION, CHRONIC HEART FAILURE PATIENT

## PATIENT TOOLS AND SERVICES

Where meaningful and appropriate, we aim to introduce or support programmes dedicated to the needs of patients, helping them to live a better and healthier life.

In Sweden, we introduced a **personalised patient service** programme in collaboration with a local healthcare partner in 2018. Aligned with the healthcare professionals responsible for the individual patient's treatment, the programme offers specific support over a given period of time, including regular nurse calls, SMS reminders and disease-related information.

Our **patient support programme** Nefralia® in Spain offers support to Chronic Kidney Disease

(CKD) patients. In collaboration with Spanish patient organisations and medical societies, CKD patients are provided with information and interaction opportunities. A variety of educational tools offer practical information, such as cooking lessons and nutritional information.



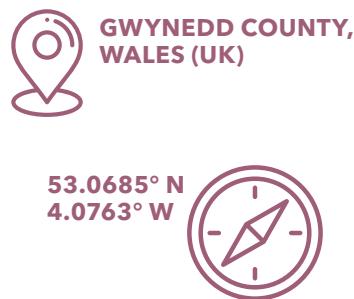
## ENGAGEMENT WITH PATIENT ORGANISATIONS

We recognise the extraordinary work by patient organisations to increase the wellbeing of the patients they represent. Wherever appropriate, we may provide them with financial **or in-kind support**.

Our preference is to contribute to specific projects that are to the direct benefit of patients. Various **collaborations with patient organisations** exist throughout the company, often linked to local projects and initiatives.

Highlights in 2018 included:

- Vifor Pharma in Germany joined forces with 'Bundesverband Niere', Germany's national organisation of dialysis patients, and published an article on **dietary recommendations** in the organisation's patient publication 'Der Nierenpatient'.
- In collaboration with 'France Rein', the French national association for kidney patients, Vifor Pharma in France developed an **information brochure** on iron deficiency in chronic kidney disease patients. It contains comprehensive information on iron and its use in the body, as well as nutritional advice.
- Vifor Pharma in the UK supported the Pumping Marvellous Foundation and its '**Parallel Hearts**' project. It centred on a challenge to draw parallels between the exertion levels required for 'healthy' people to complete a physically strenuous task compared to the daily challenges, such as stair climbing, for heart failure patients. A group of our employees joined the challenge and climbed up Mount Snowdon in Wales, wearing heart monitoring equipment to show the level of exertion reached.
- Vifor Fresenius Medical Care Renal Pharma kicked off an **engagement platform** with Europe's leading Vasculitis patient groups to collaborate on a range of disease awareness activities.



1,085 METRES

## TESTIMONIAL SANGEETHA ANAND

GLOBAL HEAD MEDICAL INFORMATION & LIBRARY SERVICES – ZURICH, SWITZERLAND

Patient-centricity is a testament to Vifor Pharma's social commitment. It's our responsibility to look at the world through the eyes of a patient, as so many things can make a difference to the patient's world.

We can learn so much from patients. For example, our work in anti-neutrophil cytoplasmic auto-antibody-associated vasculitis (ANCA-associated vasculitis), a debilitating rare disease, focuses on listening to those affected, and analysing their concerns. Pulling together the frustrations, problems and information needs of patients, contributes to a better overall understanding of the burden of the disease. This helps us to provide patients with meaningful information, empowering them and making it a less lonesome experience.

The job I do every day is directly linked to patients. People call, write or fax asking for information. Often, we're their last resort and

they're frustrated. I can totally empathise with this as I have a child with autoimmune disease and ten years ago, I was calling pharma companies and university hospitals in search of effective treatment options. I understand the situation of someone trying to get information about promising treatments. We operate within highly regulated boundaries, but wherever possible, we try to go the extra mile and provide patients with individual support.

The work done by employees on occasions may be far from the immediate needs of the patient, but we're one company, and as far as patients are concerned, we speak with one voice. When you think about the patient's world, you realise that even small actions can make a big difference.



## FOCUSING OUR WORK ON PATIENTS

To deepen our understanding of patients and to dedicate ourselves to their needs, we continuously sensitise employees, our business partners and senior management, to our **commitment to patient centricity**.

In 2018, we updated our internal '**Patient Initiatives Portal**'. It raises the visibility of patient-related activities taking place throughout the company and brings patient voices together. This provides us with insights from country perspectives and with an overview on initiatives across the Group, bringing the patient experience to light.

**Patient safety** is critically important to us. We have strict drug safety and reporting systems and processes in place. All necessary steps have been taken to ensure that the patients using our products, benefit from them and risk minimisation activities are in place. We continuously and systematically monitor the safety and benefit-risk profile of our products, and communicate with health authorities and patients in accordance with all applicable laws and regulations. We also conduct regular internal training on drug safety that is mandatory for all employees.

In 2018 we joined the **European Alliance for Access to Safe Medicines**, to demonstrate our commitment to the safety of the patients we serve.

## PATIENT-CENTRIC & ETHICAL SCIENCE

Ethical research is fundamental to creating safe, effective medicines.

The Vifor Pharma Group conducts research activities in accordance with strict company policies and procedures, as well as recognised international standards for 'Good Clinical Practices' (GCP) and 'Good Laboratory Practice' (GLP). We respect the rights of individuals involved in our research activities and disclose the purpose and nature of clinical studies.

We strictly adhere to applicable animal welfare laws, industry codes and standards relating to the responsible treatment of animals in research. We comply with the principles of the 3Rs (Reduce, Refine, Replace) and are committed to the development of new medicines using scientifically validated alternative testing methods that do not require animals. In situations that require the use of animals to conduct research, it is our responsibility to ensure animals are treated respectfully and with a high level of ethical concern.



## FOCUS AREA **ACCESS TO HEALTHCARE**

Improved access to healthcare enables underserved patients to receive adequate treatment. It also creates opportunities to reach more patients and to drive innovation.

Many patients do not have access to the treatment they need. This may be because of affordability, bureaucracy, poor local health policies, or natural disasters. A proactive approach to improving access to medicines can help ensure more people receive the treatment they need. It may also lay the foundation for advancing innovative solutions.



SAM, LAWYER, MOTHER OF TWO, IRON DEFICIENCY PATIENT

## ACCESS PROGRAMMES

In certain situations and where allowed by applicable laws, we may consider to entering strictly regulated '**Managed Access Programmes**' to provide fast treatment to patients suffering from a serious condition that could be addressed by one of our investigational products.

For example:

- In 2018, in light of a high unmet need in ANCA-associated vasculitis, a rare disease, we offered a product free of charge under a dedicated programme for selected patients in four European countries.

Apart from these programmes, Vifor Pharma may choose to provide preferential access to medicines and support in **emergency situations**, such as natural disasters or other exceptional circumstances that require patients to receive their medicine quickly.

## DEVELOPING TREATMENTS FOR PATIENTS, MAKING A DIFFERENCE TO THEIR LIVES:



## ADVOCATING FOR ACCESS

Our commitment to working towards better access to medicines is best demonstrated through our efforts to ensure that patients get the treatments they need.

We recognise that the economic and healthcare environment differs from country to country and a variety of factors can act as barriers to access. Overcoming such barriers relies on the commitment of many different actors. We do what we see as our part by investing in innovative and effective treatment solutions, and by sharing our knowledge and expertise by advocating for **improved access** and by engaging with stakeholders such as payers, policy makers and patient groups.

A good example of this is our participation in the '**Mechanism for Coordinated Access to Orphan Medicines**' that we started in 2018.

It's an initiative aimed at fostering early dialogue between manufacturers, payers and patient groups to help speed up access for patients in EU Member States.

For Vifor Pharma, **sound pharmaceutical legislation** and approval processes are essential to ensure patients receive safe and effective medicines. Fair remuneration of scientific innovation and the protection of intellectual property are key to sustaining incentives for the future development and supply of medicines.

We firmly believe that patients deserve the **best available treatment** – there should be no compromises on healthcare. Patients should receive the most appropriate treatment for their condition as decided by the treating physician, rather than being dictated by cost-driven considerations.

**S  
U  
S  
T  
A  
I  
N  
I  
C  
E  
E  
M  
P  
L  
O  
Y  
E  
R**

## **WE VALUE OUR EMPLOYEES**

**Employees are our most valuable resource. We are committed to supporting career development and fostering a diverse workforce. We seek to offer a safe and attractive work environment.**

We want our employees to grow and develop in their roles, while sharing the same core values. We encourage and support diversity and inclusion, and want to make sure we support upcoming talent in the best way possible. For our employees to feel inspired and motivated, we strive to offer a safe, stimulating, healthy and flexible workplace, putting an emphasis on a sound work-life balance.



## FOCUS AREA **EMPLOYEE POTENTIAL**

Fostering a skilled and diverse workforce yields attractive job and development opportunities. It also drives innovation and improves business performance.

Our employees' knowledge and dedication is important to our ability to research, develop, manufacture and market our therapeutic solutions. Therefore, attracting, retaining and motivating highly skilled people through career development is vital. We value diversity and inclusion as a cornerstone of ensuring the right talent and allowing creativity and innovation to thrive. At the same time we invest in and support future generations through dedicated programmes.



## EMPLOYEE DEVELOPMENT BY THE NUMBERS:



### EMPLOYEE DEVELOPMENT



Vifor Pharma is proud of its '**Vifor Pharma Academy**'. This holistic training hub offers development of personal skills across a broad range of competencies.

Employees can attend tailor-made training and development programmes. The Academy consists of eight sub-academies, spanning six different functions. In 2018, we added open courses and training in the field of Technical Operations. A total of 159 of our managers and leaders graduated from the Vifor Pharma Leadership Academy in 2018.

In 2018, we began to standardise the '**Lunch & Learn sessions**' that are very popular among our employees. The regular sessions consist of presentations on all kinds of topics relevant to the company and are offered at various sites. The presentations are followed by a lunch offered by Vifor Pharma. It's a great platform to learn new things, promote internal projects, and to connect with colleagues.

Vifor Pharma offers its employees '**ACT' team-building sessions** (Accelerating Change Together), developed in collaboration with the University of St. Gallen. They are designed for teams working together, covering topics such as change management and improving effectiveness.

We also offer our employees the '**MBTI**' (**Meyers-Briggs Type Indicator®**), a psychometric tool based on analytical psychology. By the end of 2018, more than 400 Vifor Pharma employees had already completed the MBTI.

In 2018, numerous local and **specific employee training courses** were provided to employees throughout the company.

Highlights included:

- Our Lisbon site conducted an '**OpEx Day**', OpEx standing for Operational Excellence. A total of 65 employees participated in this full day event where they learned about new approaches in the production process.
- Vifor Pharma in Australia offered its employees a '**3D Negotiation Training**', a sophisticated negotiation technique, upskilling the organisation with a multi-dimensional negotiation strategy.

## DIVERSITY & INCLUSION

The potential of our employees is best demonstrated by looking at **diversity through the numbers:**

- In 2018, the Vifor Pharma Group had 2,700 employees in 34 different locations in 27 countries spanning 61 nationalities.
- Over 51 % of our employees are women, and 43 % of our management is female.
- Over a quarter of our workforce are over 50 years of age, bringing with them a lifetime of experience from various disciplines and from around the world.

In 2018, we established diversity & inclusion as components of our **talent recruitment**. When filling an open position, our global recruitment team was trained and sensitised to consider aspects such as gender, age, background, disabilities, etc. This helps us to proactively foster a diverse workforce.

In 2018, Relypsa supported the '**Healthcare Businesswomen's Association**' (HBA). The global non-profit organisation aims to foster the advancement of women in the healthcare business. Relypsa offered HBA membership to all its employees and to cover the membership fees.

Vifor Pharma in Switzerland collaborates with the federal Disability Insurance agency ('IV') on specific **work re-integration internships**. Over a given period people who have lost their work due to an accident, injury or sickness are offered an internship. The aim is to re-integrate them into the labour market by gradually ascertaining their working capabilities. A target agreement guides the internships, and interns are closely monitored and supported by the agency and Vifor Pharma's Human Resources department.

### DIVERSITY & INCLUSION AT VIFOR PHARMA (2018):

NATIONALITIES  
GLOBALLY

/ **61**

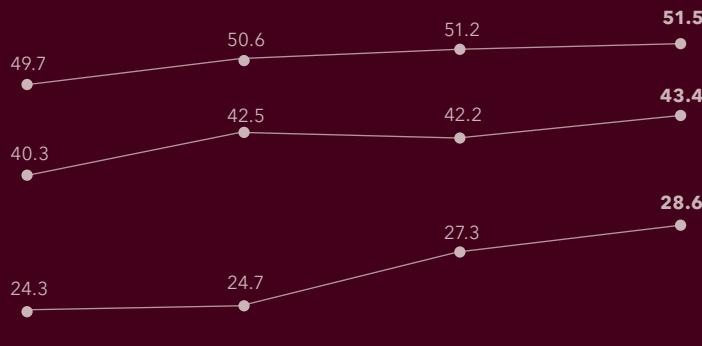
**2,700**  
EMPLOYEES



**34**  
LOCATIONS



**27**  
COUNTRIES



**51.5% PERCENTAGE OF WOMEN**

**43.4% PERCENTAGE OF WOMEN IN MANAGEMENT FUNCTIONS**

**28.6% PERCENTAGE OF EMPLOYEES OLDER THAN 50**

**50+**

## TESTIMONIAL ROMAINE DULONG DE ROSNAY

HUMAN RESOURCES BUSINESS PARTNER – ZURICH, SWITZERLAND

When new people join us from other organisations, they quickly understand what makes us unique. We have a specific culture, characterised by the values of entrepreneurship, respect and teamwork that are lived throughout the company.

Due to our rapid growth and size - we're not too small and not too big - there are many internal opportunities. I joined the company's headquarters three years ago and ever since I've been able to learn on the job and gain more responsibility. We help our people develop with structured learning through the Vifor Pharma Academy. It's an important element of our attempt to create an environment that empowers people to grow and innovate.

We have invested time and effort into creating an environment that is pleasant to work in and in which people can thrive. At our headquarters in Switzerland we began last year to set the template for a work environment that is ideally adapted to today's collaborative way of working.

Recognising that people are our greatest asset requires attentive listening. Our latest annual employee engagement survey revealed high appreciation for our culture and the many opportunities for learning and advancement at Vifor Pharma. It also shows where we can improve. This is key for continuing to foster our unique culture and support the development of Vifor Pharma.



## VALUES

In 2018, Vifor Pharma rolled out its new **global set of core values**: Entrepreneurship, Respect and Teamwork.



The values are now gradually implemented into all processes at Vifor Pharma, including the recruitment and employees' regular progress and development evaluations.

Originally introduced by Relypsa, the global '**Values in Action Award**' aims to honour employees who demonstrate exceptional behaviour related to our values and who serve as role models for our culture.

## FUTURE TALENTS

Since 2014, we have been running our '**Life Science Student of the Year**' challenge, targeting students and recent graduates.

Applicants are asked to deliver a small business case study on a pre-defined topic, and the winner is awarded a three-month paid internship at Vifor Pharma (worth ten thousand Swiss francs). The award is conducted in cooperation with Universum Global, a renowned global employer branding firm.

In addition, we offer each year a two-year **Graduate Programme** for life science graduates (BSc/ MSc/ PhD). The graduates rotate through several departments and sites during the course of the programme.

In 2018, we had a number of **local talent initiatives** in place to develop future talent. Highlights included:

- The operational headquarters in Switzerland and several sites and affiliates regularly offer **internships** for talented young people. Relypsa also offered a **Summer Internship Program** for ten interns, providing them with hands-on learning experience within several functions.
- Our Swiss sites all celebrated '**National Future Day**' on which hundreds of businesses, and academic public institutions across the country open their doors for children from fifth to seventh grade. They were invited to take part in specific programmes that our sites had prepared for them.
- At OM Pharma, a dedicated visitor and **training day for pharmacy students** from the University of Geneva was organised, where they were introduced into practical elements in modern pharmaceutical production.
- Throughout Switzerland, we had a total of 31 **apprentices** employed in 2018.



PHARMACY STUDENTS VISITING OM PHARMA PRODUCTION SITE IN GENEVA

## FOCUS AREA **WORKPLACE & WELL-BEING**

By focusing on safety and well-being, we can create healthy, pleasant and inspiring workplaces. These help to motivate employees, improve performance and lead to better retention rates.

Creating an attractive and safe working environment and encouraging a positive work-life balance are essential to the physical and mental well-being of our employees. We believe this increases motivation, productivity and our overall performance. It also helps to minimise absence through injury or illness. We listen carefully to our employees and try to improve steadily according to their needs.



NEW BISTRO AREA AT THE OPERATIONAL HEADQUARTERS IN ZURICH

## WORKPLACE ENVIRONMENT

Vifor Pharma seeks a **workplace free of harassment and discrimination**. Any discrimination on the basis of race, colour, age, gender, sexual orientation, ethnicity, disability, religion, political affiliation, union membership or marital status is not tolerated.

Vifor Pharma's **Code of Conduct and Business Ethics** is very clear on this issue. A round-the-clock emergency number is provided to all employees where, among other things, sexual harassment, discrimination and workplace violence can be reported.

We also seek to offer our employees a modern working environment. The major **office refurbishment** at Vifor Pharma's operational headquarters ("Project Casa") was partially concluded in 2018. Several departments started to work in a new and modern working

environment that allows for better cooperation and exchange with colleagues. The project involved employees from the beginning, identifying their needs and addressing aspects such as light, atmosphere and social interaction.

In 2018, the Spanish Affiliate obtained a **certificate for being a 'Socially Responsible Company'** by the Alares Foundation, a local non-profit organisation.



NEW WORKPLACE ENVIRONMENT AT THE OPERATIONAL HEADQUARTERS IN ZURICH

## SAFE WORKPLACE

In 2018, our Lisbon site organised a '**Safety Day'**, combining it with a '**Bring Your Kids to Work Day**'. Employees' children were invited to tour the plant with their parents, while safety experts explained to them the importance of safety in the work environment. The children learned how to put on personal protection equipment, painted emergency signs and sang a rap song about safety. In his closing remarks, site manager Nuno Moreira told the children: "Luck takes a lot of work. We follow all these safety measures every day so that at the end of the day, we can go home safely to you". Only a few weeks earlier, the Lisbon site celebrated 1,500 days without any accident.

Our Swiss production sites conducted a range of **safety-related initiatives** during 2018. Highlights included:

- a near missed accident and dangerous situations exercise at the Fribourg site;
- a prevention campaign including specific safety trainings such as first-aid courses at our Geneva site;
- safety, first aid and firefighting trainings together with an evacuation drill at our St. Gallen site;
- implementing visual management boards with safety performance indicators to improve overall safety at our Ettingen site.

Our local affiliates also engaged in various safety measures and initiatives. Examples include:

- At our French affiliate, the local 'Health and Safety Committee' meets on a quarterly basis to discuss safety-related issues.
- In 2018, our field-based employees in Spain who are required to visit clients by car received a free safe driving course.



CHILDREN PARTICIPATING AT 'SAFETY DAY 2018' AT THE SITE IN LISBON

## EMPLOYEES' VOICE

A directive for all **staff committees and works committees** based in Switzerland sets out their objectives, duties and responsibilities.

These committees contribute to workplace-related issues and may put forward workplace-related proposals to the local management. In 2018, the members of the staff and works committees received special trainings on their rights, duties and legal obligations. Several affiliates also have their own local **employee forum or committees** in place.

In 2018, a first Group-wide '**Employee Engagement Survey**' was conducted. The overall company engagement score was 76 %, meaning that more than three quarters of our

employees would recommend Vifor Pharma as a great place to work. It's important to us to listen to the views of employees and to put their ideas into action.



## BALANCING WORK AND LIFE

At Vifor Pharma, we want to offer modern working opportunities to help bring the right work and life balance.

We offer our employees a modern **home office policy** and a recently revised **parental leave** arrangement.

Throughout Vifor Pharma, there are a number of **employee assistance programmes**, each adjusted to local circumstances. As an example, in 2018, Vifor Pharma in Germany began working with '**pme familienservice**' an external support service for employees and their families, in areas including child assistance, coaching, relocation services and domestic support. Other affiliates have their own local arrangements.

We strive to create a **healthy working environment** for our employees, while at the same time supporting them in living a healthier and mindful life - inside and outside the workplace. Initiatives in 2018 included:

- At Relypsa, employees were provided with **Weekly Wellness Tips** on a wide range of health topics, including how to manage stress, healthy recipes and mental health. During the second voluntary **Health & Wellness Week**, employees were motivated to live a healthier lifestyle, with each day of the week offering health-related activities.
- Our Australian office engaged in Virgin Pulse's '**Global Challenge**' in 2018. The 12-month programme's goal is to reduce stress levels, boost corporate culture and increase job satisfaction and productivity. It does so by addressing wellbeing elements such as physical activity, nutrition, sleep and mental wellbeing.

**WE CARE ABOUT THE ENVIRONMENT**

## WE CARE ABOUT THE ENVIRONMENT

**Protecting and caring for the environment is essential to the way we conduct business. We focus on the efficient use of resources and on minimising our environmental impact.**

We are committed to the efficient use of resources, including by implementing targeted efficiency measures. We strive to reduce the environmental impact of our business activities. In particular, we aim to reduce emissions at our production sites and to explore environment-friendly transportation solutions.



## FOCUS AREA **RESOURCE EFFICIENCY**

Increasing resource efficiency and awareness of our environmental impact protects scarce resources, while in turn reducing waste and economic costs.

The manufacture of our products generates waste and requires resources such as water and energy. Non-renewable resources become scarce over time and their costs increase. We put an increased emphasis on resource conservation, efficiency measures and waste management. A conscious and efficient use of resources is seen as crucial for a sustainable and successful business.



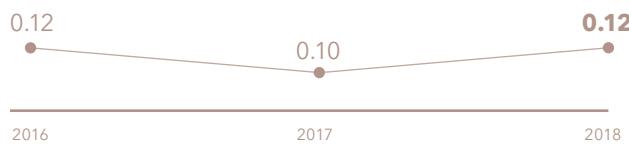
## ENVIRONMENTAL MANAGEMENT **(ISO 14001)**

The Vifor Pharma Group is committed to the highest environmental standards. All our production sites are certified by ISO 14001, the international standard for environmental management. It sets out the requirements for an environmental management system and helps organisations improve their environmental performance through efficient use of resources and reduction of waste. Benefits include:

- cost savings due to greater emphasis on use of resources;
- waste and energy management;
- reduced impact of operations on the environment;
- continuous improvement processes embedded in the company's objectives;
- comprehensive legislative awareness and compliance.

## ENERGY

The Vifor Pharma Group's total **energy consumption** at its main sites in 2018 was 193,559 GJ, representing an increase of the energy intensity ratio (total energy consumption per thousand CHF net sales) from 0.10 to 0.12. compared to the previous year. The main reason for this increase is a revision of the measurement standards. This provides for more detailed and accurate data.



**TOTAL ENERGY CONSUMPTION  
PER THOUSAND CHF NET SALES  
(GJ / TCHF)**

All Vifor Pharma production sites in Switzerland obtain 100 % of their electricity from hydropower. The Lisbon site has signed a new energy contract that envisages the supply of 100 % renewable hydro-electricity from 1 January 2019. Worldwide, the Vifor Pharma Group covers 42 % of its energy needs with electricity and heating from renewable sources, i.e. hydro-electric power, independently generated electricity from

photovoltaics (less than 1 % of total energy consumption), and district heating. The remaining energy consumed stems from non-renewable sources, i.e. heating oil, natural gas, diesel and petrol.

To **increase energy efficiency** further, our production sites and subsidiaries introduced various measures in 2018. Highlights included:

- The site in St. Gallen installed additional flow meters at various locations in the production building to better regulate compressed air consumption. In addition, the energy consumption of chillers was reduced. This resulted in savings of approximately 60 MWh (or 1.5 % of total energy consumption).
- The Lisbon site improved its EU Energy Certificate from classification C to B-. This was achieved by replacing an old heat exchanger, new LED light bulbs and the use of photovoltaic energy production.
- The regulation of the production of cooling water and the resizing of circulation pumps at the Geneva site saved 5.93 % of electricity. At the same time steam production improvements and centralised heating of the site resulted in gas savings of 0.92 %

**TOTAL ENERGY  
CONSUMPTION**



**193,559 GJ**

AT PRODUCTION SITES

AT GENEVA  
SITE

**6%**  
ELECTRICITY  
SAVING



AT SWISS  
SITES



**100%**  
OBTAIN THEIR ELECTRICITY  
FROM HYDROPOWER

LISBON  
SITE

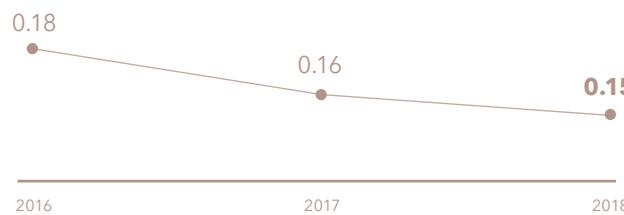
**100%**

RENEWABLE (HYDRO) ELECTRICITY  
SUPPLY WITH NEWLY SIGNED CONTRACT



## WATER

Water is mainly used in manufacturing processes. **Water consumption** at the production sites increased by 14 %, from 214,386 m<sup>3</sup> in 2017 to 244,387 m<sup>3</sup> in 2018. This increase can mainly be explained by the rise in production by 10 %. Some 71 % of the water is taken from municipal water suppliers. The rest mainly comes from spring water. In 2019, we will focus on reducing water consumption at our production sites.



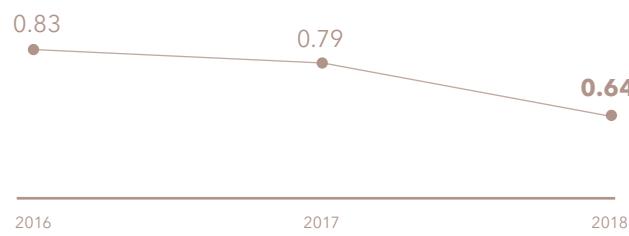
**TOTAL WATER CONSUMPTION  
PER THOUSAND CHF NET SALES**  
(m<sup>3</sup>/TCHF)

As water is a scarce resource, Vifor Pharma is continuously seeking to **reduce water consumption** by introducing different initiatives. Highlights in 2018 included:

- The Lisbon site implemented a waste water treatment to better comply with waste water regulation;
- As small things count, OM Pharma in Lisbon offers its employees a waterless car wash once a week. Instead of water, ecologic products are used and water consumption reduced.

## WASTE

A total of 72 % of the **waste generated** during manufacturing processes is non-hazardous. The total weight of waste decreased by 4 % in 2018, from 1057 t in the previous year to 1010 t in 2018.



**TOTAL WEIGHT OF WASTE  
PER THOUSAND CHF NET SALES**  
(KG/TCHF)

Some 20 % of the waste generated is recycled, while 79 % is incinerated as requested by law (regarding medical waste). In 2018, there was no

significant spillage. For 2019, we have set a target to increase our waste **recycling** rate by 5 %. We strive to continuously reduce waste generated by our manufacturing processes and business activities by recycling waste where possible. We also raise employee awareness regarding waste management.

In 2018 we focused on improving **waste disposal** and implemented several initiatives. Highlights included:

- At all our sites in Switzerland we have started eliminating disposable plastic cups.
- At the operational headquarters, employees received a refillable bottle.
- At our site in Fribourg, more than ten water dispensers with biodegradable and 100 % bio-based cups were installed.

## FOCUS AREA **MINIMISATION OF EMISSIONS**

Minimising emissions helps to mitigate climate change. This contributes to lowering costs associated with climate change, while at the same time protecting us from reputational damage.

Our manufacturing processes and business activities generate CO<sub>2</sub> and other air emissions. We understand that the impact of climate change, such as rising temperatures and shifting weather patterns, will also affect our wider business and operations. We are therefore committed to actively minimise our own emissions and to introduce measures that contribute to this.



SOLAR PANELS ON THE ROOFTOP OF THE LISBON SITE

## CO<sub>2</sub> EMISSIONS

In 2018, the Vifor Pharma Group's **CO<sub>2</sub> emissions** amounted to 17,063 t, representing an increase of the carbon intensity ratio (total greenhouse gas emissions in kg per thousand CHF net sales) from 3.4 to 5.1 compared to the previous year. The main reason for this increase is the expansion of our Scope 1 (direct emissions) and 2 (indirect emissions, including purchased energy) data and the reporting of Scope 3 data (all indirect emissions in the value chain, upstream and downstream) for the first time.

As a global pharmaceutical company, 53 % of our **total emissions** are indirect Scope 3 emissions. These include outbound logistics as well as air travel. Whereas 7 % are accounted for by indirect Scope 2 emissions, namely purchased electricity, and 40 % for direct emissions (Scope 1), including pharmaceutical production and production of heat for buildings. We will continue to improve our data in the coming years. From 2019, for example, we plan to include business travel by train and rental cars in our Scope 3 emissions.

Since 2013, Vifor Pharma each year takes part in the '**Carbon Disclosure Project**' (CDP). In 2018, a level of Engagement Score C was obtained. This confirms that Vifor Pharma understands how environmental issues influence its business model. CDP is an international non-profit organisation that maintains the largest global environmental database.

Our production sites in Switzerland have a **target agreement** with the Federal Office for the Environment (FOEN) to reduce CO<sub>2</sub> emissions and increase energy efficiency. The targets are agreed individually based on the potential at each site. An energy plan, covering efficiency measures identified as cost-effective by the EnAW (Energie-Agentur der Wirtschaft), sets out how the objective is to be achieved over a period of ten years. In return for their commitment, the sites are exempt from the national CO<sub>2</sub> levy applied to fossil fuels. As a result of these energy efficiency measures, CO<sub>2</sub> emissions were reduced by 13 t and energy consumption by 193 GJ in 2018.

### ENAW MEASURES IN SWITZERLAND RESULTING IN:

CO<sub>2</sub> EMISSION  
REDUCED BY  
**13 T**

ENERGY  
CONSUMPTION  
REDUCED BY  
**193 GJ**

## OTHER EMISSIONS

Manufacturing processes generate both CO<sub>2</sub> emissions and other significant air emissions, such as volatile organic compounds (VOC). We strive to minimise any **atmospheric emissions** deriving from our production and to protect the climate. Switzerland has an incentive tax on VOC

to help meet the statutory reduction in VOC emissions. In 2018, we paid tax on 34 t of internal VOC emissions, a 12 % increase over the previous year, mainly due to increased cleaning activities for the new production building in Lisbon.

## TESTIMONIAL PAULA MARTINS

SAFETY AND ENVIRONMENT MANAGER – LISBON, PORTUGAL

At our site in Lisbon, we are deeply committed to protecting the environment. A number of initiatives help us reach our environmental goals and promote general awareness of environmental matters. An 'Environment Ambassadors' team, consisting of colleagues from different departments, meets monthly and introduces ideas and drives initiatives. These can be simple things, like an ecological walk with our children, or eliminating the use of plastic. We also serve as a link to our suppliers and partners, trying to raise their environmental awareness too.

We have set goals to reduce our site's carbon emissions with the aim to achieve carbon neutrality. Our first step was to calculate the carbon footprint of the site and decide how to reduce it, or at least how to keep it at the same level. We are increasing our photovoltaic production, introducing more than 300 solar panels. And we have begun using only electricity derived from 100 % renewable sources.

Water is a major concern, and we conduct campaigns with posters with tips about how to reduce water use. Additionally, we have introduced a waterless car wash service available on site, saving indirectly around 100,000 litres of water a year.

Waste reduction is a difficult challenge. Last year we increased recyclable waste as a proportion of total waste by 20 %. Now we are campaigning to get rid of single use plastics. We have replaced plastic cups with glass bottles for all employees.



## MOBILITY MEASURES

Employee mobility also generates emissions, either through commuting or business travel. In 2018, we introduced a number of initiatives supporting **energy-efficient mobility**. Highlights included:

- The Geneva site organised a 'Sustainable Mobility Week', presenting commuting alternatives.
- The St. Gallen site introduced 'mobility@vifor.sg', a dedicated mobility management initiative that includes a personal driving shuttle, electronic charging stations, information on electric cars and many other elements. The initiative aims at creating incentives to avoid car use.

- The site in Fribourg conducted a 'Carpool Initiative', to improve car sharing and reduce emissions.
- Relypsa provides electric car charging, which has already led to a significant CO<sub>2</sub> reduction and fuel savings. All our major Swiss sites also have electric car charging sockets for employees to use.



# COMMUNITY

## WE ENGAGE WITH OUR COMMUNITY

**We recognise our responsibilities to communities in which we operate. We engage in meaningful projects and encourage the spread of scientific knowledge and understanding of health.**

At the Vifor Pharma Group, we support selected projects and programmes that result in improvements for our stakeholders and the communities in which we operate. We provide direct assistance where we see emerging need. As a science-driven pharmaceutical company, we aim to contribute to the overall development of society by promoting scientific knowledge and encouraging better understanding of health.

## FOCUS AREA **SOCIAL ENGAGEMENT**

Social engagement strengthens communities and provides assistance where needed. It also builds community trust, enhances our reputation and motivates our employees.

As a global company, we operate in a wide range of local communities. Our company's profile and capabilities enable us to contribute to the well-being of these communities. We support selected charitable causes and provide meaningful financial or in-kind support. Engaging directly with the communities where we work and live allows us to show appreciation and to give back to people.



VIFOR PHARMA EMPLOYEES AT UK CHARITY DAY 2018

## LOCAL COMMUNITY ENGAGEMENT

Valuing the communities we live, work and operate in, we are committed to contributing to them when we see meaningful opportunities to do so. We support selected local projects and engage actively where we see needs emerging.

Relypsa supported the '**Second Harvest Food Bank**' in 2018, one of the largest food banks in the United States, providing food to more than a quarter of a million people in Santa Clara and San Mateo counties, where Relypsa is located. More than half the people served with meals were children and seniors. Relypsa employees donated canned goods, cooking oil, spices, cereals and healthy snacks.

Our colleagues in Portugal participated in a campaign to **collect and donate baby products** for families from the local community of Amadora in 2018. Vifor Pharma in Lisbon and the local city council also organised an **open door day for locals** and neighbours to visit the site.



## HELPING THE HELPERS

An effective way of helping people in need is to support charities in their routine work, doing basic chores and lending them a hand. In 2018, Relypsa and Vifor Pharma in the UK engaged in important initiatives supporting charities in their local communities.

Relypsa organised a '**Community Service Day**' on 27 September 2018. This was a great opportunity to volunteer time and support local charity groups in the Greater Bay Area. Relypsa employees engaged in three projects

(one taking place on the Relypsa site), with close to 100 participants across projects:

- 'Collective Roots' focuses on increasing the growing, sharing and eating of nutritious foods in the city of East Palo Alto. The programme aims to build a robust community-based food system. Volunteers mainly helped with garden upkeep by cleaning and weeding.
- 'St. Vincent de Paul in San Mateo County' provides shelter and services to those suffering poverty, homelessness, addiction and domestic violence. Volunteers assisted with product inventory and packing.
- The 'Shanti Project' is dedicated to the health and well-being of people living with life-threatening illnesses, including breast cancer and HIV/AIDS. Volunteers assembled comfort kits for patients.



RELYPSA EMPLOYEES AT COMMUNITY DAY 2018

In December 2018, the Vifor Pharma team in the UK organised its annual '**Charity Day**'. Employees were given the opportunity to support one of a choice of seven local charities, including domestic abuse organisations, childcare and nursery institutions, animal sanctuaries and wildlife rescue organisations. Activities included:

- laying new flooring and painting walls;
- painting the edging on playhouses and assembling sheds;
- putting up Christmas decorations and preparing goody bags;
- folding up tombola tickets and feeding the tombola drum;
- preparing donation buckets and helping with stock checks;
- digging out runs for badgers and re-barking areas for birds of prey.



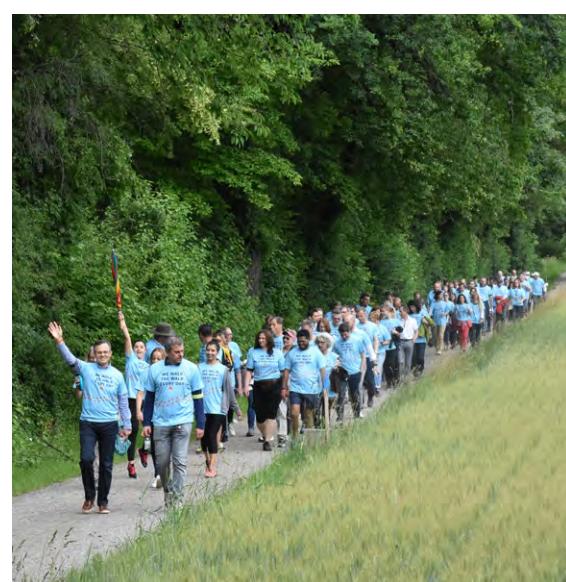
VIFOR PHARMA EMPLOYEES AT UK CHARITY DAY 2018

## CHARITY SUPPORT

Vifor Pharma regularly participates in **charity events** usually organised by patient organisations and dedicated philanthropic groups. These are often also great opportunities to raise awareness of little-known diseases. Highlights of our charity engagement in 2018 included:

- 255 Relypsa team members in 21 teams took part in and sponsored 12 '**Kidney Walks'** throughout the U.S. These walks are organised by the National Kidney Foundation and combine fundraising with increasing awareness of a still under-served disease. This also gives our employees the chance to meet the people we serve and walk side by side with them.
- Inspired by our colleagues at Relypsa, more than 100 people from the operational headquarters in Switzerland inaugurated the first '**Zurich Kidney Walk**' in May 2018 to show support for patients, raise awareness of kidney-related diseases and make a financial contribution.

– Employees of Vifor Pharma in the UK took part in the 'Ride London' 100-mile cycle event in support of the '**Ride for Hearts**' initiative, a charity organised by the Pumping Marvellous Foundation. The funds raised by our colleagues were supplemented by an additional contribution locally from Vifor Pharma.



FIRST ZURICH KIDNEY WALK 2018

## TESTIMONIAL PAULYNN DOROTHEO

SENIOR DIRECTOR, GLOBAL HEAD DATA MANAGEMENT AT RELYPSA - SILICON VALLEY, U.S.

At Relypsa, we are very community-oriented. One of the most important communities to us is the patient community. We develop and provide medicines that improve patients' quality of life, and are also getting involved in awareness- and fund-raising activities like the annual 'Kidney Walk'. In 2018, more than 200 Relypsa employees participated in 'Kidney Walks' across the U.S. to show solidarity with the community and support for the National Kidney Foundation.

Community also means local communities. In 2018, Relypsa organised a Community Service Day, providing employees with an opportunity to sign up and volunteer at local community organisations in the Bay Area. The projects ranged from planting fruit and vegetables that will provide local people in need with healthy food, to assembling care packages for patients with HIV and other illnesses. There are also seasonal activities like holiday food and gift drives for the less fortunate.

For everything we give our communities, we get at least as much back. It is heart-warming to get involved, meeting other volunteers and members of the communities who benefit. Our community work also brings a great sense of camaraderie and fulfilment. It's a high for everyone when we feel we have done our part to help. Everyone here is so passionate about what they're doing, there's a thirst for helping and rallying to a cause.

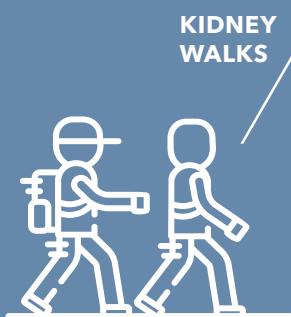


## SUPPORTING THE GOOD CAUSE

As a commitment to communities and to society as a whole, Vifor Pharma selectively provides support to **charitable projects**. We follow internal guidance to ensure our resources yield the greatest benefit. A few highlights from 2018 included:

- Vifor Pharma in Australia supported '**The Smith Family**' during the Christmas season. This is a charity providing support for disadvantaged children and their families, with a particular focus on education. The Australian team collected donations of toys and books, providing gifts to children in need and allowing them to feel a sense of belonging during the festive season.
- Vifor Pharma in Spain made a donation to '**PHILEOS**', a charitable organisation promoting health programs in Quezon City in the Philippines. The organisation focuses on health development cooperation and aims to strengthen healthcare provision for disadvantaged people with limited access to health services.

- A team from Vifor Pharma in Switzerland participated in a team-building event that included charity support. A donation was made to '**Medair**', a global humanitarian organisation dedicated to relieving human suffering in some of the world's most remote and devastated places.
- For many years, Vifor Pharma has been donating part of the purchase price of our year-end greetings cards to the Swiss children's foundation '**Sternschnuppe**'. Each year, Sternschnuppe makes the wishes of many sick and disabled children come true.



KIDNEY WALKS

255  
12

RELYPSA TEAM MEMBERS WALKING AND SPONSORING THROUGHOUT THE U.S.  
U.S. KIDNEY WALK EVENTS

+100

PARTICIPANTS IN THE FIRST ZURICH KIDNEY WALK

SECOND HARVEST FOOD BANK

1/4 MILLION

PEOPLE IN SANTA CLARA & SAN MATEO COUNTIES PROVIDED WITH FOOD



## FOCUS AREA **SCIENCE & HEALTH KNOWLEDGE**

Promoting scientific knowledge and health education leads to a better informed society. It also enhances our reputation as a science-driven company and increases understanding of our business.

We value our reputation as a science-led company with extensive scientific knowledge. We seek to share this knowledge with the communities in which we operate, and to actively contribute to the building of health awareness and know-how. We do so by developing an interest in science and by increasing general understanding of health and healthcare issues in our fields of expertise and beyond.



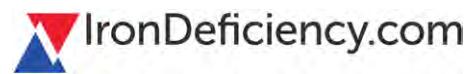
PUBLIC BLOOD TESTING DURING IRON DEFICIENCY DAY 2018 IN BUCHAREST, ROMANIA

## RAISING AWARENESS

In 2018, Vifor Pharma once again marked '**Iron Deficiency Day**'. This global annual event highlights the negative impact that iron deficiency and iron deficiency anaemia can have on people's lives. The 2018 theme was 'Iron Deficiency Around the World', focusing on how prevalent the condition is across geographies, in particular in high risk groups such as pregnant women and children. The aim was to help the general public recognise ordinary health concerns that can be lesser-known symptoms of iron deficiency. A few highlights of the 2018 campaign included:

- Vifor Pharma in Spain teamed up with the Spanish Cardiology Foundation and organised **free public iron-level screenings** in the lobby area of the La Paz hospital in Madrid.
- In Romania, the local team organised **information booths** and free blood screenings in public places in Bucharest, which was paired with an educational campaign in the local media.

'**IronDeficiency.com**' is the most comprehensive global platform for iron deficiency, providing a wealth of educational information, interactive tools and resources. It is available in several local versions.



The '**World Antibiotic Awareness Week**', organised under the auspices of the World Health Organization, aims to increase awareness of global antibiotic resistance to avoid further emergence and spread of resistance. In 2018, OM Pharma in Geneva, specialised in the manufacturing of immune modulators that are used as an alternative approach to preventing infections, contributed a small awareness campaign, underlining the problem of bacterial resistance.

## PROMOTING SCIENCE AND INNOVATION

In 2018, Vifor Pharma entered a collaboration with **higgs**, an online platform that aims to make information from the world of science freely accessible to as broad an audience as possible. higgs offers its content free of charge to media outlets, especially those that do not have a dedicated science section.

Seeing the digital age unfold, we have entered a scientific partnership with Goodyl Innovations and piloted an **augmented reality system** in 2018. An optical device creates a 3D visual environment that can include superimposed text and graphics. It is an effective way to put information in a real-world working context. The system is being used at our packaging lines in St. Gallen and Fribourg and has created great interest among other global pharma companies. Vifor Pharma and Goodyl Innovations received the 'Pharma 4.0 Award 2018' in the category Manufacturing Execution Systems.



AUGMENTED REALITY GOGGLES USED ON A VIFOR PHARMA PACKAGING LINE

## UNDERSTANDING HEALTHCARE

Vifor Pharma supports events on topics such as health economy, health sciences and the functioning of health systems.

In 2018, Vifor Pharma in Switzerland was a co-sponsor of the annual '**Swiss Congress on Health Economics and Health Sciences**' (SKGG) at the University Hospital in Berne. The main theme was today's healthcare system and the question of whether a 'reset' is needed.

Vifor Pharma in Switzerland also organised **expert talks on the current state of the healthcare system**, addressing prevention and efficiency issues in order to contain health costs.



EXPERT TALK ON THE HEALTHCARE SYSTEM IN SWITZERLAND, LAUSANNE 2018  
(FOTOS: ALEXANDEREGGER.CH)

## **OUTLOOK 2019**

At Vifor Pharma, we will continue to advance our Corporate Responsibility approach in 2019. We will further embed Corporate Responsibility principles throughout the company, and introduce a number of measures to familiarise our employees and stakeholders with our approach towards Corporate Responsibility.

To ensure constant progress and improvement in the relevant fields, we will work towards more standardisation in areas where we find this to be meaningful. As an example, we will refine and publish a group-wide environmental policy in 2019, laying out our principles regarding environmental care.

Under the supervision of the Responsibility Committee, we will continue to improve our internal information flow and database, allowing us to measure our performance in the relevant areas and to progress. At the same time, we will expand the involvement of our local representations and continue to guide developments in accordance with the five Responsibility Pillars and our Focus Areas.

# APPENDIX

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

The data reported under SOCIETY relates to the entire Vifor Pharma Group. The data under the section ENVIRONMENT covers our production sites, Relypsa and the energy consumption from the operational headquarters.

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.

## SOCIETY

<b>Employees</b>	<b>Unit</b>	<b>2018</b>	<b>2017</b>
Employees	Number	2,716	2,649
Women	Number	1,398	1,357
Men	Number	1,318	1,292
Over 50	Number	777	722
Between 30 and 50	Number	1,650	1,636
30 or younger	Number	289	291
Part-time (<90 %)	Number	203	196
Employees in Switzerland	Number	1,345	1,291
Nationalities total	Number	61	62
Nationalities at operational headquarters, Switzerland	Number	37	39
<b>Management</b>			
Total Management Staff	Number	1,163	1,112
- Women	Number	505	469
- Men	Number	658	643
<b>Employment</b>			
Voluntary turnover	%	8.2	6.9
<b>Development</b>			
Participants Vifor Leadership Academy	Number	159	116
Investment in development training	CHF	1,000,000	675,000
<b>Training</b>			
Employees trained on Code of conduct provisions	Number	2,506	-
Employees trained on Anti-corruption and anti-bribery provisions	Number	2,432	-
Employees trained on data protection provisions	Number	2,413	-

## ENVIRONMENT

<b>Energy</b>	<b>Indicator</b>	<b>Unit</b>	<b>2018</b>	<b>2017</b>
Energy consumption within the organisation	GRI 302-1	GJ	193,559	138,530
- Non-renewable sources (heating oil, natural gas, diesel, petrol)		GJ	112,602	66,444
- Electricity and heating (hydropower and district heating)		GJ	80,500	71,781
- Independently generated electricity (photovoltaics)		GJ	457	304
Energy intensity ratio	GRI 302-3			
- Total energy consumption within the organisation per TCHF net sales		GJ/TCHF	0.12	0.10
Reduction of energy consumption	GRI 302-4	GJ	113	3,534
- Reduction of heating oil and natural gas consumption as a result of measures implemented in the year under review		GJ	36	1,385
- Reduction of electricity consumption as a result of measures implemented in the year under review		GJ	77	2,149
<b>Water</b>				
Total water withdrawal	GRI 303-1		244,387	214,386
- Municipal water supplies		m <sup>3</sup>	173,736	158,388
Water intensity ratio				
- Total water consumption per TCHF net sales		m <sup>3</sup> /TCHF	0.15	0.16
<b>Waste</b>				
Total weight of waste	GRI 306-2	t	1,010	1,057
By type:				
- Non-hazardous waste		t	723	795
- Hazardous waste		t	287	262
By disposal method:				
- Incineration		t	519	543
- Hazardous waste incineration		t	287	262
- Recycling		t	199	246
- Landfill		t	5	6
Total number of significant spills	GRI 306-3	Number	0	0
Total volume of significant spills		t	0	0
Waste intensity ratio				
- Total weight of waste per TCHF net sales		kg/TCHF	0.64	0.79

Emissions*	Indicator	Unit	2018	2017
Total emissions		tCO <sub>2</sub>	17,063	4,559
Direct greenhouse gas emissions (Scope 1)	GRI 305-1			
- Fuels and combustibles		tCO <sub>2</sub>	6,881	3'836
Indirect greenhouse gas emissions (Scope 2)				
- Purchased electricity and district heating		tCO <sub>2</sub>	1,140	724
Indirect greenhouse gas emissions (Scope 3)				
- Outbound logistics and air travel		tCO <sub>2</sub>	9,042	-
Greenhouse gas emissions intensity ratio	GRI 305-4			
- Total greenhouse gas emissions per TCHF net sales		kgCO <sub>2</sub> /TCHF	5.1	3.4
Reduction of greenhouse gas emissions	GRI 305-5			
- Scope 1 and Scope 2		tCO <sub>2</sub>	1	73
Other significant air emissions, by weight	GRI 305-7			
- VOC		kg	18,734	16,794
<b>Compliance</b>				
Monetary value of significant fines and total number of non-monetary for non-compliance with environmental laws and regulations	GRI 307-1	CHF	0	0

\*The calculated CO<sub>2</sub> emissions data include both direct (Scope 1) and indirect (Scope 2 and 3) sources. According to the Greenhouse Gas Protocol, direct sources of emissions include: pharmaceutical production (e.g. the burning of gas to generate process heat), the production of heat for buildings, and fuel consumption of the company's own vehicles (= Scope 1). Scope 2 emissions are indirect emissions from the generation of purchased energy and Scope 3 emissions concern all indirect emissions that occur in the value chain of a company, including both upstream and downstream emissions. In 2018, we have collected our Scope 3 emissions for the first time. These include outbound logistics as well as air travel.





Hosted by Corporate Register

**Vifor Pharma Group**

Vifor Pharma Management Ltd.  
Flughofstrasse 61  
8152 Glattbrugg  
Switzerland

Phone +41 58 851 80 00  
Mail info@viforpharma.com  
Web viforpharma.com

