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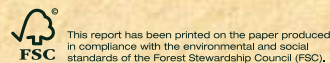
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IZVEŠTAJ O ODRŽIVOM RAZVOJU HEMOFARMA ZA 2021.
HEMOFARM SUSTAINABLE DEVELOPMENT REPORT FOR 2021

SA NAMA ŽIVOT POBEĐUJE

Izveštaj o održivom razvoju
Hemofarma za 2021. godinu

LIFE WINS WITH US

Hemofarm Sustainable
Development Report for 2021



SA NAMA ŽIVOT POBEĐUJE
LIFE WINS WITH US

triptih 2019–2021, deo III
2019-2021 triptych, part III





Izveštaj o održivom razvoju kompanije Hemofarm A.D. priprema se desetu godinu zaredom prema svetskim smernicama Global Reporting Initiative (GRI). Ove godine izveštaj je pripremljen u skladu sa smernicama GRI, u „Core” verziji, uz predstavljanje 117 indikatora.

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

Procenu usaglašenosti izveštaja za 2021. godinu sa navedenim smernicama, kao i tačnost navedenih informacija, verifikovala je nezavisna revizorska kuća Ernst & Young d.o.o. Beograd.

Izveštaj o održivom razvoju kompanija Hemofarm A.D. objavljuje godišnje i prethodni je izdat za 2020. godinu.

Autor i priređivač ovog i prethodnih Izveštaja: dr Dušan Stojaković, senior menadžer globalnog održivog razvoja. Koautori Izveštaja: predstavnici svih referentnih sektora Hemofarma u okviru matriks Tim za izveštavanje o održivom razvoju.

Sva pitanja, sugestije i dijalog na temu održivog razvoja moguće je poslati putem imejla svakodobro@hemofarm.com.

Hemofarm A.D. Sustainable Development Report has been prepared for the tenth year in a row in accordance with the Global Reporting Initiative (GRI) guidelines. This year, the Report has been prepared in accordance with the GRI guidelines, in 'Core' version, with the presentation of 117 indicators.

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

Independent auditing company Ernst & Young d.o.o. Beograd has verified the compliance of the Report for 2021 with the indicated guidelines, as well as the accuracy of the provided information.

Hemofarm A.D. Sustainable Development Report is published annually and the previous one was published for the year 2020.

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

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



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

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

SA NAMA ŽIVOT POBEĐUJE

Izveštaj o održivom razvoju
Hemofarma za 2021. godinu

LIFE WINS WITH US

Hemofarm Sustainable
Development Report for 2021

DESET GODINA IZVEŠTAVANJA O ODRŽIVOM RAZVOJU

TEN YEARS OF SUSTAINABILITY REPORTING

102-14

Dragi čitaоче,

Pred tobom je deseto jubilarno izdanje Hemofarmovog Izveštaja o održivom razvoju koje svedoči da su i u 2021. godini održivost i odgovornost ostali neizostavni deo svega što čini naš narandžasti tim, zajedno sa integritetom, agilnošću, preduzimljivošću i jedinstvenom STADA Grupom, kao našim ključnim vrednostima. Za nama je decenija izveštavanja tokom koje smo uložili puno truda i nastojanja da doprinesemo da svet postane bolje mesto. Tokom minule decenije učinili smo mnogo da edukujemo i motivišemo zaposlene Hemofarma, njihove porodice, poslovne partnere, korisnike naših proizvoda i društvenu zajednicu da razumeju i primene principe održivog razvoja u svakodnevnom životu. Najbitnije je da svako od nas da makar i najmanji doprinos, jer koliko god da je on mali, kada se mnoštvo naših doprinosa spoji – nastaje jedan veliki, zajednički, pozitivan uticaj na društvo i okruženje.

Puno je dokaza da se naš trud isplatio. Hemofarm je prepoznat kao jedan od lidera održivog razvoja u Srbiji i regionu, ali i kao najjača karika održivog razvoja STADA Grupe. O tome svedoči i prvi globalni izveštaj o održivom razvoju STADA Grupe, koji je upravo objavljen, a u kome je i veliki broj primera iz Hemofarma. Pre deset godina, održivi razvoj je bio tek jedan čudan termin, većini ljudi stran i nerazumljiv, a njegovo pojašnjenje krcato stranim rečima nije bilo ni lako prevesti. Možda jedna od najlepših „pobeda“ jeste kada mi danas kolege iz HR-a kažu da nas mladi ljudi koji konkurišu za poslovne pozicije u Hemofarmu prepoznaju upravo po održivom razvoju.

Dear reader,

You are witnessing the tenth, jubilee edition of Hemofarm's Sustainable Development Report, which testifies that sustainability and responsibility remained, also in 2021, an indispensable part of everything that makes up our orange team, together with Integrity, Agility, Entrepreneurship and ONE STADA, as our key values. A decade of reporting is behind us, during which we have invested a lot of effort and commitment to contribute to making the world a better place. Over the course of the past decade, we did a lot to educate and motivate Hemofarm employees, their families, business partners, consumers of our products and the community to understand and apply the principles of sustainable development in everyday life. The most important thing is that each and every one of us should give at least the smallest contribution, because no matter how small it may seem, when a multitude of such small contributions come together – a big, joint, positive impact on society and the environment is imminent.

There is abundant evidence that our efforts have paid off. Hemofarm is recognized as one of the leaders of sustainable development in Serbia and the region, but also as the strongest link in the sustainable development of STADA Group. The 1st Global Sustainability Report of STADA Group, which has just been published, brimming with many examples from Hemofarm, also testifies to this. Ten years ago, sustainable development was just a strange term, unintelligible and incomprehensible to most, and its explanation, abounding with foreign words, was not easy to translate either. Perhaps one of the sweetest 'victories' is when HR colleagues tell me these days that young people, who apply for jobs in Hemofarm, recognize us precisely because of sustainable development.



To je važan signal, budući da na tim mladim ljudima svet ostaje i mi njima treba da omogućimo da im budu dostupni svi oni resursi koji su i nama na raspolaganju, jer to i jeste poenta održivosti. Ako se tome doda činjenica da je danas sve prisutnija kultura odgovornog korišćenja nauštrb konzumerističke kulture posredovanja, smatram da samo odgovorne i održive kompanije imaju budućnost, jer su izbori upravo u rukama korisnika proizvoda i usluga, koji postaju sve osvešćeniji kada je održivi razvoj u pitanju.

Kada smo pisali naš prvi izveštaj, sada već davne 2012, svet je bio drugačiji. Nismo mogli da predvidimo mnoge fenomene koji su se u međuvremenu desili – krize, izazove, pandemiju, vojne akcije, elementarne nepogode..., a mnoge nadolazeće ne možemo ni naslutiti! Međutim, jedno smo predvideli i ostali tome dosledni – biti odgovoran nema alternativu, bez obzira na okolnosti. Pandemija nas je sve, kao globalnu populaciju, dočekala nespremljene, jer takve razmere zdravstvene krize nismo imali u skorijoj prošlosti.

This is an important signal because we will leave this world to these young people, and we should make it possible for them to have access to all the resources that are available to us, because that is exactly the point of sustainability. If we add to that the fact that the culture of responsible use is ever more present as opposed to the consumerism culture, I believe that only responsible and sustainable companies have a future, because the choices are in the hands of the users of products and services, who are becoming more and more conscious when it comes to sustainable development.

When we wrote our first report, back in 2012, the world was different. We could not have foreseen many phenomena that happened in the meantime – crises, challenges, pandemics, military actions, natural disasters, with many yet to come that we cannot even guess! Nevertheless, we predicted one thing and remained consistent with it – there is no alternative to being responsible, regardless of the circumstances. The pandemic caught us all, as a global population, unprepared, because we have not had a health crisis of such a huge scale in the recent past.

Pokazala se sva ranjivost sistema javnog zdravlja, ali i važnost lične odgovornosti u borbi za sopstveno zdravlje. Kada je kovid „stigao“ u Srbiju, on je bio jednaka pretnja za sve – pa tako i za naše zaposlene. Jedina razlika je u tome, što mi, kao tim i kao kompanija, nismo mogli da jednostavno odemo kući, u izolaciju, i sačekamo da opasnost prođe. Naprotiv! Morali smo da ostanemo na prvoj liniji odbrane ljudskog zdravlja i imuniteta društva. Upravo ta, mala, ali esencijalna razlika, koju možemo smatrati našom suštinskom odgovornošću, zajedno sa hrabrošću, učinila je da Hemofarmovi proizvodi ne nedostaju na tržištu. Kako u godini pojave pandemije, tako i u 2021. A to je u mnogim slučajevima značilo pobjedu nad bolešću i šansu za zdravlje. Zato hvala svakoj kolegici i svakom kolegi što su bili i ostali zaštitnici zdravlja ljudi, jer naš poziv i jeste da brinemo o zdravlju ljudi kao pouzdan partner. Posledice pandemije nisu zaobišle ni našu „narandžastu porodicu“, pa smo uprkos merama prevencije, koje su zaista bile na najvišem mogućem nivou, nažalost, ostali bez nekoliko naših članova koje ćemo večno pamtiti.

Mirno more ne stvara dobre kapetane. Tako su nas ova naša mora, kojima smo oplovili svet tokom prethodne decenije, naučila mnogim lekcijama. Jedna od najvažnijih jeste da je svako od nas menadžer sopstvenog zdravlja i da samo od njega lično zavise zdrave navike, lična zdravstvena odgovornost i briga za sebe, koja bi trebalo da bude upravo i odraz brige za druge. Još jedan nauk je da je naš radnik u proizvodnji, zajedno sa svim kolegama iz ostalih sektora koji čine farmaceutske proizvode dostupnim, upravo treći stub zdravlja, zajedno sa lekarima i farmaceutima. Lekcija ima još puno, a siguran sam da je svako od nas naučio mnoge sopstvene. Kako bismo upotpunili Hemofarmove lekcije i podrobno sagledali na koji način smo dočekali pandemiju, prošli kroz nju i šta se konačno desilo u godini posle, odlučili smo da naš Izveštaj bude prikazan u formi triptiha i da isprati period od 2019. do 2021. godine. Prekidi u lancu snabdevanja i smanjena tražnja u velikoj meri su uticali na ekonomiju, finansijske gubitke i gubitke radnih mesta. Naizgled se čini da farmaceutska industrija nije bila toliko pogođena.

All the vulnerabilities of the public healthcare system were revealed, while also unveiling the importance of personal responsibility in the fight for one's own health. When COVID-19 'arrived' in Serbia, it was an equal threat to everyone – and thus to our employees as well. The only difference is that we, as a team and as a company, could not simply go home, get isolated, and wait for the danger to pass. On the contrary! We had to stay on the front line of defence of human health and immunity of society. Precisely that small but essential difference, which we consider our essential responsibility, together with courage, prevented the shortage of Hemofarm's products on the market. Both in the year of the outbreak of the pandemic and in 2021. In many cases, it meant the victory over illness and a chance for health. That's why I thank each and every colleague for being and remaining the guardians of the health of people, because our purpose actually is to care for people's health as a trusted partner. In the aftermath of the pandemic, which did not bypass our 'orange family' either, in spite of the strictest prevention measures implemented across-the-board, we unfortunately lost several of our members whom we will remember forever!

Calm seas don't make skilled sailors! So, these seas of ours, which we sailed around the globe during the previous decade, taught us many lessons. One of the most important lessons learned is that each one of us is the manager of our own health and that healthy habits, personal health responsibility and self-care depend only on us personally, which should reflect the care for others. Another lesson is that our production workers, together with the colleagues from other departments who make pharmaceuticals available, represent the third pillar of health, together with doctors and pharmacists. There are many more lessons, and I'm sure that each of us has learned many of our own. To round up the Hemofarm's lessons and see in what condition the pandemic found us, how we 'sailed' through it and what finally happened in the year after, we have decided to present our Report in the form of a triptych, covering the period from 2019 to 2021. Supply chain disruptions and reduced demand have greatly affected the economy, resulting in financial and job losses. On the face of it, the pharmaceutical industry seemed not to be affected to such a large extent.

Ipak, ona je preživela specifične unutrašnje i spoljašnje pritiske u uslovima povećane potražnje, a smanjene dostupnosti sirovina, ograničene logistike i sporije naplate potraživanja, čemu se možda nisu svi prilagodili. Smanjenje profita je bila jedna od neminovnih konsekvenci globalne zdravstvene krize. Možda je najveći pritisak bio na malim i srednjim preduzećima, na koje se najteže odrazio zastoj u tokovima novca. Sve u svemu, kriza nas je upoznala sa pojmom „nove normalnosti“, potvrđujući da svet nikada više neće biti isto mesto, a da je brzina adaptacije na dinamične promene, uz proaktivno planiranje i jaka partnerstva u lancu snabdevanja preduslov opstanka.

Sada bi trebalo da se pohvalim našim brojkama i rezultatima, ali ja to neću učiniti na uobičajen način. Samo ću reći da smo nastavili da obaramo proizvodne rekorde, da smo ojačali poziciju važnog proizvodnog činioca čitave STADA Grupe, da smo nastavili da poštujemo jednakost zaposlenih, bez obzira na godine, pol ili bilo koju drugu karakteristiku. Žene čine većinu u našem timu, na šta sam posebno ponosan. Visoko optimizovani procesi proizvodnje svedoče o odgovornoj upotrebi svih dostupnih resursa. Jednostavno, dokazali smo da sve održive vrednosti živimo u praksi – i tokom krize, i nakon nje. I da smo adekvatni čuvari održive sadašnjosti i izvesnije budućnosti, koja počinje već ovde, sa nama. Konkretno brojke te čekaju na stranama koje slede, a za kraj želim da istaknem još jedan važan primer koji smo potvrdili u praksi – da održivi razvoj čini simbioza odgovornog upravljanja, usmerenog ka fer odnosu prema ljudima i pozitivnom uticaju na prirodno i društveno okruženje.¹

Ili jednostavno – održivi razvoj su ljudi, planeta i održivi poslovni uspesi. A za Hemofarm to je i nova decenija održivosti koju otvaramo upravo ovim Izveštajem.

Dr Ronald Seeliger
Generalni direktor Hemofarma

Nevertheless, it has survived specific internal and external pressures under conditions of increased demand and reduced availability of raw materials, limited logistics and slower collection of receivables, to which perhaps not everyone has adapted. The decline in profits was one of the inevitable consequences of the global health crisis. Perhaps the biggest pressure was on small and medium-sized enterprises, which were most harshly hit by cash flow stagnation. All things considered, the crisis introduced us to the concept of the 'new normal', confirming that the world will never be the same place, and that the speed of adaptation to dynamic changes, with proactive planning and strong partnerships in the supply chain is a prerequisite for survival.

Now I should proudly share our figures and results, but I will not do it in a usually expected way. I will only say that we have continued breaking production records, that we have strengthened the position as an important production asset of the entire STADA Group, and that we have kept on respecting the equality of employees, irrespective of age, gender, or any other traits. Women make up the majority of our team, which I am particularly proud of. Highly optimized production processes are the evidence of the responsible use of all available resources. To put it simply, we have proved that we have been living all sustainable values in practice – both during the crisis and after it – and that we are capable guardians of a sustainable present and a more certain future, which begins right here, with us. The specific figures are waiting for you on the following pages, and finally, I would like to point out another important example that we have confirmed in practice – that sustainable development is a symbiosis of responsible management, aimed at fair treatment of people, and a positive impact on the natural and social environment.¹

Or simply – people, the planet and sustainable business success are the things that make sustainable development. For Hemofarm, it is the new decade of sustainability that we open exactly with this Report.

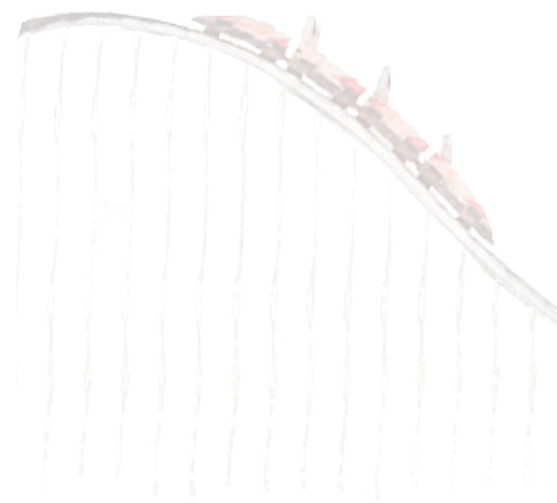
Dr Ronald Seeliger
CEO Hemofarm

¹ ESG (Environmental, Social, Governance) koncept jeste skup standarda koji usmeravaju korporativne politike kako bi bile u skladu sa konceptima održivog razvoja u oblastima životne sredine, društvene odgovornosti i korporativnog upravljanja. ESG je jedan od sve popularnijih kriterijuma za procenu vrednosti kompanija koji na direktan i posredan način doprinosi podizanju značaja održivog razvoja u poslovanju.

¹ ESG (Environmental, Social, Governance) concept – a set of standards that guide corporate policies to be consistent with the concepts of sustainable development in the areas of environment, social responsibility, and corporate governance. ESG is one of the increasingly popular criteria for assessing the value of companies, thus contributing in a direct and indirect way to raising the importance of sustainable development in business.

BRINEMO O ZDRAVLJU LJUDI

CARING FOR PEOPLE'S HEALTH



Stadina posvećenost održivom razvoju proističe iz svrhe Grupe da brinemo o zdravlju ljudi kao pouzdan partner. Naš ogroman trud da obezbedimo održivo poslovanje i rast, sa pozitivnim uticajem na ljude i njihovo zdravlje, privredu i životnu sredinu, u skladu je sa strateškim prioritetima Grupe, kao i sa naše četiri korporativne vrednosti Integrity, Agility, Entrepreneurship i One STADA. A mi težimo da ovu svrhu, ove prioritete, i ove vrednosti živimo svakoga dana.

Za nas je briga o zdravlju ljudi više od pružanja podrške u prevenciji i lečenju putem kompletnog asortimana Stadinih kvalitetnih, pouzdanih i pristupačnih lekova. Ona takođe podrazumeva podizanje svesti o ličnoj zaštiti zdravlja i zdravim načinima života, uz podršku sistemima javnog zdravstva. Osim toga, smatramo da je naša građanska dužnost da se ponašamo kao odgovorni građani – kao pojedinci, kao tim, i kao društvo.

STADA's commitment to sustainable development stems from the Group's purpose of caring for people's health as a trusted partner. Giving our best to ensure sustainable business and growth, with positive impact on people and their health, the economy and the environment, aligns with the Group's strategic priorities, as well as with our four corporate values of Integrity, Agility, Entrepreneurship and One STADA. And we aim to bring this purpose, these priorities, and these values to life every day.

For us, caring for people's health is more than providing support for prevention and treatment through a complete range of STADA's quality, reliable and affordable pharmaceutical products. It also involves raising awareness of personal healthcare and healthy lifestyles, while supporting public healthcare systems. Further, we see it as our civic duty to act as responsible citizens - as individuals, as a team, and as a society.



U celoj Stadi, od odbora na niže, širom cele organizacije, naš održivi razvoj je neraskidivo povezan sa našim putem rasta. Ono što je važno je da stalno nastojimo da se unapređujemo i radimo bolje za sebe, za naše kupce, za naše partnere, za društvo i za planetu. Pozitivne promene počinju od svakog od nas pojedinačno. Pozivamo vas da nam se pridružite na putu održivog razvoja.

Peter Goldschmidt
Generalni direktor STADA Grupe

Throughout STADA, from the board down through the entire organization, our sustainable development is linked inextricably with our growth journey. What is important is that we strive constantly to improve and do things better for ourselves, for our customers, for our partners, for society, and for the planet. Positive changes start with each and every one of us. We invite you to join our sustainability journey.

Peter Goldschmidt
CEO STADA Group

TAJ ČUDAN POJAM KOJI BUDUĆNOST ZNAČI THAT STRANGE, FORWARD-LOOKING TERM

Kao što je Ronald već spomenuo, pre deset godina, održivi razvoj je bio neshvatljiv pojam, a neki su ga smatrali i pleonazmom. Nas, koji smo tada pisali izveštaj, u kompaniji su čudno gledali, smatrajući da je posredi još jedan administrativni alat, koji će samo na drugi način da poređa parametre poslovnih rezultata. Budimo iskreni do kraja, jer i to je ono za šta se zalaže održivi razvoj – mnogi tada nisu verovali u ovaj izveštaj i on je bio samo još jedna stavka na podugačkom spisku njihovih poslovnih zadataka. Ali, to se veoma brzo promenilo. Već posle objavljivanja prvog Izveštaja o održivom razvoju, brojni sektori su u njemu pronašli izvor inspirativnih, a proverenih podataka, koji su bili potvrđeni od strane nezavisnog revizora.

Oni koji su upućeni na strane poslovne partnere, to su još brže shvatili, uveravajući se da je ovaj izveštaj nešto fenomenalno, sudeći po reakcijama njihovih stranih sagovornika, kojima tema nije bila strana. Svima koji su nekada imali potrebu da održe prezentaciju o kompaniji u kojoj rade, bili su potrebni kvalitetni, validni i pravovremeni podaci. U našem slučaju, brojke i grafikone dopunili su sasvim novi aspekti i koncepti koji su pričali o recikliranom kartonu za pakovanje, energetske „jake“, sopstvenim bunarima i prečišćivačima vode itd., a koji su davali jedno sasvim novo lice Hemofarmu.

U ovaj pohod ili na ovu pučinu otisnuli smo se slučajno, tada još uvek ne znajući da je Hemofarm održiva kompanija. Uostalom, to se tada i nije tako zvalo. Na našu sreću, trud se brzo isplatio i strani partneri su nas prepoznali kao dostojne poslovne saradnike, a to je donosilo nove poslovne aranžmane. Iako naši zakoni nisu bili usaglašeni sa EU legislativom, svet nas je prepoznao po jednom drugom kriterijumu – održivom razvoju.

As Ronald already mentioned, ten years ago, sustainable development was an incomprehensible term, considered as a pleonasm by some. People in the company looked at us, who prepared the report at the time, as if we were doing something odd, thinking that the report was yet another administrative tool, which would only line up the parameters of business results in a different way. Let's be fully honest, because this is also what sustainable development stands for – many did not believe in this report at the time, and it was just another item on their long list of business tasks. But that changed very soon. Already after the publication of the first Sustainable Development Report, many departments found it to be a source of inspiring and verified data, which were confirmed by an independent auditor.

Those who cooperate with foreign business partners realized it even faster, finding out that this report is something extraordinary, judging by the reactions of their foreign peers, to whom this topic was not so strange. Everyone who has ever been compelled to make a presentation on the company in which they work needed the quality, valid and timely data. In our case, the figures and graphics were underpinned by aspects and concepts that talk about recycled cardboard for packaging, energy 'jackets', own wells, water treatment plants, etc., casting a completely new light onto the face of Hemofarm.

We embarked on this journey, setting the sail on this open sea quite by chance, at that time still unaware that Hemofarm is a sustainable company. After all, it wasn't known under that term then. Much to our fortune, the effort quickly paid off and foreign partners recognized us as worthy business associates, which secured new business arrangements. Although our laws were not harmonized with the EU legislation, the world recognized us by another criterion – sustainable development.



Ubrzo su pojmovi „stejkholder“, „matrica materijalnosti“, „GRI indikatori“ i mnogi drugi, postali sastavni deo našeg novog shvatanja procene poslovnih uspeha, koji je postajao sve važniji u svetu! Istovremeno, naš rast i razvoj obeležila je i još veća briga za društvo u kome živimo i radimo. Moji najdraži primeri, iako se teško odlučujem da razdvajam jedne od drugih, jer „ipak je to Hemofarm“, kako mi volimo da kažemo, jesu projekti Hemofarm fondacije.

Oni su najvredniji i najteži ispit čovečnosti koji smo sa ponosom položili. I sada verovatno očekujete da se i ja pohvalim brojkama, ali kao ni Ronald, to neću učiniti, jer time što smo spasili barem jedan ljudski život – učinili smo nešto neprocenjivo! Bili smo Nesalomivi, bili smo Donori, nismo dozvolili da pukne (srce), bili smo dobrovoljni davaoci krvi, maratonci, volonteri, mentori, stipendirali smo učenike i studente sa odličnim uspehom, bili smo i ostali dobre kolege, sugrađani, čuvari zdravlja, odgovorni činioci lokalnih zajednica.

Soon, the terms 'stakeholder', 'materiality matrix', 'GRI indicators', and many others became an integral part of our new understanding of assessing the business success, which was gaining in importance worldwide! At the same time, our growth and development were marked by an even greater care for the society we live and work in. Although I find it difficult to single out any of the examples, because as we like to say it: 'It is Hemofarm, after all', the projects of Hemofarm Foundation are my favourite ones.

They are the most valuable and difficult test of humanity that we have proudly passed. And now you are probably expecting me to boast with the figures, but like Ronald, I will not do that, because if we had saved at least one human life, then we did something priceless! We were Unbreakable, we were Donors, we Didn't Let It (the Heart) Burst, we were voluntary blood donors, marathon runners, volunteers, mentors, grantors of the scholarships for primary and secondary school and university students with excellent grades, we were, and we still are, good colleagues, fellow citizens, health guardians, and responsible factors in local communities.

Verovatno bi sve ove brojke zajedno bile ekvivalentne broju stanovnika jednog većeg grada u Srbiji, a za nas one su nove šanse da utičemo pozitivno na svet.

Ono što je za mene i najvažnije – koliki god da su naši uspesi, nastavili smo da učimo od drugih, ali i da im budemo motivacija i inspiracija, barem kada je održivi razvoj u pitanju.

Jer ipak je to Hemofarm. Održivi Hemofarm.

Sanda Savić
Senior direktorka korporativnih poslova
i komunikacija Hemofarma

All these figures together would probably be equivalent to the number of inhabitants of a larger town in Serbia, but for us, they are new opportunities to leave a positive footprint in the world!

The most important thing for me is that no matter how big our successes are, we continued not only to learn from others, but also to be their motivation and inspiration, at least when it comes to sustainable development.

Because, it is Hemofarm, after all. Sustainable Hemofarm.

Sanda Savić
Senior Director of Corporate Affairs
and Communications at Hemofarm





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DIJALOG SA ZAINTERESOVANIM STRANAMA

DIALOGUE WITH STAKEHOLDERS

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Hemofarm kontinuirano preispituje uticaje svog poslovanja kroz dijalog sa ključnim stejkholderima, nastojeći da ostvari pojedinačan i sinergetski doprinos unapređenju društva i okruženja. U skladu sa misijom brige o zdravlju ljudi, ovaj dijalog predstavlja i svojevrstan putokaz za dalji razvoj poslovanja i portfolija. Top menadžment Hemofarma definisao je i prioritizovao grupe stejkholdera koje će biti uključene u osmi ciklus dijaloga, što je osnova za Hemofarmov triptih – izveštaje o održivom razvoju za 2019, 2020. i 2021. godinu. Uz poštovanje principa transparentnosti, izbalansiranosti i objektivnosti, pored top menadžmenta kompanije (19 anketiranih), dijalogu su se priključili i:

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

Hemofarm je u okviru osmog ciklusa dijaloga sa stejkholderima (realizovan u 2019, a primenjiv na sva 3 naredna izveštaja) kroz anketu na srpskom i engleskom jeziku, ispitao stavove 239 ispitanika, uz visoku stopu uključenosti od oko 94%. Sadržaj ankete je usaglašen sa poslovnom strategijom STADA Grupe i kontinuiranim nastojanjima da se unapredi održivi razvoj kompanije. Anketa za rangiranje tema sprovedena je onlajn, uz predstavljanje 20 tema od uticaja na poslovanje Hemofarma, a u skladu sa korporativnim ključnim vrednostima.

Hemofarm continuously reviews the effects of its business operations through the dialogue with key stakeholders, endeavouring to make an individual and synergistic contribution to the improvement of society and the environment. In tune with the purpose of caring for people's health, this dialogue also represents a specific roadmap for further business and portfolio development. Hemofarm's top management has defined and prioritized the groups of stakeholders to be involved in the eight cycle of the dialogue, which makes the basis of the Hemofarm's triptych – the Sustainable Development Reports for 2019, 2020 and 2021. Abiding by the principles of transparency, balance, and objectivity, in addition to the company's top management (19 respondents), the following stakeholders also joined the dialogue:

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

Within the eight cycle of the dialogue with stakeholders (conducted in 2019, and applicable to each of the three subsequent reports), Hemofarm has examined the attitudes of 239 respondents, with a high response rate of around 94 %, through a survey in the Serbian and English language. The contents of the survey have been aligned with the business strategy of STADA Group and the continuous aspirations to improve the sustainable development of the company. The topic ranking survey was conducted online, with the presentation of 20 topics that have impact the Hemofarm's operations, in accordance with the key corporate values.



Saša Urošević

Senior direktor Hemofarma Banja Luka
Senior Director Hemofarm Banja Luka

Za mene je održivi razvoj način života i način odgovornog poslovanja. Postoji stara izreka koja kaže: „Sve se vraća, sve se plaća” i to je ono što za mene predstavlja održivi razvoj. On predstavlja način vraćanja i unapređenja zajednice u kojoj poslujemo. Održivi razvoj je upravljanje našim potrebama na način koji će omogućiti budućim generacijama da učine isto i da uzdignu naše nasleđe.

For me sustainable development is a way of life and the way of doing responsible business. There is an old saying that goes: “What goes around, comes around” and that is what sustainable development is to me. It's representing the mode to give back and to improve the community in which we operate. Sustainable development is managing our needs in a way that will allow future generations to do the same, and to elevate our heritage.



Tatjana Jovanović
Senior direktorka ljudskih resursa
Senior Human Resources Director at Hemofarm

Postoji odlična šansa da održivo poslovanje bude uspješnije u budućnosti nego što je danas i da ostane uspješno generacijama. Stoga je važno osigurati da su ljudi uključeni u uspostavljanje kulture održivosti i držati organizaciju dalje od trenutnih trendova prihvatanjem strategije održivosti vođene svrhom.

A sustainable business has an excellent chance of being more successful tomorrow than it is today, and remaining successful for generations. Thus, it is important to ensure the involvement of people in establishing a sustainability culture and keep the organization ahead of the curve by embracing a purpose-led sustainability strategy.

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

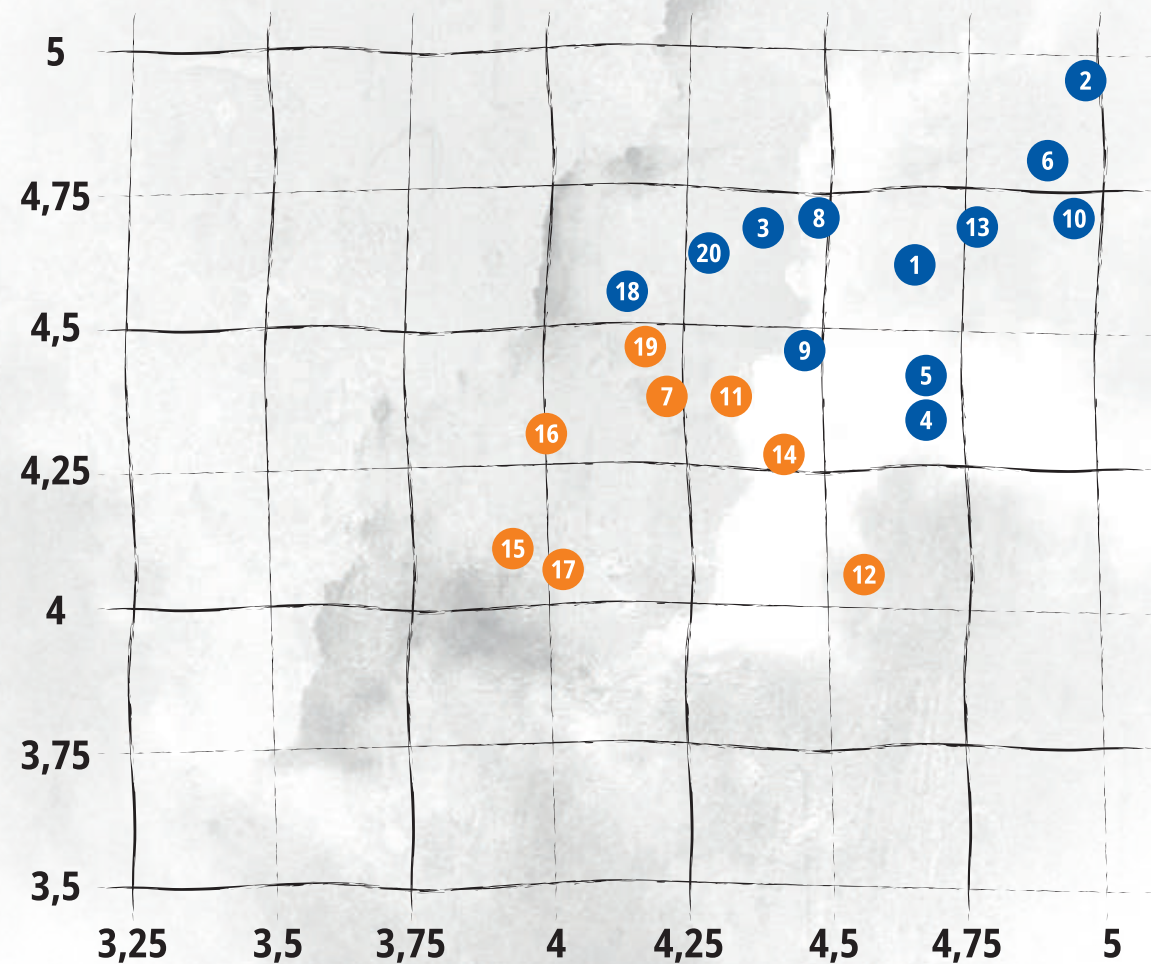
MATRICA MATERIJALNOSTI I MATERIJALNE TEME

MATERIALITY MATRIX AND MATERIALITY TOPICS

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Osmi ciklus dijaloga Hemofarma sa ključnim stakeholderima (2019) rezultirao je sa 12 tema koje su identifikovane kao materijalne teme (od ukupno 20). Ove teme čine fokus izveštavanja Hemofarma o sopstvenom održivom razvoju.

The eighth cycle of Hemofarm's dialogue with the key stakeholders (2019) resulted in 12 topics (out of a total of 20), which were identified as the materiality topics. These topics are the focus of Hemofarm's reporting on own sustainable development.



Hemofarmove materijalne teme za 2021. su: Hemofarm's materiality topics for 2021 include:	
1. Unapređenje i optimizacija PORTFOLIJIA i razvoj i registracija NOVIH PROIZVODA koji su savremeni, komforni i pouzdani	1. PORTFOLIO improvement and optimization and development and registration of NEW PRODUCTS that are contemporary, comfortable, and reliable
2. Ostvarivanje KVALITETA i BEZBEDNOSTI PROIZVODA prema farmaceutskim standardima	2. Achieving PRODUCT QUALITY and SAFETY in line with pharmaceutical standards
3. Odgovoran MARKETING i transparentne KOMUNIKACIJE uz maksimalnu dostupnost informacija	3. Responsible MARKETING and transparent COMMUNICATIONS with maximum availability of information
4. Uvažavanje potreba i ZADOVOLJSTVA KORISNIKA PROIZVODA uz proaktivan odnos prema reklamacijama	4. Respecting the needs and SATISFACTION OF PRODUCT USERS with proactive attitude to complaints
5. Motivacija i edukacija ZAPOSLENIH i kontinuirani razvoj KORPORATIVNE KULTURE	5. Motivation and education of EMPLOYEES and continuing development of CORPORATE CULTURE
6. Ostvarivanje i unapređenje BEZBEDNOSTI i ZDRAVLJA NA RADU	6. Achieving and improving OCCUPATIONAL SAFETY and HEALTH
8. Poštovanje LJUDSKIH PRAVA i sprečavanje prinudnog rada i bilo kakvih zloupotreba	8. Respecting HUMAN RIGHTS and preventing forced labour and any abuse
9. Razvoj ORGANIZACIONE EFIKASNOSTI i rast POSLOVANJA uz unapređenje tržišnih pozicija	9. Development of ORGANIZATIONAL EFFICIENCY & BUSINESS OPERATIONS growth with the improvement of market positions
10. Pouzdane SIROVINE od potvrđenih dobavljača	10. Reliable RAW MATERIALS from approved suppliers
13. Brzo reagovanje na TRŽIŠNE PROMENE i IZAZOVE	13. Agile response to MARKET CHANGES & CHALLENGES
18. Odgovorno upravljanje potrošnjom VODE i ostvarivanje vodene neutralnosti	18. Responsible WATER consumption management and achieving water neutrality
20. Prevencija i smanjivanje RIZIKA i upravljanje KRIZNIM SITUACIJAMA	20. RISK prevention and mitigation and CRISIS SITUATIONS management

Prateći kretanje materijalnih tema u odnosu na prethodne cikluse dijaloga sa stakeholderima, evidentan je uticaj pandemije kovid 19 na svest i stavove ljudi, kako u kompaniji, tako i izvan nje. Kvalitet proizvoda i pouzdanost sirovina, kao i bezbednost i zdravlje na radu, očekivano, dodatno dobijaju na značaju kod svih uključenih stakeholdera. Značaj pouzdanosti sirovina dodatno potencira top menadžment kompanije u težnji da obezbedi kontinuitet poslovanja i neometano snabdevanje lekovima u borbi za zdravlje ljudi.

Following the trend of the materiality topics compared to the previous cycles of the dialogue with stakeholders, the impact of the COVID-19 pandemic on the awareness and attitude of people, both within and outside the company, is evident. Product quality and raw material reliability, as well as occupational health and safety, as expected, have gained more importance with all stakeholders involved. The top management of the company additionally underscores the significance of reliability of raw materials, aspiring to secure business continuity and unhindered supply of medicines in the fight for people's health.

HEMOFARM U 2021.

HEMOFARM IN 2021

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61 godina rasta² i razvoja³ farmaceutskog brenda kome se veruje.⁴ 61 years of growth ² and development ³ of a trusted pharmaceutical brand. ⁴	Portfolio obuhvata 448 (↑410) proizvoda različitih formi i doza.⁵ Portfolio includes 448 (↑410) products of different forms and dosages. ⁵	Oko 3.600 (↑3.500) zaposlenih, od toga 2.931 (↑2.852) u Hemofarmu A.D. About 3,600 (↑3,500) employees, of which 2,931 (↑2,852) in Hemofarm A.D.
PONOVO REKORD! Oko 6,6 milijardi ukupno proizvedenih jedinica (+1,5%) ili 287 miliona pakovanja gotovih proizvoda (+3,2%). RECORD AGAIN! About 6.6 billion of total units produced (+1.5%) or 287 million of finished product packs (+3.2%).	24,2% udeo po broju kutija, a vrednosno 11,6% (10,8% u 2020).⁶ 24.2% share in packs, and 11.6% share in value terms (10.8% in 2020). ⁶	Oko 54,5% (↑54%) udeo žena u kompaniji i 63,4% žena na rukovodećim pozicijama (za oko 10% više nego u 2020). About 54.5% (↑54%) share of women in the company and 63.4% of women at management positions (about 10% more than in 2020).
Oko 38,8 (↑38,5) mlrd. din. prihod od prodaje. Income from sales amounting to around RSD 38.8 bn. (↑38.5).	Oko 60% udeo u izvozu lekova iz Srbije, a više od polovine godišnje proizvodnje se izvozi.⁷ About 60% share in export of medicinal products from Serbia, and more than a half of annual production is exported. ⁷	Važan proizvodni činilac STADA Grupe, prisutan na 34 tržišta, na 4 kontinenta.⁸ Important manufacturing factor of STADA Group, present in 34 markets, on 4 continents. ⁸

² Hemofarm je osnovan 1. juna 1960. u Vršcu, gde mu je i danas sedište; od 2006. deo je nemačke STADA Grupe (2017. je preuzimaju investicioni fondovi Bain Capital i Cinven radi daljeg globalnog rasta). Preko 130.000 m² zauzimaju Hemofarmovi proizvodi i poslovni objekti, koje čine: Centralni fabrički kompleks u Vršcu, fabrike u Dubovcu i Šapcu (Srbija), Banjaluci (BiH) i Podgorici (Crna Gora), predstavništva u Beogradu, Nišu, Novom Sadu i Kragujevcu, zavisna društva u Makedoniji, BiH, Crnoj Gori, Rumuniji, kao i laboratorija u Temišvaru (Rumunija).

³ Hemofarm was founded on 1 June 1960 in Vršac, where it has remained headquartered to date; since 2006, it has been a member of German STADA Group (it was taken over by the private equity funds Bain Capital and Cinven in 2017 to provide further global growth). Over 130,000 m² are covered by Hemofarm's manufacturing and business facilities comprising: central factory complex in Vršac, factories in Dubovac and Sabac (Serbia), Banjaluka (B&H) and Podgorica (Montenegro), representative offices in Belgrade, Niš, Novi Sad, and Kragujevac, subsidiaries in Macedonia, B&H, Montenegro, Romania, as well as the laboratory in Timisoara (Romania).

⁴ Hemofarm je član poslovnih udruženja, poput: AHK – Nemačko-srpska privredna komora, SAM – Srpska asocijacija menadžera, FIC – Savet stranih investitora, PKS – Privredna komora Srbije, AmCham – Američka privredna komora, UN Globalni dogovor itd.

⁵ Hemofarm is a member of the prestigious business associations, such as: AHK – German-Serbian Chamber of Commerce, SAM – Serbian Association of Managers, FIC – Foreign Investors Council, PKS – Serbian Chamber of Commerce and Industry, AmCham – American Chamber of Commerce, UN Global Compact, etc.

⁶ Hemofarm i Hemofarm fondacija su i u 2021. dobitnici brojnih nagrada, a samo neke od njih su „VIRTUS“ specijalna nagrada koju dodjeljuje Trag fondacija za najinovativniji projekat u 2021. za kampanju „Nesalomivi“, koja je pokrenuta sa ciljem očuvanja mentalnog zdravlja, priznanje Udruženja za tržišne komunikacije Srbije (UEPS) koji je dodelio pet nagrada – zlatnu nagradu za najbolju kampanju u oblasti zdravlja i tri srebrne nagrade – za CSR kampanju, korporativni i interni PR i odnose sa potrošačima i bronzanu nagradu za radio-reklamu. Pored toga, kampanja „Nesalomivi“ uvrštena je među šest najboljih CSR projekata na svetu na događaju „Global Generics & Biosimilars Awards 2021“, izabrana među osam najznačajnijih inicijativa u jugoistočnoj Evropi za promociju poverenja u biznis od strane Centra za međunarodno privatno preduzetništvo (CIPE) i Američke privredne komore u Evropi (AmChamsInEurope), proglašena za najbolju društveno-odgovornu kampanju u Srbiji u 2021. godini na festivalu „Kampanje se svrhom“, imenovana za najbolju društveno-odgovornu integrisanu kampanju na regionalnom festivalu integrisanih komunikacija „KAKTUS“. U 2021. kampanja je ukupno nagrađena čak devet puta na globalnim, evropskim, regionalnim i nacionalnim takmičenjima, a navedena je i kao primer dobre prakse u oblasti mentalnog zdravlja u izveštaju koji je podnet UN Komitetu za socijalna i ekonomska prava.

⁷ Hemofarm and Hemofarm Foundation were the winners of numerous awards also in 2021, some of which include 'VIRTUS' special award of the Trag Foundation for most innovative project in 2021 for the 'Unbreakable' campaign, which was launched with the aim of preserving mental health, the recognition of the Association for Market Communications of Serbia (UEPS), which granted five awards – a gold award for the best campaign in the field of health and three silver awards – for CSR campaign, corporate and internal PR and consumer relations, and the bronze award for radio advertising. In addition, the 'Unbreakable' campaign was ranked among six best CSR projects in the world at the 'Global Generics & Biosimilars Awards 2021', it was selected one of the eight best initiatives in South-East Europe for promoting trust in business by the Center for International Private Entrepreneurship (CIPE) and the American Chambers of Commerce (AmChamsInEurope), it was named the best socially responsible campaign in Serbia in 2021 at the 'Campaigns with a Purpose' festival, it was chosen as the best socially responsible integrated campaign at the festival of integrated communications 'KAKTUS'. The campaign was awarded nine times in total at global, European, regional and national competitions in 2021, and was cited as an example of good practice in the field of mental health in a report submitted to the UN Committee on Economic, Social and Cultural Rights.

⁸ Obuhvata lekove koji se izdaju na recept (Rx), preparate koji se mogu kupiti bez lekarskog recepta i obuhvataju vitamine, minerale, dodatke ishrani (OTC, CHC), kao i dijetetske suplemente.

⁵ Including prescription medicines (Rx), prescription-free medicines which comprise vitamins, minerals, food supplements (OTC, CHC), as well as dietary supplements.

⁶ Usled optimizacije portfolija i fokusa na izvoz na interkompanijska tržišta STADA Grupe i Hemofarm Grupe.

⁷ The result of portfolio optimization and focusing on export to the intercompany markets of STADA Group and Hemofarm Group.

⁸ Ukupan udeo izvoza i plasmana proizvoda na tržišta STADA Grupe je okvirno u istom obimu kao u 2020. godini.

⁷ The total share of the export and sales of products to the markets of STADA Group is roughly the same as in 2020.

⁸ Tržišta Jugoistočne Evrope, EU, Bliskog istoka, Severne Afrike i ZND

⁸ The markets of South-East Europe, EU, Middle East, North Africa and CIS.

Hemofarm je farmaceutska lider u Srbiji i regionu⁹, koji proizvodi kvalitetne, efikasne, bezbedne i dostupne generičke farmaceutske proizvode. Liderska pozicija u branši potvrđuje viziju kompanije, koja nastoji da Hemofarm učini liderom i u brizi o zdravlju uopšte. Posvećenost postizanju misije i vizije najbolje potvrđuje globalni slogan STADA Grupe – Caring for People's Health as a Trusted Partner. Unapređenju kvaliteta života ljudi kroz sveobuhvatnu brigu o zdravlju, pored Hemofarma doprinosi i Hemofarm fondacija, kao vodeća zdravstvena fondacija u Srbiji.

Hemofarm A.D. je akcionarsko društvo koje posluje u okviru nemačke STADA Grupe, a najviša upravljačka tela u kompaniji su generalni direktor dr Ronald Seeliger i SMT – Senior Management Team, koji obavlja ulogu Upravnog odbora i čine ga senior direktori i menadžeri vodećih korporativnih funkcija (broji ukupno 18 članova, zajedno sa generalnim direktorom, od čega uži sastav obuhvata 13 članova).

Hemofarm is a national and regional pharmaceutical leader⁹, which produces high-quality, effective, safe, and affordable generic pharmaceuticals. The leading position in the industry confirms the vision of the company, aspiring to make Hemofarm a leader in healthcare in general. The global slogan of STADA Group – Caring for People's Health as a Trusted Partner best shows the commitment to accomplishing the mission and vision. Apart from Hemofarm, Hemofarm Foundation, as a leading healthcare foundation in Serbia, contributes to the improvement of the quality of people's lives through comprehensive healthcare.

Hemofarm A.D. is a joint stock company operating within German STADA Group, and the top management bodies in the company are the Chief Executive Officer – Dr Ronald Seeliger, and SMT – Senior Management Team, acting as the Board of Directors, which is composed of Senior Directors and Managers of leading corporate functions (composed of a total of 18 members, together with the CEO, 13 of whom are the members of the Core SMT).



Dr Ronald Seeliger
Generalni direktor
Hemofarma /
CEO Hemofarm



Dejan Ivanović
Senior direktor operacija
Klastera za jugoistočnu Evropu /
Operation Cluster Head South
Easteran Europe



Nikola Turkan
Senior direktor finansija /
Senior Director
Finance (CFO)



Saša Urošević
Senior direktor Hemofarma
Banja Luka / Senior Director
Hemofarm Banja Luka



Tatjana Jovanović
Senior direktorka ljudskih
resursa / Senior Human
Resources Director
at Hemofarm



Veljko Pešić
Senior direktor marketinga
i prodaje / Senior Director
Marketing and Sales



Ivan Tadić
Senior direktor
korporativnog razvoja /
Senior Director
Business Development



Jelena Rankov
Senior direktorka globalne
kontrole kvaliteta /
Senior Director
Global Quality Control



Milan Smoljanović
Senior direktor
korporativne bezbednosti /
Senior Director
Corporate Security



Sanda Savić
Senior direktorka korporativnih
poslova i komunikacija /
Senior Director Corporate
Affairs and Communications



Sanja Manasijevski
Senior direktorka pravnih poslova
i komercijalnih projekata /
Senior Director Legal Affairs
and Commercial Projects



Sanja Ristić
Senior direktorka
interne revizije /
Senior Director
Internal Audit



Tamara Tomić
Senior direktorka
kvaliteta klastera JIEU /
Senior Director
Quality Cluster SEEU

⁹ Prema zaključcima interne analitike, bazirane na podacima iz adekvatnih IQVIA baza za 2021.

⁹ According to the conclusions of internal analytics, based on data from the relevant IQVIA databases for 2021

Dr Seeliger rukovodi radom SMT-a u kreiranju, implementaciji i usaglašavanju poslovne strategije sa poslovnim aktivnostima STADA centrale u Nemačkoj. SMT se kroz dinamičan matrični organizacioni model, maksimalno otvoren ka STADA Grupi, pored ostalog, zalaže i za poštovanje principa i vrednosti održivog razvoja i njihovu primenu u svim aspektima poslovanja, što potvrđuju i korporativni Principi upravljanja i Principi održivog razvoja Hemofarma, koji obuhvataju: 1) Ljudska prava i bezbednost, 2) Dostojanstven rad i častan posao, 3) Antikorupciju i usaglašenost, 4) Odgovorno poslovanje, kvalitet i održivu proizvodnju, 5) Etički marketing i komunikacije i 6) Efikasnost, integritet i životnu sredinu.¹⁰

Dr Seeliger manages the work of SMT in creation, implementation, and alignment of the business strategy with the business activities of the STADA Headquarters in Germany. Through the dynamic matrix organizational model open towards STADA Group to the maximum level, SMT is committed, apart from other things, to respecting the principles and values of sustainable development and their application in all aspects of business, which is confirmed also by corporate governance principles and sustainable development principles of Hemofarm, which include: 1) Human Rights & Security, 2) Dignified Work and Decent Employment, 3) Anti-corruption and Compliance, 4) Responsible Business, Quality and Sustainable Production, 5) Ethical Marketing and Communications, and 6) Efficiency, Integrity & Environment.¹⁰

¹⁰ Dostupni svim zainteresovanim stranama na korporativnom sajtu.

¹⁰ Available to all stakeholders on the corporate website.



Joan Duru Popic

Direktorka za razvoj poslovanja i licenciranja Head of Business Development and Licensing

U timu kompanije BD&L nastojimo da obogatimo portfolio kompanije Hemofarm i da svojim pacijentima omogućimo pristup bezbednim, efikasnim, kvalitetnim i pristupačnim lekovima, kao i da uvodimo nove inovativne proizvode za rešavanje nezadovoljenih potreba pacijenata. To činimo tako što pažljivo biramo pouzdane partnere koji žive za i veruju u iste ciljeve održive zdravstvene zaštite. Isto tako, lično verujem da svako od nas može da učini neke male stvari koje su i stil života okrenut očuvanju prirode i obezbeđenju bolje i zdravije budućnosti za našu decu.

We at the BD&L team strive to enrich Hemofarm's portfolio and to provide our patients access to safe, effective, quality and affordable medicines, as well as bringing new innovative products to address patients' unmet needs. We do that by carefully selecting reliable partners who live and breathe the same goals toward sustainable healthcare. Likewise, I personally believe that each and everyone of us can do some little things as a way of life to preserve nature and provide a better and healthier tomorrow for our kids.

NAŠE VREDNOSTI I NAŠI CILJEVI ODRŽIVOG RAZVOJA

OUR VALUES AND OUR SUSTAINABLE DEVELOPMENT GOALS

102-16

Hemofarm je u svoja dva prethodna izveštaja o održivom razvoju (za 2019. i 2020) prikazao povezanost ciljeva održivog razvoja sa svojim korporativnim ključnim vrednostima. Svaka vrednost je posvećena promociji konkretnih Ciljeva održivog razvoja (UN Sustainable Development Goals – SDGs), na osnovu dvosmernog uticaja, u skladu sa tri osnovna stuba održivosti, na ljude, dostignuća i planetu¹¹:

In its two previous Sustainable Development Reports (for 2019 and 2020), Hemofarm presented the connection between the sustainable development goals and its key corporate values. Each value is dedicated to promotion of the specific UN Sustainable Development Goals – SDGs, based on a two-way impact, in accordance with the three basic pillars of sustainability – people, achievements and the planet¹¹:

AGILITY



ENTREPRENEURSHIP



INTEGRITY



ONE STADA



¹¹ Ovakav koncept se danas sve češće definiše kao ESG koncept (Environmental, Social, Governance), u skladu sa tri navedena osnovna aspekta održivosti i sve češće služi i za dodatnu procenu rejtinga kompanija.

¹¹ This concept is more and more frequently defined as the ESG concept (Environmental, Social, Governance), in accordance with the three indicated basic aspects of sustainability, and is increasingly used for additional assessment of company ratings.

Povezanost korporativnih vrednosti i ciljeva održivog razvoja u svakodnevnoj poslovnoj praksi inspirisala je Hemofarm da svoje izveštavanje o održivom razvoju predstavi upravo sa stanovišta doprinosa ispunjavanju ovih ciljeva.¹² Tako kompanija nudi primere i motivaciju drugim kompanijama i pojedincima da i oni budu aktivni u pružanju doprinosa ostvarivanju ciljeva održivog razvoja UN.

Pandemija koronavirusa je promenila svet, uključujući i socijalnu distancu i promenu navika ljudi, dok je sistem javnog zdravlja, globalno posmatrano, objektivno pokazao svoja ograničenja usled enormnog pritiska. Hemofarm je u ovim teškim vremenima još jednom potvrdio značaj svoje brige za zdravlje ljudi, dok su se mnogi Hemofarmovi lekovi našli u zvaničnom terapijskom protokolu, i to onom koji daje dobre rezultate. Jedna od najvećih pouka nakon pandemije jeste da farmaceutska proizvodnja ne sme i ne može da stane. Hemofarmovi zaposleni, čija bezbednost i zdravlje ostaju prioritet bez kompromisa, pokazali su da su svojevrсни heroji pandemije, čineći treći stub zdravlja, uz lekare i farmaceute. Upravo ta odgovornost inspirisala je kreiranje triptiha Izveštaja o održivom razvoju (2019–2021) koji će ilustrovati kretanje svih parametara poslovanja i održivosti kompanije uoči pandemije, tokom pandemije i u prvoj godini posle nje.

Sama pandemija i sve što je ona uslovila stavili su nekoliko ciljeva održivog razvoja UN u fokus:

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

The link between the corporate values and sustainable development goals in everyday business practice has inspired Hemofarm to present its reports on sustainable development precisely from the point of view of contributing to the fulfilment of these goals.¹² So, the company offers the examples, thereby motivating other companies and individuals to be active in rendering the contribution to the achievement of the UN Sustainable Development Goals.

The coronavirus pandemic has changed the world, imposed social distancing, and forced people to change their habits, while the public healthcare system inevitably showed its limitations on a global scale, while sustaining an enormous pressure. In these difficult times, Hemofarm confirmed once again the importance of its care for people's health, while many of Hemofarm's drugs were included in the treatment protocol expecting good results. One of the most important lessons learned after the pandemic is that pharmaceutical production cannot and must not stop. Hemofarm's employees, whose safety and health remain an ongoing priority, have shown to be heroes of the pandemic, who make the third pillar of health, in addition to doctors and pharmacists. It was this responsibility that inspired the creation of a triptych of the Sustainable Development Report (2019–2021) that will illustrate the trend of all business and sustainability parameters of the company before the pandemic, during the pandemic and in the first year after it.

The pandemic itself and all its effects brought several UN Sustainable Development Goals into focus:

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

¹² Radi adekvatnog sagledavanja uticaja pandemije koronavirusa na državni, civilni i privredni sektor, Hemofarm će svoj izveštaj za 2021, po uzoru na koncept izveštaja za 2019. i 2020, prezentovati iz ugla ciljeva održivog razvoja koji su posebno senzitivni u doba pandemije koronavirusa, kao i u postpandemijskoj godini, uvažavajući nastojanja UN i Globalnog dogovora UN.

¹² In order to adequately assess the impact of the coronavirus pandemic on the state, civil and business sectors, Hemofarm will present its report for 2021, based on the concept of the report for 2020, from the perspective of sustainable development goals that are particularly sensitive during the coronavirus pandemic, as well as in the post-pandemic year, respecting the efforts of the UN and the UN Global Compact.

Cilj 3, u skladu sa misijom kompanije, ostaje najvažniji cilj Hemofarma – da kroz svoju primarnu delatnost, razvoj svesti i kvalitetne a dostupne proizvode potpomogne brigu o zdravlju ljudi, kao i razvoj zdravih životnih stilova i navika.

U skladu sa Ciljem 4,¹³ sve više dobija na značaju proaktivno uključivanje kompanija poput Hemofarma, koji već ima različite programe podrške obrazovanju – od podrške konceptu dualnog obrazovanja kroz plaćene prakse u Hemofarmu, unapređene studijske programe i modele laboratorija na fakultetima, preko programa stipendija za učenike i studente, do mentorskog programa i specijalizovanih poseta radi upoznavanja sa državnim, obrazovnim i ekonomskim sistemima vodećih zemalja EU.

Ravnopravnost žena i muškaraca bi trebalo da je odavno ispričana priča. Realnost, međutim, demantuje. Zato Cilj 5 i dalje ima suštinski značaj. Žene predstavljaju većinu zaposlenih u Hemofarmu, a senzitivnost balansa njihovih životnih i poslovnih uloga još više dobija na značaju. Zato je briga o njima danas posebno važna.

Budući da je pristup vodi, uz elementarne sanitarne uslove, jedan od prvih stubova prevencije širenja pandemije koronavirusa,¹⁴ Cilj 6 u novonastalim okolnostima ima poseban značaj. Kompanije poput Hemofarma minimalno utiču na potrošnju vode, ali kroz sveukupan odnos čine suštinski pomak u ostvarivanju veće dostupnosti vode stanovništvu. Dobar primer je smanjenje utroška vode u proizvodnji u Hemofarmu, kao i to što Hemofarm poseduje sopstvene reni bunare iz kojih crpi vodu, čime ne opterećuje sistem javnog vodovoda, a poseduje i sopstvene primarne prečištače otpadnih voda.

In tune with the corporate mission, Goal 3 remains the most important goal of Hemofarm – to help in caring for people's health, as well as developing healthy lifestyles and habits through its core activity, raising of awareness and high-quality, and affordable products.

In accordance with the Goal 4,¹³ the proactive involvement of companies such as Hemofarm is increasingly gaining in importance, as it actually already has various programmes to support education – from supporting the concept of dual education through paid internships at Hemofarm, improved study programmes and laboratory models at faculties, through scholarship programmes for secondary-school and university students, to the mentorship programme and special-purpose visits to get acquainted with the state, educational and business systems of the leading EU countries.

Equality of women and men should be a matter which was clarified a long time ago. Reality, nevertheless, denies it. That's why the Goal 5 is still of key importance. Women represent the majority of Hemofarm employees, and the sensitivity of the balance of their private and business roles is becoming increasingly significant. That is why the care for them is presently especially important.

As the access to water, together with elementary sanitation, is one of the first pillars of preventing the spread of coronavirus,¹⁴ Goal 6 has a special importance in these newly arisen circumstances. The companies like Hemofarm have a minimum impact on water consumption, but through the overall approach, they make an essential breakthrough in providing a higher level of accessibility of water to the population. A good example is the reduction of water consumption in Hemofarm's production, as well as the fact that Hemofarm has its own ranney wells from which it takes water, thus disburdening the public water supply system, and it also has its own primary wastewater treatment plants.



Hemofarm i STADA Grupa nastoje da sačuvaju svako pojedinačno radno mesto, uprkos negativnim globalnim eksternim faktorima uticaja pandemije na ekonomiju i poslovanje, ističući upravo suštinski značaj Cilja 8 i brige o zaposlenima u novonastalim okolnostima.

U krizama, najugroženiji (uključujući žene i decu, osobe sa invaliditetom, marginalizovane i raseljene) najviše trpe posledice. Doprinos smanjivanju nejednakosti, za koji se zalaže Cilj 10, ostaje na agendi Hemofarma, barem što se tiče zdravlja i prevencije ili lečenja bolesti, uz kvalitetne farmaceutske proizvode koji su cenovno dostupniji.

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

Hemofarm i STADA usmeravaju svoje korporativne vrednosti ka borbi sveta sa pandemijom koronavirusa, te tako nastoje da trenutno doprinesu sledećim Ciljevima održivog razvoja: Agility – postizanju Ciljeva 5 i 6, Entrepreneurship – postizanju Ciljeva 8 i 10, Integrity – postizanju Ciljeva 3 i 4, kao i One STADA – postizanju Cilja 16. To praktično znači da su Hemofarm i STADA sve svoje održive uspehe i kompetencije, kao i svi odgovorni lideri, stavili u funkciju očuvanja globalnog zdravlja. Ciljevi koji su kontinuirano povezani sa korporativnim vrednostima, takođe su privremeno stavljeni u funkciju doprinosa razvoju globalnog društva i sprečavanju širenja pandemije.¹⁵

Hemofarm and STADA Group aspire to preserve each and every job, in spite of negative global external factors of the impact of the pandemic on the economy and business, highlighting the essential importance of Goal 8 and caring for employees in the new circumstances.

In times of crisis, the most vulnerable groups (including women and children, people with disabilities, marginalized and displaced people) pay the highest toll. Contributing to the reduction of inequality, which Goal 10 advocates, remains on Hemofarm's agenda, at least in terms of health and prevention or disease management with quality and affordable pharmaceutical products.

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

Hemofarm and STADA are focusing their corporate values on supporting the global fight against the coronavirus pandemic, thus striving to contribute to the following sustainable development Goals: Agility – achieving of Goals 5 and 6, Entrepreneurship – achieving of Goals 8 and 10, Integrity – achieving of Goals 3 and 4, as well as ONE STADA – achieving of Goal 16. This practically means that Hemofarm and STADA have put all their sustainable successes and competencies, as well as all responsible leaders, in the function of preserving global health. The goals, which remain continuously linked to the corporate values, have also been temporarily put in the service of contribution to the development of the global society and pandemic containment.¹⁵



¹³ Prognoze UNESCO-a su da je pandemija ugrozila preko 73% ukupne populacije onih koji nešto uče u periodu od pojave pandemije. Prognoze su da će ovaj procenat imati tendenciju rasta i u narednim godinama.

¹³ UNESCO estimates that the pandemic has threatened over 73% of the total population of those who are learning something at the moment. It has been forecast that this percentage will grow in the coming years.

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

¹⁴ Almost three billion people in the world are presently still deprived of the access to sanitary water in their homes.

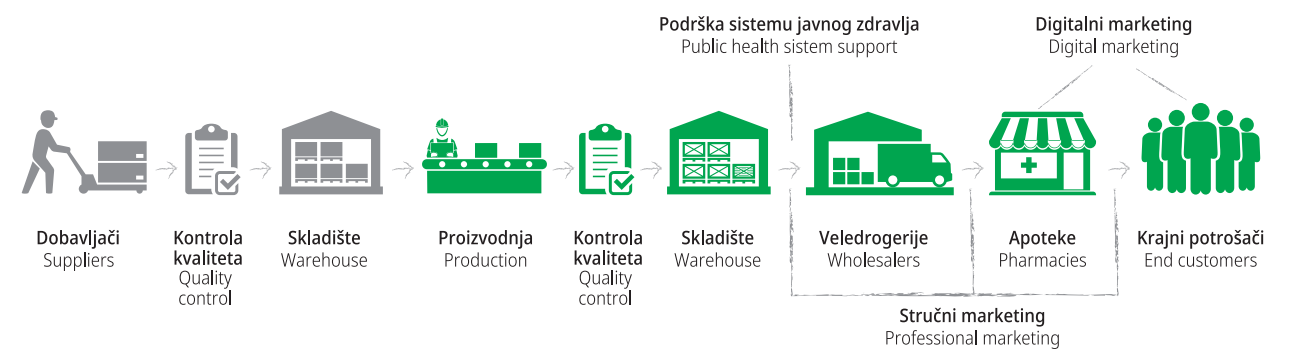
¹⁵ Rodna ravnopravnost (Cilj 5), koja se u Hemofarmu ostvaruje kroz jednak tretman žena i muškaraca, kao i smanjenje nejednakosti (Cilj 10), putem kvalitetnih a dostupnih farmaceutskih proizvoda i kroz brojne CSR aktivnosti, već su uveliko nerazdvojni deo poslovne kulture kompanije. Zato će ovi aspekti biti posredno obrađeni kroz ostale navedene ciljeve i materijalne teme.

¹⁵ Gender equality (Goal 5), implemented in Hemofarm through equal treatment of men and women, as well as Reduced inequalities (Goal 10), pursued by providing quality and affordable pharmaceutical products, and performing numerous CSR activities, have already become, in many ways, an inseparable part of business culture of the company. That is why these aspects will be indirectly addressed through other indicated goals and materiality topics.



Cilj 3: Dobro zdravlje i blagostanje

Goal 3:
Good health and well-being



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

Nakon pojave pandemije u 2020. i tokom 2021, kada je ova opasna pretnja za zdravlje ljudi nastavila da menja navike svakog čoveka,¹⁶ dobro zdravlje i blagostanje (Cilj 3) postali su značajniji nego ikada pre. Hemofarm je nastavio da, u duhu svoje korporativne vrednosti INTEGRITY, pruža podršku borbi za zdravlje. Kompanija je, zajedno sa globalnim društvom, iskusila važnu pouku – iako je pandemija jednaka pretnja za svakog čoveka, pa tako i za zaposlene Hemofarma, neophodno je, uprkos svim preprekama, uz poštovanje mera bezbednosti i očuvanja zdravlja na radu, ispuniti jednu sasvim novu misiju, koja jeste kompatibilna sa misijom kompanije, ali i u velikoj meri motivisana očekivanjima društvene zajednice i zdravstvenog sistema – omogućiti neometano snabdevanje lekovima. Odgovornost Hemofarma u borbi sa pandemijom je utoliko veća jer su brojni protokoli lečenja bili omogućeni upravo proizvodima iz Hemofarmove palete.

Posvećenost Cilju 3 ostala je deo suštinskih napora Hemofarma da kroz svoju primarnu delatnost, razvoj svesti i kvalitetne a dostupne proizvode potpomogne postizanje dobrog zdravstvenog stanja ljudi, kao i razvoj zdravih životnih stilova i navika.

Radi sagledavanja performansi kompanije u godinama pre, tokom i nakon pandemije koronavirusa, u ovom poglavlju će kroz prikaz ostvarenih poslovnih rezultata Hemofarma biti predstavljene sledeće materijalne teme: Unapređenje i optimizacija portfolija i razvoj i registracija novih proizvoda koji su savremeni, komforni i pouzdani, Ostvarivanje kvaliteta i bezbednosti proizvoda prema farmaceutskim standardima, Pouzdane sirovine od potvrđenih dobavljača i Brzo reagovanje na tržišne promene i izazove.

¹⁶ Više od 2 miliona obolelih u Srbiji, uz više od 16.000 smrtnih ishoda (statistika na sajtu Ministarstva zdravlja Republike Srbije <https://covid19.rs/>), uz više od 600 miliona obolelih i 6,5 miliona preminulih u svetu (statistika Svetske zdravstvene organizacije na sajtu <https://covid19.who.int>)

¹⁶ More than 2 million affected people in Serbia, with more than 16,000 deaths (statistics on the website of the Ministry of Health of the Republic of Serbia <https://covid19.rs/>), with more than 600 million affected people and 6.5 million deceased in the world (statistics of the World Health Organization on the site <https://covid19.who.int>)

Following the outbreak of the pandemic in 2020 and throughout 2021 as this dangerous threat to human health continued to change the habits of everyone,¹⁶ good health and well-being (Goal 3) have become more important than ever before. Hemofarm continued, in the spirit of its corporate value INTEGRITY, to support the fight for health. The company, together with the global society, has learned an important lesson – although the pandemic is an equal threat to every person, including the employees of Hemofarm, it is necessary, despite all the obstacles, while respecting safety and health protection measures at work, to fulfil a completely new mission, which is compatible with the company's mission, but also largely motivated by the expectations of the social community and the healthcare system – to enable an uninterrupted supply of medicines. Hemofarm's responsibility in the fight against the pandemic is all the greater because numerous treatment protocols were made possible by products from Hemofarm's product range.

Commitment to Goal 3 remained a part of Hemofarm's essential efforts to help, through its core activity, raising awareness and high-quality and affordable products, achieving good health condition of people as well as development of healthy lifestyles and habits.

In order to review the company's performance in the years prior to, during and after coronavirus pandemic, the following materiality topics will be presented in this chapter through an overview of achieved business results of Hemofarm: Portfolio improvement and optimization and development and registration of new products that are contemporary, comfortable and reliable, Achieving product quality and safety in line with pharmaceutical standards, Reliable raw materials from approved suppliers and Fast response to market changes & challenges.

Sadržaj:¹⁷

- **POUZDANE SIROVINE, POUZDANI DOBAVLJAČI**
- **KVALITET OMOGUĆAVA INTEGRITET**
 - Istraživanje i razvoj – bogatija paleta proizvoda za bolje zdravlje ljudi
 - Farmaceutski razvoj
 - Regulatorni poslovi
 - Medicinski poslovi
 - Tim za farmakovigilancu
- **EFIKASNA PROIZVODNJA KAO PREDUSLOV BRZOG REAGOVANJA NA DINAMIČNO TRŽIŠTE**
- **STADA HEALTH REPORT: Zdravstveni izveštaj - da se čuje mišljenje ljudi o zdravlju**

Table of contents:¹⁷

- **RELIABLE RAW MATERIALS, RELIABLE SUPPLIERS**
- **QUALITY ENABLING INTEGRITY**
 - Research and Development – a richer range of products for better health of people
 - Pharmaceutical Development
 - Regulatory Affairs
 - Medical Affairs
 - Pharmacovigilance Team
- **EFFICIENT PRODUCTION AS A PREREQUISITE FOR FAST RESPONDING TO DYNAMIC MARKET**
- **STADA HEALTH REPORT: Health Report to listen to people's opinions on health**

U 2021. najveći uspeh zapravo nije vezan za količine i obim proizvodnje, već za dve suštinske činjenice:

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

The greatest success in 2021 was not actually related to quantities and production volume, but to two essential facts:

- That Hemofarm, although in an ever more demanding environment, managed to deliver all the necessary products to all the markets where STADA operates in the quantity that is required and in the quality that is inherent
- That safety and health of employees in Hemofarm have been preserved through the dedication of everybody, especially of the crisis team

¹⁷ Redosled prikaza poglavlja i sadržaja odgovara hronološkom redosledu procesa proizvodnje lekova.

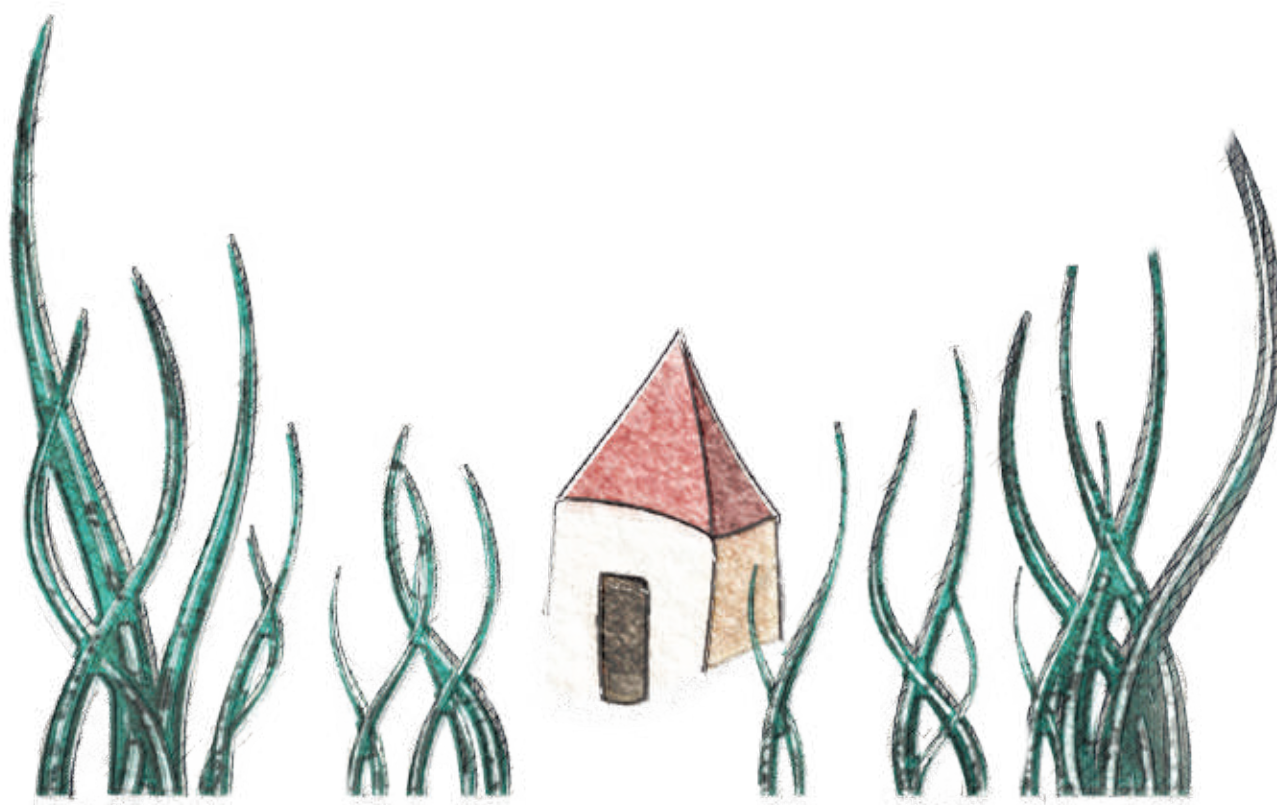
¹⁷ The order of presentation of chapters and content corresponds to the chronological order of the medicine production process.

Hemofarmovi stručni timovi omogućili su da lanac snabdevanja, uprkos svim do tada neviđenim izazovima, funkcioniše veoma uspešno, uz isporuke robe na vreme i u potrebnoj količini. Uz nadljudske napore, ni domaći pacijenti, ali ni pacijenti u brojnim zemljama u kojima Hemofarm prometuje svoje proizvode nisu iznevereni. Nastavljeno je, sada već tradicionalno, obaranje novih rekorda kompanije – onih proizvodnih, ali i onih koji se tiču humanosti i ljudske brižnosti. Posvećenošću svih zaposlenih kompanija je uspela da održi konkurentnost proizvoda i da jednakim intenzitetom nastavi realizaciju projekata koji će osigurati njenu budućnost.

Hemofarm's expert teams made it possible for the supply chain, despite all the unprecedented challenges, to be very successful, with goods delivered on time and in the required quantity. With superhuman efforts, neither domestic patients, nor patients in numerous countries where Hemofarm sells its products were let down. The now already traditional breaking of new company records continued – those of production, but also those concerning humanity and human care. With the commitment of all employees, the company has managed to maintain the competitiveness of products and to continue with equal intensity the implementation of projects that will secure its future.

U 2020. klaster kome pripada Hemofarm postao je bogatiji za još jednu lokaciju – u Ukrajini. Proces integracije, uz sve druge tekuće aktivnosti, uspešno je nastavljen tokom 2021. godine, uz značajna lokalna unapređenja i implementaciju STADA standarda i vrednosti.

Over the course of 2020, the cluster to which Hemofarm belongs became richer for another site – in Ukraine. The integration process, along with all other ongoing activities, continued successfully during 2021, with significant local improvements and implementation of STADA standards and values.



Dejan Ivanović

Senior direktor operacija Klastera za jugoistočnu Evropu
Operation Cluster Head South Eastern Europe

Održivost za mene predstavlja kulturu u kojoj svi teže: obnovljivim resursima, procesima bez otpada, bespapirnoj dokumentaciji, ekološkoj ravnoteži i društvenoj odgovornosti prema zajednici.

Sustainability for me is a culture where everyone is aiming for: renewable resources, zero waste processes, paperless documentation, ecological balance and social responsibilities for community.

POUZDANE SIROVINE, POUZDANI DOBAVLJAČI RELIABLE RAW MATERIALS, RELIABLE SUPPLIERS

Proaktivna i agilna nabavka uspešno je savladala sve izazove u vremenu globalne pandemije, uprkos izuzetnoj nestabilnosti tržišta i ograničenim izvorima snabdevanja (veliki broj dobavljača/proizvođača je uveo „kvote“ u svoj sistem prodaje). Uprkos svemu tome, u Hemofarmu je zahvaljujući odgovornoj nabavci obezbeđen nesmetani proces proizvodnje u svakom trenutku, uz dostizanje definisanih parametara uspeha.

Kvalitet je osnova farmaceutske proizvodnje, a on počinje upravo od nabavke. Pored kvaliteta, najveći izazovi nabavke u Hemofarmu jesu brzina i dobro planiranje, jer je dostupnost farmaceutskih sirovina ograničena.¹⁸ Ta dostupnost dobija sasvim novu dimenziju sa pojavom pandemije koronavirusa, gde dolazi do punog izražaja profesionalizam i kredibilitet Hemofarmovog sektora nabavke, koji je bitan oslonac čitave STADA Grupe.

Važne aspekte nabavke predstavljaju fer i transparentan poslovni odnos prema postojećim i potencijalnim dobavljačima, uz pružanje jednakih šansi svima, bez obzira na teritorijalnu pripadnost.¹⁹ Istovremeno, radi osnaživanja domaće ekonomije, Hemofarm uvek nastoji da prvo pronađe dobavljače proizvoda i usluga u Srbiji. Udeo domaćih dobavljača, prvenstveno u domenu pruženih usluga, iznosi oko 88%, kao i 2020, s tim što se taj procenat može smatrati povećanjem ako se uzme u obzir ukupan rast proizvodnje i nabavke.

Proactive and agile procurement has successfully overcome all challenges in the time of global pandemic in spite of the extreme instability of the market and limited sources of supply (great number of suppliers/manufacturers introduced 'quota' in their sale system). Despite all that, thanks to responsible procurement, Hemofarm has ensured a smooth production process at all times, while reaching the defined parameters of success.

Quality is the basis of pharmaceutical production, and the quality starts from procurement. Apart from quality, the greatest challenges of procurement in Hemofarm are speed and good planning, because the availability of pharmaceutical raw materials is limited.¹⁸ That availability takes on a completely new dimension with the outbreak of the coronavirus pandemic, where the professionalism and credibility of Hemofarm's Purchasing Division, which is an essential support to the entire STADA Group, come to the fore.

Important aspects of procurement are a fair and transparent business relationship with existing and potential suppliers, while providing equal opportunities to everyone, regardless of territorial affiliation.¹⁹ At the same time, in order to strengthen the domestic economy, Hemofarm always tries to first find suppliers of products and services in Serbia. The share of domestic suppliers, primarily in the field of provided services, is about 88%, as in 2020, with the fact that this percentage can be considered an increase if the overall growth of production and procurement is taken into account.

¹⁸ Mali broj pouzdanih dobavljača, geografski skoncentrisanih u određene zone u svetu (uglavnom Daleki istok), uz složene procedure, poput nabavke psihoaktivnih kontrolisanih supstanci sa posebnim protokolima nabavke.

¹⁸ A small number of reliable suppliers, geographically located in certain areas of the world (mostly in the Far East), with complex procedures, such as procurement of psychoactive controlled substances subject to special procurement protocols.

¹⁹ Opšti uslovi poslovanja i nabavke istaknuti su na sajtu Hemofarma, uz naveden link na svakoj porudžbenici: <http://www.hemofarm.com/Binary/40471/Opsti-uslovi-poslovanja-Nabavka-robe-i-usluga.pdf>.

¹⁹ General business and purchase terms are available on Hemofarm's website, with indicated link on each purchase order: <http://www.hemofarm.com/Binary/40471/Opsti-uslovi-poslovanja-Nabavka-robe-i-usluga.pdf>

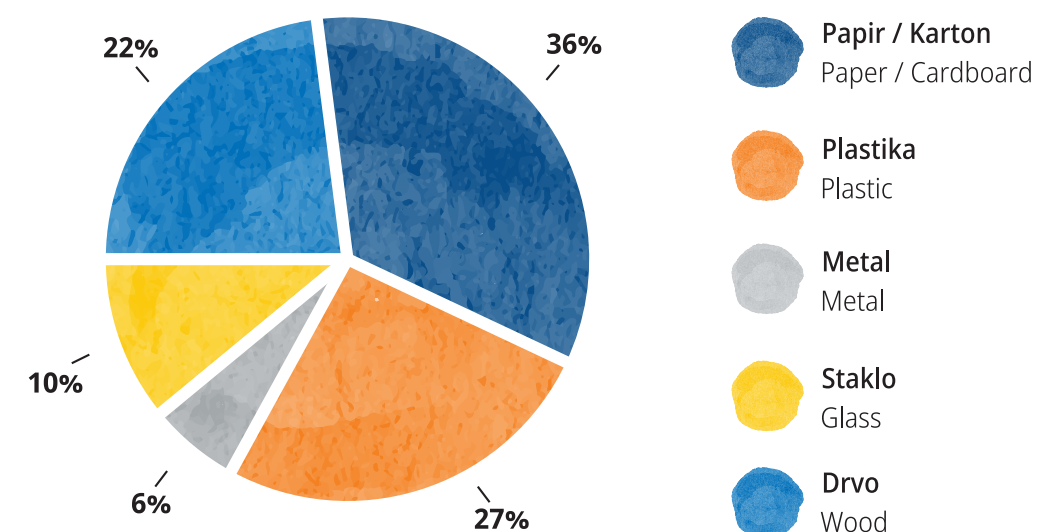
Grupa materijala (2020) Group of materials (2020)	Domaće tržište (%) Domestic market (%)	Ino tržište (%) Foreign market (%)	Ukupno učešće (%) Total share (%)
Sirovine Raw materials	5	95	54
Ambalaža Packaging materials	36	64	17
In bulk i GP In-bulk and finished product	2	98	9
Usluge Services	88	12	20

Hemofarm je u 2021. godini investirao ukupno 21 milion evra (26,7 miliona evra u 2020) uglavnom u novu proizvodnu opremu i dalji razvoj tehnologija namenjenih unapređenju i optimizaciji procesa proizvodnje. Od akvizicije Hemofarma (2006) do danas, STADA Grupa ukupno je investirala oko 350 miliona evra u razvoj poslovanja kompanije.

In 2021 Hemofarm invested a total of EUR 21 million (EUR 26.7 million in 2020) mostly in new production equipment and further development of technologies intended for the improvement and optimization of the production process. Since the acquisition of Hemofarm (2006) to date, STADA Group has invested around EUR 350 million in the company's business development.

Kada se posmatra nabavka sirovina koja uključuje aktivne (API) i pomoćne (EXC) sirovine, ukupna količina iznosi oko 5,8 hiljada tona (5,7 hiljada tona u 2020). Materijali za pakovanje koji su bili predmet nabavke u 2021. obuhvataju papirnu (kartonsku) ambalažu sa oko 3.110 tona, plastičnu ambalažu sa oko 2.400 tona, drvenu ambalažu sa oko 1.800 tona, staklenu ambalažu sa približno 1.000 tona, metalnu ambalažu sa oko 550 tona, što ukupno iznosi oko 9.000 tona.

If we look at the purchase of raw materials that includes active pharmaceutical ingredients (API) and excipients (EXC), the total amount is about 5.8 thousand tonnes (5.7 thousand tonnes in 2020). Packaging materials that were the subject of procurement in 2021 comprise paper (cardboard) packaging material with about 3,110 tonnes, plastic packaging with about 2,400 tonnes, wooden packaging with about 1,800 tonnes, glass packaging with about 1,000 tonnes, metal packaging with about 550 tonnes, which totals about 9,000 tonnes.



Materijali za pakovanje 2021 % (kg)
Packaging Materials in 2021 % (kg)

Od ukupne količine osnovnih kutija za pakovanje gotovih proizvoda, učešće recikliranih osnovnih kutija je 89% ili 1.054 tone (83% u 2020). To praktično znači da je više od 250 miliona pakovanja gotovih proizvoda bilo spakovano u kutije od recikliranog kartona.

Out of the total quantity of cartons for packaging of finished products, the share of recycled cartons accounted for 89% or 1,054 tonnes (83% in 2020). It practically means that more than 250 million of finished product packs were made of recycled cardboard.

Kategorija Category	2019. (%)	2020. (%)	2021. (%)
Sirovine Raw materials	39	39	39
Staklena ambalaža Glass packaging material	7	7	7
Papirna ambalaža Paper packaging material	18	18	21
Drvena ambalaža Wood packaging material	15	15	13
Metalna ambalaža Metal packaging material	3	3	4
Plastična ambalaža Plastic packaging material	18	18	16

Transparentnost je jedna od ključnih odlika Hemofarmove nabavke, a svi dobavljači su detaljno upoznati sa zahtevanim kvalitetom u skladu sa farmaceutskim standardima, uz očekivanje da za ponuđene proizvode i usluge ispune planirane rokove, pruže adekvatnu podršku, servis i korisne informacije. Odgovorno upravljanje procesom nabavke omogućava Hemofarmu praćenje više ESG kriterijuma performansi – pored procene uticaja na okolinu, podrazumeva i evaluaciju i praćenje solventnosti, poslovnosti i poštovanja prava zaposlenih.²⁰

Transparency is another key feature of Hemofarm's procurement, and the quality requirements in accordance with pharmaceutical standards are clearly communicated to all suppliers, with an expectation to meet the planned deadlines for the offered products and services, to render adequate support, service, and useful information. Responsible management of the procurement process enables Hemofarm to monitor several ESG performance criteria – in addition to the assessment of the impact on the environment, it also includes the evaluation and monitoring of solvency, business performance and respect for the rights of employees.²⁰

²⁰ Svi novi dobavljači obavezni su da popune i BSCI (Business Social Compliance Initiative) upitnik, čime se procenjuje društvena usaglašenost njihovog poslovanja. Ukoliko dobavljač nije adekvatno usaglasio svoje poslovanje i poslovnu kulturu sa održivim vrednostima, Hemofarm zadržava pravo da prekine saradnju.
²⁰ All new suppliers are obliged to also fill out the BSCI (Business Social Compliance Initiative) questionnaire, which is used for evaluation of the social compliance of their business operations. If a supplier has failed to adequately align its business operations and corporate culture with sustainable values, Hemofarm reserves the right to terminate the cooperation with the relevant supplier.

Zaposleni u Sektoru nabavke su na vreme prepoznali opasnost koju donosi kovid 19 i preduzeli sve preventivne aktivnosti da se ne ugrozi nabavka polaznih materijala potrebnih za proizvodnju na svim lokacijama Hemofarma (SEE klaster). Prave dimenzije ovog uspeha možda najbolje ilustruje podatak o obaranju novog proizvodnog rekorda u 2021. godini i po broju ukupno proizvedenih jedinica, i po broju kutija gotovih proizvoda.

The employees in the Purchasing Division have recognized the danger of COVID-19 on time and have undertaken all preventive actions not to jeopardize the procurement of starting materials required for production on all Hemofarm sites (SEE cluster). The true dimensions of this success are perhaps best illustrated by the fact that a new production record was broken in 2021, both in terms of the total number of units produced and the number of cartons of finished products.

U 2021. godini nastavljena je dodatna digitalizacija i automatizacija nabavke, a u kontekstu ubrzavanja i centralizacije samih procesa, na bazi savremenih softverskih i organizacionih rešenja.²¹ Kada su u pitanju CRC zatvarači (dizajnirani tako da deca ne mogu da ih otvore), nastavljeno je konstantno smanjenje upotrebe plastike kao polazne sirovine za sve zatvarače ove vrste (preko 30%), bez narušavanja kvaliteta i bezbednosti proizvoda.

Additional digitalization and automation of procurement continued also in 2021, in terms of speeding up and centralization of the processes, based on the contemporary software and organizational solutions.²¹ When it comes to CRC closures (child resistant closures), constant reduction of the use of plastic as a starting raw material for all closures of this type (over 30%) continued without affecting the quality and safety of products.



²¹ Hemofarm izvozi veći deo svog proizvedenog portfolija, i dodatna olakšanja za brz i efikasan transport jesu pojednostavljene carinske procedure zahvaljujući statusu ovlašćenog privrednog subjekta tipa F, koji je dodeljen od strane Uprave carine. Bržim i jednostavnijim procedurama carinjenja ubrzava se plasman proizvoda, povećava konkurentnost i poslovanje čini efikasnijim, a Hemofarm stabilnim spoljnotrgovinskim partnerom.
²¹ Hemofarm exports the majority of its product portfolio, and fast and efficient transportation is additionally facilitated by the simplified customs clearance procedures owing to the status of an authorized economic operator type F, granted by the Customs Administration. Faster and simpler customs clearance procedures speed up the product sales, increase competitiveness, making operations more efficient and Hemofarm a stable foreign trade partner.

KVALITET OMOGUĆAVA INTEGRITET QUALITY ENABLING INTEGRITY

Kvalitet Klastera za jugoistočnu Evropu i Ukrajinu obuhvata sve aktivnosti Obezbeđenja kvaliteta i Kontrole kvaliteta. Sve aktivnosti vezane za poslovanje Klastera za jugoistočnu Evropu i Ukrajinu koordinirane su na nivou klastera i sprovode se na svim proizvodnim lokacijama Klastera za jugoistočnu Evropu preko linija rukovođenja lokacijama.

Tokom 2021. uspešno je sprovedeno 12 GMP inspekcija, 9 on site i 3 onlajn, od strane srpskih, ruskih, bosanskih, crnogorskih, ukrajinskih, nemačkih i hrvatskih regulatornih tela na proizvodnim lokacijama Klastera. Provere od strane ugovornih partnera: PharmaS, HALMED i B. Braun, kao i preaudit od strane regulatornih vlasti Saudijske Arabije uspešno su finalizovane sprovođenjem on site provere.

Sprovedena je resertifikacija za ISO 9001 standard i sertifikacija za EU CE znak za medicinsko sredstvo (EN ISO 13485, EU Directive 93/42/EEC) od strane ISO notifikacionih tela. Provera usaglašenosti sa zahtevima regulative i Globalnim procedurama sprovedena je u 2021. kroz pet onlajn provera od strane STADA audit tima. Sprovedene su MOCK inspekcije u cilju pripreme za EAEU sertifikaciju u proizvodnim pogonima Vršac i Pakovni centar i na lokaciji u Ukrajini.

Zaposleni su bili angažovani na različitim poljima:

- Tokom 2021. nastavili smo sa aktivnostima i unapređenjima na značajnim globalnim projektima: **LIMS** (Laboratory Information Management System) – aktivno učestvovali u projektnim zadacima i rešenjima LIMS softvera u procesima u Kvalitetu na nivou cele STADA Grupe, pružali podršku ekstenziji korišćenja LIMS produkcionog sistema, proširivanju broja materijala koji se testiraju kroz LIMS sistem

Quality Cluster South-East Europe and Ukraine covers all the activities of quality assurance and quality control. All the activities related to the operations of the Cluster South-East Europe and Ukraine are coordinated at the Cluster level and implemented on all production sites of the Cluster South-East Europe through site management lines.

During 2021, 12 GMP inspections were successfully conducted, 9 on site and 3 online, by Serbian, Russian, Bosnian, Montenegrin, Ukrainian, German, and Croatian regulatory bodies at the Cluster's production sites. Audits by contractual partners: PharmaS, HALMED and BBraun, as well as pre-audit by the regulatory authorities of Saudi Arabia were successfully finalized by conducting an on-site audit.

Recertification for ISO 9001 standard and certification for EU CE mark for medical device (EN ISO 13485, EU Directive 93/42/EEC) was conducted by the ISO notification bodies. The audit of compliance with the requirements of regulations and global procedures was conducted in 2021 through five online audits by STADA audit team. MOCK inspections were performed for preparation for EAEU certification in production plants in Vršac and Packaging Centre and on the site in Ukraine.

Employees were engaged in different areas, specifically the following:

- Over the course of 2021, we continued the activities and improvements in significant global projects: **LIMS** (Laboratory Information Management System) – actively participated in project tasks and solutions of LIMS software in Quality processes at the level of the entire STADA Group, rendered support to extension of usage of LIMS production system, expansion of number of materials tested through the LIMS system

- **eQMS** (Electronic Quality Management System) – uspostavljanje i upotreba modula za upravljanje inspekcijama (Audit), dobavljačima (Supplier), MOC i obukama (Training)

- **Gemini Matrix** – aktivnosti vezane za administracije sistema, dok je dobavljač radio na ispravkama i unapređenjima

- **LeanLab** – uspostavljanje lean principa u organizaciji procesa i prostora u laboratorijama u cilju unapređenja efikasnosti, transparentnosti i fleksibilnosti procesa i oslobađanje kapaciteta. U dve laboratorije Klastera započete su aktivnosti dijagnostike i definisanja neophodnih aktivnosti

- Integracija kvaliteta nove lokacije u Ukrajini – Timovi su prevazilazili izazove i nesebično razmenjivali iskustvo i znanje, čineći Klaster JIEU One Stada timom

- Nova laboratorija za testiranje mikrobiološke čistoće u Banjaluci je opremljena i sertifikovana u 2021.

- Rekonstruisane laboratorije u Šapcu i Podgorici. Uzajamnom podrškom laboratorija svih lokacija realizovana su sva testiranja bez značajnog uticaja na snabdevanje tržišta lekovima

- Učestvovali u izradi Globalnih procedura, kao autori i članovi tima

- Uveden je veliki broj metoda za testiranje novih proizvoda u laboratorijama Hemofarma. Transferisani su novi proizvodi i tehnologije (site-to-site transferi kao i transferi iz razvoja Hemofarma), u čemu je Kvalitet imao značajnu ulogu

- Radili na unapređenju koncepta „Quality on the shop floor” koji podrazumeva konstantno prisustvo specijalista kvaliteta u proizvodnim pogonima i laboratorijama Kontrole kvaliteta. Specijalisti pružaju podršku u pripremama za inspekcije, inicijativama za unapređenja i njihovoj realizaciji

- **eQMS** (Electronic Quality Management System) – establishment and use of module for managing audits (Audit), suppliers (Supplier), MOC and training (Training)

- **Gemini Matrix** – activities related to system administration, while the supplier worked on corrections and improvements

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

- Integration of quality of new site in Ukraine – teams overcame the challenges and unselfishly exchanged experience and knowledge, making the Cluster SEEU a ONE STADA team

- New laboratory for testing microbiological quality in Banja Luka was equipped and certified in 2021

- Laboratories in Šabac and Podgorica were reconstructed. With the mutual support of the laboratories of all sites, all tests were carried out without significant impact on the supply of medicines to the market

- Participated in the preparation of global procedures, as authors and team members

- A large number of methods for testing new products was introduced in the laboratories of Hemofarm. New products and technologies were transferred (site to site transfers as well as transfers from Hemofarm's development) in which Quality played a significant role

- Worked on the improvement of the concept 'Quality on the Shop Floor', which includes constant presence of quality specialists in the production plants and laboratories of Quality Control. Specialists render support in preparations for inspections, initiatives for improvements and their implementation

U svakodnevnom radu timova primenjuje se proaktivan pristup, analiziraju se procesi i kontinuirano unapređuju kroz ideje zaposlenih. Uvedena su mnoga poboljšanja procesa koja su donela povećanje produktivnosti kroz implementaciju OpEx programa u svim oblastima.

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

- **One STADA:** Tim iz Vršca razmenio je iskustva i znanja u oblasti sterilne proizvodnje i sprovođenju istraga sa kolegama sa lokacije u Hanoveru. Unapređena je metoda vizuelne inspekcije
- **Integrity:** članovi tima iz Kvaliteta i Tehničkih operacija Klastera JIEU za podršku i unapređenje aseptične proizvodnje, što je rezultiralo uspešno sprovedenim Media fill testovima na proizvodnim linijama u Ukrajini
- **Dodatno,** predstavnici Kvaliteta i Tehničkih operacija Klastera JIEU uz podršku STADA IT Solutions uspešno su sproveli ideju uvođenja Hololens u proces sprovođenja inspekcija i time postali dobitnici nagrade „Super priča” u junu 2021.

A proactive approach is applied in the daily work of teams, processes are analysed and continuously improved through employee ideas. Many process improvements have been introduced, leading to increased productivity through the implementation of OpEx programmes in all areas.

Quality Cluster SEEU is the winner of the quarterly awards of the Global Technical Operations at the level of STADA Group for:

- **ONE STADA:** The team from Vršac exchanged experiences and knowledge in the field of sterile production and conducting investigations with colleagues from the Hannover site. The visual inspection method has been improved
- **Integrity:** Team members of Quality and Technical Operations of the Cluster SEEU for support and improvement of aseptic production which resulted in successfully implemented Media fill tests on production lines in Ukraine
- **Additionally,** representatives of Quality and Technical Operations of the Cluster SEEU with the support of STADA IT Solutions have successfully implemented the idea of introduction of HoloLens in the audit process and became the winners of the Super Story award in June 2021

Istraživanje i razvoj – bogatija paleta proizvoda za bolje zdravlje ljudi

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

Cilj razvoja generičkog leka je da se, kao adaptivni odgovor na lekove originatora, završi razvoj i registracija, te brže i efikasnije lansiraju novi proizvod na tržište, čineći na taj način pacijentima terapiju dostupnijom. Razvoj novih proizvoda, uopšteno, čini stub napretka farmaceutske industrije, kroz širenje mogućnosti primene postojećih i kreiranje novih farmaceutskih proizvoda.

The goal of generic medicine development is to, as an adaptive response to originator medicines, complete development, and registration, and launch a new product to the market faster and more efficiently, thus making therapy more accessible to patients. The development of new products, in general, is a pillar of the progress of the pharmaceutical industry, through the expansion of the possibilities of administration of existing and the creation of new pharmaceutical products.

Farmaceutski razvoj

Pharmaceutical Development

Farmaceutski razvoj čini oslonac rasta i napretka farmaceutske industrije, kroz pomeranje granica u mogućnostima primene postojećih i kreiranje novih farmaceutskih proizvoda. Zadatak je da se u što kraćem roku tržištu ponudi kvalitetan, efikasan i siguran farmaceutski proizvod, uz poštovanje i usklađenost sa strogim regulatornim i marketinškim zahtevima ciljanih tržišta, uključujući zemlje EU i ostala tržišta na kojima je STADA Grupa prisutna (Rusija, CIS, Azija, MENA).

Pharmaceutical development forms the basis of the growth and progress of the pharmaceutical industry, through pushing the boundaries of the possibilities of applying existing and creating new pharmaceutical products. The task is to offer the market a high-quality, effective, and safe pharmaceutical product as soon as possible, while respecting and complying with the strict regulatory and marketing requirements of the target markets, including EU countries and other markets where STADA Group is present (Russia, CIS, Asia, MENA).

Istekom perioda važenja patenta gubi se pravo ekskluzivnosti prodaje originatorskih proizvoda, što je za farmaceutske kompanije početak borbe za vodeće pozicije na tržištu generičkih lekova. Upravo iz tog razloga cilj Sektora razvoja je da završi razvoj, registraciju i transfer, i što je moguće ranije lansirati na tržište nove proizvode. Kontinuirana optimizacija portfolija i proaktivan razvoj, uz stalna poboljšanja tehnoloških kompetencija, organizacione i operativne izvrsnosti kompanije, osnova su konkurentске prednosti koja je Hemofarmu donela lidersku poziciju na farmaceutskom tržištu JIEU.

Tokom 2021. godine 60 zaposlenih u Farmaceutskom razvoju bilo je angažovano na 45 različitih projekata. Ono što ovaj sektor čini specifičnim i izdvaja Hemofarmov razvoj kao centar izvrsnosti jesu sjajan ekspertski tim i dugogodišnje iskustvo u razvoju gotovo svih farmaceutskih oblika. Tu je i konstantan rad na optimizaciji procesa i nastojanje da se smanje vreme i troškovi neophodni za razvoj novih proizvoda.

Misija Sektora razvoja je da prati zahteve tržišta, regulativu i tehnološke trendove u farmaceutskoj industriji i da sve to implementira u nove proizvode STADA-e i Hemofarma. Jedan od zacrtanih ciljeva jeste i rad na razvoju inovativnih rešenja, odnosno proizvoda koji imaju dodatnu vrednost. U skladu sa takvim pristupom, tokom 2021. godine razvijen je mineralno-vitaminski dijetetski proizvod u novom farmaceutskom obliku – mini-tablete punjene u kapsule. Istovremeno, cilj sektora je i da stalno izaziva status quo i da istovremeno razvija tim kroz saradnju sa univerzitetima, naučnim centrima i drugim laboratorijama, kao izvorom inovacija. Na taj način proširuje se ekspertiza i jača preduzetnički potencijal unutar kompanije, a sve u cilju da se korisnicima proizvoda učini terapija dostupnom, uz konstantno povećanje konkurentске prednosti na tržištu.

The right to exclusive sale of originator products is lost by the patent expiry, which is the beginning of the fight for the pharmaceutical companies for the leading positions in the generics market. That's why the goal of the Development Division is to complete the development, registration and transfer and as soon as possible launch new products to the market. Continuous optimization of portfolio and proactive development, with constant improvements of technological competences, organizational and operational excellence of the company are the basis of competitive advantage that brought the leadership position to Hemofarm in the pharmaceutical market of SEEU.

Over the course of 2021, 60 employees of the Pharmaceutical Development were engaged in 45 different projects. What makes this division specific and what distinguishes Hemofarm's development as the excellence centre are a great expert team and long-term experience in the development of almost all pharmaceutical forms. There is also the constant work on process optimization and efforts to reduce the time and costs necessary for the development of new products.

The mission of the Development Division is to keep up with market requirements, regulations, and technological trends in the pharmaceutical industry and to implement all of this in new STADA and Hemofarm products. One of the set goals is to work on the development of innovative solutions, that is, products that have added value. In accordance with such an approach, during 2021, a mineral vitamin dietary product was developed in a new pharmaceutical form – mini tablets filled in capsules. At the same time, the goal of the division is to constantly challenge the status quo and at the same time to develop the team through cooperation with universities, science centres and other laboratories, as a source of innovation. In this way, the expertise is expanded and the entrepreneurial potential within the company is strengthened, all with the aim of making therapy available to product users, while constantly increasing the competitive advantage on the market.

Tokom 2021. na tržište Srbije lansirani su novi proizvodi iz sopstvenog razvoja – Ticagrex film tablete, gde je Hemofarm prvi generičar u ovoj kategoriji na tržištu Srbije, kao i SNUP D nazalni sprej i reformulisane Imunocink tablete za decu i odrasle. Uspešno su završene registracije novih proizvoda u EU – Vildagliptin tablete i Vildagliptin Metformin film tablete, Ezetimib tableta i Heptatrombin 1000 gela u Srbiji. Godinu 2021. obeležio je i rekordni broj proizvedenih razvojnih serija – 560, kao i rekordni broj urađenih analiza – 43.692.

Sa ciljem osvajanja novih tržišta, u 2021. godini su otpočela i ispitivanja studija stabilnosti za IVb klimatsku zonu (tržište Vijetnama) za 11 proizvoda.

Osvajanje novih tehnologija i njihova praktična primena u laboratoriji tokom razvoja formulacije i procesa, a potom transfer i optimizacija na pilot-opremi i u proizvodnji garantuju nastavku proaktivne strategije razvoja novih proizvoda sa dodatnom vrednošću.

Over the course of 2021, new products from own development were launched to the Serbian market – Ticagrex film-coated tablets, where Hemofarm is the first generic producer in this category in the Serbian market, as well as SNUP D nasal spray and reformulated Imunocink tablets for children and adults. Registrations of new products in the EU were successfully completed – Vildagliptin tablets and Vildagliptin Metformin film-coated tablets, Ezetimib tablets and Hepathrombin 1000 gel in Serbia. The year 2021 was marked by the record number of produced development lots – 560, as well as record number of performed analyses – 43,692.

With the aim of winning new markets, stability studies for the IVb climate zone (Vietnam market) began for 11 products in 2021.

Winning new technologies and their practical application in the laboratory during the development of formulation and process and then transfer and optimization on pilot equipment and in the production guarantee the continuation of proactive strategy of developing new value-added products.

Regulatorni poslovi Regulatory Affairs

Glavni ciljevi svih aktivnosti ovog sektora su pravovremeni plasman preparata iz STADA Grupe na tržište, očuvanje kontinuiteta plasmana proizvoda i stalna briga o kvalitetu preparata STADA porodice. Hemofarm A.D. vlasnik je 1.556 (1.547 u 2020) rešenja o registraciji lekova u 22 zemlje, kao i 82 (97 u 2020) upisa medicinskih sredstava, 344 (212 u 2020) dodataka ishrani i 50 (15 u 2020) kozmetičkih sredstava. Tokom 2021. godine dobijeno je 91 rešenje o novim registracijama lekova i predata još 152 zahteva za nove registracije.

The main goals of all activities of this division are timely release of STADA Group products to the market, keeping the continuity of product launches and constant care for the quality of products from the STADA family. Hemofarm A.D. is the owner of 1,556 (1,547 in 2020) marketing authorizations in 22 countries, as well as 82 (97 in 2020) registrations for medical devices, 344 (212 in 2020) for food supplements and 50 (15 in 2020) for cosmetic products. Over the course of 2021, 91 new marketing authorizations were obtained and another 152 applications for new marketing authorizations were submitted.

Aktivnosti sektora regulatornih poslova usmerene su na:

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

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

Medicinski poslovi Medical Affairs

Tim medicinskih poslova čini tim stručnjaka posvećenih, pre svega pripremi prekliničke i kliničke dokumentacije za nove i postojeće Hemofarmove proizvode, kao i pripremi sažetaka karakteristika leka i uputstava za lek.

Tokom 2021. godine pripremljena je preklinička i klinička dokumentacija za nove proizvode za evropska i druga strateška tržišta i ažurirana dokumentacija za obnove dozvola za preko 170 registracionih dosijea (150 u 2020). Pored toga, ažurirane su osnovne informacije o leku u preko 150 sažetaka karakteristika leka i uputstava za lek (140 u 2020).

Activities of Regulatory Affairs Division are focussed on:

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

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

The Medical Affairs Team is composed of the experts dedicated primarily to preparation of pre-clinical and clinical documentation for new and existing Hemofarm products, as well as preparation of Summaries of Product Characteristics and Patient Information Leaflets.

Over the course of 2021, pre-clinical and clinical documentation was prepared for new products for European and other strategic markets, and more than 170 registration files (150 in 2020) were updated for marketing authorizations renewal. Besides this, basic information about the medicine was updated in over 150 Summaries of Product Characteristics and Patient Information Leaflets (140 in 2020).

Tim za farmakovigilancu Pharmacovigilance Team

Tim za farmakovigilancu čini tim stručnjaka posvećenih, pre svega, kontinuiranom praćenju svih novih bezbednosnih informacija u vezi sa primenom lekova i medicinskih sredstava. Prikuplja, procenjuje i izveštava o svim prijavama neželjenih reakcija na lekove i medicinska sredstva tokom postmarketinške faze životnog ciklusa Hemofarmovih proizvoda. Priprema dokumenta iz domena farmakovigilance u cilju registracije novih proizvoda i obnove registrovanih proizvoda. Sarađuje sa globalnim i lokalnim timovima za farmakovigilancu.

The pharmacovigilance team is made of the experts dedicated primarily to continuous monitoring of all new safety information related to the administration of medicines and medical devices. It collects, assesses, and reports on all reported adverse reactions to medicines and medical devices during the post-marketing phase of the life cycle of Hemofarm's products. It prepares documents from the field of pharmacovigilance for the purpose of new products registration and renewal of registered products. It cooperates with global and local pharmacovigilance teams.



EFIKASNA PROIZVODNJA KAO PREDUSLOV BRZOG REAGOVANJA NA DINAMIČNO TRŽIŠTE

EFFICIENT PRODUCTION AS A PREREQUISITE FOR FAST RESPONDING TO DYNAMIC MARKET

Visokooptimizovan i efikasan proces proizvodnje, uz poštovanje principa održivog razvoja i kontinuirani razvoj same proizvodne infrastrukture, ali i poslovnih procedura, u skladu sa zahtevima složenih farmaceutskih standarda, čine kompaniju važnim stubom proizvodnje čitave STADA Grupe i omogućavaju Hemofarmu obaranje sopstvenih proizvodnih rekorda iz godine u godinu. Uprkos uticaju pandemije, koja se u izvesnoj meri odrazila na limitiranu dostupnost sirovina, smanjen broj ljudskih resursa u aktivnom procesu proizvodnje, promenjen fokus tražnje, ali i ograničenja u distribuciji proizvoda, Hemofarm je u 2021. ostvario povećan obim proizvodnje u odnosu na prethodnu godinu.

Nastavljen je trend obaranja sopstvenih rekorda, kao i u godini pre pandemije – proizvedeno je ukupno 287 miliona pakovanja proizvoda (278 miliona u 2020). Jedan od osnovnih prioriteta, pored težnje da se omogući neometano snabdevanje tržišta lekovima, ostao je da se u svim Hemofarmovim proizvodnim pogonima organizuje bezbedno radno okruženje i sačuva ono najvrednije – zdravlje zaposlenih. Putovanja su takođe redukovana samo na ona koja su kritična za poslovanje i uspešno su izvršene mnoge onlajn aktivnosti, uključujući i inspekcije. Regulatorna tela su obavila deset inspekcija, od kojih su sve imale pozitivan ishod. Pet od deset inspekcija je obavljeno onlajn. Takođe, i inspekcije za obnovu sertifikata ISO 9001 i 13485 uspešno su obavljene onlajn.

A highly optimized and efficient production process, while respecting the principles of sustainable development and the continuous development of both the production infrastructure itself and business procedures, in accordance with the requirements of complex pharmaceutical standards, makes the company an important production pillar of the entire STADA Group and enables Hemofarm to break its own production records from year to year. Despite the impact of the pandemic, which to a certain extent was reflected in the limited availability of raw materials, the reduced number of human resources in the active production process, the changed focus of demand, but also limitations in product distribution, Hemofarm achieved an increased volume of production in 2021 compared to the previous year.

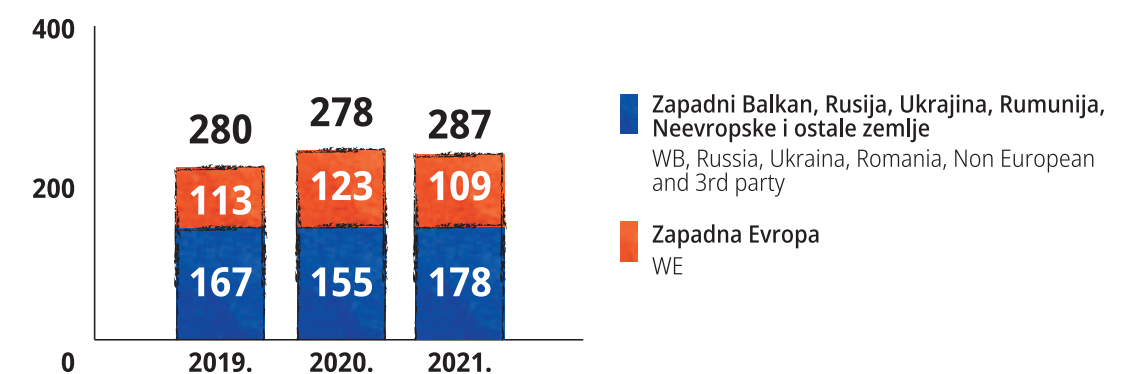
The trend of breaking own records continued as in the year before the pandemic – a total of 287 million product packages were produced (278 million in 2020). One of the basic priorities, in addition to the aspiration to enable the undisturbed supply of medicines to the market, remains to be organizing a safe working environment in all of Hemofarm's production facilities and preserving the most valuable thing – the health of the employees. Travel has also been reduced to business-critical travel and many online activities, including inspections, have been successfully completed. Regulatory bodies conducted ten inspections, all of which had a positive outcome. Five out of the ten inspections were done online. Also, inspections for renewal of ISO 9001 and 13485 certificates were successfully completed online.

Nova mikrobiološka laboratorija je puštena u rad i dobila GMP sertifikat u Banjaluci. Rekonstrukcija hemijske laboratorije u Šapcu i mikrobiološke laboratorije u Podgorici izvršena je bez zaustavljanja rutinskog testiranja na lokacijama.

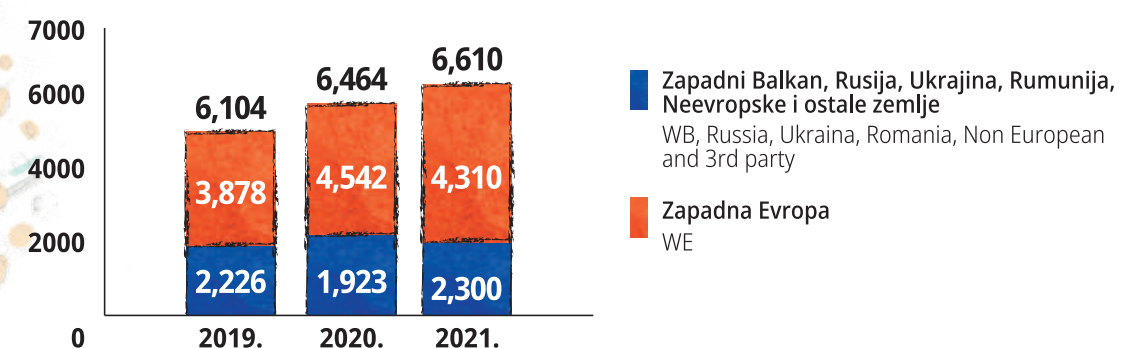
A new microbiological laboratory was put into operation and received a GMP certificate in Banja Luka. The reconstruction of the chemical laboratory in Šabac and the microbiological laboratory in Podgorica was carried out without stopping routine testing at the sites.

Realizovan je ponovo rekordan obim u proizvodnim jedinicama od 6,6 milijardi TPU (ukupno proizvedenih jedinica; 6,4 milijardi u 2020), što potvrđuje ukupan rast od oko 3,2%.²² Stvarni funkcionalni troškovi JIEU klastera ostali su ispod budžetiranih za 4,3%. Navedeni rezultati svedoče o velikom uspehu u upravljanju i efikasnosti lanca snabdevanja, uz agilan odgovor na sve izazove koji su posledica eksternih faktora uticaja.

A record-breaking production volume amounting to 6.6 billion TPU was achieved (total production units; 6.4 billion in 2020), which is confirmed by the total growth of about 3.2%.²² The actual functional costs of the Cluster SEEU remained below the budgeted by 4.3%. Specified results testify to the great success in managing and efficiency of the supply chain, with the agile response to all the challenges resulting from external factors.



REALIZACIJA U PAKOVANJIMA (u milionima pakovanja)
OUTPUT IN PACKS (in millions of packs)



REALIZACIJA U JEDINICAMA-TPU (u milionima jedinica)
OUTPUT IN UNITS - TPU (in millions of units)

²² Pogoni čvrstih formi (ne betalaktamski) proizveli su 6,17 milijardi TPU, što je najviša proizvodnja ikada.

²² Solid Dosage Forms Plants (non beta-lactam) produced 6.17 billion TPU, which is the highest production ever.

Tokom 2021. godine završena je implementacija koncepta upravljanja lokacijama, kao preduslov za dalje poboljšanje efikasnosti i kontrole procesa. U potpunosti je realizovan i proces integracije funkcije kvaliteta na proizvodnoj lokaciji u mestu Bila Tserkva u Ukrajini, gde je lansiran i digitalni sistem izveštavanja o izbegnutim nezgodama, što je značajno unapredilo uključenost zaposlenih u aspekt bezbednosti. Tokom godine timovi JIEU ponovo su nagrađeni sa više nagrada TechOps STADA, posvećenih primeni korporativnih vrednosti u praksi.

Svi rezultati, a posebno neometano snabdevanje tržišta lekovima, ne bi mogli da se ostvare da nije bilo veoma motivisanih, izuzetno profesionalnih i iznad svega posvećenih zaposlenih. Tokom 2021. godine, u okviru funkcije Operativna izvrsnost (OpEx), uspostavljen je i implementiran novi plan razvoja učinka za svaku pojedinačnu lokaciju – Plan unapređenja performansi. Realizacijom programa ostvarene su značajne uštede troškova, i to 26,5% iznad procenjenog potencijala projekta i 43% iznad targeta budžeta.

Uloga i značaj HSE funkcije i HSE timova značajno su porasli u okolnostima pandemije i prevencije širenja koronavirusa, a bliska saradnja i razmena znanja između HSE timova na različitim lokacijama potvrdila je timski duh i jedinstvo, što se pozitivno odrazilo i na program podizanja svesti o HSE, pokrenut 2019. godine. Angažovanje HSE tima na prevenciji širenja pandemije koronavirusa ne samo da je omogućilo očuvanje zdravlja koleginica i kolega već je doprinelo i smanjivanju negativnih finansijskih implikacija izazvanih pandemijom. Uspešno je realizovano i održavanje ISO 14001 i ISO 45001 sertifikata.

Broj proizvedenih validacionih, optimizacionih i probnih šarži iznosi ukupno 80 šarži (100 u 2020). Ukupno realizovanih 10 novih INN u 23 jačine uspešno je transferisano u proizvodnju. Dodatno su započeta i 43 nova transfera (integracije i akvizicije GSK i Takeda proizvoda, transformacija mreže Walmark lekova, zajedno sa CMO i R&D transferima). Uspešno je lansirano i 5 novih proizvoda i to:

Over the course of 2021, the implementation of the site management concept was completed, as the prerequisite for further improvement of process efficiency and control. The quality function was completely integrated at the production site in Bila Tserkva in Ukraine, and digital system of near miss reporting was launched there, which significantly improved the involvement of employees in the safety aspect. Over the course of a year, the SEEU teams again received several STADA TechOps awards, dedicated to putting corporate values into practice.

All the results, and especially the undisturbed supply of medicines to the market, could not have been achieved without highly motivated, extremely professional and, above all, dedicated employees. During 2021, within the Operational Excellence (OpEx) function, a new performance development plan for each individual site – the Performance Improvement Plan – was established and implemented. The implementation of the programme resulted in significant cost savings, specifically 26.5% above the estimated project potential and 43% above the budget target.

The role and significance of HSE function and HSE teams increased noticeably in the pandemic conditions and prevention of coronavirus infections, and close cooperation and exchange of knowledge between HSE teams on different sites confirmed the team spirit and unity, which was positively reflected also on the programme of raising awareness on HSE launched in 2019. The engagement of the HSE team on prevention of spreading the coronavirus pandemic enabled not only the preservation of health of our colleagues, but also contributed to reduction of negative financial implications caused by the pandemic. Maintenance of ISO 14001 and ISO 45001 certificates was also successfully implemented.

The number of produced validation, optimization, and test batches amount to total of 80 batches (100 in 2020). A total of 10 new INNs in 23 strengths were successfully transferred to production. Additionally, 43 new transfers (integrations and acquisitions of GSK and Takeda products, transformation of network of Walmark medicines, together with CMO and R&D transfers) were initiated. Five new products were successfully launched:

Tadalafil, Prasugrel HCL, SNUP D, Grippostad complex za EU tržišta i Atorvastatin Christ. za tržište Švajcarske. Budžet za ugovornu proizvodnju za 2021. godinu je ponovo gotovo dupliran, što takođe svedoči o kvalitetu i konkurentnosti Hemofarm proizvodnje. Prodajom opreme i sredstava koji su van upotrebe, kao i otpada, ostvaren je prihod od 850.000 evra. Tokom poslednjeg kvartala, Hemofarm je proizveo i 3,27 miliona bočica Sinofarm vakcine, nastojeći da potpomogne sistem javnog zdravlja u borbi sa zdravstvenim izazovima nastalih usled pandemije.

Jedan od najvećih rezultata u godini nakon pojave pandemije, pored sigurnog snabdevanja lekovima, predstavlja i smanjivanje rizika od nestašice lekova. Uprkos činjenici da je tokom godine puno koleginica i kolega bilo u karantinu ili samoizolaciji, što u pojedinim trenucima raspoloživost ljudskih resursa dovodi do kritičnog nivoa, svi planirani projekti i aktivnosti uspešno su realizovani, a tržištu i pacijentima ništa nije bilo uskraćeno. Posvećenost i privrženost zaposlenih kompaniji potvrdile su i Puls ankete sprovedene tokom godine, sa visokim stepenom odziva.

Rast proizvodnje se reflektuje na sve oblasti poslovanja, te stoga ne iznenađuje činjenica da Hemofarm kontinuirano nastoji da unapredi svoje operacije i u oblasti skladištenja i transporta. Tu Hemofarm teži da iz godine u godinu implementira najmoderniju skladišnu opremu u zavisnosti od uslova skladištenja i kapaciteta, prema svim zakonskim i GMP i GDP regulativama. Takođe, kompanija kontinuirano primenjuje sve preventivno-korektivne mere, kao i maksimalnu zaštitu na radu i zaštitu životne sredine. Gotovo kompletan unutrašnji transport zasnovan je na automatizovanim regalnim dizalicama kao i viljuškama na elektropogon, a aspekti sigurnosti i smanjenja emisije štetnih gasova bitni su opredeljujući faktori za izbor i nabavku navedenih namenskih vozila i mašina. Ukupan broj isporučenih paleta sa gotovim proizvodima iz skladišta gotovih proizvoda u konstantnom je porastu poslednjih godina.²³

Tadalafil, Prasugrel HCL, SNUP D, Grippostad complex for EU markets and Atorvastatin Christ. for the market of Switzerland. The budget for contract manufacturing for 2021 was again almost doubled, which also speaks in favour of the quality and competitiveness of Hemofarm production. The sale of equipment and assets that are out of use, as well as waste, generated an income of EUR 850,000. Over the course of the last quarter, Hemofarm produced also 3.27 million vials of Sinofarm vaccine in an effort to help the public healthcare system fighting the health challenges due to pandemic.

One of the greatest results in the year following the outbreak of the pandemic, apart from a secure supply of medicines, is the reduction of Out-of-Stock risk – the risk of drug shortages. Despite the fact that during the year many colleagues were in quarantine or self-isolation, which in some moments led to the critical level of human resources, all planned projects and activities were successfully implemented, and patients and the market were not deprived of anything. The commitment and dedication of the company's employees were also confirmed by the Pulse Surveys conducted during the year, with high response rate.

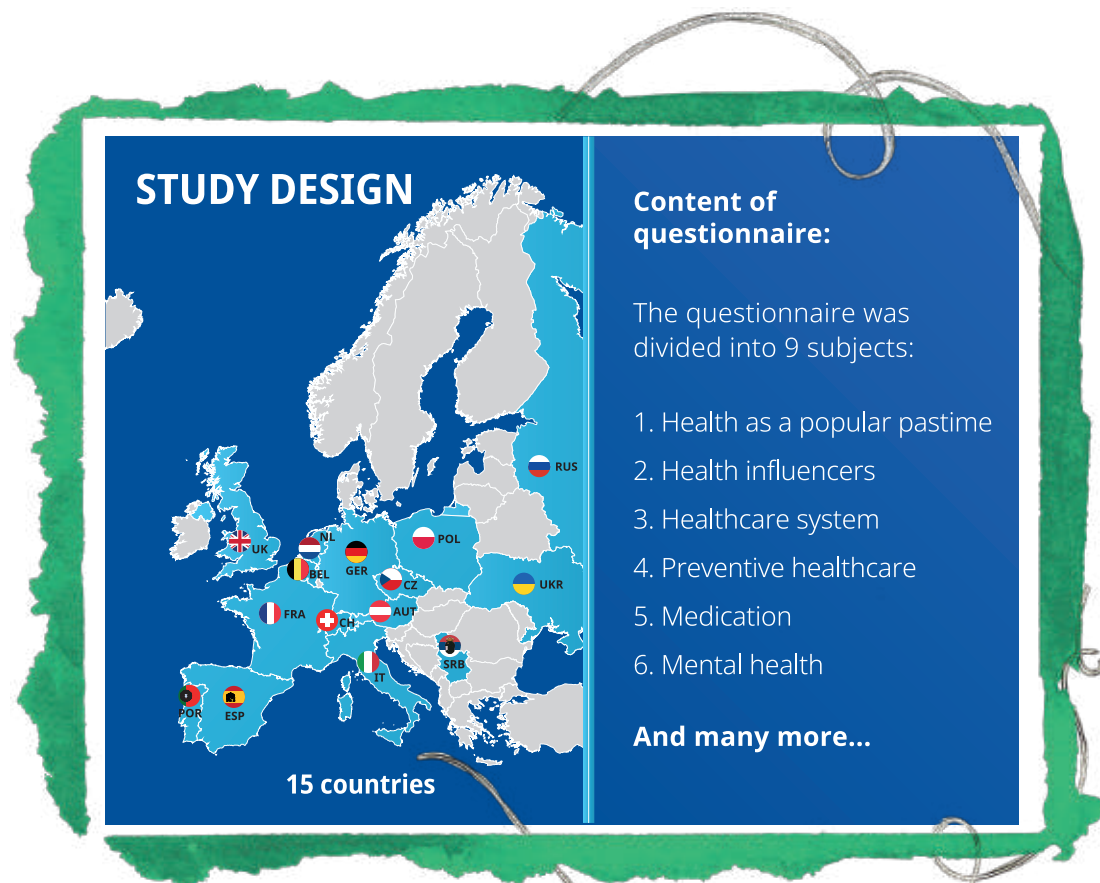
The growth of production is reflected in all areas of business, and therefore it is not surprising that Hemofarm continuously strives to improve its operations also in the field of warehousing and transport. Here, Hemofarm strives, year after year, to integrate the state-of-the art storage equipment, depending on storage conditions and capacity, according to all legal and GMP and GDP regulations. In addition, the company continuously applies all preventive and corrective measures, as well as maximum protection at work and environmental protection. Almost complete internal transport is based on automated racking cranes as well as electric forklifts, and aspects of safety and reduction of harmful gas emissions are important determining factors for the selection and procurement of these dedicated vehicles and machines. The total number of delivered pallets with finished products from the finished goods warehouse has been constantly increasing in recent years.²³

²³ Hemofarm je u potpunosti implementirao projekat optimizacije transportnog pakovanja, koji se ogleda u proračunavanju idealnih veličina transportnih kutija za različite proizvode, kako bi one zauzele manje mesta pri pakovanju, tj. kako bi više proizvoda stalo na svaku transportnu paletu, a što ima za cilj smanjenje broja otpremljenih kamiona iz Hemofarmovih skladišta, uz direktno i indirektno smanjenje emisija CO2 i brojne druge pozitivne uticaje.

²³ Hemofarm has completely implemented the project of transportation packing optimization, which is reflected in the calculation of ideal sizes of transportation boxes for different products, so that they can occupy less space when packing, i.e. in order for more products to be packed on each transportation pallet, which is aimed at reducing the number of dispatched trucks from Hemofarm's warehouses, with direct or indirect reduction of CO2 emissions and numerous other positive impacts.

STADA HEALTH REPORT: Zdravstveni izveštaj – da se čuje mišljenje ljudi o zdravlju

STADA HEALTH REPORT:
Health Report to listen to people's opinions on health



STADA je 2014. godine pokrenula istraživanje o stavovima ljudi o zdravlju, zdravim navikama i budućnosti prevencije i lečenja. Taj projekat, koji je nazvan STADA Health Report (STADA zdravstveni izveštaj), uključivao je ispitanike iz Nemačke sve do 2019. godine, kada je urađeno prvo međunarodno istraživanje. Cilj kompanije je da sagleda stavove i realne potrebe ljudi po pitanju adekvatne brige o zdravlju, a kao poseban vid podrške ispunjavanju Cilja broj 3 održivog razvoja, posvećenog dobrom zdravlju i blagostanju.

In 2014, STADA launched a survey on people's attitudes about health, healthy habits and the future of prevention and treatment. The project, called the STADA Health Report, included respondents from Germany, until 2019, when the first international survey was conducted. The company's goal is to gain an insight into people's attitudes and real needs regarding adequate healthcare, as a special form of support in fulfilling the Goal 3 of the Sustainable Development Goals, dedicated to good health and well-being.

Istraživanje je u 2021. godini obuhvatilo oko 30.000 ispitanika u 15 zemalja, koji su odgovarali na ukupno 34 pitanja.²⁴ Ovo je za STADA-u bila najsveobuhvatnija anketa od početka ovog projekta.

STADA je želela da kod Evropljana proveri i otkrije: Šta ih je opterećivalo tokom pandemije? Kome veruju kada je u pitanju zdravlje? Da li je kovid promenio njihov odnos prema zdravlju i zdravom životu?

U saradnji sa kompanijom za istraživanje tržišta Kantar Health, STADA je sprovela onlajn anketu od polovine marta do polovine aprila 2021. godine. Prethodni Zdravstveni izveštaj, izdat u junu 2020. godine, zasnovan je na nalazima onlajn ankete sprovedene od februara do marta 2020. godine, pre izbijanja kovida u Evropi.

Upitnik je uključivao osam kategorija, podeljenih u segmente poverenje, briga i partneri. Teme istraživanja su uključivale: zdravlje kao popularnu razonodu, zdravstvene influensere, zdravstvene sisteme, preventivnu zdravstvenu zaštitu, lekove, hronične bolesti, digitalno zdravlje i mentalno zdravlje.²⁵

In 2021, the survey included about 30,000 respondents in 15 countries, who answered a total of 34 questions.²⁴ This was the most comprehensive STADA survey since the beginning of this project. STADA wanted to check with Europeans and find out: What has weighed on their minds during the pandemic? Who do they trust when it comes to matters of health? Have their attitudes towards health and healthy living changed due to COVID?

In cooperation with the market research company Kantar Health, STADA conducted an online survey from mid-March to mid-April 2021. The previous Health Report, published in June 2020, was based on the findings of an online survey conducted from February to March 2020, before the outbreak of COVID in Europe.

The questionnaire included eight categories, subdivided into the segments of trust, care, and partners. Survey topics included: health as a popular pastime, health influencers, healthcare systems, preventive healthcare, medication, chronic diseases, digital health, and mental health.²⁵

²⁴ Oko 2.000 ljudi starosne dobi između 18 i 99 godina iz Austrije, Belgije, Češke, Francuske, Nemačke, Italije, Holandije, Poljske, Portugala, Rusije, Srbije, Španije, Švajcarske, Ukrajine i Ujedinjenog Kraljevstva učestvovalo je u anketi. Kao i obično, anketa je uključivala predstavnike svih rodova, regiona, i starosnih grupa.

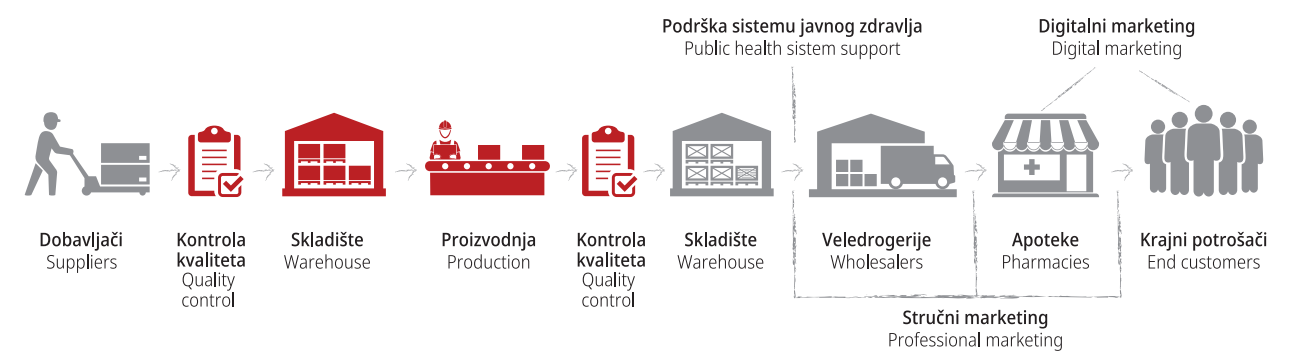
²⁴ About 2,000 people aged between 18 and 99 from Austria, Belgium, the Czech Republic, France, Germany, Italy, The Netherlands, Poland, Portugal, Russia, Serbia, Spain, Switzerland, Ukraine, and the United Kingdom participated in the survey. As always, the survey included the representatives of all genders, regions, and age groups.

²⁵ <https://www.stada.com/media/health-reports/stada-health-report-2022>

²⁵ <https://www.stada.com/media/health-reports/stada-health-report-2022>

Cilj 4: Kvalitetno obrazovanje

Goal 4: Quality education



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

Povezanost korporativne kulture i vrednosti Hemofarm posmatra i kroz odnos vrednosti INTEGRITY sa Ciljem 4 održivog razvoja, koji se zalaže za kvalitetno obrazovanje. Velike posledice pandemije osetio je svetski obrazovni sistem. Prema statistici Svetske banke, u 180 zemalja su tokom pandemije privremeno zatvoreni obrazovni objekti ili su radili sa prekidima.²⁶ Samo u školskom obrazovanju to je ostavilo 1,6 milijardi dece izvan učionice. Prosečno pet meseci diskontinuiteta u obrazovanju rezultira gubitkom od 0,6 godina sticanja znanja po pojedinačnom učeniku ili studentu. Kako bi u tom kontekstu bio ublažen potencijalni trend smanjenja stručnosti budućih generacija, sve je značajnija podrška i uključivanje kompanija u koncept kontinuiranog i dualnog obrazovanja. Hemofarm je već dokazao svoju opredeljenost ka podršci Cilju 4 održivog razvoja i to – od promocije koncepta dualnog obrazovanja kroz plaćene prakse u kompaniji, unapređene studijske programe i modele laboratorija na fakultetima, preko programa stipendija za učenike i studente, do mentorskog programa za najbolje studente i specijalizovanih poseta radi upoznavanja sa državnim, obrazovnim i ekonomskim sistemima vodećih zemalja EU, što se realizuje u saradnji sa Hemofarm fondacijom.

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

Hemofarm perceives the link between corporate culture and values also through the relation of the value INTEGRITY with the Sustainable Development Goal 4, advocating quality education. The global education system has felt the major consequences of the pandemic. According to the statistics of the World Bank, educational facilities were temporarily closed or worked with interruptions in 180 countries, during the pandemic,²⁶ leaving 1.6 billion children out of the classroom in school education alone. Education discontinuity of 5 months, on average, results in a loss of 0.6 years of knowledge acquisition per pupil or student. In order to mitigate the possible trend of declining expertise of future generations in this context, the support and involvement of companies in the concept of continuous and dual education is becoming increasingly important. Hemofarm has already proven its commitment to supporting the Sustainable Development Goal 4, more precisely from promoting the concept of dual education through paid internships in the company, improved study programmes and laboratory models at faculties, through scholarship programmes for secondary school and university students, to the mentorship programme for the best students and special-purpose visits to get acquainted with the state, educational and economic systems of the leading EU countries, which is implemented in cooperation with Hemofarm Foundation.

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

²⁶ Podaci dostupni na sajtu www.worldbank.org

²⁶ Information available at www.worldbank.org

Sadržaj:

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

Table of contents:

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

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

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

Od 1. januara 2021. do 31. decembra 2021. ukupno 569 zaposlenih je prijavljeno kao pozitivno na koronavirus (351 u 2020). To uključuje i one koji su po drugi put bili zaraženi. Ova statistika svedoči o tome da je trud da se sačuva zdravlje zaposlenih i njihovih porodica definitivno urodio plodom, čineći procenat ugroženih pandemijom u Hemofarmu nižim od republičkog proseka.

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

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

There were 569 employees, in total, who were reported positive for coronavirus, in the period from 1 January 2021 to 31 December 2021 (351 in 2020), inclusive of also the ones who were infected a second time. Such statistics bear witness to the fact that the effort to safeguard the health of employees and their families has definitely paid off, making the percentage of people at risk of the pandemic in Hemofarm lower than the national average.

Težnju da kontinuirano razvija mlade i društvo, Hemofarm je i u godini pandemije, zajedno sa svojom fondacijom, nastavio da potvrđuje kroz mentorski program i stručnu praksu, kao i 59 novih stipendija za najbolje učenike i studente.

Hemofarm, together with its Foundation, has continued confirming its aspiration towards continuous development of the youth and society through a mentoring programme and internship, as well as granting 59 new scholarships for the best pupils and students also in the year of the pandemic.

KONTINUIRANA EDUKACIJA ZAPOSLENIH KAO STRATEŠKI ULOG ZA BUDUĆNOST

CONTINUOUS EDUCATION OF EMPLOYEES AS A STRATEGIC INVESTMENT IN THE FUTURE

Pored pandemije koronavirusa, 2021. godinu je obeležio i nastavak implementacije organizacionih promena, kao i osnaživanje timova i razvoj zaposlenih kod kojih je prepoznat potencijal za rast i razvoj, a sve to uz podršku Sektora ljudskih resursa. Konstantno se radilo na podizanju svesti o bezbednosti i zdravlju na radu, obukama, ali i praćenju korektivnih mera proisteklih iz prijavljenih near miss događaja. U decembru 2021. godine organizovani su Well-being vebinari na teme „Partnerski odnosi” i „Office kultura”. Na obe obuke prijavilo se oko 80 zaposlenih. Organizovan je i Stress management trening koji je vodio Boris Popov. Tokom 2021. godine, zaposleni su prošli ukupno 5.802 interne i eksterne obuke i treninga (7.555 u 2020). Zaposleni su tokom 2021. ostvarili ukupno 11.604 sati obuka, edukacija i usavršavanja (15.110 u 2020).

Kada je reč o ekspertizi, 549 zaposlenih bilo je u prilici da se upozna sa evropskim i svetskim trendovima u farmaceutskoj industriji, u zavisnosti od zahteva radnog mesta (321 u 2020). Takođe, 229 osoba je bilo uključeno u soft skills edukacije. Na nivou Hemofarm Grupe, za potrebe internih i eksternih edukacija investirano je 272.714 evra, dok je na nivou Hemofarma A.D. taj iznos 207.157 evra (344.594 evra u 2020).

In addition to the coronavirus pandemic, the year 2021 was marked also by the continuation of the implementation of organizational changes, as well as the empowering of teams and development of employees whose potential for growth and development was acknowledged, all with the support of the Human Resources Division. Continuous efforts were invested in raising awareness of occupational health and safety, training, as well as monitoring of corrective actions resulting from reported near miss events by employees. Well-being webinars on the topics ‘Partnership relations’ and ‘Office culture’ were organized in December 2021, with approximately 80 employees attending both training sessions. Stress management training, held by Boris Popov, was also organized. In the course of 2021, a total of 5,802 in-house and external education and training courses for employees were organized (7,555 in 2020). During 2021, employees achieved a total of 11,604 hours of training, education, and additional qualification (15,110 hours in 2020).

When it comes to expertise, 549 employees have had the opportunity to get acquainted with the European and global trends in the pharmaceutical industry, depending on the job requirements (321 in 2020). In addition, 229 people have been involved in soft skills education courses. At the level of Hemofarm Group, the amount of EUR 272,714 was invested for the needs of in-house and external training, while at the level of Hemofarm A.D., the figure amounted to EUR 207,157 (EUR 344,594 in 2020).

U poređenju sa prethodnom godinom, veći broj zaposlenih bio je upućen na ekspertske edukacije u inostranstvu, budući da usled pandemije u 2020. to nije bilo moguće. Sa druge strane, veoma je pohvalna činjenica da je Hemofarmov sektor ljudskih resursa u rekordno kratkom roku uspeo da veliki broj edukacija u domenu razvoja soft skills-a i različitih formi razvojnih programa prilagodi i realizuje u onlajn formi, bez narušavanja kvaliteta edukacije i uspešnosti ishoda. Pored omogućavanja zaposlenima da se kontinuirano razvijaju, onlajn edukacija je doprinela i sprečavanju širenja pandemije koronavirusa. Pilotiran je i Leadership program sa ciljem osnaživanja lidera u kompaniji. Program je podeljen u tri dela, prvi modul za one koji su prvi put lideri, zatim modul za one koji su već izvesno vreme na liderskoj poziciji, odnosno mediore i treći modul za senior lidere.

Posebna pažnja posvećena je borbi protiv depresije²⁷, a Hemofarm fondacija realizovala je kampanju „Nesalomivi”, koja predstavlja pokret za osnaživanje osoba sa depresijom, obezbeđuje mrežu stručne podrške obolelima i poziva na angažovanje svih u borbi protiv ovog poremećaja i stigme koja prati obolele. U saradnji sa Hemofarm fondacijom nastavljen je i projekat „Zajedno možemo sve”, čiji je cilj da zaposlenima pruži podršku u očuvanju mentalnog zdravlja.

Investirajući u zaposlene i njihov razvoj, Hemofarm teži da se diferencira na lokalnom i globalnom tržištu upravo na osnovu njihovih veština, znanja i motivacije. Kompanija je vođena očekivanjem da će investiranje u treninge i razvoj zaposlenih konsekvntno rezultirati daljim poboljšanjem opštih i specifičnih poslovnih performansi.

Hemofarmov tim pokazuje visok nivo svesti i vrednovanja projekata kao alata kojima se kompanija iz postojećeg transformiše u željeno stanje, kroz izgradnju izvesne i stabilne budućnosti. PMO ima ulogu u upravljanju projektima, a time i u integrisanju koncepta održivosti na način na koji se projekti planiraju, organizuju, izvršavaju i kako se njima upravlja. Samim tim, i u 2021. godini redovni plan obuka zaposlenih odnosio se na upravljanje

A higher number of employees has been sent to expert training sessions abroad in comparison with the previous year, because it was not possible in 2020 due to the pandemic. On the other hand, it is a praiseworthy fact that Hemofarm's Human Resources Division has managed to adapt and implement online a large number of training courses related to soft skills and various forms of development programmes within an unprecedentedly short period of time, without impairing the quality of training and successful outcomes. In addition to enabling continuous development of employees, online training has also contributed to preventing the spread of the coronavirus pandemic. The Leadership programme has also been piloted with the aim of empowering leaders in the company. The programme has been divided into three parts: the first module intended for those who have become leaders for the first time, followed by the module for those who have been in a leadership position for quite some time, i.e. intermediates, and the third module intended for senior leaders.

Special attention has been paid to the fight against depression²⁷, and Hemofarm Foundation has implemented the campaign ‘Unbreakable’, which is a movement for empowering people with depression, providing a network of professional support for the affected persons, and inviting everyone to get engaged in the fight against this disorder and the stigma accompanying the affected persons. In cooperation with Hemofarm Foundation, the project ‘Together we can do it all’ aimed at supporting employees in safeguarding mental health has been continued.

By investing in employees and their development, Hemofarm strives to distinguish itself in the local and global market, precisely based on their skills, knowledge, and motivation. The company has been guided by the expectation that investing in the training and development of employees will consequently result in further improvement of general and specific business performances.

Hemofarm's team shows a high level of awareness and appreciation of projects as a tool by which the company has been transforming itself from the existing to the desired state, through building a certain and stable future. The PMO has a role in project management and thereby in the sustainability concept integration into the way projects are planned, organized, implemented, and managed. Therefore, the regular employee training plan in 2021 related to project management, with a wide

²⁷ Pored toga što je depresija kao tema stigmatizovana u društvu u Srbiji i regionu, primetan je njen porast, kao jedne od posledica osećaja nesigurnosti na različitim nivoima usled pandemije koronavirusa, te socijalne i fizičke izolacije usled mera prevencije.

²⁷ In addition to the fact that depression as a topic is stigmatized in the society in Serbia and the region, it has been noticeably on the rise as one of the consequences of the feeling of insecurity at various levels due to the coronavirus pandemic, and social and physical distancing due to preventive actions.

projektima, uz širok spektar edukacija kako za projekte koji treba da isporuče neki novi proces ili novu vrednost, tako i za one koji se tiču kontinuiranih unapređenja unutar kompanije. Sve edukacije su realizovane po planu. Obuka po PMI metodologije je održana za 11 kolega. U toku 2021. godine troje koleginica i kolega uspešno je steklo znanje PMP – Project Manager Professional. Stoga je sada ukupno šesnaest²⁸ sertifikovanih stručnjaka iz ove oblasti u Hemofarmu od 2019. godine. Takođe, od projekata koji su unapredili procese u kompaniji, projektni tim implementirao je Onboarding, Succession planning, Performance & Goals.

Počevši od 2011, Hemofarmovi zaposleni se obučavaju na različitim nivoima Lean & Six Sigma znanja za crni (Black) i zeleni (Green) pojas (Belt) koji interno postaju mentori, instruktori, lideri ili učesnici u inicijativama za unapređenje. Ukupno 119 zaposlenih obučeno je od strane svojih kolega koji su sertifikovani za zeleni ili crni pojas. Najveći deo polaznika ovih obuka činili su zaposleni iz proizvodnje i upravljanja kvalitetom, u skladu sa potrebama specifičnih poslovnih pozicija u ovim sektorima kompanije. U toku 2021. Global OpEx tim u saradnji sa eksternim provajderom nastavio je razvijanje kurikuluma za više obuka iz oblasti kontinualnih unapređenja u duhu sveobuhvatnog pristupa usklađenog sa načelima korporativne vrednosti One STADA. Pored već postojećih obuka za sticanje zvanja nosioca zelenog i crnog pojasa, kurikulum je proširen sa: BDA, Business data analysis – učesnicima daje osnovna znanja iz statistike uz upotrebu alata – aplikacije MiniTab, koji je prošlo 45 polaznika kao i RCPS, Root Cause Problem Solving koji je prošlo takođe 45 polaznika.

Uspešnost prilagođavanja obukama u virtuelnom svetu tokom 2021. godine odrazila se pozitivno i na visok stepen realizacije obuka u prvim mesecima 2022. godine, čime je na najbolji način najavljen povratak u poznate okvire po broju obučanih koleginica i kolega na godišnjem nivou, svojstven vremenu pre pandemije koronavirusa.

Dodatni dokaz uspešnosti kompanije predstavlja i činjenica da je Hemofarm dobitnik prestižnog sertifikata „Top employer“ za 2021. godinu. Time je kompanija postala deo zajednice koja je prepoznata po kreiranju dobrih uslova za svoje zaposlene, postupajući po najvišim svetskim standardima.

range of training courses not only for projects that should deliver a new process or new value but also for the ones related to continuous improvement within the company. All training courses have been accomplished according to the plan. Training according to the PMI methodology was conducted for 11 colleagues. Three colleagues successfully acquired the knowledge of the PMP – Project Manager Professional during 2021, accounting for a total of sixteen²⁸ certified experts in this field at Hemofarm since 2019. In addition, the project team has implemented Onboarding, Succession planning, Performance & Goals out of the projects that have improved processes in the company.

Hemofarm's employees, who internally become mentors, instructors, leaders, or participants in improvement initiatives, have been trained at different levels of Lean & Six Sigma knowledge for Black and Green Belt since 2011. A total of 119 employees were trained by their colleagues who have been certified for Green or Black Belt. Employees from production and quality management accounted for the largest share of participants in such training, in accordance with the needs of specific business positions in these divisions of the company. During 2021, the Global OpEx team in cooperation with an external provider continued developing a curriculum for several training sessions in the field of continuous improvement, in the spirit of a comprehensive approach aligned with the principles of the corporate value ONE STADA. In addition to the already existing training for acquiring the title of Green and Black Belt holder, the curriculum has been expanded to include BDA, Business Data Analysis, that gives participants basic statistics knowledge with the use of the tool – MiniTab application, which was attained by 45 participants, as well as RCPS, Root Cause Problem Solving, which was attained also by 45 participants.

Successful adaptation to training in the virtual world during 2021 had a positive effect also on the high level of implemented training in the first months of 2022, which best announced the return to the familiar framework in terms of the number of trained colleagues at an annual level, typical of the time before the coronavirus pandemic.

The fact that Hemofarm was granted the prestigious 'Top Employer' certificate for 2021 is an additional proof of the company's success. Thus, the company has become a part of the community that is acknowledged for creating good conditions for its employees, operating in compliance with the highest global standards.



Jelena Oliverić
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PMO Manager & OpEx site head

Koegzistencija sa okruženjem, prirodnim i društvenim, u kome smo do sada uzimali više nego što smo vraćali, a u kome neminovno moramo ponovo da uspostavimo ravnotežu kao jedini mogući način opstanka. Doprinos svakog od nas, kroz porodično, društveno i radno okruženje, izuzetno je značajan. Obrazovanje i održavanje potrebnog nivoa svesti zaposlenih je naša stalna obaveza kao odgovorne kompanije.

Coexistence with the environment, natural and social, in which, until now, we have taken more than we have given back, and to which we inevitably must restore balance, as the only possible way to survive. The contribution of each of us, through the family, social and work environment, is extremely important. Education and maintaining the necessary level of awareness of employees is our constant obligation as a responsible company.

Integritet koji objedinjuje edukaciju i motivaciju zaposlenih

Integrity as a unifier of employee education and motivation

U toku 2020. u okviru funkcije Operative izvrsnosti (Operational Excellence, OpEx) na svim lokacijama je uspostavljen i zaživeo plan razvoja performansi svake pojedinačne proizvodne lokacije u okviru JIEU klastera – Performance Improvement Plan. Cilj je identifikovanje ideja i praćenje realizacije projekata koji doprinose unapređenju procesa. Realizacija ovog pristupa donela je jasne koristi, pa se primena, uz izvesna prilagođavanja, nastavila i u 2021. Efekti realizacije inicijativa prate se kroz vrednosti ključnih indikatora performansi procesa – KPI. Razvoj i primena 1-2-3 Modela omogućila je fokusiranost na najvažnije KPI-jeve, njihovo povezivanje i usklađivanje kroz svih 5 glavnih oblasti: People, Safety, Quality, Delivery i Cost/OpEx. 1-2-3 Model donosi: nivo 1 – KPI-jevi po svakoj od 5 oblasti koji, po viđenju SLT (Site Leadership team), moraju da budu u fokusu u toku naredne godine, nivo 2 – nosi podatke o ostvarenim vrednostima za svaki od navedenih KPI-jeva i ciljeve za narednu godinu, a nivo 3, koje su to aktivnosti, inicijative ili projekti koji će doprineti ostvarivanju ciljeva. U okviru nivoa 3 je prepoznavanje inicijativa za unapređenje performansi, uzimajući u obzir, pre svega, nivo kompleksnosti predloga za unapređenje. Na ovaj način je postignuto uspostavljanje svesti o tome na koji način zajednička delovanja utiču na procese koji su u području primene unapređenja performansi i, ono što je posebno važno, prioritizaciju i dinamiku realizacije inicijativa uz balansirano upravljanje resursima. Redovni mesečni sastanci lidera svih funkcija u okviru SLT alat su koji omogućava realizaciju ovakvog pristupa.

The Performance Improvement Plan for each individual production site within the SEEU Cluster was established and implemented at all sites within the Operational Excellence (OpEx) function during 2020, for the purpose of identifying ideas and monitoring the implementation of projects that contribute to the process improvement. The implementation of this approach has brought clear benefits, and its application, with certain adjustments, continued also in 2021. Effects of the implementation of initiatives are monitored through values of key performance indicators (KPIs) of processes. The development and application of the 1-2-3 Model has enabled focusing on the most important KPIs, their connection and harmonization through all five main areas: People, Safety, Quality, Delivery and Cost/OpEx. The 1-2-3 Model provides: level 1 – KPIs for each of the five areas which, according to the Site Leadership Team (SLT), must be in focus over the course of the upcoming year; level 2 – contains data on the achieved targets for each of the stated KPIs and the targets for the upcoming year; while level 3 includes the activities, initiatives or projects that will contribute to the achievement of the targets. Acknowledgement of performance improvement initiatives, taking into account primarily the level of complexity of proposals for improvement is provided within level 3. The awareness of how joint actions affect the processes within the scope of application of the performance improvement, and what is especially important, the prioritization and schedule of the implementation of initiatives with balanced management of resources, has been put to the fore in this way. Regular monthly meetings of leaders of all functions within the SLT are the tool which enables the implementation of such approach.

Implementacija programa operative izvrsnosti (Opex) odrazila se na uštede u 2021. godini. Ukupni realizovani nivo ušteda na nivou Klastera JIEU je u 2021: 3.374.500 evra, što je 26,5% iznad procenjenog potencijala projekta (2,7 miliona evra) i 43% iznad budžetskog cilja (2,4 miliona evra). Kompanija jer uspela sa se prilagodi dinamičnim promenama u okruženju, promeni fokus u skladu sa očekivanjima i odabere optimalan način delovanja u okviru izazovnih ograničenja, od kojih je jedan od najvažnijih svakako uticaj pandemije kovida 19.

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

- Poboljšanje efikasnosti rada mašine za proizvodnju infuzionih rastvora BP03 u Pogonu sterilnih proizvoda u Vršcu i mašine za pakovanje ampula CAM u Pogonu injekcionih proizvoda u Vršcu, kroz povećanje ključnog indikatora performansi procesa (engleski OEE – Overall Equipment Efficacy) omogućilo je oslobađanje kapaciteta za dodatne količine proizvoda, što je sa povećanim zahtevima kupaca za ove forme proizvoda dovelo do više od 550.000 evra benefita
- Uspešno je realizovan projekat OEE automatizacije u proizvodnim odeljenjima sterilne proizvodnje u Vršcu i Šapcu (GAMED). Sa OEE Analizer & Machine eye (sistem za vizuelizaciju) očekuje se da će se postići pouzdaniji rezultati u prikupljanju podataka i analiza zastoja i dobiti mogućnost podataka u realnom vremenu. Svakako, ovo je važan korak na putu digitalizacije i automatizacije svih procesa naše kompanije
- Zbog manjih zahteva tržišta za čvrstim formama za pogon u Vršcu, inicijative vezane za proizvodnju čvrstih formi proizvoda su se pretežno zasnivale na optimizaciji procesa „weak products“ i uravnoteženom korišćenju opreme na osnovu plana transfera i očekivanog porasta obima proizvodnje. Implementaciju nove opreme pratili su intenzivni transferi i aktivnosti validacije. Ubrzo su usledili pozitivni efekti ovih aktivnosti, pre svega u domenu redukcije u nivou otpisa serija gotovog proizvoda i, ono što je još važnije, smanjivanja Stock out-a na tržištu

The implementation of the Operational Excellence (OpEx) programme was reflected in the savings generated in 2021. The total generated savings at the SEEU Cluster level in 2021 amounted to EUR 3,374,500, which is above the estimated project target (EUR 2.7 million) by 26.5%, and above the budget target by 43% (EUR 2.4 million). The company has managed to adapt itself to the dynamic changes in the environment, shift its focus in line with expectations and select the optimal modus operandi within the challenging constraints, of which one of the most important is definitely the impact of the COVID-19 pandemic.

A clear contribution to the company's development and business improvement has been recognized at all production sites within the Cluster. The following improvements stand out in particular:

- The improvement of the operating efficacy of the machine for production of infusion solutions, BP03, in Sterile Products Plant in Vršac, and the ampoule packaging machine CAM in Injectables Plant in Vršac, by increasing the key process performance indicator (Overall Equipment Efficacy), has enabled disoccupation of the capacity for additional quantities of products, which coupled with increased customer demand for these dosage forms resulted in the benefit amounting to more than EUR 550,000
- The OEE automation project has been successfully implemented in Production Departments of Sterile Dosage Forms Plant in Vršac and Šabac (GAMED). It is expected that more reliable results in data collection and downtime analysis will be achieved, and the possibility of real-time data management will be obtained with the OEE Analyzer & Machine eye (visualization system). It is certainly an important step on the way to digitalization and automation of all the processes of our company
- Due to lower market demands for solid dosage forms for the plant in Vršac, initiatives related to the production of solid dosage forms were mainly based on the optimization of the 'weak products' process and the balanced use of equipment based on the transfer plan and expected increase in production volume. The implementation of new equipment was accompanied by intensive transfers and validation activities. Positive effects of these activities followed soon, first of all, in the domain of reduction in the level of write-off of finished product batches and, what is even more important, reduction of stock out in the market

- Rad na unutrašnjem rešenju za softver opreme u 2021. obezbediće smanjenje od 150.000 evra troškova na godišnjem nivou. Optimizacija proizvodnje Valsartan-a je prepoznata kao ogroman napredak sa 578.000 evra bruto dobiti. Preračunati „neto efekat“ (ušteta u materijalnim troškovima) od 387.000 evra potvrđen je kao operativna ušteta na lokaciji Šabac. Analiza priprema i realizacija uključila je visok nivo kompleksnosti angažovanja značajnog broja organizacionih celina u kompaniji, uz obavezu poštovanja strogih zahteva regulative, posebno važnih u slučaju aktivne sirovine Valsartana. Optimizacija procesa je sprečila negativan uticaj na Sock out situacije na EU i lokalnim tržištima, ali i troškove otpisa sirovine

Ukupne realizovane uštete u 2021. godini u okviru Centra za pakovanje iznose oko 767.000 evra. Ovaj odličan rezultat posledica je zajedničkog rada celog tima iz više funkcionalnih celina. Od značajnijih projekata s aspekta realizovanih ušteta ističu se:

- Unapređenje OEE ključnog indikatora performansi efikasnog iskorišćenja postojeće opreme, nizom inicijativa vezanih za redukciju zastoja, unapređenja kvaliteta bulka i kvaliteta pakovnog materijala (ukupne realizovane uštete u iznosu od 436.000 evra)
- Transfer proizvoda sa starih linija za pakovanje CAM_L na nove linije Uhlmann (ušteta od 123.000 evra)
- Redukcija potrošnje dezinficijenata (ušteta od 92.000 evra), bez narušavanja bezbednosti i kvaliteta

Takođe, tokom 2021. godine, zajedno sa ostalim sajtovima u okviru JIEU Klastera, Centar za pakovanje započeo je projekat unapređenja procesa po lean metodologiji ('Lean manufacturing' kao deo ukupnog transformacionog SPS programa). Benefiti koji se očekuju od ovog značajnog programa su poboljšanje ključnih indikatora procesa koji se odnose na efikasan i pouzdan odgovor ka krajnjim kupcima u smislu implementacije koncepta JIT ('just in time').

- Work on an in-house solution for equipment software in 2021 will provide a cost reduction in the amount of EUR 150,000, on an annual basis. The optimization of Valsartan production has been acknowledged as a huge progress, with gross profit amounting to EUR 578,000. The recalculated 'net effect' (savings in material costs) in the amount of EUR 387,000 has been confirmed as operational savings at the Šabac site. The lead time analysis has included a high level of complexity, engagement of a significant number of organizational units in the company, with the obligation of compliance with the strict regulatory requirements, especially important in the case of the active ingredient Valsartan. Process optimization has prevented any negative impact on the stock out situation in the EU and local markets, as well as raw material write-off costs

Total generated savings within the Packaging Centre in 2021 amount to approximately EUR 767,000. This excellent result stems from the joint work of the entire team composed of several functional units. The following projects particularly stand out among the significant ones, from the point of view of generated savings:

- Improvement of the OEE key performance indicator of effective utilization of existing equipment, through a series of initiatives related to the reduction of downtime, improvement of quality of bulk and packaging material (total generated savings in the amount of EUR 436,000)
- Product transfer from the old CAM_L packaging lines to the new Uhlmann lines (savings in the amount of EUR 123,000)
- Reduction in the consumption of disinfectants (savings in the amount of EUR 92,000), without impairment of safety and quality

In addition, the Packaging Centre started the process improvement project according to the lean methodology ('Lean manufacturing' as a part of the overall transformation SPS programme) together with other sites within the SEEU Cluster, during 2021. The benefits expected from this significant programme include the improvement of key process indicators related to an efficient and reliable response to end customers in terms of the implementation of the JIT ('Just In Time') concept.

Prosečan OEE za 3 prese za tablete za 2021. u pogonu u Banjaluci je 60,65% (4% više u odnosu na januar 2021). Rezultat je značajno poboljšan u Q4 zajedno sa povećanjem obima proizvodnje.

U oblasti transakcija ističe se akvizicija INNventa proizvoda kao i preuzimanje marketinga i distribucije portfolija Sanofija. Ovaj ekstenzivni sporazum o marketingu i distribuciji je globalno pokrenuta transakcija koja podrazumeva plasiranje oko 50 Sanofijevih proizvoda na preko 20 tržišta u okviru STADA Grupe, a uključuje i sva tržišta Zapadnog Balkana. Akvizicija INNventa portfolija realizovana je lokalno, uključila je tržišta Zapadnog Balkana, ali je efekat ove akvizicije prepoznat na globalnom nivou. Oba projekta uključila su primenu PMI metodologije za upravljanje projektima i uz podršku PMO.

The average OEE for three tablet presses in Banja Luka plant for 2021 amounts to 60.65% (a 4% increase compared to January 2021). The result improved significantly in Q4 along with the increase in production volume.

In the transactions area, we can emphasize the acquisition of INNventa products and the Sanofi marketing and distribution portfolio. This extensive marketing and distribution agreement is a globally initiated transaction that involves the marketing of approximately 50 Sanofi products in over 20 markets within the STADA Group, including all Western Balkan markets. The acquisition of the INNventa product portfolio was conducted locally, and included the markets of the Western Balkans, but the effect of this acquisition was acknowledged at the global level. Both projects involved the application of PMI project management methodology and were supported by the PMO.



Bezbedno radno okruženje kroz trud svakog pojedinca

Safe work environment through the effort of each person

Godina 2021. je započela u znaku pandemije tako da je na zahtev Kriznog menadžment tima organizovano testiranje brzim AG testom svih zaposlenih koji su počeli da rade nakon novogodišnjih i božićnih praznika radi sprečavanja širenja pandemije koronavirusa. Ukupan broj testiranih u Vršcu (uključujući i treća lica) bio je 1.669, a u Šapcu su ukupno testirana 604 zaposlena.

Oslanjajući se na iskustva vezana za pandemiju iz prethodnih godina, Hemofarmov tim koristio je najbolju praksu i proaktivno se prilagođavao aktuelnim okolnostima. Kao i na početku pandemije, tako i tokom 2021, u fokusu svih aktivnosti bilo je osnovno načelo BZR-a – preventiva. Reaktivno reagovanje je uvek bila druga linija odbrane. Plan prevencije i reagovanja je i tokom 2021. nekoliko puta ažuriran. I tokom 2021. praksa je pokazala da su donete mere adekvatne da spreče internu transmisiju i pomognu da se očuva bezbednost zaposlenih i kontinuitet procesa.

Iz Plana prevencije i delovanja Kriznog tima proizašlo je mnoštvo aktivnosti: usklađivanje sa lekarskom praksom; savetovanje o postupanju u slučaju postojanja obolelih ili rizičnih kontakata; svakodnevno praćenje svetskih saznanja o kovidu, kao i evidencija obolelih, kontakata ili poslatih u izolaciju; prilagođavanje postupanja u skladu sa najboljim saznanjima; obezbeđivanje podrške za zaposlene koji su bolesni ili u izolaciji; svakodnevna komunikacija sa nadležnim institucijama radi potvrde da je ono što se radi u skladu sa pravilima lekarske struke i u skladu sa zakonom; obezbeđivanje dovoljnih količina dezinfekcionih sredstava, zaštitne opreme i maski; nabavka i postavljanje zaštitnih pregrada i korišćenje termovizijskih kamera za merenje telesne temperature; svakodnevna komunikacija sa zaposlenima, uključujući i internu komunikaciju o jačanju svesti i načinu borbe protiv širenja pandemije, a potom i o značaju vakcinacije.

The year 2021 started in the wake of the pandemic, so testing with a rapid AG test was organized for all employees who started working after the Christmas and New Year holidays, at the request of the Crisis Management Team, in order to prevent the spread of the coronavirus pandemic. The total number of tested employees in Vršac (also including third parties) amounted to 1,669, while 604 employees, in total, were tested in Šabac.

Relying on experiences related to the pandemic from previous years, Hemofarm's team has used the best practice and proactively adapted to the current circumstances. The basic OSH principle – prevention – was in the focus of all activities over the course of 2021 just as at the beginning of the pandemic. Reactive response has always been the second line of defence. The Prevention and Response Plan was revised several times also during 2021. The practice showed that the taken actions were adequate to prevent internal transmission and help to protect the safety of employees and process continuity also over the course of 2021.

There were many activities resulting from the Prevention and Response Plan of the Crisis Team, such as: harmonization with medical practice; counselling on the procedure in case of positive cases or risky contacts; daily monitoring of global knowledge on COVID-19 as well as keeping records of positive cases, contacts or persons in quarantine; adapting the procedure in accordance with the best knowledge; providing support to employees who were infected or in quarantine; daily communication with the competent institutions in order to confirm that what was done was in compliance with the rules of the medical profession and in accordance with the law; providing sufficient quantities of disinfectants, protective equipment and masks; purchasing and installing protective panels and thermal imaging cameras for measuring the body temperature; daily communication with employees, including also internal communication on raising awareness and method of preventing the pandemic from spreading, as well as on the importance of vaccination.

Na početku krize, Hemofarm je obezbedio za svoje zaposlene višekratne maske, rukavice i dezinficijense u trenutku kada su bili deficitarni na tržištu. Osim toga, zaposleni su dobili i pakete vitamina za svoje porodice. Početkom 2021. za svakog zaposlenog u Hemofarmu je obezbeđeno i podeljeno po 20 maski KN95.

Tokom 2021. godine u okviru Hemofarm Grupe je registrovano ukupno 616 zaposlenih koji su bili pozitivni na kovid 19.

Kovid 19 je HSE timu iznenada doneo puno dodatnih procesa. Nakon prvog udara, kada je očekivano usporio svakodnevne aktivnosti, sa vremenom su sve rutinske aktivnosti vraćene u planirane okvire realizacije, bez kašnjenja. Tokom 2021. izvršena je 9.001 obuka (7.479 u 2020) iz bezbednosti i zaštite zdravlja na radu, zaštite životne sredine, zaštite od požara, prevencije udesa i usklađenosti poslovanja, a svi zaposleni su prošli i testiranje opšteg znanja iz navedenih oblasti.²⁹ Samo u ovom segmentu broj obuka je porastao za preko 20,35%. Dodatne obuke koje su sprovedene jesu obuke koje se odnose na rad sa aktivnim supstancama koje se ranije nisu koristile u proizvodnji, te merama zaštite pri rukovanju sa tim supstancama.

Takođe su izvršene i specifične obuke za upotrebu ličnih zaštitnih sredstava, prvenstveno radi zaštite respiratornih organa. U skladu sa Planom prevencije i reagovanja na SARS-CoV-2 (COVID-19), obuke su održavane na dva načina: u malim grupama uz propisano rastojanje i obaveznu upotrebu zaštitnih maski ili kroz onlajn obuke (u zavisnosti od vrste obuke), što je zahtevalo dodatne napore i angažovanje HSE tima. Otežani uslovi rada usled pandemije stvorili su potrebu da se postojeći procesi unaprede kako bi se omogućilo dalje neometano funkcionisanje, te su tako postavljene osnove za unapređenje obuka, prijave near miss događaja, kao i evidencije odsustava u vezi sa kovidom 19.

At the beginning of the crisis, Hemofarm provided reusable masks, gloves, and disinfectants to its employees, at a time when they were in short supply in the market. In addition, employees were also given vitamin packages for their families. Twenty KN95 masks were provided and distributed to each employee in Hemofarm at the beginning of 2021.

During 2021, a total of 616 COVID-19 positive tested employees were recorded within Hemofarm Group.

COVID-19 suddenly burdened the HSE team with a lot of additional processes. After the first strike of the pandemic when daily activities were slowed down as expected, all routine activities were returned to the planned framework of implementation, without delay, over time. There were 9,001 conducted training sessions (7,479 in 2020) on occupational safety and health, environmental protection, fire protection, accident prevention and compliance, and all employees passed the general knowledge test in these areas during 2021.²⁹ The number of training sessions increased by more than 20.35% in this segment alone. Additional training conducted was the training related to the work with active substances not used in production before, and protective actions when handling such substances.

Specific training on the use of personal protective equipment, primarily for the protection of the respiratory organs, was also conducted. In accordance with the SARS-CoV-2 (COVID 19) Prevention and Response Plan, training was held in two ways: either in small groups at a prescribed distance and with the mandatory use of protective masks or online (depending on the training type), which required additional efforts and engagement of the HSE team. Difficult working conditions induced by the coronavirus pandemic have created the need for improving the existing processes to enable further undisturbed operation, thus laying the foundations for improved training, near-miss reporting, as well as keeping records on COVID-19-related absences.

²⁹ Zaposleni tokom prethodne godine nisu učestvovali u redovnim vežbama evakuacije u slučaju vanrednih situacija u fabrikama u Vršcu, Šapcu i Dubovcu, u skladu sa internim procedurama kompanije, zbog situacije nastale kao posledica pojave koronavirusa. Takođe, nastavljeno je stručno osposobljavanje za Pružanje prve pomoći (osnovna i napredna obuka), kao i stručno osposobljavanje za bezbedno rukovanje viljuškama i ostalim sredstvima unutrašnjeg transporta, stručno osposobljavanje za rad sa sudovima pod pritiskom, kao i stručno osposobljavanje za rad u trafostanicama.

²⁹ Employees did not participate in regular evacuation exercises in case of emergency situations in factories in Vršac, Šabac and Dubovac, in accordance with the company's in-house procedures in the previous year, due to the situation caused by the outbreak of the coronavirus. In addition, professional training for first aid (basic and advanced training) was continued, as well as professional training for safe handling of forklift trucks and other means of in-house transport, professional training for work with pressurized vessels, as well as professional training for work in electrical substations.

PROGRAMI STIPENDIJA I PRAKSI HEMOFARM FONDACIJE – PODRŠKA RAZVOJU MLADIH

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

Program za obrazovanje Hemofarm fondacije „Možeš i ti“ jedan je od najprestižnijih edukativnih programa u zemlji. To pokazuje i tri puta više prijavljenih kandidata za Program za stipendije nego ranije, što je rezultat ne samo ugleda koji Program za obrazovanje uživa u javnosti već i značajnog doprinosa kampanje „Nesalomivi“.

Iako je u školskoj 2021/2022. godini revidirana lista fakulteta i smerova, javni poziv za dodelu 10 opštih stipendija najboljim studentima, koji su prvi put upisali završnu godinu osnovnih/integriranih akademskih studija na fakultetima čiji je osnivač Republika Srbija, upućen je studentima medicinskih, farmaceutskih, tehnoloških i tehničkih fakulteta elektro i mašinskog usmerenja.

Imajući u vidu situaciju sa pandemijom kovida 19 i činjenicu da su prethodne dve generacije stipendista pohađale Program za obrazovanje onlajn, a u cilju očuvanja bezbednosti i zdravlja kandidata budućih stipendista i obezbeđivanja većeg broja prijavi, proces prijave za opšte stipendije ove godine je pojednostavljen i podrazumevao je onlajn prijavu putem veb-sajta Hemofarm fondacije. Obim konkursne dokumentacije je smanjen dok je trajanje konkursa za stipendije produženo sa dosadašnjih 20 na 30 dana. Na konkurs za stipendije Hemofarm fondacije za školsku 2021/2022. godinu, pod nazivom „Talent program Možeš i ti“, stiglo je ukupno 80 prijavi opštih stipendista (26 u 2020), što predstavlja tri puta više prijavljenih kandidata u odnosu na prethodnu školsku godinu, kao i 56 prijavi za stipendije deci zaposlenih u Hemofarm Grupi, što odgovara proseku broja prijavi iz svih prethodnih školskih godina.

The You Can Do It Programme for Education of Hemofarm Foundation is one of the most prestigious programmes for education in Serbia, which is shown also by the number of candidates applying for the Programme for Scholarships that is three times higher than before, as a result of not only the reputation that the Programme for Education enjoys in the public, but also the significant contribution of the 'Unbreakable' campaign.

Although the list of faculties and departments was revised in the school year 2021/2022, a public call for granting 10 general scholarships to the best students, who enrolled for the first time in the final year of basic/integrated academic studies at faculties founded by the Republic of Serbia, was addressed to students of medical, pharmaceutical, technological, and technical faculties of electrical and mechanical engineering departments.

Given the situation with the COVID-19 pandemic and the fact that the previous two generations of scholarship holders attended the Programme for Education online, and in order to protect the safety and health of future scholarship holder candidates and ensure a greater number of applications, the application process for general scholarships this year has been simplified and included online application via the Hemofarm Foundation website. The volume of competition documentation has been reduced, while the duration of scholarship competition has been extended from the previous 20 to 30 days. A total of 80 applications for general scholarship holders (26 in 2020) were received for the Hemofarm Foundation scholarship competition for the school year 2021/2022 called 'Talent Programme You Can Do It', which is three times more candidate applications compared to the previous school year, as well as 56 applications for scholarships for children of Hemofarm Group employees, which corresponds to the average number of applications from all previous school years.

Nakon analize pristigle dokumentacije i svih prijavi, kao i sprovedenog procesa profesionalne selekcije, Komisija za izbor stipendista donela je odluku o izboru 10 opštih stipendista i 49 stipendista dece zaposlenih u Hemofarm Grupi, za školsku 2021/2022. godinu.

U okviru Mentorskog programa obrađene su teme komunikacije, ličnog i profesionalnog razvoja, dok su eksperti iz sektora Istraživanja i razvoja Hemofarma, predstavili projekat Expein (april 2021), čiji je razvoj započet kao lokalni projekat za tržište Srbije i Makedonije, a zahvaljujući dobrom kvalitetu i agilnosti kolega prerastao je u globalni projekat koji će se u budućnosti nalaziti i na tržištima Nemačke, Austrije, Albanije, Bosne, a možda i Vijetnama. Takođe, u okviru ovog dela programa realizovane su i dve onlajn radionice u saradnji sa kolegama iz Ljudskih resursa na kojima su obrađene teme ličnog i profesionalnog razvoja i upravljanja vremenom (jun 2021).

Internship program Srbija, realizovan u septembru 2021, obuhvatio je upoznavanje sa opisom i procesima rada u farmaceutskoj industriji od ulaska farmaceutske supstance u pogon do marketinga i prodaje. Kroz 9 onlajn predavanja predstavljeni su sektori proizvodnje (planiranje proizvodnje, pogoni čvrstih i sterilnih formi), direktne nabavke, farmaceutskog razvoja, skladišnog poslovanja, kontrole kvaliteta, proizvodne ekspertize i tehnologije, a predstavljen je i Centar za pakovanje. Tokom 6 onlajn radionica i treninga stipendisti Hemofarm fondacije su bili u prilici da se upoznaju sa poslovnim veštinama neophodnim za rad u sektoru Marketinga i prodaje, poput veština komunikacije, prodaje, prezentovanja, različitim portfolijima i strategijama za uvođenje novog proizvoda u portfolio Hemofarma A.D.

Program je od strane stipendista ocenjen kao odličan, interaktivan i kao sadržaj o kojem nije moguće slušati i naučiti u okviru procesa formalnog obrazovanja. Program su kao odličan ocenile i kolege predavači koji ga vide kao idealnu priliku za upoznavanje mladih ljudi sa mogućnostima rada i profesionalnog razvoja u okviru farmaceutske industrije, ali i kao priliku za razmenu informacija i upoznavanje sa interesovanjima budućih mladih kolega.

Following the analysis of the received documentation and all applications, as well as the conducted professional selection process, the Scholarship Holder Selection Committee has decided on the selection of 10 general scholarship holders and 49 scholarships for children of Hemofarm Group employees, for the school year 2021/2022.

The topics of communication, and personal and professional development have been addressed within the Mentorship Programme, while experts from Hemofarm's Research and Development Division have presented the Expein project (April 2021), the development of which was kicked-off as a local project for the market of Serbia and Macedonia, and owing to the good quality and agility of colleagues, it has grown into a global project that will be implemented also in the markets of Germany, Austria, Albania, Bosnia, and possibly Vietnam, in the future. In addition, two online workshops have been held in cooperation with colleagues from Human Resources within this part of the programme, in which the topics of personal and professional development and time management were addressed (June 2021).

Internship Programme Serbia, implemented in September 2021, included the introduction to the work processes in the pharmaceutical industry, from the entry of a pharmaceutical substance into the plant to marketing and sales. Production Divisions (Production Planning, Solid Dosage Forms Plant and Sterile Dosage Forms Plant), Direct Purchasing, Pharmaceutical Development, Warehouse Operations, Quality Control, Manufacturing Science and Technology, also including the Packaging Centre, were presented through nine online lectures. During the six online workshops and training sessions, Hemofarm Foundation scholarship holders have had the opportunity to get acquainted with the business skills required for work in Marketing and Sales Division, such as the skills of communication, sales, presentation of different portfolios and strategies for introducing a new product into the Hemofarm A.D. portfolio.

The programme has been rated by scholarship holders as excellent, interactive with contents that one cannot hear of and learn about within the formal education process. The programme has been evaluated as excellent also by colleague lecturers, who see it not only as an ideal opportunity to introduce young people to the possibilities of work and professional development within the pharmaceutical industry, but also as an opportunity to exchange information and learn about the interests of future young colleagues.

Zbog nepovoljne epidemiološke situacije u zemlji, izazvane pandemijom koronavirusa, a u cilju očuvanja bezbednosti i zdravlja učesnika programa, stipendista i predavača, program je u celosti organizovan u onlajn formatu. Realizacija Internship programa Nemačka odložena je zbog velikog porasta broja zaraženih od koronavirusa i stavljanja Srbije na „crvenu listu” zemalja za ulazak u SR Nemačku.

Kao i svake godine, eksperti iz Hemofarma i Hemofarm fondacije ulažu svoje vreme, znanje i trud da, kao volonteri, podrže buduće kolege, polaznike nekog od programa fondacije. U okviru Mentorskog programa za 2021. godinu, 26 volonterskih sati uloženo je u edukaciju od strane mentora i predavača, koleginica i kolega iz Hemofarma. Istovremeno, tokom godine, u okviru Internship programa, uloženo je dodatnih 117 volonterskih sati u edukaciju od strane Hemofarmovih stručnjaka. Pored toga, mentori su uložili oko 220 sati u rad sa stipendistima HFF (viđanje, telefonski pozivi i dr. najmanje jednom mesečno u trajanju od dva sata).

U okviru svih programa Hemofarm fondacije tokom 2021. godine ukupan broj volonterskih sati iznosi 363 sata. Prema parametrima referentne cene rada, koje je obezbedio Sektor ljudskih resursa, a prema statistici iz januara 2019³⁰, procena je da su mentori i predavači u 2021. godini, tokom deset radnih nedelja, investirali kroz svoj rad oko 668.646 dinara, odnosno oko 5.666 evra. U 2020. godini brojke su nešto više – uloženo je 714 radnih sati, u vrednosti od oko 11.145,66 evra, što ne iznenađuje budući da je rad od kuće i u okolnostima limitiranog fizičkog kretanja ostavio više prostora i vremena za rad sa mentorima.

Due to the unfavourable epidemiological situation in Serbia caused by the coronavirus pandemic, in order to protect the safety and health of the programme participants, scholarship holders and lecturers, the programme has been entirely organized in the online format. The implementation of the Internship Programme Germany has been postponed due to the large increase in the number of people infected with the coronavirus, and Serbia being a red-listed country for the Federal Republic of Germany.

Like every year, experts from Hemofarm and Hemofarm Foundation invest their time, knowledge, and effort, as volunteers, in supporting future colleagues, participants of any of the Hemofarm Foundation's programmes. There were 26 volunteer hours invested in education by mentors and lecturers, colleagues from Hemofarm within the Mentorship Programme for 2021. At the same time, additional 117 volunteer hours were invested in education by Hemofarm's experts within the Internship Programme, during the year. In addition, mentors invested approximately 220 hours of work with the HFF scholarship holders (seeing each other, phone calls, etc., minimum once a month, in the duration of 2 hours).

The total number of volunteer hours invested within all programmes of Hemofarm Foundation during 2021 amounts to 363 hours. According to the parameters of the reference price of work provided by Human Resources Division, and the statistics from January 2019³⁰, it has been estimated that mentors and lecturers invested approximately RSD 668,646.00, or approximately EUR 5,666, through their work in 2021, during ten working weeks. The figure is slightly higher in 2020, more precisely, 714 volunteer hours, amounting to EUR 11,145.66, were invested, which is not surprising given that the remote work in the circumstances of limited physical movement has left more space and time for working with mentors.

³⁰ Ovaj podatak je zadržan kao referentan za procenu ukupne cene volonterskog rada radi upoređivanja sa izveštajima u okviru triptiha 2019–2021. Kurs koji je uzet za izračunavanje vrednosti u evrima je 1 EUR = 118 RSD.

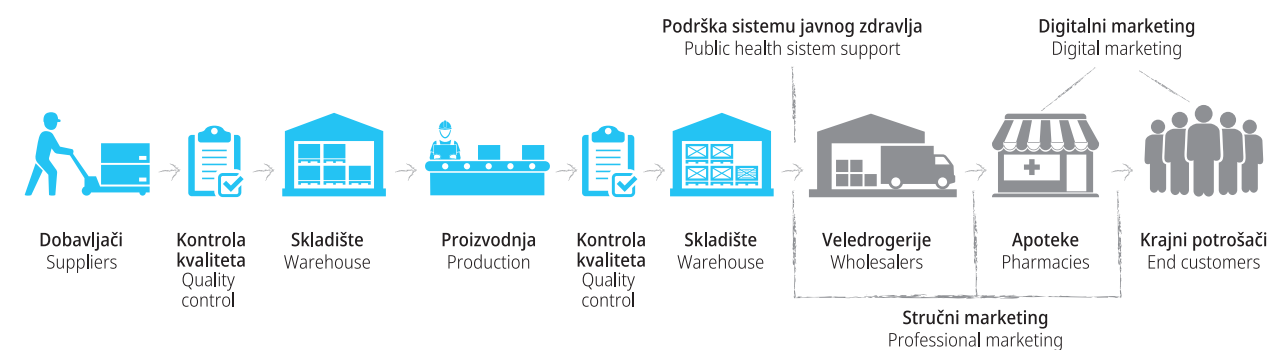
³⁰ This information is kept as a reference for the assessment of the total value of volunteer hours for the purpose of comparison with reports within the triptych 2019–2021. The exchange rate for calculating the value in EUR is EUR 1 = RSD 118.





Cilj 6: Čista voda i sanitarni uslovi

Goal 6:
Clean water and sanitation

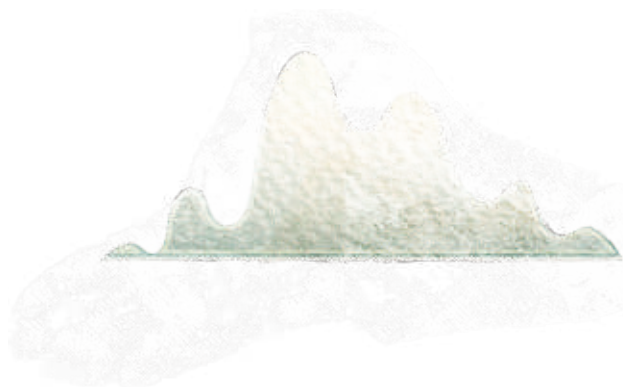


103-1	103-2	103-3		
302-1	302-3	302-4	302-5	
303-1	303-2	303-3	303-4	303-5
305-1	305-2	305-4	305-5	
306-1	306-2	306-3	306-4	306-5

Ključna vrednost AGILITY ostaje strateški povezana sa Ciljevima 9 i 12 održivog razvoja. Time se maksimizira nastojanje kompanije da optimizuje sve svoje poslovne i proizvodne procese i postavi ih iz ugla odgovornog korisnika sirovina, koji stvara efikasne, a dostupne proizvode, čiji uticaj ne narušava okruženje u bilo kom aspektu. U kontekstu aktuelne posvećenosti ključnih vrednosti onim ciljevima održivog razvoja koji su od vitalnog značaja za borbu protiv pandemije, kao i zahvaljujući činjenici da su Ciljevi 9 i 12 već deo Hemofarmove poslovne DNK, vrednost AGILITY se trenutno fokusira na doprinos Ciljevima broj 5 i broj 6. To praktično znači da su STADA i Hemofarm, potpuno svesni značaja rodne ravnopravnost (Cilj 5) i dostupnosti čiste vode i sanitarnih uslova (Cilj 6), rešeni da globalnoj krizi doprinesu kroz maksimalno odgovoran odnos prema jednakosti koleginica i kolega u timu, kao i smanjenju utroška vode³¹ kao ključnog resursa, te uspostavljanju svih neophodnih sanitarnih uslova u kompaniji i van nje, a koji će doprineti prevenciji širenja koronavirusa. Hemofarm je već dokazani branilac rodne ravnopravnosti, koja je deo korporativne DNK, ali i ukupnog odnosa prema društvu, što pokazuju i rezultati prezentovani u ovom izveštaju. Zato će fokus u ovom delu izveštaja biti stavljen na potrošnju vode i upravljanje ostalim resursima, te zbrinjavanju generisanog otpada, a sve to u cilju očuvanja prirodnog okruženja, bez kojeg budućnost nije izvesna.

The key value AGILITY remains strategically linked to Sustainable Development Goals 9 and 12. Such an approach intensifies the company's efforts to optimize all its business and production processes and perceive them from the perspective of a responsible consumer of raw materials, which manufactures effective and affordable products that do not exert a negative impact on the environment in any aspect whatsoever. In the context of the current commitment of the core values to the sustainable development goals that are vital in the fight against the pandemic, as well as owing to the fact that Goals 9 and 12 have already been a part of business DNA of Hemofarm, the value AGILITY is currently focused on the contribution to Goals 5 and 6. It practically means that STADA and Hemofarm are fully aware of the importance of gender equality (Goal 5) and availability of clean water and sanitation (Goal 6), and are determined to contribute to the global crisis management through the most responsible attitude to equality of female and male colleagues in the team, as well as reducing the consumption of water³¹ as a key resource, and establishing all necessary sanitation conditions inside and outside the company, which will in turn contribute to curbing the pandemic. Hemofarm has already been a proven guardian of gender equality, which makes a part of our corporate DNA, as well as our general attitude towards community, which has also been evidenced by the results presented in this report. Therefore, the focus of this part of the report will be placed on water consumption and management of other resources, and the disposal of generated waste, aimed at the protection of the environment, without which the future is uncertain.

³¹ Hemofarm nastoji da ostvari smanjenje utroška vode u svom poslovanju kroz optimizovane proizvodne procese i upotrebu vode iz sopstvenih bunara, čime doprinosi očuvanju ovog vitalnog resursa.
³¹ Hemofarm is endeavouring to reduce water consumption in its business operation, both through optimized manufacturing processes and by using water from its own wells, by which it contributes to preservation of this vital resource.

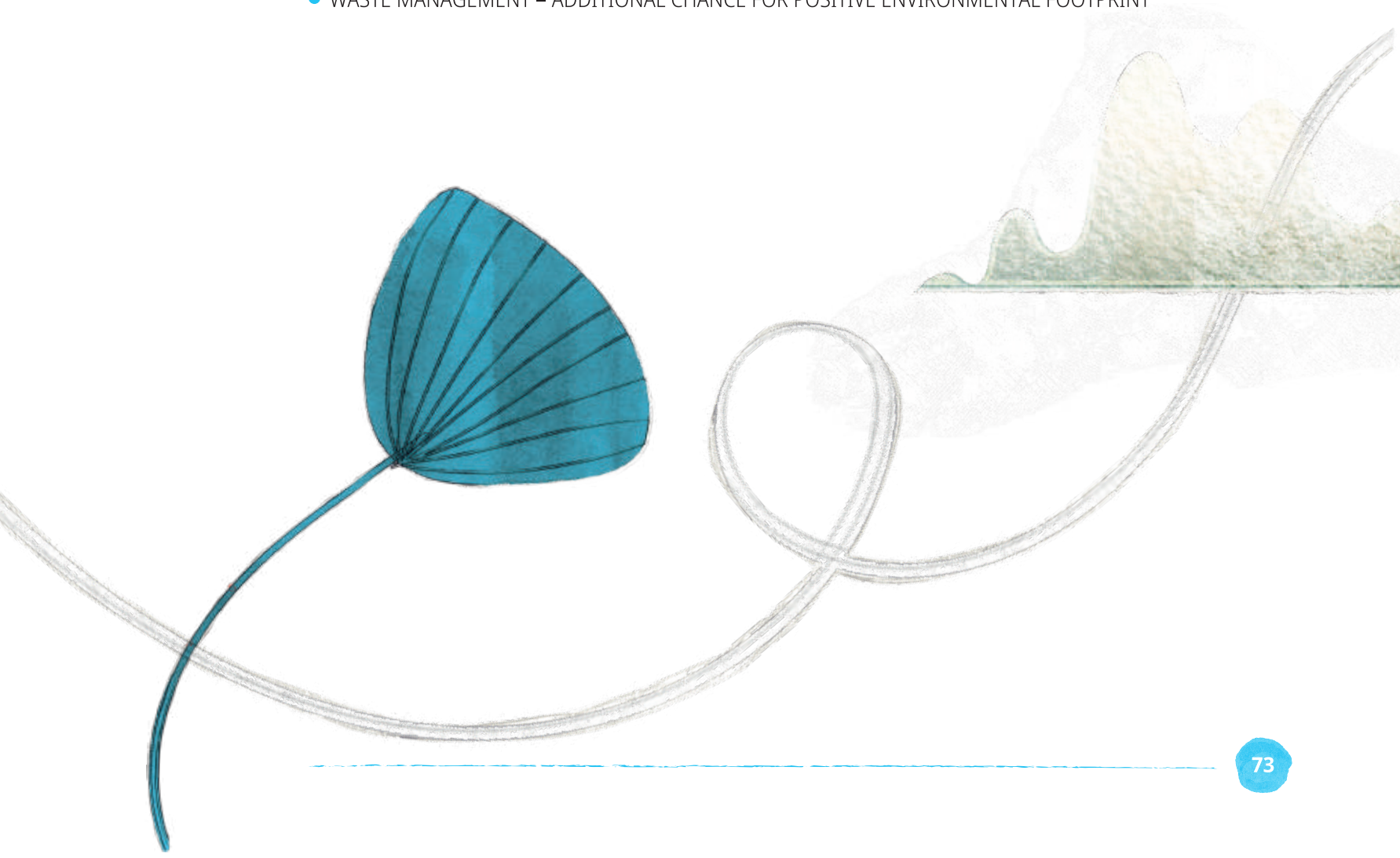


Radi sagledavanja performansi sa kojima se kompanija suočila u godinama pre, tokom i nakon pandemije koronavirusa, u širem smislu, u ovom poglavlju će kroz prikaz ostvarenih poslovnih rezultata Hemofarma biti predstavljene sledeće materijalne teme: Odgovorno upravljanje potrošnjom vode i ostvarivanje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

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

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

- Table of contents:
- WATER CONSUMPTION MANAGEMENT
 - ENERGY MANAGEMENT AND GAS EMISSIONS
 - Use of electricity
 - Use of natural gas
 - Freon consumption
 - WASTE MANAGEMENT – ADDITIONAL CHANCE FOR POSITIVE ENVIRONMENTAL FOOTPRINT



Odgovorno upravljanje potrošnjom vode u Hemofarmu najbolje potvrđuje činjenica da je utrošak ovog, danas za život i prevenciju širenja pandemije vitalnog resursa, smanjen (-2,2%), uprkos povećanju kompleksnosti proizvodnje i obimu koji je uvećan u odnosu na 2020. godinu.

Energetska efikasnost ostaje jedan od ključnih imperativa Hemofarma i način da kompanija pokaže svoju odgovornost i stepen održivog razvoja. Iako je upotreba električne energije porasla za 2,1%, i to najvećim delom zbog nepovoljnih klimatskih uslova, ovaj parametar se i dalje može smatrati pozitivnim usled činjenice da je ostvaren veći rast obima proizvodnje nego što je porast samog utroška ovog resursa. Upotreba prirodnog gasa je uvećana za 8% u odnosu na 2020, kada je ipak bilo značajnijih stajanja proizvodnje, naročito u drugoj polovini godine usled pandemije.

Responsible water consumption management in Hemofarm is best confirmed by the fact that the consumption of this vital resource, especially nowadays in the light of prevention of spreading of the pandemic, has been reduced (-2.2%), in spite of the increased complexity of production and the production volume which has also been increased in relation to the year 2020.

Energy efficiency remains one of the key imperatives of Hemofarm and a way for the company to demonstrate its responsibility and degree of sustainable development. Although the use of electricity has increased by 2.1%, owing for the most part to unfavourable climate conditions, this parameter can still be considered positive due to the fact that a higher increase in production volume has been achieved in comparison with the increase of consumption of this resource. The consumption of natural gas increased by 8% in comparison with the year 2020, which saw significant production downtime, especially in the second half of the year, due to the pandemic.

I u godini adaptacije na „novo normalno“, Hemofarm se odgovorno odnosio prema otpadu koji nastaje kao neizbežna posledica obavljanja primarne delatnosti. Porast količine opasnog otpada koji kompanija, kao nosilac dozvole, samostalno izvozi na spaljivanje posledica je projekta smanjivanja zaliha i ne reflektuje stanje kretanja otpada koji se tiče samo 2020. godine. Istovremeno, porastao je nivo prodaje neopasnog otpada, i to za 87%. Pored toga, visok nivo svesti o značaju brige za okruženje potvrđuje i inicijativa Hemofarmovog marketing tima – da se na najatraktivnije lokacije u Beogradu i većim gradovima u Srbiji postave namenski reciklomati u koje bi građani ubacivali kutijice svojih lekova nakon završene terapije ili po isteku roka, dok bi za to dobijali vaučere za popust pri kupovini novih farmaceutskih proizvoda. Projekat je u fazi testiranja pilot-verzije, te adaptacije i implementacije koncepta.

In the year of getting used to 'the new normal', too, Hemofarm retained a responsible approach towards waste, which was generated as an inevitable effect of the core activity. An increase in the quantity of hazardous waste which the company, as the licence holder, independently exports for incineration comes as a result of stock reduction project and does not reflect the status of movement of waste generated in 2020 only. At the same time, the volume of sales of non-hazardous waste increased by as much as 87%. In addition, a high level of awareness of importance of care for the environment is also confirmed through the initiative of the Hemofarm Marketing Team – to install designated recycling booths at some of the most attractive locations in Belgrade and other major Serbian cities where citizens can throw in cartons of their used medicines after the end of their treatment or after the expiry of shelf life, while in return they receive vouchers granting them discounts for purchase of new pharmaceutical products. The project is in the phase of pilot version testing, and adaptation and implementation of the concept.

UPRAVLJANJE POTROŠNJOM VODE WATER CONSUMPTION MANAGEMENT



Voda je najdragoceniji resurs današnjice i, nažalost, ona je još uvek nedostupna za čak tri milijarde ljudi u svetu. Oni su uskraćeni za ovaj vitalni resurs kako za svoje elementarne životne i higijenske potrebe, tako i za prevenciju širenja pandemije, kroz redovno pranje ruku. Odgovorno upravljanje vodom danas predstavlja jedan od najvažnijih faktora održivosti. Hemofarm globalnom očuvanju vode doprinosi posredno, kroz visokooptimizovane proizvodne procese, a jedan od ciljeva kompanije u perspektivi je približavanje neutralnosti u potrošnji ovog resursa. Tome u prilog svedoči i činjenica da je, uprkos povećanom obimu proizvodnje u broju pakovanja, smanjena ukupna količina utrošene vode za oko 2,2%.³²

Water is the most valuable resource nowadays, and unfortunately, it is still unavailable to as many as three billion people worldwide. They are deprived of this vital resource, both for their basic living and sanitary needs, and for prevention of spreading of the pandemic, by washing their hands regularly. Responsible water management is one of the most important factors of sustainability today. Hemofarm contributes to global water preservation indirectly, through highly optimized manufacturing processes. One of the future goals of the company is to approach neutrality in consumption of this resource. This is also corroborated by the fact that the total consumption of water was reduced by about 2.2%,³² despite the increased production volume in the number of packs.

Hemofarm za svoje potrebe koristi vodu iz javnog vodovoda i reni bunara. Gradska voda troši se u tehnološkim postupcima i za proizvodnju prečišćene vode (PW), vode za injekcije (WFI) i čiste pare. Takođe, voda se koristi i za proizvodnju tehničke pare i tople vode, kao i za funkcionisanje sistema za hlađenje (rashladna voda) i sanitarne potrebe. Ukupna zahvaćena količina vode iz javnog vodovoda smanjena je za 1,1%, odnosno sa 391.527 kubnih metara u 2020. godini na 387.053 kubna metra u 2021. godini. Ukupna količina zahvaćene vode iz reni bunara smanjena je za 11,5%, odnosno sa 45.028 kubnih metara u 2020. godini na 39.831 kubni metar u 2021. godini.³³ Hemofarm svojim zahvatanjem vode ne ugrožava nijedan od resursa vodozahvata.

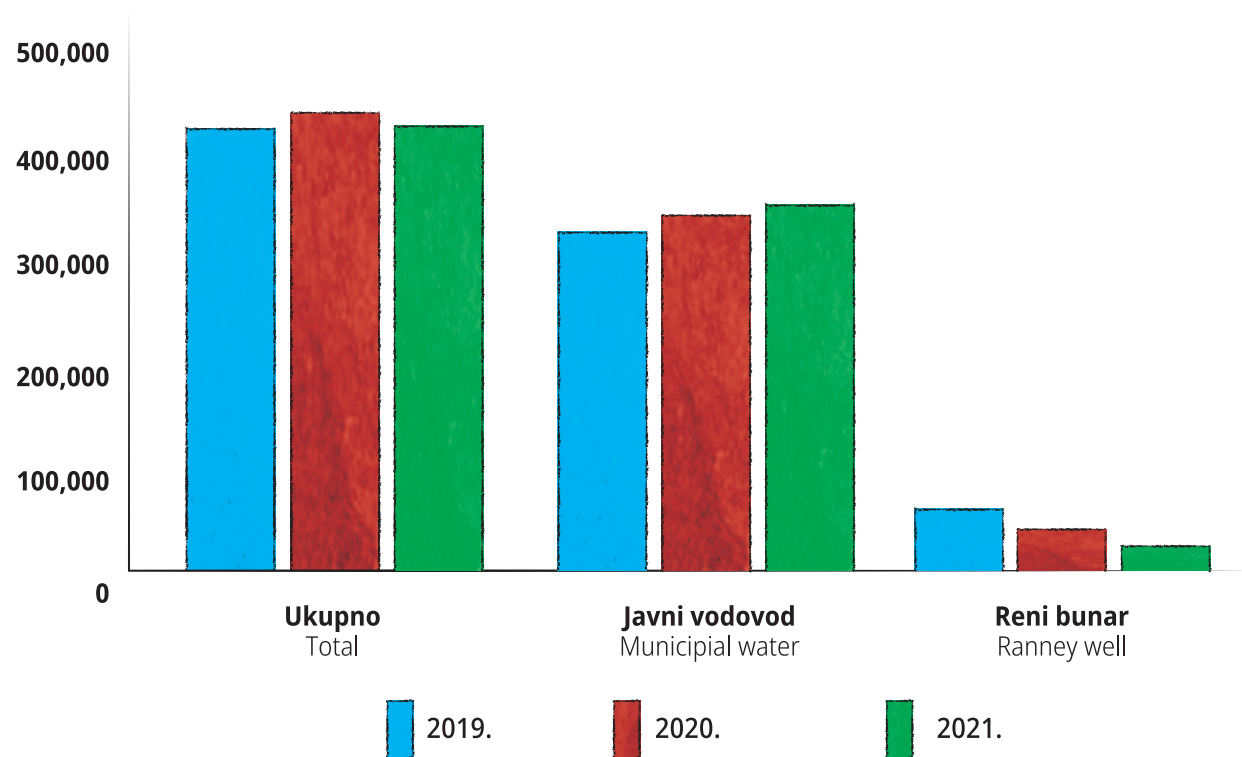
For its own needs, Hemofarm uses municipal water and water from a ranney well. Municipal water is used in technological processes and for producing purified water (PW), water for injections (WFI) and clean steam. In addition, water is used for producing technical steam and hot water, as well as for the operation of the cooling system (cooling water) and for sanitary purposes. The total quantity of withdrawn municipal water was reduced by 1.1%, namely from 391,527 cubic metres in 2020 to 387,053 cubic metres in 2021. The total quantity of water withdrawn from the ranney wells was reduced by 11.5%, namely from 45,028 cubic metres in 2020 to 39,831 cubic metres in 2021.³³ Hemofarm does not jeopardize any of the water withdrawal resources by its withdrawal of water.

³² U odgovorno upravljanje potrošnjom vode spada i rekuperacija i ponovna upotreba tehničke pare. Para u Hemofarmu nigde nema kontakt sa proizvodom, te se u procesu proizvodnje tehničke pare sav kondenzat vraća u kotlarnicu na ponovnu upotrebu, čime se voda u proizvodnji kontinualno rekuperira. Takođe, toplotna energija otpadne vode parnih kotlova, koja bi se inače odbacivala kao rezultat procesa desalinizacije i uklanjanja taloga iz parnog kotla, koristi se kao izvor toplote za sanitarnu toplu vodu u Pogonu sterilnih proizvoda.

³³ An example of responsible water management is recuperation and reuse of technical steam. The steam has no contact with the products in Hemofarm, so all the condensate collected in the process of technical steam manufacturing returns to the boiler room for reuse, by which the water is continuously recuperated in the manufacturing process. In addition, the heating energy of the wastewater from steam boilers, which would otherwise be discarded as a result of processes of distillation and removal of precipitate from the steam boiler, gets reused as a source of heat for sanitary hot water in the Sterile Products Plant.

³³ Smanjenje utroška vode iz sopstvenih bunara posledica je promene kvaliteta i performansi te vode.

³³ The reduction of water consumption from our own wells comes as a consequence of the change in the quality and performance of such water.



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

UPRAVLJANJE ENERGIJOM I EMISIJE GASOVA

ENERGY MANAGEMENT AND GAS EMISSION

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

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

- Nastavak zamene fluo cevi LED osvetljenjem – jedna od najpopularnijih mera poboljšanja energetske efikasnosti od 2019; ovim se ostvaruju i uštede u troškovima održavanja, s obzirom na to da LED rasveta traje znatno duže (duplo više sati rada); kontinuirano se sprovode aktivnosti na svim Hemofarm lokacijama: u Šapcu je tokom 2021. sprovedena zamena rasvete u delu skladišta, odeljenju dezinfekcije i u restoranu, dok je u Vršcu obavljena zamena rasvete u delu pogona injekcionih proizvoda, u Visokoregalnom skladištu i u magacinu gotovih proizvoda, uz dodatak senzora pokreta
- Smanjenje toplotnih gubitaka na cevovodima tehničke pare i kondenzata – tokom 2021. nastavljene su aktivnosti na ugradnji izolacionih „jakni“³⁴ na sistemima za distribuciju tehničke pare i kondenzata, naročito u pogonu Šabac
- Tokom 2021. nastavljeno je uspešno korišćenje ranije implementiranih mera (korišćenje „otpadne toplote“ za grejanje objekata pomoću Total Heat Recovery modula³⁵ i pripremu sanitarne vode pomoću otparka kondenzata, grejanje objekata korišćenjem niskotemperaturne tople vode umesto tehničke pare...), a implementirano je i nekoliko novih (smanjenje radnog pritiska komprimovanog vazduha i tehničke pare u Šapcu, kao i optimizacija rada pojedinih HVAC sistema u periodima kada to proizvodni uslovi dozvoljavaju)
- Continuation of replacement of fluorescent tubes by LED lights – one of the most popular measures of improvement of energy efficiency since 2019; taking into account that LED lights last much longer (twice as many hours of functioning), this also generates savings in maintenance costs; these activities have been continued at all Hemofarm sites: during the year 2021, lights were replaced in part of the warehouse, at the disinfection department, and in the restaurant in Šabac, while in Vršac, the lights were replaced in part of the Injectables Plant, in the High-Bay Warehouse and in the finished products warehouse, where movement sensors were added, too
- Reduction of heat loss on technical steam and condensate pipelines – activities of installation of ‘insulation jackets’³⁴ on technical steam and condensate distribution systems were continued throughout 2021, especially at the Šabac plant
- The successful implementation of the earlier implemented measures (utilization of ‘waste heat’ for heating facilities with the aid of the Total Heat Recovery module³⁵ and preparation of sanitary water by means of flash steam, heating facilities by using low-temperature water instead of technical steam, etc.) was continued throughout 2021, with a few new ones that were also implemented (reduction of working pressure of compressed air and technical steam in Šabac, as well as optimization of operation of some HVAC systems in the periods when manufacturing conditions allow that)

³⁴ Montažno-demontažni elementi koji doprinose umanjenju toplotnih gubitaka usled zračenja na ventilima koji rade na visokoj temperaturi, po preporuci IFC (International Finance Corporation), članice Grupe Svetske banke (World Bank Group). Projektovano smanjivanje toplotnih gubitaka na ovako izolovanim ventilima iznosi svega 11–20% u odnosu na one neizolovane.

³⁴ The removable elements which contribute to reducing heat losses due to the radiation on the valves which operate at high temperature, recommended by IFC (International Finance Corporation), a member of the World Bank Group. The estimated heat losses on thus insulated valves total as much as 11–20%, compared to the non-insulated valves.

³⁵ Čiler primarno proizvodi rashladnu energiju i u tom procesu iz radnog fluida odvodi se toplota. Ta odvedena toplotna energija („otpadna toplota“), kroz THR modul čilera, umesto da se izbacuje u atmosferu, koristi se za isporučivanje toplotne energije u vrednosti i do 130% od rashladnog kapaciteta čilera.

³⁵ The chiller primarily produces cooling energy, and the heat is released from the working utility in the process. Instead of being discharged into the atmosphere, through the THR module of the chiller, the heat released in such a manner (‘waste heat’) is used for heat supply which can reach up to 130% of the cooling capacity of the chiller.

Upotreba električne energije Electricity consumption

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

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

Godina Year	Električna energija, kWh Electricity, kWh	Električna energija, GJ Electricity, GJ
2019.	48.362.251	174.104,10
2020.	48.515.549	174.655,98
2021.	49.576.066	178.473,84

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

Potrošnja električne energije u 2021. godini uvećana je za 2,1% u odnosu na 2020. za lokacije Vršac i Šabac (od čega je 40.028.760 kWh bila potrošnja u Vršcu, a 9.547.306 kWh u Šapcu). Na blago uvećanje potrošnje u odnosu na 2020, pored nepovoljnih klimatskih uslova, uticalo je uvećanje obima proizvodnje i veći broj dana planskih stajanja u 2020.

In 2021, the consumption of electricity was increased by 2.1% in comparison with 2020 at Vršac and Šabac sites (of which 40,028,760 kWh were consumed in Vršac, and 9,547,306 kWh were consumed in Šabac). In addition to the climate conditions, this slight increase in consumption resulted from the increase in production volume and the larger number of days of planned production downtime in 2020.

Upotreba prirodnog gasa Natural gas consumption

Prirodni gas se, kao energent, najviše troši u odeljenjima za hemijsku pripremu vode – 31,1% proizvedene toplotne energije potrebno je za proizvodnju prečišćene vode, vode za injekcije i čiste pare u Vršcu. Ostali veći segmenti potrošnje prirodnog gasa su grejanje prostora i drugi tehnološki procesi.

As a source of energy, natural gas is predominantly consumed at the departments for chemical treatment of water – 31.1% of produced thermal energy is needed for the production of purified water, water for injections, and clean steam in Vršac. Among other large segments of natural gas consumption are heating of premises and other technological processes.

Godina Year	Gas m ³ Gas m ³
2019.	6.669.004
2020.	6.332.939
2021.	6.885.593

Prikaz potrošnje gasa / Overview of gas consumption

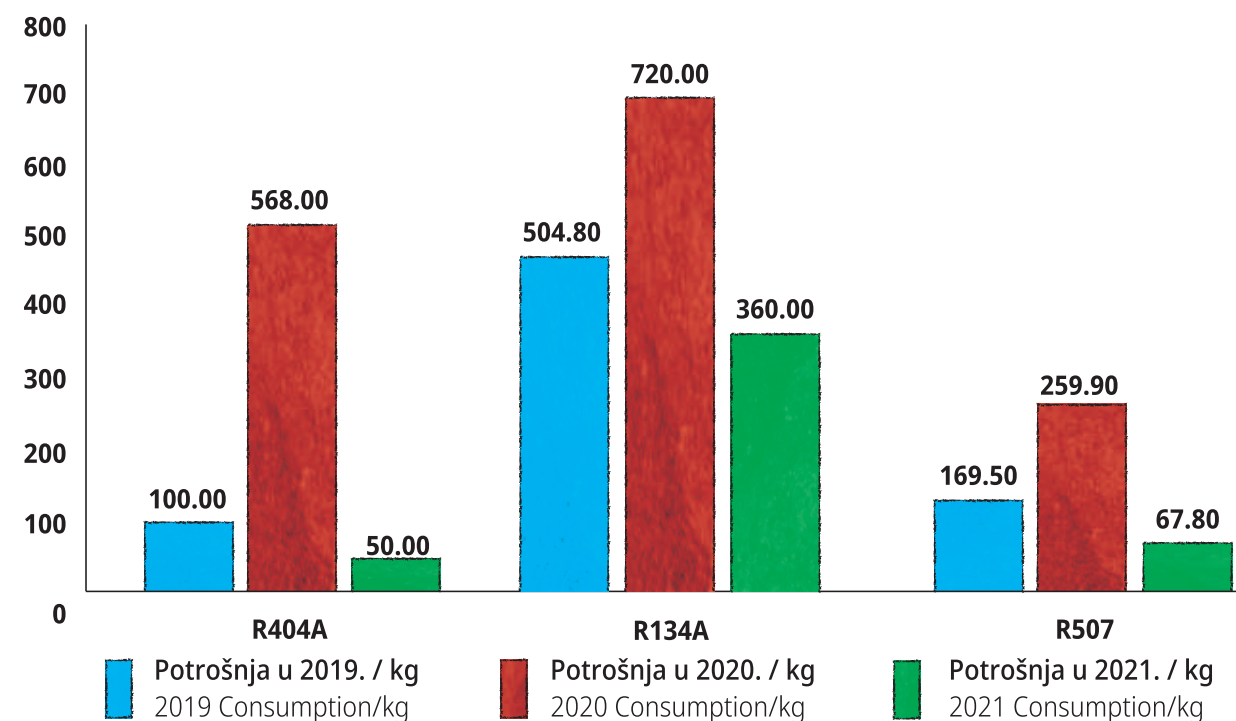
Povećanje utroška gasa u 2021. godini za 8% u najvećoj meri posledica je većeg broja dana planskog stajanja u 2020. usled pandemije (od kojih je deo bio i tokom sezone grejanja). Uvećanje potrošnje gasa je uočljivo u Vršcu, dok je u Šapcu potrošnja gasa na sličnom nivou kao u 2020 (-0,7%). Pored uvećanja obima proizvodnje, primetni su i uvećani zahtevi za kontrolom relativne vlage u letnjem periodu. Blago uvećanje potrošnje gasa je svakako i posledica primenjenih mera poboljšanja energetske efikasnosti i sve intenzivnijeg upravljanja energijom. Kao i kada se posmatraju voda i električna energija, podaci o potrošnji energenata su još značajniji ako se uzme u obzir vrlo primetan rast obima proizvodnje.

The increase of gas consumption in 2021 by 8% is for the most part a consequence of the larger number of days of planned production downtime in 2020 due to the pandemic (a part of which occurred during the heating season). An increase of gas consumption is noticeable in Vršac, while the gas consumption in Šabac was at a similar level as in 2020 (-0.7%). In addition to the increase in production volume, increased requirements for relative humidity control were manifested over the summer period. The slight increase in gas consumption is certainly also a result of implementation of energy efficiency improvement measures and the ever more intensive energy management. As in the case of water and electricity, the energy sources consumption data are even more noteworthy if the very obvious increase of production volume is taken into account.

Potrošnja freona Refrigerant consumption

Iako farmaceutska industrija spada u one grane koje same po sebi u procesu proizvodnje nemaju značajan negativan uticaj na okruženje, Hemofarm stavlja akcenat na minimiziranje svakog potencijalnog posredno i neposredno štetnog otiska, gde spada i upravljanje emisijom gasova. U toku 2021. godine, za upotrebu u rashladnoj tehnici, Hemofarmu je isporučeno ukupno 477,8 kg „ozone-friendly“ freona (1.547,9 kg u 2020).

Although pharmaceutical industry belongs to the industries which do not have a significantly negative environmental footprint as regards the manufacturing process itself, Hemofarm places a particular accent on the minimizing of any potentially indirect or direct harmful footprint, including the gas emission management. In the course of 2021, a total of 477.8 kg of 'ozone-friendly' refrigerant was delivered to Hemofarm (1,547.9 kg in 2020) for use in cooling equipment.



Prikaz upotrebe „ozone-friendly“ freona u 2021.
Overview of 'ozone-friendly' Freon consumption in 2021

UPRAVLJANJE OTPADOM – ŠANSZA ZA POZITIVAN UTICAJ NA OKRUŽENJE

WASTE MANAGEMENT – CHANCE FOR POSITIVE ENVIRONMENTAL FOOTPRINT

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

- Otpad nastao izvan proizvodnih lokacija kompanije
- Industrijski otpad, koji je nastao u okviru proizvodno-poslovnih kompleksa kompanije

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

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

Hemofarm nije u direktnom kontaktu sa krajnjim korisnicima proizvoda, u skladu sa zakonom, te zato nije u mogućnosti da prikuplja otpadnu ambalažu od svojih proizvoda sa završenim životnim ciklusom. Zato kompanija svoje obaveze ispunjava posredno, u skladu sa nacionalnim Planom smanjenja ambalažnog otpada.³⁶ Hemofarm, prema tom Planu, sarađuje sa ovlašćenim operaterima, koji preuzimaju na sebe obavezu da se pomenuta ambalaža zbrine na pravilan način.³⁷

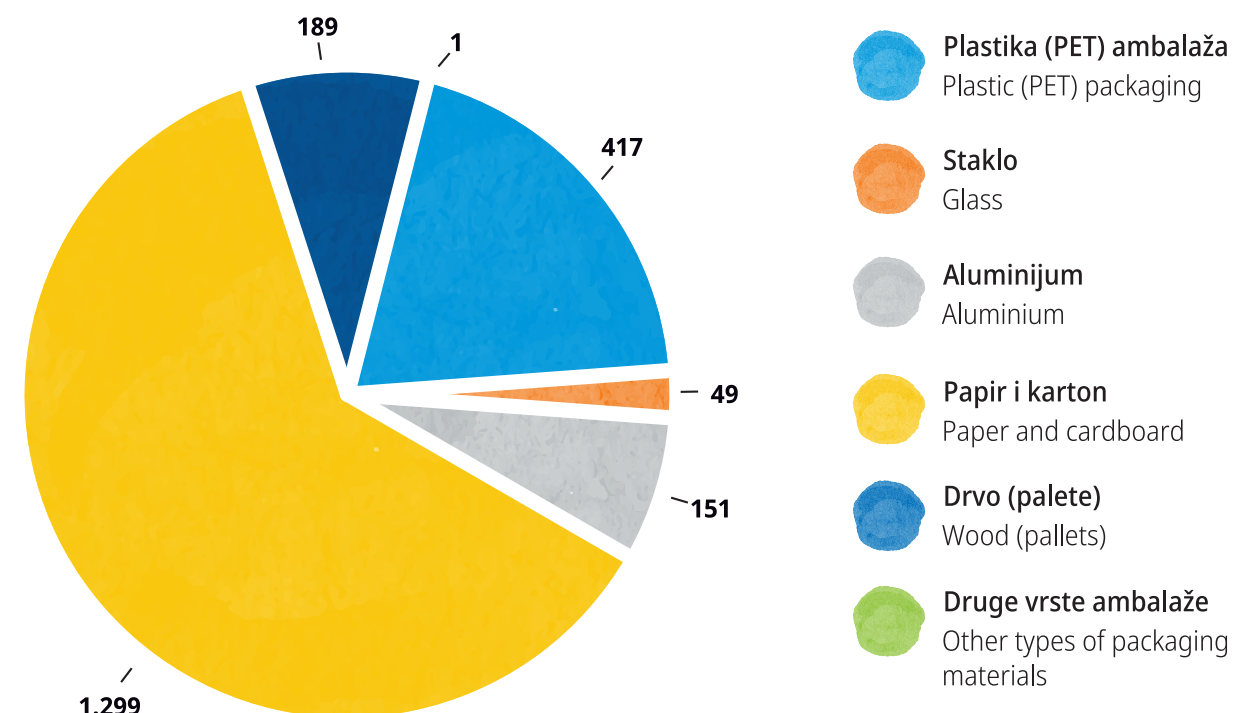
In accordance with the law, Hemofarm is not in direct contact with end users of products, and consequently it cannot collect the waste packaging materials after the expiry of the life cycle of products. Therefore, the company fulfils its obligations indirectly, in line with the national Plan for Reducing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

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

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

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

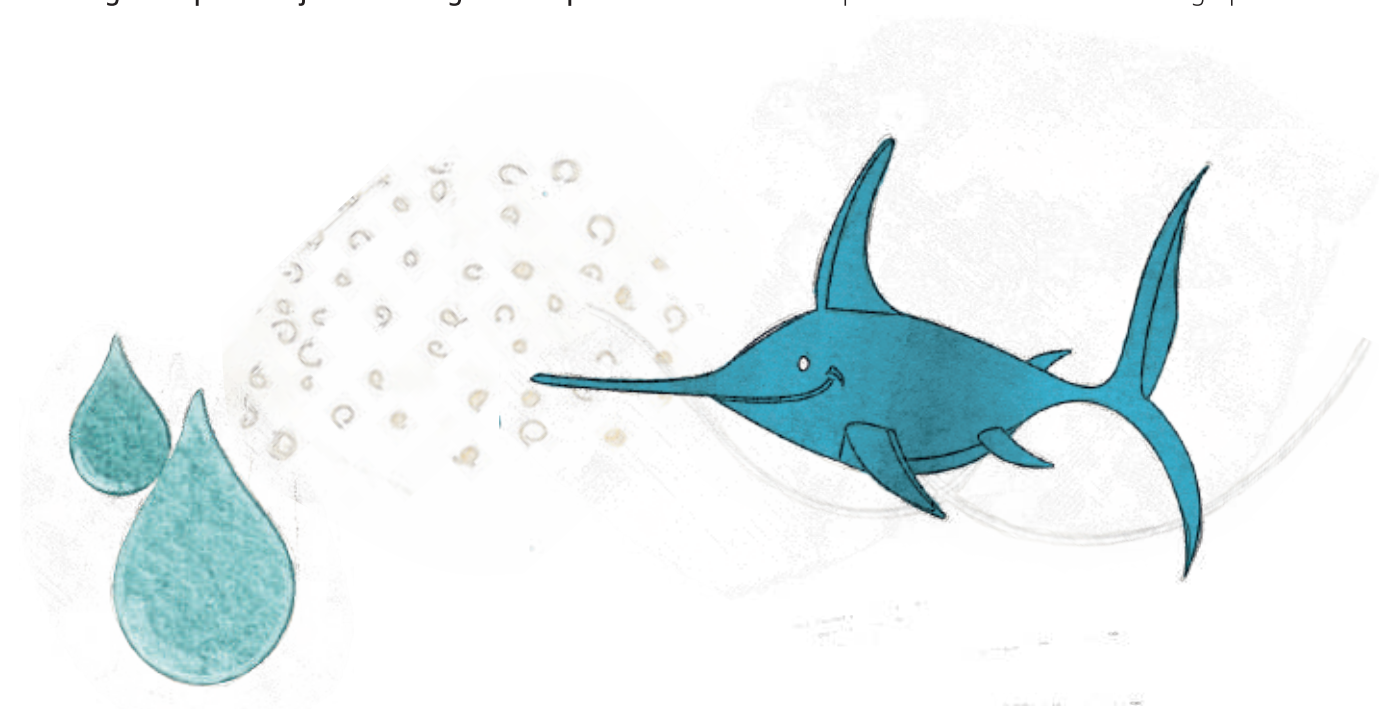
³⁷ The materials that can be subject to recycling mainly include packs, transportation packaging material and patient information leaflets.



Količina ambalaže za koju je obaveza upravljanja prenet na operatera u 2021. godini
Quantity of packaging material consigned to operators in 2021

Pregled kretanja industrijskog otpada po vrsti (opasan/neopasan), kao i po upotrebnoj vrednosti (ima/nema upotrebnu vrednost) u tonama za 2021. godinu prikazan je u tabeli i grafiku ispod.

Overview of industrial waste trend per type (hazardous/non-hazardous), and usage value (with/without usage value) in tonnes for the year 2021 is presented in the table and the graph below.





Sanja Kecman
Direktorka RAMACA (Regulatorni i medicinski poslovi)
Head of RAMACA

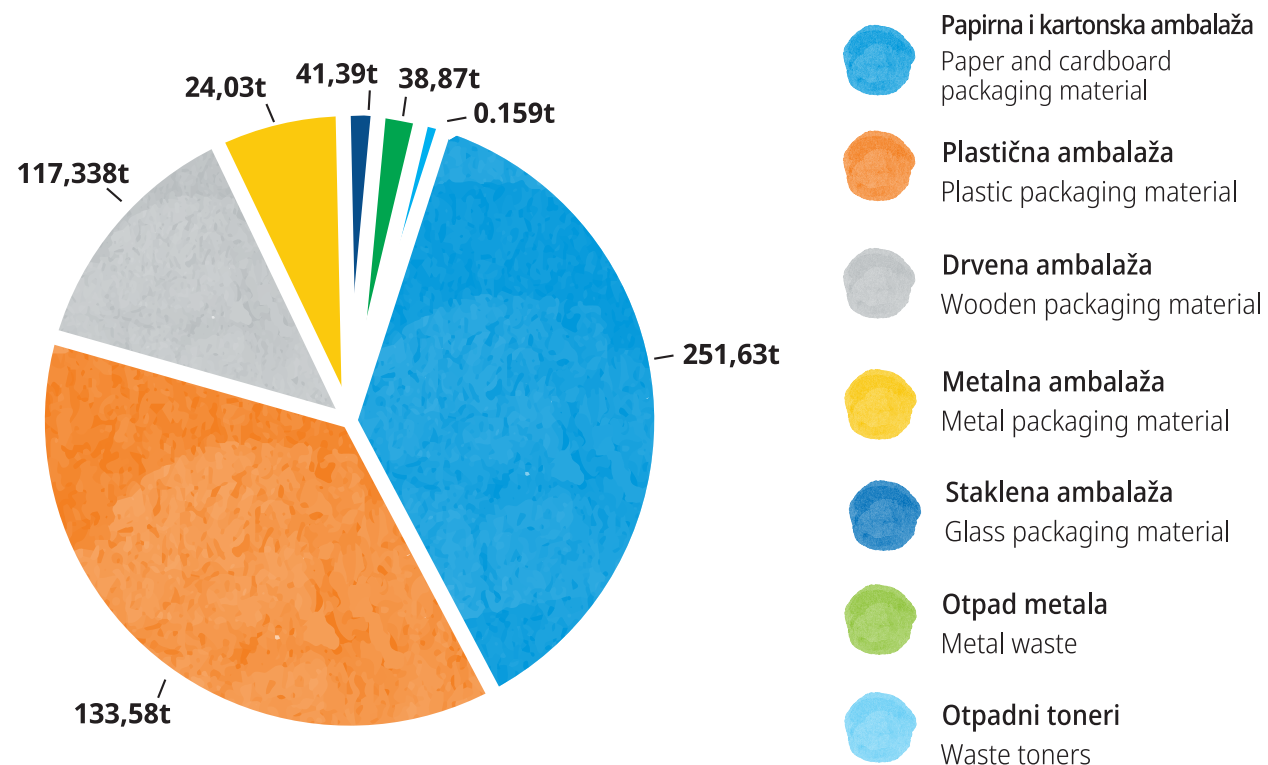
Za mene održivost predstavlja više od brige o klimatskim promenama ili recikliranja. Kada pomislim na održivost, pomislim na održivost organizacije, na održivost društva, pa čak i na održivost zemlje. Kada je reč o organizacionim temama, pre svega smatram da je optimizacija svih procesa obavezna tema za sve kompanije koje teže većoj efikasnosti i produktivnosti koristeći manje resursa (vreme, ljudi, struja). Dobri primeri su inicijative STADA plus vezane za solarne panele ili reciklažu u vezi sa odvajanjem otpada ili bespapirna dokumentacija arhive kompanije Hemofarm (RAMACA inicijative za 2023), kao i projekti optimizacije postupka varijacije. Takođe mi je zanimljiva društvena odgovornost kao jedan od načina postizanja održivog društva. Pomaganje održivosti društva delimično se ostvaruje kroz inicijativu Baby STADA – davanje poklon-paketa bebama u porodilištu ili organizovanje kongresa i drugih događaja koji pomažu medicinskim radnicima da se obrazuju i saznaju više o poboljšanju zdravlja ljudi. Suočeni sa klimatskim promenama, moramo da damo doprinos kao deo ekološkog projekta. Na primer, možemo da izbegnemo korišćenje plastičnih čaša u našem aparatu za vodu u Hemofarmu i da koristimo sopstvene čaše.

To me, sustainability is more than taking care of climate changes or recycling. When I think about sustainability, I think about organizational sustainability, social sustainability and even country sustainability. When it comes to organizational topics, first and foremost I consider optimization of all processes to be a mandatory topic for the companies aiming at more efficiency and productivity using fewer resources (time, people, electricity). Good examples are Stada plus initiatives about solar panels or recycling related to waste separation or paperless documentation related to Hemofarm Archive (RAMACA initiatives for 2023) and optimization of variation procedure projects. Social responsibilities as one way of achieving sustainable society I find also interesting. Helping society sustainability is partially achieved by Baby Stada initiative – giving a present package for new babies in the maternity hospital or organization of congresses and other events helping medical workers to obtain education and be more knowledgeable about improving people's health. Faced with climate changes, we need to contribute as a part of ecological movement. For example, we can avoid using plastic cups in our water dispenser in Hemofarm and use our own mugs.

2021. godina Year 2021	Generisano Generated	Predato Consigned
Ukupan neopasan otpad Total non-hazardous waste	879,98	879,89
Neopasan otpad koji ima upotrebnu vrednost (predat ovlašćenim operaterima na moguću reciklažu) Non-hazardous waste with usage value (consigned to authorised operators for possible recycling)	867,21	867,13
Neopasan otpad koji nema upotrebnu vrednost (predat ovlašćenim operaterima na deponovanje) Non-hazardous waste without usage value (consigned to authorised operators for disposal)	12,77	12,76
Ukupan opasan otpad Total hazardous waste	294,17	214,69
Opasan otpad koji ima upotrebnu vrednost (predat ovlašćenim operaterima na moguću reciklažu) Hazardous waste with usage value (consigned to authorised operators for possible recycling)	4,44	4,51
Opasan otpad koji nema upotrebnu vrednost Hazardous waste without usage value	289,73	210,17
Samostalno izvezen Exported individually		190,46
Predat operaterima Consigned to operators		19,713
Ukupno (opasan i neopasan) TOTAL (hazardous and non-hazardous)	1.174,15	1.094,58

Hemofarm je u 2021. godini generisao ukupno 1.174,15 tona industrijskog otpada (1.001,52 t u 2020), od čega 294,17 tona opasnog otpada (335,26 t u 2020). Od ukupne količine opasnog otpada koji nema upotrebnu vrednost Hemofarm je samostalno izvezao 190,46 tona (91%), nakon obnavljanja dozvole za samostalni izvoz od nadležnog ministarstva. Neopasan otpad koji ima upotrebnu vrednost i koji se može reciklirati (867,21 t) predat je operaterima na dalju obradu.

In 2021, Hemofarm generated a total of 1,174.15 tonnes of industrial waste (1,001.52 t in 2020), out of which 294.17 tonnes of hazardous waste (335.26 t in 2020). Out of the total quantity of hazardous waste without usage value, Hemofarm independently exported 190.46 tonnes (91%), having renewed the licence for independent export with the competent ministry. The non-hazardous waste with usage value that can be recycled (867.21 t) was consigned to operators for further processing.



Količine reciklabilnog otpada predate operaterima
Quantities of recyclable waste consigned to operators

Rast obima proizvodnje praćen je i porastom generisanja ukupnog otpada u 2021. godini za oko 17% u odnosu na prethodnu godinu. Porast generisanog otpada nije uslovljen direktnim poslasticama procesa proizvodnje u tekućoj godini, već je rezultat projekta oslobađanja skladišnih kapaciteta u vidu zbrinjavanja otpisanih proizvoda.³⁸ Uzimajući u obzir sve elemente odgovornog upravljanja otpadom i faktore performansi, Hemofarm i dalje predstavlja dobar primer velike kompanije i velikog proizvođača čiji je uticaj na prirodu i okruženje pozitivan.

The increase in production volume was coupled with the increase of generating total waste in 2021, by about 17% in relation to the previous year. The increase of generated waste was not conditioned by direct effects of the manufacturing process in the current year, but rather results from the project of freeing storage capacities by disposal of written-off products.³⁸ Taking into account all the elements of responsible waste management and performance factors, Hemofarm is still a good example of a large company and a large manufacturer whose environmental footprint is positive.

³⁸ Usled promene farmaceutske regulative ili prijave na sumnju u potpunu ispravnost pojedinih sirovina koje čine određene proizvode, a inicirano na evropskom ili svetskom nivou.
³⁸ Due to a change of pharmaceutical regulations or reported suspicion of complete compliance of certain raw materials used in some products, initiated at the European or global level.



Sanja Manasijevski

Senior direktorka pravnih poslova i komercijalnih projekata
Senior Director Legal Affairs and Commercial Projects

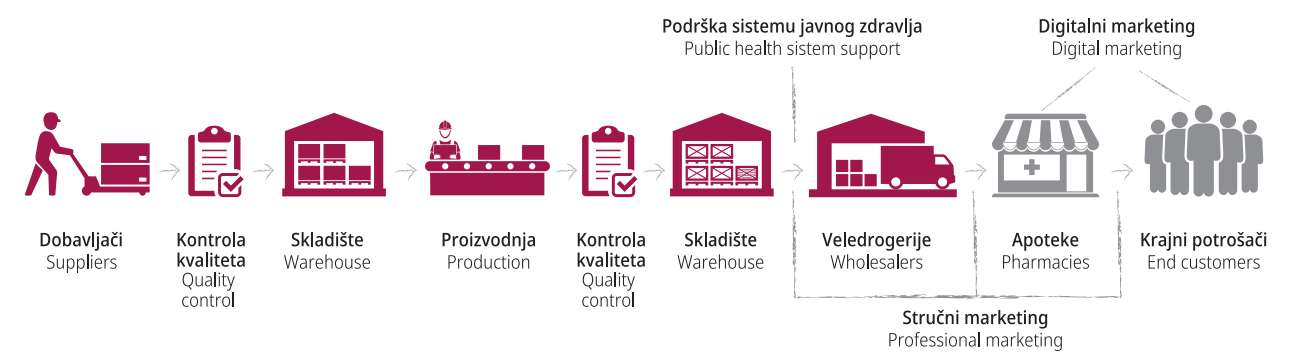
Održivost predstavlja mnogo više od zaštite životne sredine. Ona predstavlja balans u postizanju ekonomskog napretka u okruženju boljeg kvaliteta i u humanijem društvu. To mnogo govori o načinu razmišljanja nove generacije i koliko je važno sačuvati resurse koje danas imamo za generacije koje dolaze. Svrha održivog liderstva je razumevanje i ispunjenje očekivanja tih ljudi. To je zajednička vrednost – kada nešto stvaramo i kada znamo da smo zajedno uradili nešto važno i vredno.

Sustainability represents much more than environmental protection. It is balance on how to achieve economic progress in a better-quality environment and a more humane society. It speaks a lot about the mindset of the new generation and how important it is that resources which we have today we save for generations to come. The purpose of sustainable leadership is to understand and to meet expectations of those people. That is shared value – when we create something and when we know that together we did something important and valuable.



Cilj 8: Dostojanstven rad i ekonomski rast

Goal 8:
Decent work and economic growth



103-1	103-2	103-3							
201-1	201-3								
202-1									
203-2									
401-2	401-3								
402-1									
403-1	403-2	403-3	403-4	403-5	403-6	403-7	403-8	403-9	403-10
404-1	404-2	404-3							
410-1									

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

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

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

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

Sadržaj:

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

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- MOTIVATED EMPLOYEES AS THE FORMULA FOR SUCCESS AND PROGRESS
- SAFE AND HEALTHY TEAM AS A MAINSTAY OF HEMOFARM
- SUSTAINABLE OPERATION GROWTH INDICATORS

U 2021. cela kompanija se fokusirala prvenstveno na bezbednost zaposlenih tokom pandemije koronavirusa. Sa svim relevantnim sektorima definisane su Smernice o postupanju u slučaju identifikacije potencijalnih simptoma u skladu sa Planom prevencije i reagovanja na SARS-CoV-2 (COVID-19), kao i pravima i obavezama zaposlenih tokom rada od kuće i odsustvovanja sa rada uzrokovanog vanrednim stanjem.

Pandemija je sama po sebi donela brojne primarne izazove, ali pored njih i neke dodatne, konsekvantne, od kojih je možda najveći bio kako da se normalizuje poslovanje u doba stroge socijalne i fizičke distance, a bez ugrožavanja zdravlja ljudi. Jednu od ključnih uloga u omogućavanju prelaska na rad od kuće imao je Hemofarmov IT sektor.³⁹ Prvi korak bilo je agilno osposobljavanje neophodne infrastrukture (nabavka novih laptopa, uspostavljanje VPN konekcija, itd.), uz integraciju na jedinstven kladu za sve korisnike na nivou STADA Grupe. Jedan od ključnih alata bio je MS Teams, koji je trebalo podesiti, približiti i predstaviti zaposlenima. Već posle nekoliko meseci pokazalo se da je bez ovog softvera više nemoguće raditi, a čime su premošćene suštinske prepreke koje su inicirane merama prevencije protiv širenja kovida 19. Zahvaljujući Hemofarmovim IT stručnjacima, rad na razvoju i unapređenju IT disaster and recovery i security sistema u Vršcu, kao i jačanje IT podrške uopšte i implementacija novih softverskih rešenja, uz uspostavljanje VoIP telefonije između Srbije i Nemačke, kao i agilna integracija u jedinstven IT sistem svih novih poslovnih lokacija širom EU, nakon akvizicija, nisu ni najmanje bili kompromitovani niti usporeni aktuelnom epidemiološkom situacijom.

Hemofarmov krizni tim je preduzeo mere prevencije i pre nego što je pandemija došla u Srbiju, uz agilno i proaktivno delovanje tokom same pandemije, čime je očuvana bezbednost i integritet proizvodnje, ali i zdravlje zaposlenih i njihovih porodica.

In 2021, the entire company focused primarily on the safety of employees during the coronavirus pandemic. The Guidelines on Procedure in Case of Identifying Potential Symptoms have been defined with the involvement of all relevant divisions in accordance with the SARS-CoV-2 (COVID-19) Prevention and Response Plan, as well as the rights and obligations of employees during work from home and absence from work caused by the state of emergency.

The pandemic itself brought about numerous primary challenges, but also some additional, consequential ones, of which perhaps the biggest was how to normalize business in the times of strict social and physical distancing, without endangering human health. One of the key roles in enabling the transition to work from home was played by Hemofarm's IT division.³⁹ The first step was agile capacitating of the necessary infrastructure (purchase of new laptops, establishment of VPN connections, etc.), with integration into a single cloud for all users at the level of STADA Group. One of the key tools was MS Teams, which needed to be set up, presented, and made familiar to employees. After only a few months, it became clear that it was no longer possible to work without this software, thus overcoming the essential obstacles that were initiated by the preventive measures against the spread of COVID-19. Owing to Hemofarm's IT experts, work on development and improvement of IT disaster and recovery and security systems in Vršac, as well as strengthening IT support in general and implementation of new software solutions, along with the establishment of VoIP telephone lines between Serbia and Germany, and agile integration of all new business sites across the EU into a common IT system after acquisitions, were not in the least compromised or slowed down by the current epidemiological situation.

Hemofarm's crisis team took preventive measures even before the pandemic came to Serbia, with agile and proactive action during the pandemic, which preserved not only the safety and integrity of production, but also the health of employees and their families.

MOTIVISANI ZAPOSLENI KAO FORMULA USPEHA I NAPRETKA

MOTIVATED EMPLOYEES AS THE FORMULA FOR SUCCESS AND PROGRESS

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

Hemofarmov tim u 2021. činio je 2.931 zaposleni (2.852 u 2020), što je porast od 2,7% u odnosu na prethodnu godinu, uprkos pandemiji koronavirusa koja je izazvala velika otpuštanja i smanjivanje broja zaposlenih svuda u svetu. Iako je došlo do povećanja broja zaposlenih, Hemofarm je postao bezbednije mesto za rad, te je broj povreda na radu upola smanjen. Udeo žena u kompaniji nastavio je da raste i one su u Hemofarmovom kolektivu i dalje većina. Njihov udeo sada iznosi 54,42% od ukupnog broja zaposlenih (54% u 2020), a većinski su zastupljene i u menadžmentu kompanije. Tokom godine, u kompaniji je ukupno bila 131 porodilja (127 u 2020), a sve koleginice koje su se posle porodijskog odsustva vratile na posao zadržale su istu poslovnu poziciju.

Hemofarm sa svojim Sektorom ljudskih resursa posebnu pažnju posvećuje pružanju jednakih šansi svima.⁴⁰ To se posebno odnosi na kandidate koji su zainteresovani za otvorene poslovne pozicije ili za rad u Hemofarmu uopšte. Zato ne iznenađuje činjenica da broj testiranih kandidata, koji su aplicirali na neki od konkursa, iz godine u godinu raste, a baza potencijalnih kadrova postaje sve bogatija. Istovremeno, kompanija sve više intenzivira nastup na specijalizovanim sajmovima zapošljavanja, kao i promociju otvorenih pozicija na društvenim mrežama – upravo tamo gde su mladi, uz značajno viši stepen brendiranja poslodavca (employer branding).

Employees are the most valuable resource for Hemofarm, and the attitude towards them today represents an increasingly important parameter for evaluating successfulness, equally as positive financial statements, and an attractive portfolio. Analogous to the attitude of society towards people, employees should be the most valuable resource of a company. Hemofarm has been proving this year after year, endeavouring to share the same care throughout its supply chain as well.

Hemofarm team consisted of 2,931 employees in the year 2021 (2,852 in 2020), which is an increase of 2.7% compared to the previous year, in spite of the coronavirus pandemic which caused mass layoffs and job cuts all over the world. Notwithstanding the increase in the headcount, Hemofarm has become a safer place for work, since the number of work-related injuries has decreased by half. The share of women in the company has continued increasing and they still represent a majority of Hemofarm employees. Their share now accounts for 54.42% out of the total headcount (54% in 2020), and they also represent a majority in the company management. Throughout the year, there were 131 women on maternity leave (127 in 2020), and all the female colleagues kept the same work post after their maternity leave.

Hemofarm together with its Human Resources Division pays special attention to offering equal chances to everyone.⁴⁰ It relates in particular to all candidates interested in the vacancies at the company or in working for Hemofarm in general. It therefore does not come as a surprise that the number of tested candidates, who have applied for one of the job vacancies, has been increasing year after year, while the pool of potential candidates is becoming richer. At the same time, the company has been intensifying its appearances at specialized job fairs, as well as the promotion of vacant posts on social networks – exactly where you can find young people, coupled with a significantly higher degree of employer branding.

³⁹ Hemofarmov IT sektor posluje kao zasebno pravno lice STADA IT Solutions i deo je Hemofarm Grupe.

³⁹ Hemofarm IT division operates as a separate legal entity STADA IT Solutions and it is a part of Hemofarm Group.

⁴⁰ Na ovaj način se ostvaruje doprinos smanjivanju nejednakosti u društvu (Cilj 10 održivog razvoja).

⁴⁰ Contribution to reducing inequality in society is achieved in this way (Sustainable Development Goal 10).



Nikola Turkan
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Senior Director Finance (CFO)

Prema globalnim očekivanjima, do 2050. globalni otpad će se povećati za dodatnih 70%, a negativni uticaj na životnu sredinu povećavaće se zajedno s nejednakostima u društvu. Kako bismo se suprotstavili globalnim trendovima i stvorili preokret, održive organizacije i svako od nas kao pojedinac treba da uskladi svoje ciljeve sa osnovnim stubovima održivosti: društvena jednakost, ekonomska održivost i zaštita životne sredine.

According to global expectations, by 2050 the global waste volume will have increased an additional 70%, and the negative environment impact will increase along with social equity disparities. In order to oppose global trends and create turnaround, sustainable organizations and each of us individuals need to align our own purposes with core sustainability pillars: social equity, economic viability and environmental protection.

POLNA STRUKTURA GENDER STRUCTURE	Žene Female	Muškarci Male	Ukupno Total
Hemofarm A.D. Vršac	1.595	1.336	2.931

KVALIFIKACIONA STRUKTURA QUALIFICATION STRUCTURE	Ukupno Sum	Ukupno (%) Sum (%)
Doktorat PHD	9	0,31
Visoka stručna sprema University degree	1.057	36,06
Viša stručna sprema Two-year post-secondary school degree	189	6,45
Srednja stručna sprema Secondary school degree	1.640	55,95
Nekvalifikovano Unqualified	36	1,23

STAROSNA STRUKTURA AGE STRUCTURE	Ukupno Sum	Ukupno (%) Sum (%)
19	6	0,20
20-24	122	4,16
25-29	433	14,77
30-34	425	14,50
35-39	387	13,20
40-44	490	16,72
45-49	430	14,67
50-54	341	11,63
55-59	217	7,40
60-64	78	2,66
65-69	2	0,07

Rodna ravnopravnost je jedan od suštinskih principa sa kojim Hemofarm pristupa svim segmentima poslovanja. U skladu sa tim, vrednosti koje promovise i za koje se zalaže Cilj 5, koji propagira rodnu ravnopravnost, već su uveliko neraskidivi deo Hemofarmove strategije i poslovne prakse. Osim što žene predstavljaju većinu u kompaniji, Hemofarm sa ponosom ističe da su žene i muškarci jednako plaćeni za iste poslove koje obavljaju, te da se uspeh u poslu ne meri rodnim odrednicama, već upravo ekspertizom i pokazanim rezultatima. Upravo takav tretman svojih zaposlenih kompanija sa ponosom ističe među svojim partnerima, nastojeći da isti pristup i uverenja prenese i na sopstveni lanac dobavljača, ostavljajući tako pozitivan otisak na društvo i u širem kontekstu, koji višestruko utiče i na motivaciju zaposlenih i ljudi uopšte. Takođe, pored toga što se nude jednaki uslovi rada i pogodnosti svim zaposlenima, bez obzira na njihov status zaposlenja u Hemofarmu, kompanija je obezbedila i zarade koje su iznad republičkog proseka. Najniža bruto zarada u Srbiji u decembru 2021. iznosila je 45.667,79 dinara, dok je najniža ugovorena zarada u Hemofarmu u istom periodu bila 49.725,00 dinara.

Gender equality is one of the essential principles with which Hemofarm approaches all business segments. In line with that, the values promoted and advocated by Goal 5, which promotes gender equality, are already a largely inseparable part of Hemofarm's strategy and business practices. Apart from the fact that women represent the majority in the company, Hemofarm is proud to point out that women and men are equally paid for the same jobs they perform, and that professional success is not measured by gender, but by expertise and demonstrated results. The company proudly emphasizes such treatment of its employees among its partners, striving to transfer the same approach and beliefs to its own supply chain, thus making a positive footprint on society also in a broader context that widely impacts the motivation of employees and people in general. Also, in addition to offering equal working conditions and benefits to all employees, regardless of their employment status in Hemofarm, the company also provided salaries above the national average. The lowest gross salary in Serbia in December 2021 amounted to RSD 45,667.79, while in the same period the lowest contracted salary in Hemofarm was RSD 49,725.00.

Rad Sektora ljudskih resursa i u 2021. godini obeležile su automatizacija i digitalizacija procesa kroz globalni projekat – HERO, sa ciljem olakšavanja zaposlenima da upravljaju svojim poslovnim profilima onlajn (provera statusa, platnog razreda, prijava godišnjeg odmora, elektronski platni listići, e-learning platforma, itd.). Razvoj opcija onlajn edukacije kroz HERO, primerene potrebama razvoja prema poslovnoj poziciji, kao i sopstvenog razvoja, za svakog zaposlenog, pokrenut je tokom godine, dok će puna implementacija na nivou STADA Grupe biti realizovana u 2022.

Work of the Human Resources Division in 2021 was characterized by automation and digitalization of processes through the global HERO project, aimed at facilitating employees to manage their business profiles online (control of status, salary band, recording of annual leave, electronic salary slips, e-learning platform, etc.) Development of options of online education through HERO, aligned with the needs of development according to the business position, as well as personal development, for each employee, was launched during the year, while full implementation at the STADA Group level will be completed in 2022.

BEZBEDAN I ZDRAV TIM KAO GLAVNI OSOLONAC HEMOFARMA

SAFE AND HEALTHY TEAM AS A MAINSTAY OF HEMOFARM

Bezbednost i zaštita zdravlja na radu (BZR ili engleski HSE), osim što poslednjih godina sve više dobija na značaju, svoju pravu svrhu i važnost za očuvanje poslovne i zdravstvene vitalnosti pokazala je upravo u periodu pandemije. Neretko je upravo BZR zaslužna za opstanak poslovanja mnogih kompanija u pandemiji. BZR je i na nivou STADA Grupe jedna od prioriternih tema na svim lokacijama na kojima grupacija posluje, a Hemofarm, kao odgovorna kompanija i stabilan partner⁴¹, nastoji da ukaže kako svojim zaposlenima, tako i dobavljačima na to da bezbedno i zdravo radno okruženje predstavljaju jedan od stubova opstanka i kompanija, i društva.

Prevenција je ključna reč za bezbednost i zaštitu zdravlja na radu u Hemofarmu i niz sinhronizovanih i povezanih aktivnosti, baziranih na najsavremenijim tehnologijama, usmeren je prvenstveno na edukaciju i sprečavanje bilo kakvog nebezbednog ponašanja ili situacije. Bezbednost zaposlenih, poslovnih partnera, dobavljača, resursa i okruženja, kompanija ostvaruje putem sistema video-nadzora, sopstvene službe fizičko-tehničkog obezbeđenja⁴², javljača požara⁴³ i sopstvene profesionalne vatrogasne jedinice.⁴⁴ Hemofarm je izvršio sertifikaciju u pogonima u Vršcu, Šapcu i Dubovcu za integrisani sistem upravljanja zaštitom životne sredine (ISO 14001) i sistem upravljanja bezbednošću i zdravljem na radu (ISO 45001)⁴⁵, uz brojne pogodnosti, kao što su:

Occupational health and safety (HSE), in addition to increasingly gaining importance in the previous years, has shown its true purpose and significance in preserving business and health vitality especially during the pandemic period. HSE is often to be credited for survival of many companies during the pandemic. HSE is also at the STADA Group level one of priority topics at all sites where the Group operates, and Hemofarm, as a responsible company and a stable partner⁴¹, endeavours to point out not only to its employees but also to its suppliers, that a safe and healthy working environment represents one of the pillars of survival of both companies and society.

Prevention is the key word for occupational health and safety in Hemofarm, and a number of synchronised and related activities, based on state-of-the-art technologies, are primarily focused on education and preventing any kind of unsafe behaviour or situation. The company achieves the safety of its employees, business partners, suppliers, resources and the environment through video surveillance systems, its own physical and technical security service⁴², fire detectors⁴³ and its own professional fire brigade.⁴⁴ In its plants in Vršac, Šabac, and Dubovac, Hemofarm has provided certification for the integrated environmental protection management system (ISO 14001) and the occupational health and safety management system (ISO 45001)⁴⁵, with numerous benefits, such as:

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

⁴² On the occasion of marking 28th April – The World and National Occupational Safety and Health Day, the company has been repeatedly awarded in the domain of occupational health and safety.

⁴³ Svaki član ove službe, po zapošljavanju u Hemofarmu, prolazi obavezu obuku za poštovanje ljudskih prava, uz kontinuirane ponovne obuke i provere znanja.

⁴⁴ Upon the employment in Hemofarm, each member of this Service passes a mandatory training on the observing of human rights, with continuous re-training and knowledge tests.

⁴⁵ Sve prostorije u Hemofarmu opremljene su sistemima za dojavu, detekciju i gašenje požara, protivpožarnim klapnama, panik rasvetom i sl.

⁴⁶ All premises in Hemofarm are equipped with fire signalling, detecting and extinguishing systems and equipment, fire flaps, panic lighting, etc.

⁴⁷ Vatrogasna jedinica je na raspolaganju u Hemofarmu, i hitnim potrebama vršačke opštine i okolnih naselja.

⁴⁸ The fire brigade unit is available to both Hemofarm and Vršac municipality and surrounding villages in emergency situations.

⁴⁹ ISO 45001 je međunarodno priznat standard za zdravlje i bezbednost na radu i on je zamenio OHSAS 18001, čime je Hemofarm izvršio sertifikaciju po najnovijem standardu za sve vitalne lokacije.

⁵⁰ ISO 45001 is an internationally recognised standard for occupational health and safety and it has replaced OHSAS 18001, by which Hemofarm has completed certification for all vital locations in accordance with the latest standard.

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

Info-semafori koji prikazuju broj povreda na radu na konkretnoj lokaciji u tekućoj godini, broj dana bez povreda i datum poslednje povrede⁴⁶ jedan su od najboljih kanala za razvoj svesti zaposlenih i svih posetilaca Hemofarma o značaju bezbednosti na radu. Postavljeni su na udarnim pozicijama u sklopu proizvodnih krugova i njihova višegodišnja primena rezultirala je unapređenjem preventivnih mera i shvatanjem važnosti prijavljivanja svake situacije ili događaja koji mogu biti nebezbedni („near miss“⁴⁷). Hemofarmov Odbor za bezbednost⁴⁸ ima važnu ulogu u definisanju i sprovođenju niza aktivnosti za bezbedno i sigurno svako radno mesto. Pored toga, kao najbolja veza između menadžmenta i zaposlenih, učestvuje i u istragama potencijalnih incidenata, i u davanju predloga i sugestija za unapređenje sistema. Rad Odbora dopunjuju i HSE grupe formirane za svaku lokaciju, čiji su članovi zaposleni iz svih organizacionih jedinica, kako bi se na pravi način reprezentovala cela struktura kompanije i čitav kolektiv aktivno uključio u HSE prevenciju. Koleginice i kolege koji su članovi HSE grupa predstavljaju svojevrstne „HSE ambasadore“ i dodatne edukatore u Hemofarmu.

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

The Info Scoreboards showing the number of occupational injuries at a particular site in the current year, number of days without injury and the date of the last injury⁴⁶ are one of the best channels for raising the awareness of the employees and of all visitors of Hemofarm on the importance of occupational safety. The scoreboards are installed on hot spots at manufacturing sites and their long-term use has resulted in the improvement of preventive actions and understanding the importance of reporting each situation or event which can be unsafe (near miss⁴⁷). Hemofarm Safety Committee⁴⁸ plays an important role in defining and implementing a number of activities for each workplace to be safe and secure. In addition, as the best link between the management and employees, it also participates in the investigation of possible incidents and giving proposals and suggestions for system improvement. Activities of the Committee are complemented by HSE groups, established for each site, whose members are employees from all organisational units, in order to represent the complete company structure in the proper manner and in order to have all the employees actively involved in HSE prevention. The colleagues who are members of HSE groups are ‘HSE ambassadors’ of a kind and they play a role of additional educators in Hemofarm.

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

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

⁴⁷ Događaji ili situacije koje nisu dovele do povrede/štete, ali su mogle da ih izazovu. Zaposleni su ohrabreni da prijave svaki nebezbedan događaj ili situaciju i tako spreče povrede ili oštećenja.

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

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

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

Tokom 2021. godine, u sklopu preventivnih mera, izvršeni su pregledi i ispitivanja opreme za rad i ličnu zaštitu, električnih instalacija i uslova radne sredine, kao i bezbednost upravljanja hemikalijama, koja je regulisana internim procedurama i zakonskom regulativom.⁴⁹ Edukacija svih zaposlenih predstavlja jednu od najvažnijih preventivnih mera u Hemofarmu jer osposobljava za prepoznavanje potencijalnih opasnosti i primenu mera za zaštitu od njih.

Hemofarm BZR vrednosti u koje veruje i koje primenjuje u svom poslovanju prenosi i na svoje dobavljače. U okviru redovnih provera, utvrđuje se i solventnost poslovnih partnera, ispunjenost zakonskih uslova rada, kao i stepen uvažavanja mera bezbednosti i zdravlja na radu. Zato svaki dobavljač pre otpočinjanja saradnje prilaže potvrde o plaćenom porezu, izjave o poštovanju ljudskih prava i prava zaposlenih, zatim dokaze da su radnici prijavljeni, uz popunjavanje Kvalifikacionog i BSCI upitnika.⁵⁰ Tek nakon pozitivno ocenjenih upitnika, potpisuje se obavezujući Aneks o bezbednosti i zdravlju na radu, zaštiti životne sredine i zaštiti od požara. Tokom 2021. u Hemofarmu je svakodnevno bio prisutan veliki broj izvođača radova, a njihova bezbednost i zaštita zdravlja bile su na prvom mestu:

- U centralnom fabričkom kompleksu u Vršcu, boravilo je 125 firmi (263 u 2020) koje su izvodile neku vrstu radova sa oko 6.234 zaposlenih (9.870 u 2020)
- U šabačkom kompleksu taj broj iznosio je oko 56 firmi (48 u 2020) sa oko 1.472 zaposlena (1.274 u 2020)

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

Inspections and tests of work and personal protection equipment, electrical installations, and environmental working conditions as well as safety management of chemicals, which is regulated by in-house procedures and legal regulations, were carried out within preventive actions in the course of 2021.⁴⁹ Education of all employees is one of the most important preventive actions in Hemofarm, because it enables them to identify possible hazards and apply protective actions against them.

Hemofarm transfers the HSE values it believes in and implements in its operations to its suppliers as well. The solvency of business partners, fulfilment of legal conditions for work, as well as the degree of compliance with occupational health and safety requirements are determined in the course of regular audits. Therefore, prior to the beginning of cooperation, each supplier submits certificates of paid tax, statements on respecting human rights and employees' rights, evidence that the workers have been registered, and fills out the Qualification and BSCI questionnaire.⁵⁰ Only after questionnaires have been positively assessed, the binding Annex on Occupational Health and Safety, Environmental Protection and Fire Protection is executed. During 2021, a large number of contractors were present in Hemofarm on a daily basis, and their safety and health protection were the top priority:

- There were 125 companies (263 in 2020) with approximately 6,234 employees (9,870 in 2020), who performed some type of works in the central factory complex in Vršac
- In Šabac plant, that number was approximately 56 companies (48 in 2020) with around 1,472 employees (1,274 in 2020)

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

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

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

⁵⁰ Ove upitnike popunjavaju svi novi dobavljači koji su bili potencijalni poslovni partneri Hemofarma u 2021. godini. Pored toga, u skladu sa specifičnim potrebama, potencijalni izvođači radova dužni su da dostave i potvrde o obukama za bezbedan i zdrav rad, lekarska uverenja, polise osiguranja, stručne nalaze, elaborate, procedure, pravilnike...

⁵⁰ These questionnaires were filled out by all new suppliers who were potential business partners to Hemofarm in 2021. In addition, in accordance with the specific needs, potential contractors are also required to submit safe and healthy work training certificates, medical certificates, insurance policies, expert findings, elaborated studies, procedures, rule books...

Indikatori performansi HSE procesa se prikazuju na 200.000 radnih sati i prosečan broj radnih dana u mesecu (18,5), a dobijeni rezultati su uporedivi za sve lokacije STADA Grupe.

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

- Ukupan broj povreda u 2021. u Hemofarmu (Vršac, Šabac i Dubovac) jeste 4 (8 u 2020); što je za 50% manje u odnosu na 2020. godinu
- Ukupno prijavljenih near miss događaja je 1.509 (1.388 u 2020), čime je broj registrovanih nebezbednih događaja povećan za 8,7% – što nije posledica manje bezbednosti u Hemofarmu, već upravo višeg nivoa svesti zaposlenih, zahvaljujući edukaciji o ovoj važnoj temi, što je presudan aspekt prevencije

HSE process performance indicators are calculated per 200,000 workhours and the average number of workdays in a month (18.5), and the obtained results are comparable for all STADA Group sites.

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

- The total number of injuries in Hemofarm (Vršac, Šabac and Dubovac) in 2021 was 4 (8 in 2020); which is 50% less compared to 2020
- The total number of reported near miss events was 1,509 (1,388 in 2020), which means an increase of 8.7% – which is not a consequence of lower degree of safety in Hemofarm. On the contrary, it is a consequence of a higher degree of awareness of employees, owing to the education received on this important topic, which represents a crucial aspect of prevention

	2019.	2020.	2021.
BROJ ZAPOSLENIH HEADCOUNT			
Broj zaposlenih sa punim radnim vremenom Full-time employees	2.865	Izvođači radova: Contractors: 2.880	Izvođači radova: Contractors: 2.929
Broj zaposlenih sa pola radnog vremena Part-time employees	0	184	311
AKCIDENTI NEAR MISS			
Broj akcidenata sa fatalnim ishodom ili veoma teškim posledicama (gubitak ekstremiteta) na radu u posmatranom vremenskom periodu (ne računaju se povrede na radu prilikom dolaska na posao i odlaska sa posla) Number of accidents resulting in a fatality or major injury (amputation) at work during the observed period (accidents while commuting to and from work are excluded)	0	1	0
Ukupan broj povreda sa izgubljenim radnim danima (ne računaju se povrede na radu prilikom dolaska i odlaska sa posla) Total number of injuries at work with lost time (accidents while commuting to work are excluded)	11	0	8
Ukupan broj povreda bez izgubljenog vremena (sitne povrede koje su sanire pružanjem prve pomoći i dolazak hitne pomoći - zaposleni nastavljaju sa radom posle zdravstvene intervencije) Total number of accidents without lost time (minor injuries remedied by providing first aid and emergency service - employees continue to work after a medical intervention)	18	0	14
Ukupan broj near miss (uključujući near miss, nebezbedno stanje nebezbedan događaj, nebezbedno ponašanje) Total number near miss reports (including near miss, unsafe situation, unsafe event or unsafe behaviour)	920	0	1388
Ukupan broj izgubljenih radnih dana usled povreda na radu (ne računaju se povrede na radu prilikom dolaska i odlaska sa posla) Total number of lost working days resulting from injuries at work (lost working days due to accidents while commuting to work are excluded)	265	0	285
Ukupan broj HSE obilazaka uz učešće menadžmenta Total number of HSE walk throughs with participation of management	208	0	344
Ukupan broj radnih sati za sve zaposlene Total number of working hours for all employees	5.088.240	5.114.880	5.201.904
POKAZATELJI PERFORMANSI PROCESA KPI PROCESS PERFORMANCE INDICATORS KPI			
OSHA stopa incidenata sa izgubljenim radnim vremenom OSHA Loss Time Case Rate	0,5	0,51	0,15
Stopa Near Miss događaja Near Miss Rate (NMR)	36,2	54,3	58,0
Stopa HSE obilazaka uz učešće menadžmenta / HSE Management Walk Through Rate (WTR)	8,2	13,5	16,6

Broj izgubljenih radnih dana usled povreda na radu u 2021. je 330 (285 u 2020). Od ukupnog broja 39 dana je izgubljeno zbog povreda koje su se dogodile u 2021, a 229 izgubljenih dana se odnose na jednu povredu koja se dogodila u 2020, a bolovanje je nastavljeno i u 2021. Uz prikazane indikatore performansi procesa u cilju podizanja svesti o značaju bezbednih i zdravih uslova rada, kao i učešća svih zaposlenih, uvedena je i kao redovna aktivnost – stalni obilazak svake lokacije sa aspekta HSE uz učešće menadžmenta. Broj obilazaka sa aspekta HSE uz učešće menadžmenta u 2021. je 433 (344 u 2020), što je za 25,9% više u odnosu na 2020. Ovaj indikator na najbolji način oslikava odnos menadžmenta prema svojim zaposlenima i pokazuje da je briga o zdravlju i bezbednosti zaposlenih na radnom mestu jedan od prioriteta.

U okviru Hemofarma dostupni su i stručni saradnici za pružanje psihosocijalne podrške zaposlenima i njihovim porodicama, kako bi na najkvalitetniji način izbalansirali svoju karijeru sa porodičnim životom i tako se potpunije ostvarili na oba polja. Kompanija, pored direktnih ulaganja⁵¹, brinući o unapređenju zdravlja svojih zaposlenih, nudi i niz dodatnih beneficija: osiguranje od posledica nesrećnog slučaja (svih 24 sata, i na radu, i van rada, uključujući nastanak invaliditeta ili gubitak života), dobrovoljni penzioni fond⁵² (zarad dobrih uslova života i po odlasku u penziju), dobrovoljno zdravstveno osiguranje (namenjeno svim zaposlenima, a pokriva troškove lekova, specijalističkih pregleda, lečenja, operacija i sl.), kao i Fond solidarnosti (finansiranje rada sportskih sekcija i rekreacije zaposlenih; pomoć zbog bolesti i bolovanja dužeg od 6 meseci; pomoć zaposlenom za rođenje i usvajanje deteta, pomoć samohranim roditeljima, pomoć zaposlenom prilikom smrti člana uže porodice...). U Hemofarmu, u okviru Fonda solidarnosti, već godinama funkcioniše i dobro poznata Sekcija dobrovoljnih davalaca krvi, u okviru koje je u svakom trenutku aktivno preko 500 davalaca. Pored toga i Samostalni sindikat raspolaže sredstvima za organizovanje rekreacija, sportskih sekcija i sportskih susreta zaposlenih, pružanje pomoći u kriznim situacijama, kao i za kontinuirano održavanje i unapređenje prava radnika uopšte.

The number of lost workdays resulting from injuries at work was 330 in 2021 (285 in 2020). Out of the total number, 39 days was lost due to injuries which happened in 2021, and 229 lost days refer to one injury which happened in 2020, and sick leave was continued in 2021 as well. In addition to the presented process performance indicators, another activity has been introduced as a regular activity with the aim of raising awareness on the importance of safe and healthy working conditions as well as the participation of all the employees – regular HSE walk throughs of each location, with the participation of the management. Number of HSE Management Walk Throughs in 2021 is 433 (344 in 2020) which is 25.9% more than in 2020. This indicator reflects in the best way the attitude of the management towards their employees and shows that caring for health and safety of employees at work is one of the priorities.

There are also expert associates available within Hemofarm for providing psychosocial support to employees and their families in order to balance their career and family life in the best possible manner and thus achieve full potential in both fields. In addition to direct investments⁵¹, taking care of improving the health of its employees, the company also offers a number of additional benefits: insurance against consequences of an accident (24/7, both at work and outside working hours, including the occurrence of disability or loss of life), voluntary pension fund⁵² (for good living conditions upon retirement, too), voluntary health insurance (intended to all employees, covering costs of medicines, specialist examinations, treatment, surgical interventions, etc.), as well as Solidarity Fund (financing the work of sports sections and recreation of employees, financial aid for illness and sick leave longer than 6 months, financial aid to an employee for birth and adoption of a child, assistance to single parents, assistance to an employee in case of death of a close family member, etc.) The well-known Blood Donor Section, with over 500 blood donors available at any moment, has been active for years within the Hemofarm Solidarity Fund. Furthermore, the Autonomous Trade Union also has available funds for organizing recreational events, sports sections, and sports gatherings of employees, providing assistance in crisis situations, as well as the continuous upkeep and improvement of the employees' rights, in general.

⁵¹ Ona obuhvataju: periodične lekarske preglede za određene poslovne pozicije, redovne sanitarne i oftalmološke preglede, saradnju sa medicinom rada, osposobljavanje za pružanje prve pomoći, ispitivanje uslova radne sredine, opreme za rad i sredstava i opreme lične zaštite itd.

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

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

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

POKAZATELJI ODRŽIVOG RASTA POSLOVANJA

SUSTAINABLE OPERATION GROWTH INDICATORS



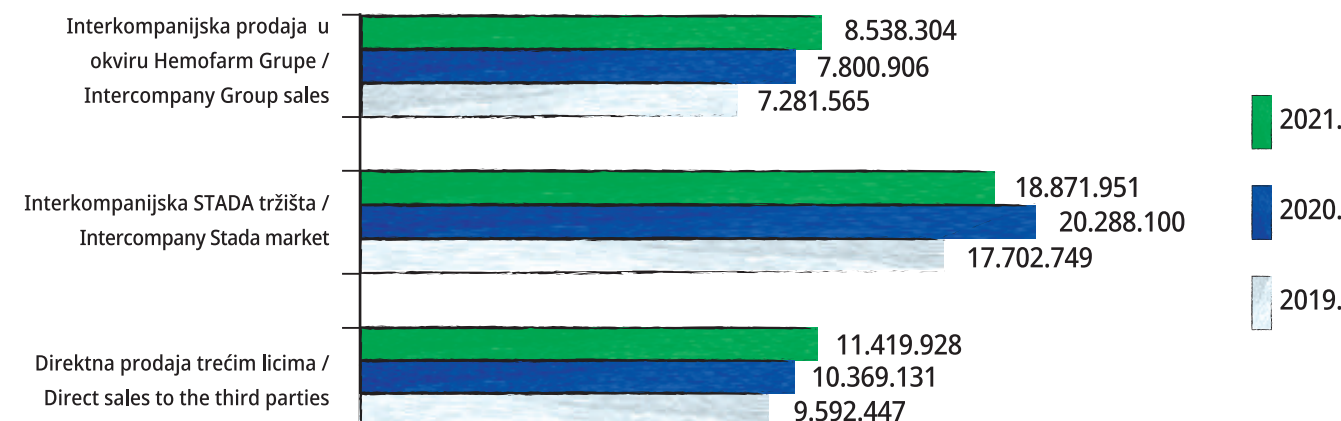
Pandemija koronavirusa je samo potvrdila jedno od najvažnijih uverenja Hemofarma – da glavni uspeh nisu brojke, već svaki izlečeni pacijent i sprečen razvoj bolesti, a samim tim i spasen ljudski život. Hemofarm svoj uspeh ostvaruje kroz brigu o zdravlju ljudi i odnos prema zaposlenima, partnerima u lancu dobavljača, kao i krajnjim korisnicima proizvoda i široj društvenoj zajednici. Svoju suštinsku posvećenost zdravlju, kompanija potvrđuje kroz kvalitetne, a dostupne farmaceutske proizvode, čime zaslužno osvaja poverenje čitavog zdravstvenog sistema i mnogobrojnih pacijenata u Srbiji i regionu. Upravo zato se, uvažavajući odgovornost i brižnost koju Hemofarm posvećuje društvu i okruženju, o poslovnim rezultatima kompanije može govoriti kao održivim uspesima, u potpunosti usaglašenim sa principima održivog razvoja u celokupnom poslovanju.

The coronavirus pandemic only confirmed one of the strongest beliefs of Hemofarm – figures are not the main success, but rather each cured patient and prevented development of disease, and thereby a saved human life. Hemofarm achieves its success by caring for people's health and its attitude towards employees, partners in the supply chain, as well as end consumers of products and wider social community. The company confirms its essential commitment to health through good quality, yet affordable pharmaceutical products, thereby deservedly winning trust of the whole healthcare system and numerous patients in Serbia and this region. Precisely because of that, taking into account all the responsibility and care that Hemofarm devotes to society and the environment, the business results of the company can be talked about as sustainable success, fully in compliance with the sustainable development principles in business operations as a whole.

Hemofarm beleži rast prihoda od prodaje u 2021. godini za 0,97% u odnosu na 2020. godinu.

In 2021, Hemofarm recorded a growth in income from sales by 0.97% compared to 2020.

u 000 RSD in 000 RSD	31.12.2019.	31.12.2020.	31.12.2021.
Prihodi od prodaje Income from sales	34.576.761	38.458.137	38.830.183



U 000 RSD / In 000 RSD

Tokom 2021. godine značajan rast beleži direktna prodaja trećim licima. Primetan je rast i na tržištima interkompanijske prodaje Hemofarm Grupe, dok je prodaja na tržištima STADA Grupe tokom 2021. bila u padu. Direktno generisana vrednost nastavlja svoj rast. U odnosu na 2020. beleži povećanje 0,64%, u 2021. godini. Distribuirana ekonomska vrednost u 2021. godini takođe beleži rast za 3,16% u odnosu na 2020. godinu.

In the course of the year 2021, significant growth was recorded in direct sales to third parties. Growth of sales was also notable in the intercompany markets of Hemofarm Group, while sales in STADA Group markets during 2021 decreased. Directly generated value continued growing. Compared to 2020, the increase of 0.64% was recorded in 2021. Distributed economic value in 2021 also recorded a growth of 3.16% compared to 2020.

u 000 RSD in 000 RSD	2020.	2021.
Direktno generisana vrednost Directly generated value	38.673.744	38.921.502
Distribuirana ekonomska vrednost Economic value distributed	33.835.559	34.904.835
Operativni troškovi Operating costs	27.278.499	27.449.520
Zarade zaposlenih i ostale nadoknade Employees' salaries and fringe benefits	6.760.593	7.079.241
Kamate za primljene kredite Interest for loans received	107.028	78.043
Porezi Taxes	(395.248)	238.973
Investicije u zajednicu Investments in community	84.687	59.058
Uvećanje ekonomske vrednosti kompanije Increase in company economic value	4.838.186	4.016.667

Podaci iz revidiranih izveštaja na dan 31.12.2021.
Data from Audited statements as on 31/12/2021

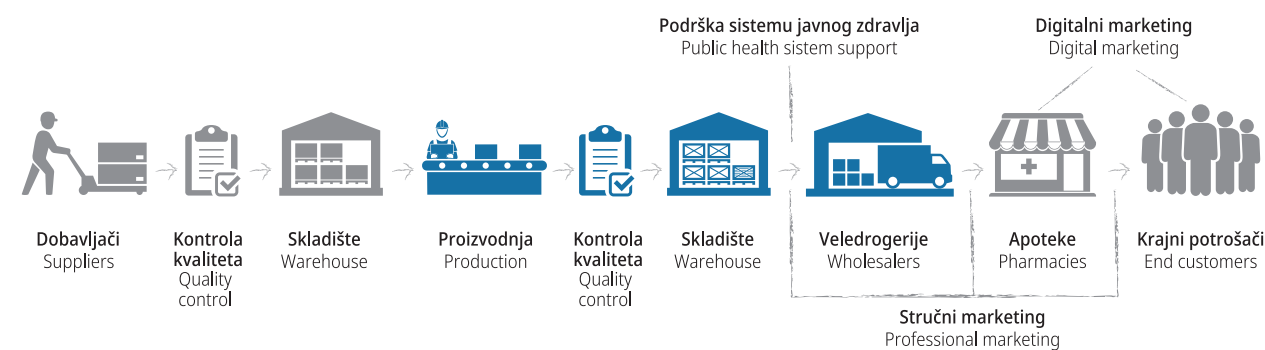
Kompanija u 2021. godini beleži pad ekonomske vrednosti za 16,98%. Hemofarm je 2014. godine započeo implementaciju korišćenja desetogodišnjeg poreskog podsticaja, koja će imati za posledicu značajne uštede kompaniji u narednom periodu. U 2021. godini, poreska ušteda iznosi 4,15 miliona evra (3,62 miliona evra u 2020).

In the year 2021, the company recorded a decrease in the economic value of 16.98%. Hemofarm started implementing a ten-year tax incentive in 2014, which will result in significant savings for the company in the upcoming period. In 2021, tax savings amounted to EUR 4.15 million (EUR 3.62 million in 2020).



Cilj 16: Mir, pravda i jake institucije

Goal 16: Peace, justice and strong institutions



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

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

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

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

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

Sadržaj:

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

Table of contents:

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

Pored podrške sistemu javnog zdravlja, drugu godinu pandemije obeležio je i dalji interni razvoj postojećeg sistema usklađenosti poslovanja (compliance), uz intenzivno promovisanje compliance vrednosti i kulture, kroz blisku saradnju sa STADA Corporate Compliance sektorom u cilju harmonizovane implementacije postojećih politika i smernica. Da bi dodatno pokazala koliko je duboko korporativna vrednost Integrity usađena u poslovanje STADA Grupe, Hemofarm je kao deo Grupe prošao sveobuhvatnu nezavisnu eksternu reviziju/sertifikaciju svog Sistema upravljanja usklađenošću poslovanja u oblastima borbe protiv mita i korupcije, borbe protiv tržišnog monopola, kontrole izvoza i zaštite podataka. Ovu reviziju je sprovedla revizorska kuća EY u skladu sa nemačkim standardom obezbeđenja 980 uzimajući u obzir ISO standarde 19600 i 37301. Revizija je sprovedena na širokom geografskom području – pokrivajući 10 ključnih STADA tržišta, uključujući i Srbiju. Ostvaren je rezultat „nekvalifikovanog revizorskog mišljenja“, što je najbolji mogući rezultat. Preko 300 koleginica i kolega (400 u 2020), uprkos preprekama koje je uslovlila pandemija, uspešno je prošlo compliance obuke iz različitih oblasti u 2021. godini.

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

In addition to supporting the public healthcare system, the second year of the pandemic was marked by further internal development of the existing compliance system, with intensive promotion of compliance values and culture, through close cooperation with STADA Corporate Compliance Division in order to harmonize implementation of existing policies and guidelines. To further demonstrate how deeply the corporate value of Integrity is embedded in STADA Group operations, Hemofarm, as a part of the Group, underwent a comprehensive independent external audit/certification of its Business Compliance Management System in the anti-bribery, anti-corruption, anti-trust, export control and data protection areas. This audit was carried out by the auditing company EY in accordance with the German assurance standard 980, taking into account the ISO standards 19600 and 37301. The audit was carried out in a wide geographical area – covering 10 key STADA markets including Serbia. The result of 'unqualified audit opinion' was achieved which is the best possible result. Despite the obstacles caused by the pandemic, over 300 colleagues (400 in 2020) successfully completed compliance training in various fields in 2021.

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

Članovi tima komunikacija su od samog početka vanrednog stanja shvatili svoju važnu ulogu u sistemu internog i eksternog informisanja i nastojali su da na svaki mogući način, pored bezbednosti ljudi, doprinesu i njihovoj motivaciji kako da što bolje podnesu izazove koje je donela pandemija i promena životnih navika nakon nje.

Interni kanali komunikacije su svakodnevno prenosili ažurne podatke o broju obolelih u kompaniji, uz aktuelne mere prevencije, podižući moral i timski duh. To ih je i u godini nakon pandemije učinilo referentnim i relevantnim izvorima svih najznačajnijih informacija za zaposlene. Eksterna komunikacija je imala za cilj da potpomogne razvoj znanja i poželjnih modela ponašanja, ali i da ukaže zahvalnost, podršku i poštovanje svim doktorima, medicinskom osoblju i farmaceutima, bez kojih borba za život i zdravlje ne bi bila moguća. Tokom 2021. fokus je stavljen na dalji razvoj prevencije i razvoja zdravih životnih stilova, čime se unapređuje imunitet i povećava otpornost na nove oblike koronavirusa. Posebna pažnja je posvećena deljenju kvalitetnih saveta putem društvenih mreža Hemofarma.

From the very beginning of the state of emergency, the members of the communications team understood their important role in the system of internal and external communications and tried, in every possible way, to contribute to the safety and motivation of people to better cope with the challenges brought by the pandemic and the change in lifestyles that followed as an aftermath.

Internal communication channels communicated on a daily basis up-to-date data on the number of infected persons in the company, along with current preventive measures, thus raising morale and team spirit. Even in the year after the pandemic, this made them reference and relevant sources of all the most important information for employees. External communication aimed to support the development of knowledge and desirable models of behaviour, but also to show gratitude, support and respect to all doctors, medical staff, and pharmacists, without whom the fight for life and health would not be possible. During 2021, the focus was placed on the further development of prevention and the development of healthy lifestyles, which improves immunity and increases resistance to new forms of coronavirus. Special attention was paid to sharing quality advice via Hemofarm's social networks.

ODGOVORAN MARKETING I TRANSPARENTNE KOMUNIKACIJE

RESPONSIBLE MARKETING AND TRANSPARENT COMMUNICATIONS

Briga o zdravlju ljudi, u skladu sa zvaničnom misijom kompanije, predstavlja fokus Hemofarmovog poslovnog i društvenog delovanja. Upravo zato Cilj 3 održivog razvoja, koji se zalaže za dobro zdravlje i blagostanje, predstavlja najvažniji cilj za Hemofarm. U skladu sa tim, kompanija na prvo mesto stavlja prevenciju kroz edukaciju opšte i stručne javnosti i razvoj zdravih životnih stilova, a značaj takvog delovanja dobio je dodatni smisao tokom pandemije koronavirusa. Hemofarm zato nastoji da osnaži i podstakne svakog pojedinca da brine o sopstvenom zdravlju, kroz ličnu i kolektivnu zdravstvenu odgovornost, čime se jača i sam sistem javnog zdravlja.

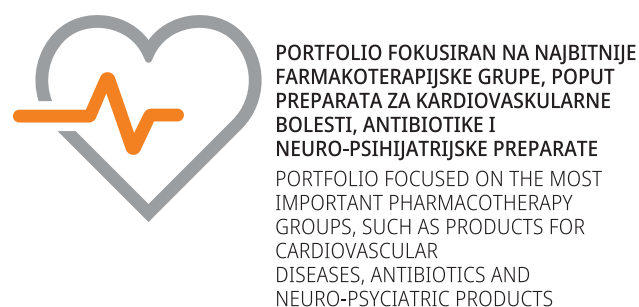
Farmaceutski marketing je za Hemofarm visokoetička kategorija i svaka informacija u vezi sa proizvodima, osim što je usklađena sa zakonskim okvirima, proverena je, potvrđena i podržana odgovarajućim naučnim referencama. Upravo to, uz potvrđeni kvalitet proizvoda, čini Hemofarm i STADA Grupu partnerima od poverenja i preferiranim izborom u prevenciji i lečenju. U skladu sa zakonom, kompanija predstavlja terapijske prednosti, pogodne namene i pravila upotrebe farmaceutskih proizvoda, kroz aktivan dijalog za svim zainteresovanim stranama, a posebno lekarima i farmaceutima, insistirajući na odgovornom konzumiranju terapije koje se bazira isključivo na stručnom autoritetu. Odgovornost leži i u podsticanju javnosti da budu prijavljene sve, pa i najmanje, potencijalne sumnje na neželjeno dejstvo leka.

Caring for people's health in line with the company's official mission is the essence of Hemofarm's business and social activities. This is exactly why the Sustainable Development Goal 3, which advocates good health and well-being is the most important goal for Hemofarm. Accordingly, the company puts prevention first through educating the general and professional public and developing healthy lifestyles, and the importance of such action gained additional meaning during the coronavirus pandemic. Hemofarm therefore strives to empower and encourage each individual to take care of their own health, through personal and collective health responsibility, thus strengthening the public healthcare system itself.

Pharmaceutical marketing is a highly ethical category for Hemofarm and all product-related information, in addition to complying with legal frameworks, has been verified, validated, and supported by appropriate scientific references. This, together with the confirmed product quality, is exactly what makes Hemofarm and STADA Group trusted and preferred choice in prevention and treatment. In accordance with the law, the company presents therapeutic benefits, intended indications and rules for the use of pharmaceutical products, through active dialogue with all stakeholders, especially doctors and pharmacists, insisting on responsible administration of therapy based solely on professional authority. The responsibility also lies in encouraging the public to report all, even the smallest, potential suspicions of adverse drug reactions.

Hemofarm vidi veliki potencijal u nastavku digitalizacije farmaceutske industrije, medicinskih usluga i farmacije uopšte, na čemu Srbija kao država već uveliko radi. Sledeći nivo digitalizacije trebalo bi da obuhvati bliže upoznavanje pacijenata sa pravilnom upotrebom lekova, uz mogućnost podsećanja da na vreme uzmu lek (kroz razne namenske aplikacije), ali i pružanju zdravih saveta, te dvosmernog komuniciranja sa lekarima i farmaceutima. Sve to zajedno, značajno može da unapredi delotvornost lekova, u čijoj osnovi se nalazi ispravna i pravovremena konzumacija propisane terapije, a čije mogućnosti i potencijale Hemofarm već istražuje i razmatra.

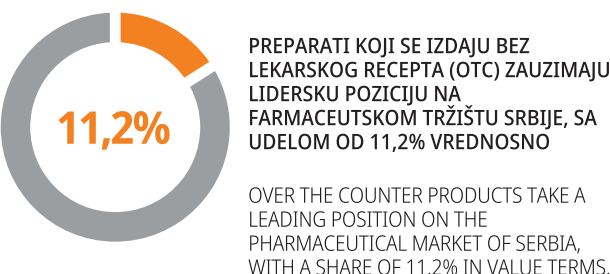
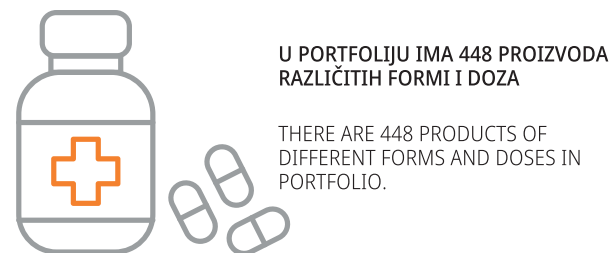
Primarna delatnost Hemofarma je proizvodnja kvalitetnih, efikasnih, bezbednih i dostupnih farmaceutskih proizvoda, koji su namenjeni brzi o zdravlju ljudi i omogućavaju razvoj zdravih životnih stilova. Jedna od najvažnijih uloga u tome pripada savremenoj, pouzdanoj i širokoj paleti proizvoda, koju kompanija neprekidno optimizuje. Hemofarm je lider na domaćem farmaceutskom tržištu sa učešćem od 24,2% naturalno, tj. 11,6% vrednosno (10,8% u 2020).



Hemofarm svoju podršku sistemu javnog zdravlja iskazuje i kroz činjenicu da je njegov farmaceutski portfolio skrojen upravo kao odgovor na realnu kliničku sliku Srbije, odnosno prave potrebe stanovništva i pacijenata u zemlji i regionu.

Hemofarm sees great potential in continued digitalization of the pharmaceutical industry, medical services, and pharmacy in general, which is something that Serbia as a country has already been working on. The next level of digitalization should include closer acquaintance of patients with the proper use of medicinal products, with the possibility of reminding them to take the medicines on time (through various dedicated applications), but also providing healthy advice and two-way communication with doctors and pharmacists. All the above can significantly improve the efficacy of medicinal products, which is based on the proper and timely administration of prescribed therapy, and the possibilities and potentials of which are already researched and considered by Hemofarm.

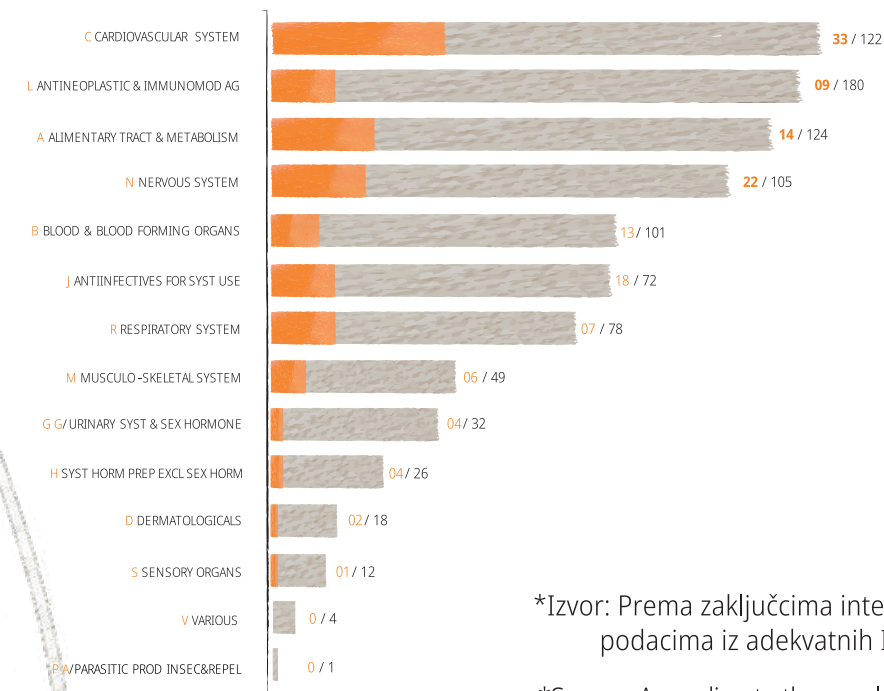
The core activity of Hemofarm is production of quality, effective, safe, and affordable pharmaceutical products, which are intended for caring for people's health and enable development of healthy lifestyles. One of the most important roles in this belongs to the modern, reliable, and extensive range of products which is continuously optimized by the company. Hemofarm is the leader on the local pharmaceutical market holding a share of 24.2% in volume, i.e. 11.6% in value terms (10.8% in 2020).



Hemofarm also demonstrates its support to the public healthcare system by the fact that its pharmaceutical portfolio is tailor made to respond to actual clinical image of Serbia, i.e. the actual needs of population and patients across the country and region.

PROIZVODI HEMOFARMA U ODNOSU NA OSTALE PROIZVOĐAČE (U MLN EUR)*:

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



*Izvor: Prema zaključcima interne analitike, bazirane na podacima iz adekvatnih IQVIA baza za 2021.

*Source: According to the conclusions of internal analytics, based on data from adequate IQVIA databases for 2021

VODEĆI PROIZVODI HEMOFARMA NA TRŽIŠTU SRBIJE KOJI SE IZDAJU NA RECEPT (RX, PO INN-U):

LEADING HEMOFARM'S PRESCRIPTION MEDICINES (RX, ACCORDING TO INN) IN THE SERBIAN MARKET

- OCRELIZUMAB
- BROMAZEPAM
- LORAZEPAM
- METFORMIN
- LEVOFLOXACIN
- SODIUM CHLORIDE
- METHYLPREDNISOLONE
- DICLOFENAC
- AZITHROMYCIN
- BISOPROLOL

U 2021. Hemofarm je nastavio sa trendom razvoja portfolija u oblasti savremene antitrombotične terapije. U septembru 2021. lansirao je Ticagrex, prvi generički tikagrelor u Evropi, koji sprečava aktivaciju i agregaciju trombocita. Time se smanjuje verovatnoća za formiranje krvnog ugruška i rizik od kardiovaskularnih događaja kao što su infarkt miokarda, moždani udar i smrt. Prednosti u odnosu na lekove starije generacije iz iste grupe su: izbalansiran efekat na ishemijske događaje ali i krvarenja, mogućnost lakšeg doziranja u hitnoj pomoći, mogućnost produženog davanja i brz prestanak delovanja kada je to potrebno. U oktobru 2021. lansirao je lek Trombocen® - rivaroksaban koji je prvi Hemofarmov antikoagulantni lek, čime je kompanija ušla u vrlo važnu terapijsku oblast.

In 2021, Hemofarm continued the trend of portfolio development in the field of modern antiplatelet therapy. Ticagrex, the first generic ticagrelor in Europe, which prevents platelet activation and aggregation, was launched in September 2021. This reduces the likelihood of blood clot formation and the risk of cardiovascular events such as myocardial infarction, stroke, and death. The advantages compared to older generation drugs from the same group are: a balanced effect on ischemic events but also bleeding, the possibility of easier dosing in emergency situations, the possibility of prolonged administration and a quick cessation of action when necessary. In October 2021, the drug Trombocen® – rivaroxaban was launched, which is Hemofarm's first anticoagulant drug, thus the company entered a very important therapeutic area.

Iako na tržištu Srbije već postoje i originatorski i generički proizvodi poput ovog, Hemofarm je prvi predstavio sve dozne oblike rivaroksabana – 20, 15, 10 i 2,5 mg. Time su značajno proširene mogućnosti primene ovog leka u lečenju tegoba kardiovaskularnih pacijenata.

Migrena je bolest od koje pati 10% svetske populacije. Značajno se češće javlja kod žena (15%) nego kod muškaraca (5%). Hemofarm je, prateći savremene trendove lečenja migrene, 2021. pacijentima Srbije omogućio novu terapijsku opciju, lek Trecar - zolmitriptan, jedini antimigrenski lek u formi oralnih disperzibilnih tableta. Oralna disperzibilna tableta je farmaceutski oblik pogodan u situacijama kada tečnost nije dostupna ili kako bi se izbegli mučnina i povraćanje, koji mogu da prate uzimanje tableta sa tečnošću.

Although there are already originator and generic products like this on the Serbian market, Hemofarm was the first to present all doses of rivaroxaban – 20, 15, 10 and 2.5 mg. This significantly expanded the possibilities of using this drug in the treatment of cardiovascular patients.

Migraine is a disease that affects 10% of the world's population. It occurs significantly more often in women (15%) than in men (5%). In 2021, following modern migraine treatment trends, Hemofarm provided Serbian patients with a new therapeutic option, the drug Trecar – zolmitriptan, the only antimigraine drug in the form of orodispersible tablets. The orodispersible tablet is a pharmaceutical form suitable in situations where liquid is not available or to avoid nausea and vomiting, which can accompany taking tablets with liquid.

VOĐEĆI OTC PROIZVODI HEMOFARMA NA TRŽIŠTU SRBIJE: LEADING HEMOFARM'S OTC PRODUCTS IN THE SERBIAN MARKET:



Početakom 2021. godine, lansirana je nova kampanja za Probiotic forte, u kojoj je učestvovalo 20 lekara iz cele Srbije, kako bi se podigla svest o upotrebi probiotika, sa dobro poznatim sloganom „Uz svaki antibiotik, Probiotic Forte“. Takođe, u junu 2021. godine lansirana je nova kampanja za ceo Probiotic brend sa igrom reči pomoću prefiksa PRO, koji simbolizuje skraćeni naziv proizvoda – „PRObudimo osmehe, PROslavljamo život uz one koji već dugo čuvaju naše zdravlje – PROvereni probiotici“. Pored nove kampanje, Probiotic porodici se pridružio i novi član, a to je Probielle IBSolution, probiotik namenjen pacijentima sa iritabilnim sindromom creva, koji sadrži jedinstvenu kombinaciju probiotskih bakterija, koja je odobrena od strane Svetske gastroenterološke organizacije. U 2021. kao rezultat, Probiotic brend je zabeležio istorijsku prodaju u iznosu od 12 miliona evra, sa učešćem od 39,8% na tržištu probiotika u Srbiji.

Early in 2021, a new campaign for Probiotic forte was launched, in which 20 physicians from all over Serbia participated, in order to raise awareness about the use of probiotics, with the well-known slogan 'With every antibiotic, Probiotic Forte'. Also, in June 2021, a new campaign was launched for the entire Probiotic brand with a play on words using the prefix PRO, which symbolizes the abbreviated name of the product – 'PRObudimo osmehe, PROslavljamo život uz one koji već dugo čuvaju naše zdravlje – PROvereni probiotici' ('Let's PROvide our smiles and paint the world orange together with those who have long been guarding our health with the PROven PROBIOTICS'). In addition to the new campaign, a new member joined the Probiotic family, and that is Probielle IBSolution, a probiotic intended for patients with irritable bowel syndrome, which contains a unique combination of probiotic bacteria, approved by the World Gastroenterology Organisation. As a result, the Probiotic brand recorded historical sales in the amount of 12 million euros in 2021, with a share of 39.8% in the probiotic market in Serbia.

Krajem 2021. godine je realizovana prva promotivno-edukativna TV kampanja o Mycosebu, uz podršku digitalne kampanje sa aktuelnom porukom „Mycoseb – leči uzrok peruti“. Kampanja je dodatno podigla svest opšte javnosti o značaju i prednostima primene medicinskog šampona za terapiju seboreičnog dermatitisa i peruti, od koje boluje veliki broj odraslog stanovništva, posebno osoba muškog pola.

At the end of 2021, there was the first promotional and educational TV campaign about Mycoseb, supported by a digital campaign with the current message 'Mycoseb – treats the cause of dandruff'. The campaign additionally raised awareness of the general public about the importance and benefits of using medical shampoo for the treatment of seborrheic dermatitis and dandruff, which affect a large number of adults, especially men.

Lansirani su novi mikrosajtovi za Mycoseb, Flexitol, Simetoral, Modilac, kao i dorađene i dopunjene strane za Probiotic. E-komerc platforma „svako dobro“, učinila je sve Hemofarm proizvode iz CHC segmenta još dostupnijim korisnicima, na samo jedan klik u svako doba dana.

New microsites were launched for Mycoseb, Flexitol, Simetoral, Modilac, and the pages for Probiotic were revised and supplemented. The e-commerce platform 'svako dobro' ('All the best') has made all Hemofarm products from the CHC segment even more accessible to users, with just one click at any time of the day.



Sa idejom da se unapredi i upotpuni portfolio u CHC segmentu, u drugoj polovini 2021. godine Hemofarm je ušao po prvi put na tržište adaptiranih mlečnih formula sa brendom Modilac®. Portfolio obuhvata hranu za zdrave bebe i specijalne terapijske formule namenjene prevremeno rođenim bebama, kao i bebama sa digestivnim i alergijskim problemima. Modilac® je brend jedinstvenog sastava zbog proteina laktoferin, koji sadrži u svojim formulama.

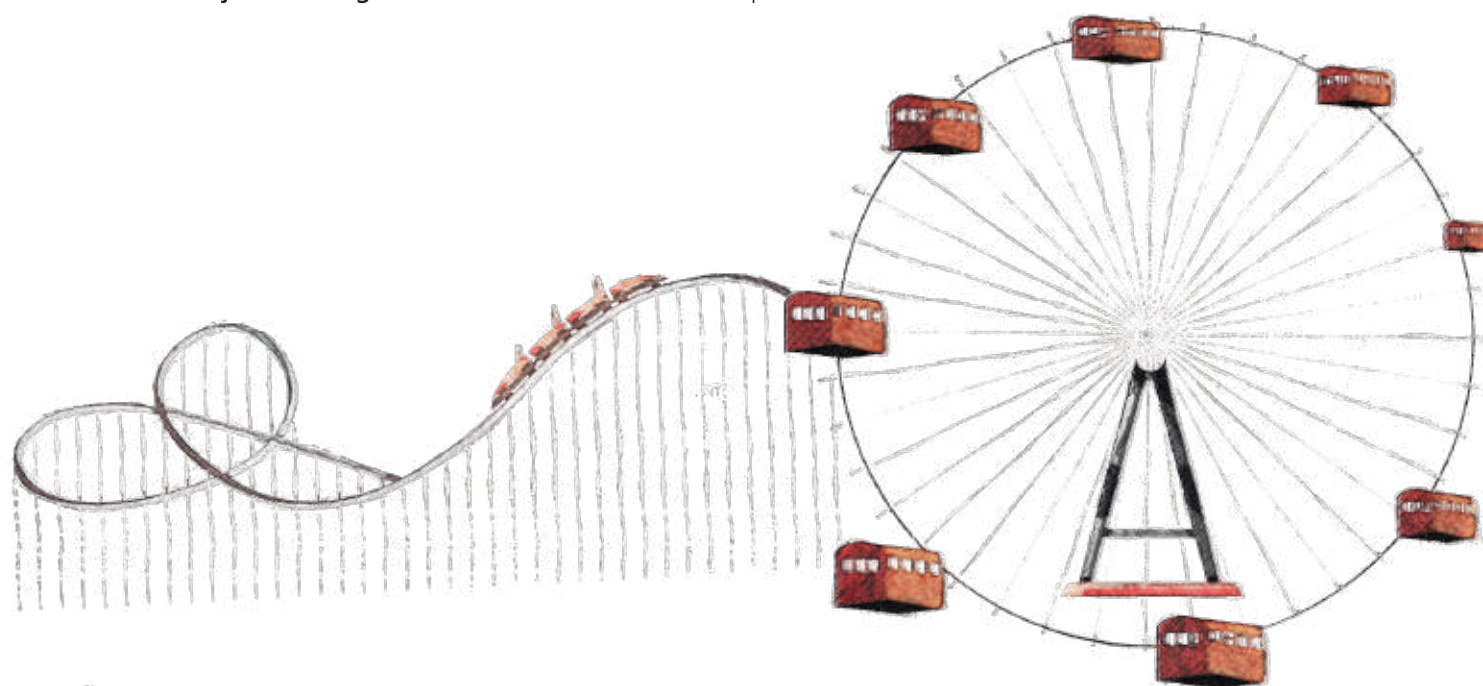
Laktoferin ima antibakterijsko, antivirusno dejstvo, doprinosi razvoju imunog sistema kod beba i povoljno utiče na smanjenje respiratornih infekcija i anemija. Zahvaljujući laktoferinu u Modilac®-u, adaptirana mlečna formula je još korak bliže sastavu majčinog mleka.

Krajem godine započeta je i poslovna saradnja sa avio-kompanijom Air Serbia, kroz marketinšku promociju Hemofarm proizvoda na svim značajnijim letovima ove kompanije. Air Serbia je obezbedila podelu odabranih uzoraka Hemofarm proizvoda na letovima ka destinacijama: Tivat, Podgorica, Tirana, Sarajevo, Skoplje, Frankfurt, Ciri, kao i brendiranje naslona za glavu na svim sedištim u avionima na navedenim destinacijama i brendiranje vlažnih maramica. Interesovanje putnika za proizvode i uzorke koji su bili deo promocije iniciralo je proširivanje obima saradnje i u 2022. godini.

With the idea of improving and completing the portfolio in the CHC segment, in the second half of 2021 Hemofarm entered the market of adapted milk formulas for the first time with the Modilac® brand. The portfolio includes food for healthy babies and special therapeutic formulas intended for premature babies, as well as babies with digestive and allergic problems. Modilac® is a brand with a unique composition due to the protein lactoferrin, which is contained in its formulas.

Lactoferrin has an antibacterial and antiviral effect, contributes to boosting the immune system in babies and has a favourable effect on the reduction of respiratory infections and anaemia. Thanks to the lactoferrin in Modilac®, the adapted milk formula is one step closer to the composition of mother's milk.

At the end of the year, business cooperation with the Air Serbia airline started, through the marketing promotion of Hemofarm products on all significant flights of this company. Air Serbia ensured distribution of selected samples of Hemofarm products on flights to destinations: Tivat, Podgorica, Tirana, Sarajevo, Skopje, Frankfurt, Zurich, as well as branding of headrests on all seats in airplanes heading for the mentioned destinations and branding of wet wipes. Passengers' interest in the products and samples that were part of the promotion initiated the expansion of the scope of cooperation in 2022 as well.



Agilnost, pouzdanost, transparentnost i spremnost da se sasluša i razume svaka zainteresovana strana glavni su imperativi u komunikaciji Hemofarma u svim aspektima poslovanja i životnog ciklusa farmaceutskih proizvoda. Za kompaniju je izuzetno važna reputacija domaćeg farmaceutskog tržišnog lidera, koja je pažljivo razvijana čitavu 61 godinu i koja se bazira prvenstveno na kvalitetu Hemofarmovih proizvoda.

Zato Sektor za korporativne poslove i komunikacije jednako uvažava potrebe za informacijama kako interne, tako i eksterne javnosti, jer upravo kvalitetna, pravovremena i tačna informacija predstavlja jedan od ključnih stubova zdravlja. Takođe, podrška medijima u vidu relevantnih stručnih informacija predstavlja dodatni vid osnaživanja domaćeg zdravstvenog sistema. Hemofarm je uvek spreman za dijalog sa svim zainteresovanim stranama, putem javno dostupnih kontakata:

info-linije u Vršcu – 013/803100 i Beogradu – 011/3811200, veb-sajta na adresi www.hemofarm.com, imejla svakodobro@hemofarm.com, kao i „Svako dobro Hemofarm” profila na društvenim mrežama Fejsbuk, Instagram, Tviter i Jutjub.

Posebno važnom pokazala se uloga komunikacija u godini pandemije, kao i tokom 2021, kako kod interne, tako i kod eksterne javnosti. Fokus je bio u podizanju svesti javnosti o načinima sprečavanja širenja koronavirusa, kao i jačanja sopstvenog imuniteta, deljenjem kvalitetnih saveta i proverenih informacija, što doprinosi reputaciji Hemofarma kao partnera od poverenja.

Pored toga što su svi zaposleni obučeni za potencijalni prijem informacija o neželjenom dejstvu lekova, radi suštinske i strateške preventive i minimiziranja bilo kakvih rizika primene, zaposleni u sektoru komunikacija agilno odgovaraju na sve upite u vezi sa Hemofarmovim proizvodima i njihovom ispravnom primenom.

Agility, reliability, transparency, and willingness to listen and understand each and every stakeholder are the main imperatives of Hemofarm's communication in all aspects of operations and the life cycle of pharmaceutical products. Reputation of the local pharmaceutical market leader, carefully built over the entire period of 61 years and based primarily on the quality of Hemofarm products, is extremely important for the company.

Corporate Affairs and Communications Division therefore equally meets the information needs of both internal and external public, as good-quality, timely and accurate information is one of the key pillars of health. Likewise, support to the media in the form of relevant professional information is another way of strengthening the national healthcare system. Hemofarm is always available for dialogue with all stakeholders, through publicly available contacts:

info lines in Vršac – 013/803100 and Belgrade – 011/3811200, website www.hemofarm.com, e-mail svakodobro@hemofarm.com, as well as the 'Svako dobro Hemofarm' profile on social networks Facebook, Instagram, Twitter, and YouTube.

The role of communications proved to be particularly important in the year of the pandemic, as well as during 2021, both with the internal and external public. The focus was on raising public awareness of ways to prevent the spread of the coronavirus, as well as strengthening one's own immunity, by sharing quality advice and verified information, which contributes to Hemofarm's reputation as a trusted partner.

Apart from the fact that all employees are trained for possible receipt of adverse drug reaction reports, in order to essentially and strategically prevent and reduce any risks of use to a minimum, employees in the communications division respond with agility to all inquiries related to Hemofarm's products and their proper administration.

BRIGA O LJUDIMA - SUŠTINA DALJEG RAZVOJA DRUŠTVA

CARE FOR PEOPLE - THE ESSENCE OF DEVELOPMENT OF THE SOCIETY

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

Bazirajući svoje delovanje na podršci Hemofarmovoj korporativnoj misiji brige o zdravlju ljudi, u 2021. godini Hemofarm fondacija je ostvarila 746 partnerstva sa javnim institucijama, međunarodnom zajednicom, civilnim sektorom, medijima i uglednim pojedincima. U razvoj društva kroz Program društvene odgovornosti, koji je u celosti posvećen zdravlju i koji čine programi za zdravlje, obrazovanje i kulturu, uloženo je oko 415.000 evra.

Prema broju ljudi koji pate od depresije Srbija je još pre pandemije kovida 19, sa 5% obolelih, bila iznad svetskog proseka. Stručnjaci su procenili da će uticaj aktuelne pandemije na mentalno zdravlje ljudi biti veliki i da broj psihičkih poremećaja izazvanih stresom širom sveta beleži rast. Prema Svetskom ekonomskom forumu, svaka treća osoba razvija anksioznost i depresiju prouzrokovanu najvećom krizom javnog zdravlja koju je izazvao kovid 19, a prva istraživanja sprovedena u Srbiji pokazuju da je 28,9% osoba prijavilo umerenu do tešku depresiju, 36,9% anksioznost, a 38,1% umerene do teške simptome stresa.

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

Grounding its activities on the support to Hemofarm's corporate mission of caring for people's health, Hemofarm Foundation accomplished 746 partnerships with public institutions, the international community, the civil sector, the media, and distinguished individuals in 2021. About 415,000 euros were invested in the development of society through the Social Responsibility Programme, which is entirely dedicated to health and consists of programmes for health, education, and culture.

According to the number of people suffering from depression, even before the COVID-19 pandemic, Serbia was above the world average, with 5% of the affected people. Experts have estimated that the impact of the current pandemic on people's mental health will be great and that the number of mental disorders caused by stress is increasing around the world. According to the World Economic Forum, every third person develops anxiety and depression caused by the biggest public health crisis caused by COVID-19, and the first research conducted in Serbia shows that 28.9% of people reported moderate to severe depression, 36.9% anxiety, and 38.1% moderate to severe symptoms of stress.

Reagujući na novu realnost, a u cilju zaštite javnog zdravlja građana Srbije i pružanja psihosocijalne podrške stanovništvu, uključujući i svoje zaposlene, Hemofarm fondacija pokrenula je kampanju „Nesalomivi“. Osnovni cilj kampanje je borba protiv depresije i stigme koja prati obolele. Kampanja je ubrzo prerasla u pokret kojem se, u prvih osam meseci, priključilo više od milion ljudi u Srbiji, dok je blizu 9.000 osoba dobilo pomoć i podršku putem ustanovljene SOS linije 0800 001 002, imejlom podrska@nesalomivi.rs i pokret@nesalomivi.rs, kao i društvenih mreža „Nesalomivi“ i Hemofarm fondacije. Kampanju je podržalo više od 657 stakeholdera iz zemlje i inostranstva, među kojima su najvažnija partnerstva ostvarena sa Ministarstvom zdravlja Srbije, četiri Specijalne bolnice za psihijatrijske bolesti u Vršcu, Kovinu, Novom Kneževcu i Gornjoj Toponici, Filozofskim fakultetom Univerziteta u Beogradu, Američkom privrednom komorom Srbije i Evropskom mrežom donora i fondacija – Dafne, dok je više od 6 miliona ljudi bilo u prilici da vidi kampanju na društvenim mrežama i televizijskim kanalima sa nacionalnom frekvencijom i na kablu. Četrdeset ispovesti o borbi protiv depresije je objavljeno na veb-sajtu „Nesalomivi“, uz dodatnih 26 blogova na temu mentalnog zdravlja.

Kampanja „Nesalomivi“ nagrađena je devet puta na globalnim, evropskim, regionalnim i nacionalnim takmičenjima. Uvrštena je među šest najboljih CSR projekata na svetu na događaju „Global Generics & Biosimilars Awards 2021“, izabrana je među osam najznačajnijih inicijativa u jugoistočnoj Evropi za promociju poverenja u biznis od strane Centra za međunarodno privatno preduzetništvo (CIPE) i Američke privredne komore u Evropi (AmChamsInEurope), proglašena je za najbolju društveno-odgovornu kampanju u Srbiji u 2021. godini na festivalu „Kampanje sa svrhom“, izabrana je za najbolju društveno-odgovornu integrisanu kampanju na festivalu integrisanih komunikacija „KAKTUS“ i dobila je pet priznanja – zlatnu nagradu za najbolju kampanju u oblasti zdravlja, tri srebrne nagrade – za CSR kampanju, korporativni i interni PR i odnose sa potrošačima i bronzanu nagradu za radio-reklamu koju dodeljuje Udruženje za tržišne komunikacije Srbije (UEPS).

Responding to the new reality, and with the aim of protecting the public health of Serbian citizens and providing psycho-social support to the population, including its employees, Hemofarm Foundation launched the 'Unbreakable' campaign. The main goal of the campaign is the fight against depression and the stigma that accompanies the affected people. The campaign quickly grew into a movement that, in the first eight months, was joined by more than a million people in Serbia, while almost 9,000 people received help and support through the established SOS line 0800 001 002, e-mails podrska@nesalomivi.rs and pokret@nesalomivi.rs, as well as social networks 'Unbreakable' and Hemofarm Foundation. The campaign was supported by more than 657 stakeholders from the country and abroad, among which the most important partnerships were accomplished with the Ministry of Health of Serbia, four Special Hospitals for Psychiatric Diseases in Vršac, Kovin, Novi Kneževac and Gornja Toponica, the Faculty of Philosophy of the University of Belgrade, the American Chamber of Commerce of Serbia and the Donors and Foundations Networks in Europe (DAFNE), while more than 6 million people had the opportunity to see the campaign on social networks and television channels with a national frequency and on cable TV channels. Forty confessions about the fight against depression have been published on the 'Unbreakable' website, along with an additional 26 blogs on the topic of mental health.

The 'Unbreakable' campaign has been awarded nine times at global, European, regional, and national competitions. It was included among the six best CSR projects in the world at the event 'Global Generics & Biosimilars Awards 2021', it was chosen among the eight most significant initiatives in South-East Europe for the promotion of trust in business by the Center for International Private Entrepreneurship (CIPE) and the American Chambers of Commerce in Europe (AmChamsInEurope), it was announced the best socially responsible campaign in Serbia in 2021 at the 'Campaigns with a Purpose' festival, it was chosen as the best socially responsible integrated campaign at the festival of integrated communications 'KAKTUS' and received five awards – a gold award for the best campaign in the field of health, three silver awards – for the CSR campaign, corporate and internal PR and consumer relations, and the bronze award for radio advertising awarded by the Association for Market Communications of Serbia (UEPS).

„Nesalomivi“ su navedeni i kao primer dobre prakse u oblasti mentalnog zdravlja u izveštaju koji je podnet UN Komitetu za socijalna i ekonomska prava. Ipak, najveća nagrada za pokretače kampanje i tim Hemofarm fondacije predstavlja uverenost da je barem jedan ljudski život spasen kroz programe podrške u sklopu „Nesalomivih“.

Kampanja „Nesalomivi“, prema rečima sektora ljudskih resursa Hemofarma, uticala je i na mlade ljude da na intervjuima za posao pominju „Nesalomive“ kao „primer dobre prakse društveno-odgovornog poslovanja biznisa u 21. veku“ zbog čega su „donosili odluku“ da se prijave za posao u Hemofarmu i upravo tu poželeva da započnu profesionalnu karijeru.

U okviru Programa za zdravlje sproveden je program kontinuirane medicinske edukacije zdravstvenih radnika Akademija Hemofarm fondacije koji je pohađalo oko 14.000 zdravstvenih radnika, što je za 20% više od prethodne godine, dok se na Konkurs za stipendije, koji se sprovodi u okviru Programa za obrazovanje za najbolje studente medicinskih, farmaceutskih, tehnoloških i tehničkih fakulteta elektro i mašinskog usmerenja, prijavilo tri puta više kandidata nego ranije, što je rezultat ugleda koji Program za obrazovanje uživa u javnosti, ali i značajnog doprinosa kampanje „Nesalomivi“ na dobar imidž i reputaciju Hemofarm fondacije i njenog osnivača. U Hemofarmu je u 2021. godini zaposleno čak šest stipendista Hemofarm fondacije i to u sektoru marketinga i prodaje, u timu validacije analitičkih metoda, studija stabilnosti, globalnom timu i sektoru ljudskih resursa.

Nagrada za izuzetnost uručena je četvrti put u okviru Programa za kulturu, i to prof. dr. Lazaru Davidoviću, vaskularnom hirurgu, dekanu Medicinskog fakulteta Univerziteta u Beogradu i internacionalnom članu Ruske akademije nauka za pokazanu izuzetnost u oblasti hirurške medicine, akademskog rada i edukativne delatnosti. Njegove prve odluke na mestu dekana Medicinskog fakulteta o uvođenju kovid propusnica za naučno-nastavno osoblje i studente fakulteta, kao i insistiranje na naučnim činjenicama o efektima leka ivermektin uprkos protivljenju dela javnosti, pokazuju visok stepen integriteta, odgovornosti i etičnosti u poslu, što ga čini izuzetnim lekarom koji brine o zdravlju i dobrobiti ljudi štiteći, na taj način, integritet i čast lekarske profesije koja je u skladu sa Ženevskom deklaracijom i zakonima humanosti.

The ‘Unbreakable’ campaign was also cited as an example of good practice in the field of mental health in a report submitted to the UN Committee on Social and Economic Rights. However, the biggest reward for the initiators of the campaign and Hemofarm Foundation’s team is a notion that at least one human life was saved through support programmes as part of ‘Unbreakable’.

The ‘Unbreakable’ campaign, according to Hemofarm’s Human Resources Department, also influenced young people to mention the ‘Unbreakable’ as ‘an example of good practice of socially responsible business operations in the 21st century’ at job interviews, which is why they ‘made a decision’ to apply for a job at Hemofarm and start their professional career right there.

As part of the Programme for Health, a continuous medical education programme for healthcare professionals was implemented at the Hemofarm Foundation Academy, which was attended by about 14,000 healthcare professionals, which is 20% more than the previous year, while the Open Call for Scholarship, which is carried out as a part of the Programme for Education for the best students of the medical, pharmaceutical, technological and technical faculties of electrical and mechanical engineering, recorded three times more candidates than before, which is the result of the reputation that the Programme for Education enjoys in the public, but also the significant contribution of the ‘Unbreakable’ campaign to the good image and reputation of Hemofarm Foundation and its founder. In 2021, as many as six scholarship holders of Hemofarm Foundation were employed with Hemofarm in the marketing and sales division, in the stability and method validation team, the global team, and the human resources division.

The Excellence Award was presented for the fourth time within the Programme for Culture to Prof. Lazar Davidović, PhD, vascular surgeon, Dean of the Faculty of Medicine of the University of Belgrade, and international member of the Russian Academy of Sciences for demonstrated excellence in the field of surgical medicine, academic work, and educational activities. His first decisions as Dean of the Faculty of Medicine on the introduction of COVID passes for scientific and teaching staff and faculty students, as well as his insisting on scientific facts about the effects of the drug ivermectin despite the opposition of part of the public, show a high degree of integrity, responsibility and ethics in his work, which makes him an exceptional physician who cares about the health and well-being of people, thus protecting the integrity and honour of the medical profession, which is in accordance with the Geneva Declaration and the laws of humanity.

Hemofarm fondacija, koja je osnivač Srpskog filantropskog foruma, ima aktivnu ulogu u novoformiranoj organizaciji Philea – Filantropska asocijacija Evrope koja okuplja više od 10.000 profitnih i neprofitnih članica iz preko 30 zemalja kroz svoje učešće u kreiranju strategije i politika ove organizacije na evropskom nivou. Kroz svoje učešće u UO Srpskog filantropskog foruma, Hemofarm fondacija nastavlja da utiče na javne politike u oblasti korporativne društvene odgovornosti i filantropije u Srbiji sa ciljem ukidanja PDV-a na donacije i pružanja pomoći i podrške najugroženijem stanovništvu.

U 2021. godini, Hemofarm fondacija zabeležila je 714 besplatnih medijskih objava čija komercijalna vrednost iznosi više od 1.500.000 evra. Televizijski spotovi kampanje „Nesalomivi“ pod nazivom „Ne daj da te slomi“ i „Ne daj da te slome praznici“ emitovani su besplatno više od 3.500 hiljade puta u periodu od 26. aprila do 31. decembra 2021. na televizijama sa nacionalnom frekvencijom i na kablovskim televizijama. Komercijalna vrednost emitovanja iznosi više od 100.000 evra. Broj pregleda „Nesalomivi“ spotova na Jutjubu je veći od 110.000. Više od 5 miliona ljudi videlo je kampanju „Nesalomivi“ na društvenim mrežama Facebook, Instagram, Twitter, LinkedIn, dok su se postovi lajkovali, delili, komentarisali više od 360.000 puta.

Hemofarm Foundation, the founder of the Serbian Philanthropy Forum, plays an active role in the newly formed organization Philea – Philanthropic Association of Europe, which gathers more than 10,000 profit and non-profit members from over 30 countries through its participation in the creation of the strategy and policies of this organization at the European level. Through its participation in the Board of Directors of the Serbian Philanthropy Forum, Hemofarm Foundation continues to influence public policies in the field of corporate social responsibility and philanthropy in Serbia with the aim of abolishing VAT on donations and providing assistance and support to the most vulnerable population.

In 2021, Hemofarm Foundation recorded 714 free media announcements with a commercial value of more than 1,500,000 euros. The ‘Unbreakable’ campaign TV commercials called ‘Don’t let it break you’ and ‘Don’t let the holidays break you’ were broadcast free of charge more than 3,500 thousand times in the period from 26 April to 31 December 2021 on TV stations with national frequency and on cable TV stations. The commercial value of the broadcast is more than 100,000 euros. The number of views of ‘Unbreakable’ videos on YouTube is more than 110,000. More than 5 million people saw the ‘Unbreakable’ campaign on social networks Facebook, Instagram, Twitter, LinkedIn, while the posts were liked, shared, and commented on more than 360,000 times.





Vesna Cvrkota

Direktorka farmaceutskog razvoja

Head of Internal Pharmaceutical Development

Želite bolje zdravlje, više bogatstva i okruženje koje je prijateljski nastrojeno prema planeti? Od vas zavisi! Čak i najmanja promena može napraviti ogromnu razliku i život na planeti Zemlji učiniti boljim. Samo da vas podsetim, evo kako da poboljšate svoj održivi način života uz pomoć malih svakodnevnih koraka:

1. Sortirajte kućni otpad i odlažite ga na odgovarajuća mesta za reciklažu (papir, staklo, plastika)
2. Ponesite sa sobom kese za kupovinu koje su za višekratnu upotrebu i smanjite količinu plastike
3. Vozite se biciklom i javnim prevozom kad god je to moguće, a kratke letove zamenite vožnjom vozom ili autobusom
4. Pažljivo kupujte hranu, piće, garderobu – manje konzumirajte, manje bacajte
5. Uzgajajte svoju malu baštu za povrće i voće
6. Koristite kišnicu za svoju baštu i cveće
7. Smanjite potrošnju mesa
8. Kuvajte kod kuće, koristite ostatke povrća za bujon i smanjite bacanje hrane
9. Koristite posude za višekratnu upotrebu, kao što su plastične kese sa patent (zip) zatvaračem umesto aluminijumske folije
10. Investirajte u solarne panele i sistem kompostiranja

Do you want better health, more wealth and a planet friendly environment? It's up to you! Even the smallest change can make a huge difference and make life better on Planet Earth. Just to remind you, here is how to improve your sustainable lifestyle with small steps every day:

1. Sort your home waste and dispose it on proper places for recycling (paper, glass, plastic)
2. Bring reusable bags shopping and reduce the amount of plastic
3. Use a bike and public transportation whenever possible, replace short flights with a train or bus
4. Thoughtfully buy food, drinks, clothes – consume less, throw away less
5. Grow your own small garden for vegetables and fruits
6. Use rainwater for your garden and flowers
7. Reduce consumption of meat
8. Cook at home, use discarded veggie ends for broth and reduce food waste
9. Use reusable containers like plastic zipper bags instead of aluminium foil
10. Invest in solar panels and composting system

USAGLAŠENOST POSLOVANJA KAO PUT U SIGURNU BUDUĆNOST

COMPLIANCE AS THE WAY TO A CERTAIN FUTURE

Svi Hemofarmovi uspesi ne bi bili održivi da kompanija ne neguje visoke etičke i stroge korporativne standarde, gde su zakonski okviri tek nužan početak, a opredeljenost kompanije za transparentan i fer odnos u svakom aspektu poslovanja suštinski imperativ. Kontinuirano podizanje svesti o sprečavanju koruptivnog delovanja i poštovanju ljudskih prava ostaje u fokusu kompanije, te postaje deo obavezne obuke prilikom uključivanja novozaposlenih u redovne poslovne aktivnosti. Zato ne iznenađuje činjenica da su pravna usklađenost i usaglašenost poslovanja među vitalnim aspektima koji omogućavaju Hemofarmu da bude lider u svojoj delatnosti.⁵³ To je poseban izazov zato što kompanija obavlja svoju matičnu delatnost u više država, uz poslovne operacije na tri kontinenta i prisutnost na više desetina tržišta, kao i pripadnost multinacionalnoj farmaceutskoj grupaciji. Kompleksnost pravne usklađenosti uslovljava ne samo farmaceutska industrija, kao strogo regulisana branša sa veoma zahtevnim standardima, već i to što je Hemofarm internacionalna, multikulturalna kompanija, koja plasira proizvode na više kontinenata.

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

All Hemofarm's successes would not be sustainable had it not been for the company cherishing high ethical and strict corporate standards, where the legal framework is only the necessary starting point and the company's dedication to a transparent and fair attitude to every aspect of business is absolutely a must. Continuous raising of the awareness about the prevention of corruptive actions and respecting human rights remains in the focus of the company and is becoming a part of the mandatory training on the occasion of new employees onboarding to the company's regular business activities. Therefore, it is not surprising that legal compliance and business compliance are among the vital aspects that enable Hemofarm to be a leader in its field.⁵³ It is a special challenge considering that the company carries out its core activity in several countries, with business operations on three continents and a presence in dozens of markets, as well as belonging to a multinational pharmaceutical group. The complexity of legal compliance is determined not only by the pharmaceutical industry, as a strictly regulated branch with very demanding standards, but also by the fact that Hemofarm is an international, multicultural company that markets products on several continents.

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

⁵³ Unapređenje poslovnih operacija u domenu pravnog sektora obeležio je visok nivo digitalizacije procesa u vidu softverskog rešenja / portala sa bazom ugovora i templejta za kreiranje novih ugovora, pod nazivom „e-sekretarica“, koji je predstavljen u prethodnom izdanju Hemofarmovog izveštaja o održivom razvoju. Uspesno korišćenje ovog digitalnog servisa nastavljeno je i u 2021. godini.

⁵³ The improvement of business operations in the domain of the Legal Affairs Division was marked by a high level of digitization of processes in the form of a software solution/portal with a database of contracts and templates for creating new contracts, called 'e-secretary', which was presented in the previous edition of Hemofarm's Sustainable Development Report. The successful use of this digital service was continued in 2021.

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

Dodatno, Hemofarm je u 2021. godini, kao deo STADA Grupe, prošao sveobuhvatnu nezavisnu eksternu reviziju/sertifikaciju svog Sistema upravljanja usklađenošću poslovanja u oblastima borbe protiv mita i korupcije, borbe protiv tržišnog monopola, kontrole izvoza i zaštite podataka. Ovu reviziju je sprovedela revizorska kuća EY u skladu sa nemačkim standardom obezbeđenja 980 uzimajući u obzir ISO standarde 19600 i 37301. Revizija je sprovedena na 10 ključnih STADA tržišta, uključujući i Srbiju, sa rezultatom „nekvalifikovanog revizorskog mišljenja” – što je najbolji mogući rezultat.

U pogledu komunikacijske strategije za ovu oblast, pored navedenih obuka i opštih informacija o novim politikama koje se dele preko intranet portala, u toku 2021. godine je pripremljen i interni Vodič kroz usklađenost poslovanja u Hemofarmu koji zaposlenima približava i praktično objašnjava primenu compliance pravila u svakodnevnom poslovanju kompanije. Takođe, usklađenost poslovanja ima i poseban odeljak na korporativnom sajtu u delu Odgovornost, kako bi se na najbolji način ukazalo na sam značaj ove oblasti i njenog punog poštovanja u kompaniji i kroz lanac dobavljača.

Likewise, numerous training sessions on compliance and harmonization of business were organized mainly through interactive workshops, which were attended by hundreds of employees – from senior and middle management, through representatives of regional sales field force, to employees in production.

Additionally, in 2021, as a part of STADA Group, Hemofarm underwent a comprehensive independent external audit/certification of its Business Compliance Management System in the anti-bribery, anti-corruption, anti-trust, export control, and data protection areas. This audit was conducted by the auditing company EY in accordance with the German assurance standard 980 taking into account the ISO standards 19600 and 37301. The audit was conducted in 10 key STADA markets including Serbia, with the result of ‘unqualified audit opinion’ – which is the best possible result.

With regard to the communication strategy for this area, in addition to the above-mentioned training and general information about new policies that are shared via the intranet portal, an internal Guide to Compliance in Hemofarm was prepared in 2021 to make the employees more familiar with and provide practical explanation of the compliance rules application in company's everyday operations. A special space is also dedicated to compliance in the Responsibility section on the corporate website, in order to point out, in the most effective way, the importance of this area and its full compliance across the company and throughout the supply chain.

BEZBEDNOST KORISNIKA PROIZVODA I ZDRAVSTVENOG SISTEMA

SAFETY OF PRODUCT USERS AND HEALTHCARE SYSTEM

Uvažavanje potreba korisnika proizvoda i njihovo zadovoljstvo, uz proaktivan odnos prema reklamacijama, spadaju u najvažnije aspekte brige o zdravlju. Farmaceutski proizvođači i nosioci dozvola za stavljanje leka u promet, uz čitav sistem javnog zdravlja, u obavezi su da kontinuirano prate, otkrivaju, analiziraju, razumeju i sprečavaju neželjena dejstva i reakcije na lekove. Ovaj važan segment rada zdravstvenog sistema i farmaceutske industrije reguliše oblast farmakovigilance. Ona deluje globalno, na svetskom nivou, kako bi se sva relevantna otkrića i bitne informacije na vreme podelile u cilju sprečavanja negativnog delovanja lekova na pacijente. Farmakovigilanca u Hemofarmu A.D. analizira prijave neželjenih dejstava lekova koje mogu pristići direktno od zdravstvenih radnika, doktora i farmaceuta, regulatornih tela, pacijenata, potrošača, stručnih časopisa, medija i zaposlenih u kompaniji. Svi zaposleni u Hemofarmu adekvatno su obučeni, u skladu sa procedurama i operativnim postupcima, za prijem prijave neželjenih dejstava. Prijavu je moguće uputiti kroz lični kontakt sa nekom od navedenih instanci, putem e-formulara na korporativnom sajtu, putem mejlova svakodobro@hemofarm.com i nezeljena.dejstva@hemofarm.com, kao i na sve dostupne brojeve telefona. Pored toga, predstavnici Marketinga i Prodaje, budući da su najaktivniji u komunikaciji sa doktorima i farmaceutima, dodatno su na raspolaganju za sve prijave neželjenih dejstava. Farmakovigilanca za Hemofarm A.D. ima mnogo širi značaj i kontekst od matične države u kojoj kompanija posluje, budući da se preko 70% proizvodnog programa izvozi.

Respecting the needs of product users and their satisfaction, coupled with a proactive attitude towards complaints are some of the most important aspects of the care for health. Pharmaceutical manufacturers and marketing authorization holders, together with the entire public healthcare system, are obliged to continuously monitor, detect, analyse, understand, and prevent adverse drugs reactions and effects. This important segment of work of the healthcare system and the pharmaceutical industry is regulated by pharmacovigilance. It operates globally, all around the world, in order to share all relevant findings and important information in a timely manner in order to prevent the adverse effects of drugs on patients. Pharmacovigilance at Hemofarm A.D. analyses reports of adverse drug reactions that may come directly from healthcare professionals, doctors and pharmacists, regulatory bodies, patients, consumers, professional journals, the media, and company employees. All employees of Hemofarm A.D. are adequately trained, in accordance with the operating procedures, to receive reports of adverse reactions. The report can be sent through personal contact with any of the above instances, via the e-form available on the corporate website, via e-mail to svakodobro@hemofarm.com and nezeljena.dejstva@hemofarm.com, as well as to all available telephone numbers. In addition, representatives of the Marketing and Sales Division are additionally available for all reports of adverse reactions, as they are the most active in communication with doctors and pharmacists. Pharmacovigilance for Hemofarm A.D. has a much broader significance and context than the home country in which the company operates, as over 70% of the product range is exported.

Samim tim, u slučaju identifikovanja neželjenog dejstva leka, Hemofarm A.D. postupa u skladu sa lokalnom regulativom države u kojoj se lek prometuje i standardnim operativnim procedurama za procenjivanje profila bezbednosti registrovanih preparata. U slučaju prepoznavanja potencijalnog rizika kompanija inicira evaluaciju svih raspoloživih podataka u odnosu na bezbednu primenu leka i preduzima adekvatne mere – prosleđivanje pisma zdravstvenim radnicima, povlačenje serije leka sa tržišta, izmenu uputstava za primenu leka, edukaciju kroz stručni materijal za zdravstvene radnike i pacijente, itd.

Tokom 2021. godine, sa svih tržišta na kojima je Hemofarm A.D. ili lokalni partner nosilac dozvole za stavljanje leka u promet, primljeno je od zdravstvenih radnika i pacijenata 57 prijava / slučajeva neželjenih dejstava (NDL) (53 u 2020). Od toga, 11 slučajeva je klasifikovano u kategoriju „ozbiljno“, a 46 slučajeva kao da „nisu ozbiljnog karaktera“. ⁵⁴ U 2021. godini nisu prijavljene reklamacije sa elementima neželjenih dejstava.

Najveći broj prijava u 2021. godini pristigao je od lekara, zatim korisnika leka / pacijenata, te farmaceuta i ostalih zdravstvenih radnika:

Izveštač Reporting party	Broj prijava NDL No. of ADR reports	Ozbiljna NDL Severe ADR	NDL koje nije ozbiljnog karaktera Not so severe ADR
Lekari Physicians	28	6	22
Farmaceuti Pharmacists	11	0	11
Pacijenti Patients	17	4	13
Zdravstveni radnici Healthcare professionals	1	1	0
Ukupno Total	57	1	46

⁵⁴ Kada u prijavi postoje i neželjena dejstva i reklamacija na kvalitet leka – Tim za farmakovigilancu sarađuje sa Timom usaglašenosti proizvoda / QA. U slučaju istovremeno prijavljenih: medicinskog pitanja i neželjenog dejstva – Marketing je nadležan za medicinsko pitanje, a Tim za farmakovigilancu za neželjena dejstva.

⁵⁴ When there are both adverse reactions and complaints about the quality of the drug in the report, the Pharmacovigilance Team cooperates with the Product Compliance Team/QA. In case of simultaneously reported medical issue and adverse reaction, Marketing is responsible for the medical issue and the Pharmacovigilance Team for adverse reactions.

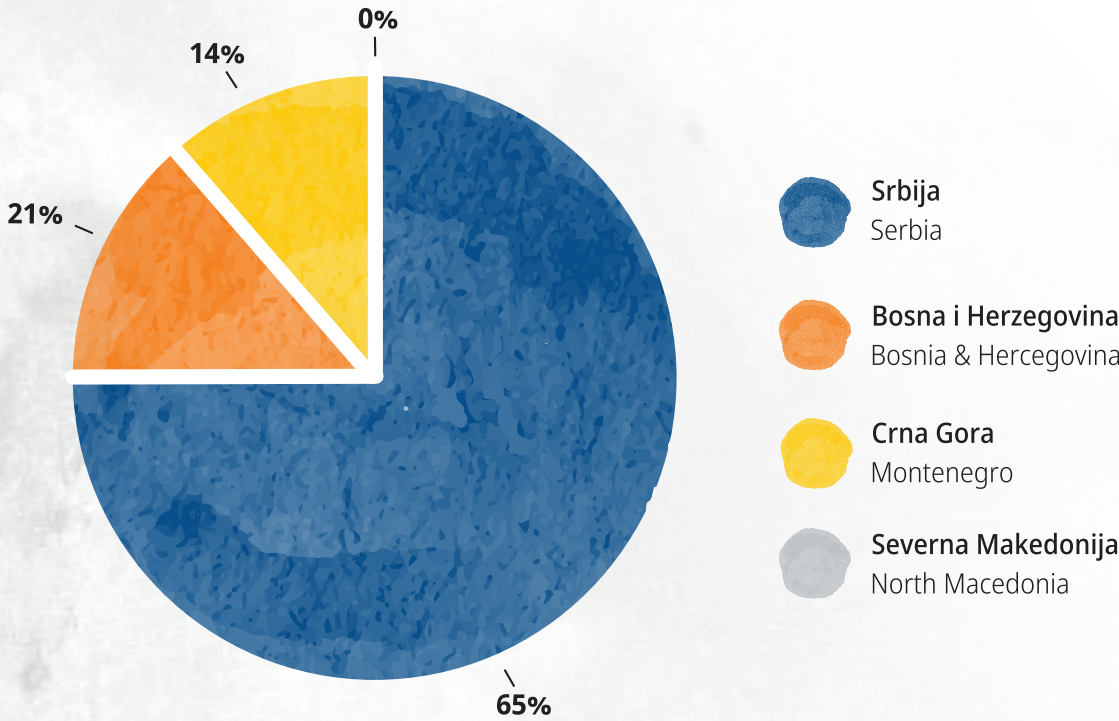
Therefore, in case of identifying an adverse drug reaction, Hemofarm A.D. proceeds in accordance with the local regulations of the country in which the drug is marketed and standard operating procedures for assessing the safety profile of registered products. In case of recognizing a potential risk, the company initiates evaluation of all available data in relation to the safe use of the medicinal product and takes adequate measures – forwarding letters to healthcare professionals, recalling a batch of the drug from the market, changing patient information leaflets, education through professional publications for healthcare professionals and patients, etc.

During 2021, 57 reports/cases of adverse drug reactions (ADR) were received from healthcare professionals and patients from all markets in which Hemofarm A.D. or a local partner is the marketing authorization holder (53 in 2019). Of these, 11 cases were classified as ‘severe’, and 46 as ‘not so severe’. ⁵⁴ In 2021, no complaints with adverse reaction elements were received.

Most of the reports in 2021 were sent by physicians, medicinal product users/patients, pharmacists, and other healthcare professionals:

Kod NDL prema polu, preovladavao je ženski pol (40 žena, naspram 16 muškarca, za 1 slučaj nemamo podataka o polu), a kada su u pitanju pacijenti, broj prijavljenih slučajeva bio je najveći u starosnim grupama 31–50 godina, 51–70 godina, 71–90 godina. Najviše prijava je pristiglo iz Srbije (65%), koja je i najveće lokalno tržište Hemofarma A.D:

In ADR by gender, the female gender predominated (40 women versus 16 men, there is no data for one case), and when it comes to patients, the number of reported cases was the highest in the age groups of 31–50 years, 51–70 years, and 71–90 years. Most reports came from Serbia (65%), which is also the largest local market of Hemofarm A.D:



Raspodela prijavljenih slučajeva NDL prema tržištima za 2021.
Share of reported ADR cases by markets in 2021



KOMPARATIVNA ANALIZA ODRŽIVOG RAZVOJA I UTICAJA HEMOFARMA U 2021.⁵⁵

COMPARATIVE ANALYSIS OF HEMOFARM'S SUSTAINABLE DEVELOPMENT AND IMPACT IN 2021⁵⁵

Tokom 2021. godine Hemofarm je nastavio da obara sopstvene proizvodne rekorde. Utrošak energenata beleži minimalni rast, koji je ispod nivoa rasta proizvodnje i donekle je posledica planskih obustava proizvodnje tokom 2020. usled pandemije koronavirusa. Važan pokazatelj odgovornosti kompanije je smanjenje korišćenja vode kao resursa, koji ostaje vitalan i u borbi za zaustavljanje pandemije. Najvažnije je da je menadžment Hemofarma uspeo da zaštiti svoj tim – kako od koronavirusa, tako i od eksternih faktora uticaja i velikih ekonomskih pritisaka, koji su na nivou globalne ekonomije rezultirali gubitkom velikog broja radnih mesta. Narandžasti tim je porastao, a broj povreda na radu je prepolovljen i na istorijskom je minimumu, što potvrđuje da bezbednost počinje sa svakim pojedincem u timu i njegovim odgovornim ponašanjem. Porast broja žena u Hemofarmovom timu, kao i značajan skok njihovog prisustva u menadžmentu kompanije sa ponosom dokazuju da je za kompaniju rodna ravnopravnost veoma važan parametar uspešnosti. Pored ostvarivanja odgovornih poslovnih rezultata, te brige o ljudima i zajednici, nije izostalo ni odgovorno ponašanje prema okruženju. Upotreba freona, i to onih koji su „ozone friendly“ je značajno smanjena, uz veliko smanjenje emisija po jedinici gotovog proizvoda. Takođe, porastao je i procenat upotrebe recikliranog kartona za pakovanje gotovih proizvoda, a kada se tome doda podatak da je i proizvodnja porasla, onda je nedvosmisleno da je maksimizovan pozitivan uticaj na svet koji okružuje Hemofarm i korisnike njegovih proizvoda.

Over the course of 2021, Hemofarm continued breaking its own production records. The consumption of energy sources shows minimal growth, which is below the level of production output growth and, to some extent, results from the planned production downtime during 2020, due to the coronavirus pandemic. An important indicator of the corporate responsibility is the reduced use of water as a resource, which remains vital also in the fight to stop the pandemic. The most important thing is that the Hemofarm management has managed to protect its team, both from the coronavirus, as well as from external impact factors and great economic pressures, which have resulted in the loss of a large number of jobs from the global economy point of view. The orange team has grown, nevertheless the number of injuries at work has been decreased by half and is at an all-time low, which confirms that safety begins with each individual in the team and his/her responsible behaviour. The increase in the number of women in Hemofarm's team, as well as the significant jump in their presence in company's management, proudly prove that gender equality is a very important parameter of success for the company. In addition to achieving responsible business results, and the care for people and the community, responsible behaviour towards the environment has not been dropped behind either. The use of freons, and the 'ozone-friendly' ones at that, has been significantly reduced, resulting in a substantial reduction in emissions per finished product unit. In addition, the use of recycled cardboard for packaging of finished products, expressed in percentage, has also increased, and coupled with the fact that production has also increased, it is clear that the positive impact on the environment surrounding Hemofarm and the users of its products has been maximized.

Ovi podaci istovremeno svedoče o visokom nivou optimizacije svih proizvodnih i operativnih procesa, što je rezultiralo i nastavkom budžetskih ušteda u odnosu na planirane troškove. Ovakvi rezultati potvrđuju da je Hemofarm stabilan stub proizvodnje u STADA Grupi i oslonac za dalji razvoj čitave grupacije.

Sušтина triptiha (2019–2021) bila je da se sagledaju parametri sa kojima je kompanija dočekala iznenadnu pandemiju koronavirusa, koja je zauvek promenila svet, te kako se Hemofarm nosio sa „novonormalnim“ okolnostima tokom 2020, i na kraju, sa kakvim rezultatima je kompanija dočekala godinu kasnije. Opšti zaključak je, sudeći prema brojevima, da agilnost i adaptivnost, uz blagovremeno planiranje i posvećenost čitavog tima, a kada u osnovi postoje kvalitet i pouzdanost, mogu da prevaziđu i tako velike eksterne faktore uticaja i ekonomske turbulencije, kakve je izazvao koronavirus i sve što je posledično usledilo. To se odnosi na pravovremeno razumevanje novih okolnosti, blisku saradnju sa dobavljačima i čitavim lancem snabdevanja, partnerske odnose sa svim ključnim stejkholderima i brigu o opštem interesu, koji je u slučaju Hemofarma bio – zdravlje ljudi i vitalnost zdravstvenog sistema.

Sve ove pouke možda nisu direktno primenjive na sve vrste pravnih subjekata, kao ni na sve branše. Neke su bile manje, a neke više pogođene pandemijom. Svakako, niko nije ostao imun. Ono što bi trebalo da bude uloga i zadatak velikih kompanija, a za šta se Hemofarm zalaže, jeste da svoja iskustva i primere iz prakse podele sa malim i srednjim preduzećima, u skladu sa principima i ciljevima održivog razvoja UN. Hemofarm to čini upravo ovim triptihom, te željom da motiviše mala i srednja preduzeća da na vreme razumeju, shvate, prihvate i primene osnovne principe održivosti, a samim tim omoguće i svoj opstanak na globalnom tržištu. Kada se tome doda pretpostavka da većinu globalne ekonomije nose upravo mala i srednja preduzeća, onda je čitav ovaj odnos i svojevrsno „mentorstvo“ mnogo važniji nego što možda izgleda.

These data testify, at the same time, to the high level of optimization of all production and operating processes, which has resulted also in the continuation of generation of budget savings in relation to planned expenses. These results confirm that Hemofarm is a stable pillar of production in STADA Group and a mainstay for further development of the entire Group.

The essence of the triptych (2019–2021) was to review the parameters with which the company faced the sudden coronavirus pandemic that has changed the world forever, and how Hemofarm coped with the circumstances of the 'new normal' during 2020, and eventually, the results of the company in the year that followed. Judging by the numbers, the general conclusion is that agility and adaptability, along with timely planning and commitment of the entire team, and underlying quality and reliability, can overcome also such large external impact factors and economic turbulence, such as the one caused by the coronavirus and everything that consequently followed. This refers to a timely understanding of the new circumstances, close cooperation with suppliers across the entire supply chain, partnership relations with all key stakeholders and care for the general interest, which in the case of Hemofarm involved people's health and vitality of the healthcare system.

All these lessons may not be directly applicable either to all types of legal entities or to all industries. Some were less and some were more impacted by the pandemic. Definitely, no one has remained immune. What should be the role and task of big companies, and what Hemofarm advocates for, is the sharing of their experiences and examples from practice with small and medium-sized companies, in accordance with the UN Sustainable Development Goals and principles. Hemofarm does that precisely with this triptych, desiring to motivate small and medium-sized companies to understand, comprehend, accept, and apply the basic principles of sustainability in due time, and thus also enable their survival in the global market. When the assumption that the global economy mostly rests on the small and medium-sized companies is added to it, then this entire attitude and 'mentorship' of a kind are much more important than they might seem.

⁵⁵ Narandžastom bojom su označeni pozitivni parametri ESG uticaja. U njih spadaju porast ili smanjenje brojčane odrednice određenog pojedinačnog parametra, zavisno od samog parametra. Istovremeno, parametri koji nisu obeleženi narandžastom, ne predstavljaju automatski negativne parametre, već mogu biti i neutralni (poput broja zaposlenih u okviru muške populacije).

⁵⁵ Positive ESG impact parameters are marked in orange. They include an increase or decrease in number values of certain individual parameters, depending on the parameter itself. At the same time, the parameters that are not marked in orange do not automatically represent negative parameters, but can also be neutral (such as the number of employees within the male population).

Hemofarm želi da motiviše i pojedince i kompanije da krenu ili istraju na putu izgradnje sopstvene održivosti. Suština održivog razvoja jeste u tome da svako da svoj doprinos koliko može, u nastojanju čovečanstva da ispuni ciljeve održivog razvoja do 2030. i tako produži izvesniju budućnost. Koliko god taj doprinos bio mali, kada se više takvih malih doprinosa uskladi u jedno zajedničko nastojanje da svet postane bolje mesto, onda je to i ostvarivo. Upravo zato, Hemofarm transparentno deli parametre svojih poslovnih rezultata u tabelama koje slede, ističući ono što je dobro, ali i ne skrivajući ono na čemu je potrebno dodatno raditi, kao i komparaciju rezultata tokom godina. Na taj način kompanija pruža i svojim zaposlenima i svim stakeholderima ili zainteresovanim stranama svojevrsan putokaz i svetionik na putu u bolju budućnost.

Hemofarm wants to motivate both individuals and companies to embark or persevere on the path of building their own sustainability. The essence of sustainable development is in the fact that everyone contributes, as much as they can, in the effort of mankind to meet the sustainable development goals by 2030 and thus extend a more certain future. No matter how small that contribution is, when several such small contributions are integrated into a single, joint effort to make the world a better place, then it is achievable. That is precisely the reason why Hemofarm transparently shares the parameters of its business results in the tables below, emphasizing what is good as well as not hiding the areas which require additional work, and providing a comparison of results over the years. In this way, the company provides also to its employees and all stakeholders or interested parties a kind of a roadmap and a lighthouse on the way to a better future.

Utrošak resursa Resources consumption	2019.	2020.	2021.	Razlika Difference	
Potrošnja el. energije (kWh) Electricity consumption (kWh)	48.362.251	48.515.549	49.576.066	+2,2%	Uprkos porastu potrošnje el. energije i prirodnog gasa, porastao je i obim proizvodnje (+3,2% ili za 9 miliona pakovanja gotovih proizvoda), čime rast utroška energenata ne predstavlja odraz negativnog uticaja kompanije; takođe, tokom 2020. došlo je do planskih pauza u proizvodnji, što je automatski smanjilo utrošak energenata.
Potrošnja gasa (m³) Gas consumption (m³)	6.669.004	6.332.939	6.885.593	+8,7%	Despite the increase in electricity and natural gas consumption, the volume of production also increased (+3.2% or by 9 million packs of finished products), which means that the increase in energy and gas consumption does not reflect the negative impact of the company; also, during 2020 there were planned breaks in production, which automatically reduced energy and gas consumption.
Voda iz javnog vodovoda (m³) Public water supply syst. (m³)	380.970	391.527	387.053	-1,1%	Ukupno smanjenje utroška vode kao resursa direktna je posledica viskooptimizovanih proizvodnih procesa u kompaniji; smanjenje utroška vode iz reni bunara posledica je promene kvaliteta te vode.
Voda iz reni bunara (m³) Ranney wells water (m³)	61.446	45.028	39.831	-11,5%	
Ukupna potrošnja vode Total water consumption	433.126	436.555	426.884	-2,2%	

Potrošnja energenata po pakovanju gotovog proizvoda Consumption of energy sources per finished product pack	2019.	2020.	2021.
Električna energija (kWh/pak) Electricity (kWh/pack)	0,15	0,17	0,17
Prirodni gas (m³/pak) Natural gas (m³/pack)	0,02	0,02	0,02
Napomena: Utrošak oba energenta ostao je na nivou proizvodnje iz 2020, iako je njen obim porastao. Note: Consumption of both energy sources remained at the level of production from 2020, although its volume increased.			

Proizvodnja i prodaja Production & sales	2019.	2020.	2021.
Proizvodnja (u milionima pakovanja) Production (in millions of packs)	279,5	278	287
Napomena: Obim proizvodnje beleži rast od oko 3,2% u odnosu na 2020. Note: Production volume increased by around 3.2% compared to 2020			
Prodaja (u milionima dinara) Sales (in millions of RSD)	34.577	38.458	38.830
Napomena: Hemofarm beleži rast prihoda od prodaje u 2021. godini za 0,97% u odnosu na 2020. godinu, i to u interkompanijskoj prodaji i prodaji ka trećim licima u zemlji i inostranstvu. Note: Hemofarm recorded an increase in sales revenue in 2021 by 0.97% compared to 2020, in intercompany sales and sales to third parties in the country and abroad.			

Emisije gasova sa efektom staklene bašte (Freoni) GHG emissions (Freons) / (kg)	2019.	2020.	2021.
FREON R404A	100,0	568,0	50,0
FREON R134A	504,8	720,0	360,0
FREON R507	169,5	259,9	67,8
EMISIJA PO PAKOVANJU GOTOVOG PROIZVODA EMISSION PER FINISHED PRODUCT PACK	0,0000028	0,0000056	0,0000017

Potrošnja gasova sa efektom staklene bašte (Freoni) GHG emissions (Freons) / (tCO ₂ eq)	2019.	2020.	2021.
FREON R404A	394,3	2.239,5	197,1
FREON R134A	656,2	936,0	468,0
FREON R507	675,5	1.035,7	270,2
POTROŠNJA PO PAKOVANJU GOTOVOG PROIZVODA CONSUMPTION PER FINISHED PRODUCT PACK	0,000006	0,000015	0,0000032

Upravljanje otpadom Waste management	(t)generisano / zbrinuto generated / disposed of	2019.	2020.	2021.
OPASAN HAZARDOUS		118,57 / 82,10	335,26 / 388,12	294,17 / 214,69
NEOPASAN NONHAZARDOUS		772,56 / 773,14	666,25 / 664,72	879,98 / 879,89
Napomena: Uprkos porastu proizvodnje, Hemofarm je u 2021. generisao manje opasnog otpada, dok porast neopasnog otpada nema uticaj na kvalitet bezbednost proizvoda i uglavnom je izazvan naknadnim promenama u standardima i zahtevima vezanim za ambalažu i pakovanje Note: Despite the increase in production, Hemofarm generated less hazardous waste in 2021, while the increase in non-hazardous waste has no impact on product quality and safety and is mainly caused by subsequent changes in standards and requirements related to packaging.				

Kretanje broja zaposlenih Headcount trend	2019.	2020.	2021.
ŽENE FEMALE	1.513	1.528	1.595
MUŠKARCI MALE	1.352	1.350	1.336
UKUPNO TOTAL	2.865	2.878	2.931
BROJ POVREDA NA RADU NUMBER OF INJURIES AT WORK	11	8	4
PREMA BROJU ZAPOSLENIH (%) COMPARED TO NUMBER OF EMPLOYEES (%)	0,38	0,28	0.17
Napomena: Prikazani podaci svedoče o tome da je Hemofarm kompanija koja poštuje različitosti i pruža jednake šanse svima, istovremeno postajući sigurnije i bezbednije mesto za rad. Note: The data show that Hemofarm is a company that respects diversity and provides equal opportunities for all, while becoming a safer and more secure place to work.			

REZULTATI UPOTREBE RECIKLIRANOG KARTONA ZA PAKOVANJE PROIZVODA RESULTS OF USE OF RECYCLED CARDBOARD FOR PRODUCT PACKAGING					
	1t	2019 (784,8 t)	2020 (790,2t)	2021 (1.054 t)	2012-2020.
UŠTEDA ELEKTRIČNE ENERGIJE (MW) ELECTRICITY SAVINGS (MW)	4.200 kW	3.296 MW	3.318 MW	4.426 MW	Ukupno: oko 451 dana Total: about 451 days
		ili oko 34 dana or about 34 days	ili oko 34 dana or about 34 days	ili oko 45 dana or about 45 days	
		potrošnje el. energije u Hemofarmu / of electric power consumption in Hemofarm			
UŠTEDA VODE (m³) WATER SAVINGS (m³)	32.000 m³	25.113.600	25.286.400	33.728.000	Ukupno: oko 379 dana Total: about 379 days
		ili oko 26 dana or about 26 days	ili oko 28 dana or about 28 days	ili oko 37 dana or about 37 days	
		potrošnje vode u Hemofarmu / of water consumption in Hemofarm			
SAČUVANA STABLA (kom.) Preserved trees (pcs.)	17	13.342	13.433	17.918	178.995 (ili oko 190 hektara šuma) što je 242 fudbalska terena 178.995 (or about 190 hectares of woods) wich is about 242 football terrains
Za 74% se manje zagađuje vazduh Air pollution reduced by 74%					
Novčana ušteda je do 11% Financial savings of up to 11%					
Napomena: Prosečna mesečna potrošnja (za 30 dana) električne energije je oko 2,97 mil. kWh ili oko 24 hiljade m3 gradske vode (ne računajući Reni bunar) odnosno 26.296 m3 vode (računajući oba izvora). Note: Average monthly consumption (for 30 days) of electric power is about 2,97 Mio. kWh or approximately 24 thousand m3 of tap water (excluding Ranney well), i.e. 26,296 m3 of water (including both sources).					



O IZVEŠTAJU I PRINCIPIMA IZVEŠTAVANJA

ABOUT REPORT AND REPORTING PRINCIPLES

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

Pod terminom „lokalno” u kontekstu Hemofarma i ovog izveštaja, podrazumeva se teritorija Republike Srbije.

Pod pojmovima „menadžment” i „upravljanje” u ovom izveštaju se podrazumeva niži, srednji i viši menadžment kompanije, uključujući i najviša upravljačka tela – generalnog direktora i SMT (senior menadžment tim), koji vrši ulogu u okviru upravljanja jednaku Upravnom odboru.

Celokupno poslovanje Hemofarma A.D. u 2021. bilo je u potpunosti usaglašeno sa važećom zakonskom regulativom. Sa tim u vezi, nije zabeležen nijedan slučaj pritužbe ili kazne vezane za proizvode kompanije. Hemofarm A.D. nema nikakva ograničenja na izveštavanje unutar organizacije, niti izvan nje. Takođe, u odnosu na podatke prezentovane u prethodnom ciklusu izveštavanja (za 2020) nije bilo nikakvih naknadnih korekcija prethodno iznetih cifara.

The term ‘local’ in the context of Hemofarm and this Report means the territory of the Republic of Serbia.

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

Overall business operations of Hemofarm A.D. in 2021 were completely aligned with applicable legislation. Accordingly, not a single case of complaints or fines related to company products was recorded. Hemofarm A.D. has no reporting limitations either within the organization or outside of it. Also, with regard to the data presented in the previous reporting cycle (for 2020), there were no subsequent adjustments of the previously reported figures.

Tokom 2021. godine, kao u i prethodnim ciklusima izveštavanja, Hemofarm A.D. nije primio, niti pružio bilo koju vrstu materijalnih ili finansijskih donacija političkim partijama, politički aktivnim licima ili političkim i državnim ustanovama.

Tokom 2021. godine nije bilo žalbi, niti je pokrenut ijedan postupak protiv kompanije po osnovu polne, nacionalne, verske ili nekog drugog vida diskriminacije ili povrede ljudskih prava. Kompanija do sada nije imala slučajeve radnog angažovanja maloletnih radnika, niti slučajeve povrede radnih prava svojih zaposlenih, po bilo kom osnovu.

Hemofarm A.D. u 2021. nije imao nijedan zabeležen incident usled korupcije niti monopolskog ponašanja. Takođe, kompanija nije imala nijedan slučaj neusaglašenosti, niti protivrečnosti sa zakonskim propisima.

Tokom dosadašnje poluvekovne istorije kompanije nije zabeležen nijedan slučaj rizične ili krizne situacije koji je naneo štetu kompaniji ili okruženju, niti imao posredno negativan uticaj na lokalne zajednice. Klimatske promene ne utiču u značajnoj meri na poslovanje kompanije, niti kompanija obavljanjem svoje delatnosti doprinosi klimatskim promenama.

Tokom 2021. godine, kao i u prethodnih devet ciklusa izveštavanja, Hemofarm A.D. nije imao nikakve zvanične primedbe, kazne ili restrikcije po pitanju pakovanja i/ili obeležavanja svojih proizvoda, prometa zabranjenih proizvoda, marketinških komunikacija, kao ni povrede privatnosti i gubitka podataka potrošača.

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

In 2021, similarly to the previous reporting cycles, Hemofarm A.D. did not receive or grant any kind of donations, either in kind or in money, from/to political parties, politically active persons, or political and state institutions.

In 2021, there were neither complaints filed, nor proceedings instituted against the company on the grounds of gender, national, religious or any other type of discrimination or violation of human rights. The company has not had either cases of work engagement of minors or cases of violation of labour rights of its employees, on any grounds whatsoever, so far.

Hemofarm A.D. did not record a single corruption or monopoly-related incident or non-compliance or conflict with legal regulations in 2021.

Not a single case of a risky or crisis situation which inflicted damage to the company or the environment, or indirectly negatively affected local communities, was recorded over the course of half-a-century long history of the company. Neither climate changes significantly affect the company's operations, nor the company contributes to climate changes by performing its activities.

In 2021, as in the previous nine reporting cycles, there were no official remarks, fines or restrictions imposed on Hemofarm A.D. as regards packaging and/or labelling of its products, sales of banned products, marketing communication, or violation of privacy, and loss of consumer data.

Business operations of Hemofarm A.D. do not exert negative impact either on the environment or biodiversity in the environment of manufacturing plants and business premises of the company in which core activity is carried out. In that regard, there are no protected habitats or endangered animal and plant species, which are under special protection, at the sites at which Hemofarm A.D. operates.

Tokom 2021, kao i u periodu od 2012. kada je kompanija započela izveštavanje o održivom razvoju, nije zabeležen nijedan slučaj izlivanja otpadnih voda iz postrojenja u Hemofarmu A.D.

Iako Hemofarm A.D. nema negativan uticaj na životnu sredinu, kompanija kontinuirano nastoji da unapređuje svoje poslovanje. Jedan od takvih primera jeste inicijativa za smanjenje organskih rastvarača u procesu proizvodnje.

Tokom 2021. godine, kao i u prethodnim ciklusima izveštavanja, Hemofarm A.D. nije imao nikakve žalbe i pritužbe, kao ni kazne za negativan uticaj na životnu sredinu i lokalnu zajednicu. Hemofarm A.D. nema negativan uticaj na starosedelačko stanovništvo u sredinama u kojima obavlja svoju delatnost.

Tokom 2021. godine nije zabeležena nijedna neusaglašenost proizvoda Hemofarma A.D. sa aspektima bezbednosti i zaštite zdravlja u skladu sa zakonom. Profesionalnih oboljenja i bolesti u vezi sa radom u Hemofarmu nije bilo ni u 2021. godini.

Sveobuhvatan pristup upravljanju rizicima i preventivnom delovanju Hemofarm potvrđuje i kroz aktivnu brigu o svom okruženju. U periodu od 2009. do danas, kompanija je uradila više od 10 referentnih procena i studija uticaja na životnu sredinu, poput studija uticaja na životnu sredinu u slučaju akcidentnih i drugih neželjenih situacija, studija uticaja na životnu sredinu za primarne prečišćivače otpadnih voda i dr. Sve one potvrđuju da Hemofarm A.D. ni iz jednog svog proizvodnog ili poslovnog objekta, ni na koji način, nema štetan uticaj na okruženje.

Svaku potencijalnu promenu koja je vezana za radno mesto i poslovnu poziciju, Hemofarm nudi zaposlenom u pisanoj formi, uz zakonom zagarantovan rok od 8 dana, u okviru koga ima pravo da se izjasni – prihvati ili ne prihvati dati predlog za promenu.

Not a single case of wastewater discharge from Hemofarm A.D. facilities was recorded either over the course of 2021, or in the period from 2012, when the company started reporting on sustainable development, to date.

Although Hemofarm A.D. does not exert negative impact on the environment, the company has been continuously striving to improve its business operations. One of such examples is the initiative for reducing organic solvents in manufacturing process.

Hemofarm A.D. neither received any complaints or protests, nor had any fine imposed for negative impact on the environment and local community over the course of 2021 or during the previous reporting cycles. Hemofarm A.D. does not exert negative impact on the indigenous population in the communities in which it performs its activity.

There was not any recorded non-compliance of Hemofarm A.D. products with the law in terms of safety and health protection over the course of 2021. Occupational diseases or work-related diseases in Hemofarm were not recorded in 2021.

Hemofarm confirms a comprehensive approach to risk management and preventive action also through active care for the environment. In the period from 2009 to date, the company has made more than 10 reference assessments and environmental impact studies, such as the environmental impact study in case of accidents and other adverse situations, environmental impact study for primary wastewater treatment plants, etc. All of them confirm that Hemofarm A.D. exerts no adverse environmental impact from any of its manufacturing or business premises, in any way.

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

Svaki zaposleni dobija povratnu informaciju o svom učinku i stepenu zadovoljenja poslovnih očekivanja u vidu godišnje evaluacije, u okviru čega se postavljaju i ciljevi i prioritete za dalji rad, a u okviru odgovornosti i poslovnih dužnosti definisanih Ugovorom o radu, te usklađenih sa pravima i obavezama propisanim Kolektivnim ugovorom koji važi za sve zaposlene.

U skladu sa vrstom delatnosti koju obavlja Hemofarm, svi njegovi proizvodi i usluge podložni su konstantnoj proverbi i potvrđi uticaja na zdravlje ljudi, prema farmaceutskim standardima i zakonskom okviru. Sa tim u vezi, Hemofarmovi sektori R&D, QA i QC imaju posebnu odgovornost u potvrđivanju ispravnosti svakog proizvoda i odsustvu svakog potencijalnog negativnog uticaja.

Godišnji Izveštaj o održivom razvoju Hemofarma A.D. pruža svim zainteresovanim stranama informacije o napretku koji kompanija kontinuirano ostvaruje prateći svetske trendove, nastojeći da ostane pouzdan partner u svim odnosima i stabilan oslonac domaćeg zdravstvenog sistema.

U pripremi i izradi ovog godišnjeg Izveštaja o održivom razvoju kompanije Hemofarm A.D., koji obuhvata period od 1. januara do 31. decembra 2021. godine, kao osnova, korišćena su metodološka pravila i principi GRI (Global Reporting Initiative) standarda.

Prethodno publikovani Izveštaj odnosi se na 2020. godinu i izdat je u oktobru 2021. Ovaj izveštaj ne obuhvata Hemomont, Hemofarm d.o.o. Banja Luka, STADA Hemofarm S.R.L., Velexfarm, kao ni druga zavisna društva u zemlji i inostranstvu.

Global Reporting Initiative neprofitna je organizacija koja se zalaže za uspostavljanje održive globalne ekonomije, postavljajući smernice za sastavljanje Izveštaja o održivom razvoju. Navedene smernice priznate su širom sveta i prihvatile su ih sve vodeće kompanije.

Each employee receives feedback on their performance and level of meeting business expectations in the form of an annual evaluation, within which the objectives and priorities for further work are set, all within responsibilities and duties defined by the Labour Contract, and in accordance with the rights and obligations stipulated by the Collective Bargaining Agreement, which is applicable to all employees.

In accordance with the type of activity performed by Hemofarm, all its products and services are subject to constant inspection and verification of the effects on human health, according to pharmaceutical standards and legal framework. In this regard, Hemofarm R&D, QA, and QC divisions have a special responsibility in verifying the compliance of each product and absence of any possible negative impact.

Annual Sustainable Development Report of Hemofarm A.D. provides all stakeholders with information on the progress that the company continuously achieves following the global trends, trying to remain a reliable partner in all relationships and a stable support to the national healthcare system.

The methodology-related rules and principles of the GRI (Global Reporting Initiative) standards have been used as the basis for the development and preparation of this Annual Sustainable Development Report of Hemofarm A.D. which covers the period from 1 January to 31 December 2021.

The previously published Report relates to the year 2020 and was released in October 2021. This Report does not include Hemomont, Hemofarm d.o.o. Banja Luka, STADA Hemofarm S.R.L., Velexfarm, as well as other subsidiaries in Serbia and abroad.

The Global Reporting Initiative is a non-profit organization that advocates the establishment of a sustainable global economy, setting out guidelines for the preparation of Sustainable Development Report. The specified guidelines are acknowledged worldwide and accepted by all leading companies.

MATRICA MATERIJALNOSTI

Polazna osnova za pripremu ovog Izveštaja je Hemofarmova Matrica materijalnosti (prezentovana na početku Izveštaja), koja predstavlja uporedni pregled najvažnijih tema za poslovanje iz ugla kompanije, s jedne, i ključnih zainteresovanih strana, s druge strane. Teme su rangirane prema uticaju i značaju iz ugla kompanije (horizontalna osa) i pozicionirane prema ocenama dobijenim od zainteresovanih strana (na vertikalnoj osi).

Analizom GRI indikatora povezani su indikatori i teme, čime Matrica materijalnosti daje osnov za buduće izveštavanje, ali i unapređenje poslovanja. Osim toga, kompanija je obradila i teme koje nisu bile najviše rangirane, a smatraju se bitnim za ukupni razvoj lokalnih zajednica u kojima Hemofarm posluje, što prevazilazi zahteve osnovnog nivoa izveštavanja po GRI standardu.

S obzirom na to da Izveštaj o održivom razvoju obuhvata teme koje su od značaja za kompaniju i zainteresovane strane, Izveštaj može predstavljati osnov za procenu i odluke organa upravljanja i zainteresovanih strana. Primena GRI smernica omogućava kompaniji da transparentno izvesti o učinku u četiri ključne oblasti održivog poslovanja: ekonomskoj, ekološkoj, socijalnoj i upravljačkoj. Pored profila kompanije, kao i broja indikatora, temelj izveštaja zasniva se na principima koji slede.

MATERIALITY MATRIX

The starting point for the preparation of this Report is the Hemofarm Materiality Matrix (presented at the beginning of the Report), which represents a comparative overview of the most important business topics from the perspective of the company, on one part, and key stakeholders, on the other part. Topics are ranked according to the impact and significance from the company's standpoint (horizontal axis) and positioned according to assessments obtained from stakeholders (vertical axis).

Indicators and topics are connected by the analysis of GRI indicators, whereby the Materiality Matrix gives the basis for future reporting as well as business improvement. In addition, the company also processed topics that were not among the top-ranked ones but are considered essential for the overall development of local communities in which Hemofarm operates, which exceeds the requirements of the basic reporting level according to the GRI standard.

Given that the Sustainable Development Report encompasses topics of relevance to the company and stakeholders, the Report can be the basis for the estimates and decisions of the management bodies and stakeholders. The application of GRI guidelines enables the company to transparently report on the performance in four key areas of sustainable operations: economic, environmental, social, and management. In addition to the company profile, as well as the number of indicators, the report is grounded on the following principles.

MATERIJALNOST

Izveštaj obuhvata sve one teme koje su važne zainteresovanim stranama. U Izveštaj su uključene sve teme koje se odnose na ekonomiju, ekologiju, na socijalne i upravljačke aktivnosti, ali i na aktivnosti koje su imale uticaja na kompaniju, odnosno na aktivnosti koje bi potencijalno uticale na mišljenje zainteresovanih strana.

Proces određivanja prioriteta tema u Izveštaju za 2021. godinu podrazumevao je aktivan dijalog za ključnim zainteresovanim stranama putem radionica i onlajn anketa, kreirajući Matricu materijalnosti, u skladu sa GRI smernicama, potrebama i interesima svih zainteresovanih strana, kao i strateškim prioritetima kompanije.

INKLUZIVNOST

Jedan od ciljeva Hemofarma i izveštavanja o održivom razvoju jeste da se, stvaranjem uslova za efikasan dijalog sa svim zainteresovanim stranama, unaprede međusobni odnosi i podigne opšti nivo zadovoljstva poslovanjem kompanije. Izveštaj, osim dijaloga sa ključnim zainteresovanim stranama, obuhvata i interna istraživanja stavova zaposlenih, potom godišnja istraživanja stručne javnosti – lekara i farmaceuta, veletrgovlja i privatnih apoteka i istraživanja tržišta, što sve zajedno pokazuje na koji način poslovanje kompanije utiče na okolinu.

U kompaniji se rado očekuju sve povratne informacije koje će čitateljke i čitaoci ovog izveštaja imati na njegov kvalitet i sadržaj, jer u Hemofarmu postoji spremnost da se razmotre sve povratne informacije, kako bi budući izveštaji bili kvalitetniji. Imejl za sugestije, utiske i sve povratne informacije je svakodobro@hemofarm.com.

MATERIALITY

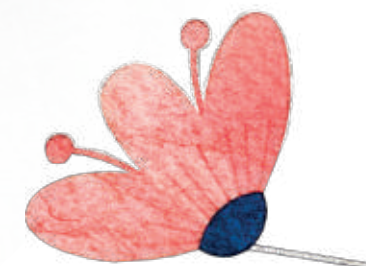
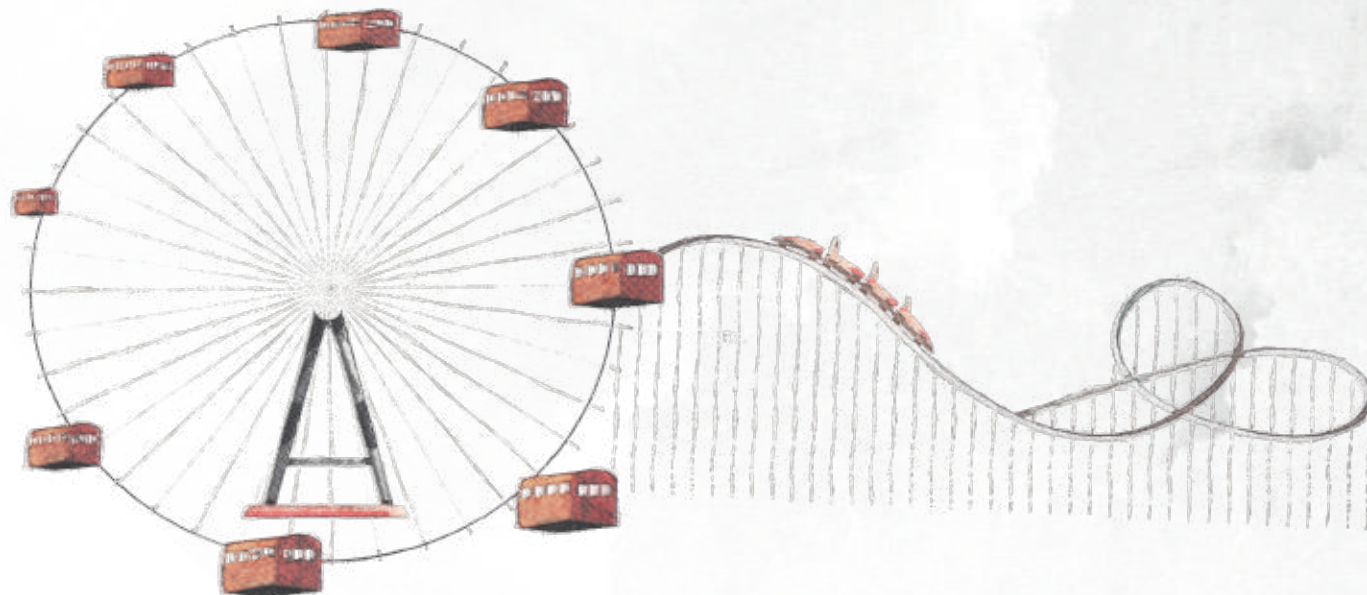
The Report encompasses all the topics which are relevant for the stakeholders. The Report includes all economic, environmental, social, and management-related topics and activities, as well as the activities which had influence on the company, that is, activities which would have a possible effect on the opinion of stakeholders.

The process of prioritizing the topics in 2021 Report involved an active dialogue with key stakeholders through workshops and online surveys, creating the Materiality Matrix in accordance with GRI guidelines, needs and interests of all stakeholders, as well as strategic priorities of the company.

INCLUSIVITY

One of Hemofarm's and sustainability reporting goals is to improve mutual relations and raise the general level of satisfaction with company operations by creating conditions for an efficient dialogue with all stakeholders. Apart from the dialogue with key stakeholders, the Report also includes internal survey on employees' attitudes, annual survey among the expert public – physicians and pharmacists, wholesalers, and private pharmacies, and market research, jointly showing in which way the company operations have an impact on the environment.

The company is looking forward to receiving any feedback from the readers of this Report concerning its quality and content, because Hemofarm is ready to review any feedback so that the quality of future reports would be enhanced. The e-mail address for sending suggestions, impressions, and any feedback is svakodobro@hemofarm.com.



ODRŽIVOST

Princip održivosti poslovanja predstavlja način na koji kompanija posmatra svoj dugoročni uticaj na okruženje i prezentuje svoje aktivnosti na nacionalnom, regionalnom i globalnom nivou.

POTPUNOST

U Izveštaju su izložene informacije i podaci zaključno sa 31. decembrom 2021. godine. Prikazani su i uporedni podaci, gde god je to bilo moguće, za prethodne godine. Finansijski i ekonomski pokazatelji preuzeti su iz finansijskog izveštaja za Hemofarm A.D. za 2021. godinu, a odnose se na aktivnosti kompanije u Srbiji, izuzimajući povezana pravna lica u Crnoj Gori, Bosni i Hercegovini i Rumuniji.

URAVNOTEŽENOST

Uravnoteženost zahteva predstavljanje kako pozitivnih, tako i negativnih aspekata i uticaja kompanije na održivost, čime se pruža nepristrasna i objektivna slika njenog učinka. Objektivna slika učinka kompanije tokom 2021. godine, kada je reč o ekonomskoj, ekološkoj i društvenoj dimenziji, zasniva se na odgovorima na 35 opštih indikatora, 3 indikatora menadžment pristupa i 79 specifičnih indikatora GRI metodologije, koji prezentuju sve informacije od značaja, bez obzira na njihove karakteristike.

UPOREDIVOST

Uporedivost znači prikazivanje podataka na dosledan i kontinuiran način, kako bi se pružila mogućnost poređenja sa GRI standardima i drugim kompanijama. Budući da je reč o desetom Izveštaju o održivom razvoju koji publikuje Hemofarm A.D., moguće je poređenje sa prethodnih devet izveštaja.

SUSTAINABILITY

The principle of operation sustainability represents the way in which the company perceives its long-term environmental impact, and presents its activities at the national, regional, and global level.

COMPLETENESS

The Report provides information and data until 31 December 2021, inclusive. Comparative data from previous years were also shown, wherever possible. Financial and economic indicators are taken over from Hemofarm A.D. 2021 Financial Statements, pertaining to the company activities in Serbia, excluding related legal entities in Montenegro, Bosnia and Herzegovina, and Romania.

BALANCE

Balance requires the presentation of both positive and negative aspects and effects of the company on sustainability, thus providing impartial and objective presentation of its results. Objective presentation of the company results in 2021, in economic, environmental, and social segment, is based on responses to 35 general, 3 management approach and 79 specific indicators of GRI methodology, which present all relevant information, regardless of its characteristics.

COMPARABILITY

Comparability means presenting data in a consistent and continuous manner so as to provide an option of comparison with GRI standards and other companies. Since this is the tenth Sustainable Development Report published by Hemofarm A.D., it is possible to compare it with the previous nine reports.

TAČNOST

Tačnost podrazumeva pružanje adekvatnih kvalitativnih i kvantitativnih informacija, kao i stalno unapređivanje sistema za prikupljanje i analizu podataka. Gde nije bilo moguće prikupiti izvorne podatke, vršene su kalkulacije uz objašnjenje metodologije obračuna.

BLAGOVREMENOST

Blagovremenost označava doslednost u učestalosti izveštavanja i dužini perioda izveštavanja, čime se osigurava redovna dostupnost informacijama i mogućnost donošenja adekvatnih i pravovremenih odluka u vezi sa kompanijom i njenim poslovanjem.

JASNOĆA

Jasnoća u stvari predstavlja prezentovanje informacija na pregledan, jednostavan i jasan način, čime se osigurava pristupačnost informacijama. Dostupnost i razumljivost svim zainteresovanim stranama bili su glavni orijentiri kojima se težilo prilikom izrade Izveštaja za 2021. godinu.

POUZDANOST

Pouzdanost podrazumeva prikupljanje, beleženje, sastavljanje, analiziranje i objavljivanje informacija na način koji se može podvrgnuti proveru i koji potkrepljuje kvalitet i materijalnost informacije.

Oslanjajući se na standarde i zahteve GRI metodologije, priznate u svetu, verifikaciju ovog izveštaja sprovedla je revizorska kuća Ernst & Young d.o.o. Beograd.

ACCURACY

Accuracy implies providing information of appropriate quality and quantity, while constantly improving the system of data collection and analysis. Where source data could not be collected, calculations were performed with explanations regarding the calculation methodology.

TIMELINESS

Timeliness means consistency in reporting frequency and length of reporting period to secure availability of information on regular basis, and possibility to make adequate and timely decisions regarding the company and its operations.

CLARITY

Clarity is actually the presenting of information in a transparent, simple, and clear manner, thus ensuring accessibility to information. Availability and intelligibility of information on the part of all stakeholders were the major landmarks which were strived to be reached during the preparation of the 2021 Report.

RELIABILITY

Reliability means collecting, recording, compiling, analysing, and publishing information in a way which can be subjected to audit, and which can substantiate quality and materiality of information.

Relying on standards and requirements of the globally recognized GRI methodology, this Report was verified by the auditing company Ernst & Young d.o.o. Beograd.

GRI INDEKS / GRI INDEX

102-55

GRI Standardi GRI Standard	Teme Disclosure	Broj strane / Page number(s) and/or URL(s)
GRI 101: Osnova 2016 / Opšta obelodanjivanja GRI 101: Foundation 2016 / General Disclosures		
GRI 102: Opšta obelodanjivanja 2016 GRI 102: General Disclosures 2016	Profil kompanije / Organizational profile	
	102-1 Naziv organizacije Name of the organization	20
	102-2 Aktivnosti, brendovi, proizvodi i usluge Activities, brands, products, and services	20
	102-3 Lokacija sedišta Location of headquarters	20
	102-4 Lokacija na kojoj kompanija posluje Location of operations	20
	102-5 Vlasništvo i pravna forma Ownership and legal form	20
	102-6 Tržišta na kojima kompanija posluje Markets served	20
	102-7 Veličina organizacije Scale of the organization	20
	102-8 Informacije o zaposlenima i ostalim radnicima Information on employees and other workers	20
	102-9 Lanac nabavke Supply chain	20
	102-10 Značajne izmene organizacije i lanca nabavke Significant changes to the organization and its supply chain	20
	102-11 Princip ili pristup predostrožnosti Precautionary Principle or approach	20
	102-12 Eksterne inicijative External initiatives	20
	102-13 Članstvo u udruženjima Membership of associations	20
	Strategija / Strategy	
	102-14 Izjava višeg donosioca odluka Statement from senior decision-maker	02
	Etika i integritet / Ethics and integrity	
	102-16 Vrednosti, principi, standardi i norme ponašanja Values, principles, standards, and norms of behavior	24
	102-17 Preventivno-savetodavni etički mehanizmi. Mechanisms for advice and concerns about ethics	20

GRI 102: Opšta obelodanjivanja 2016 GRI 102: General Disclosures 2016	Upravljanje / Governance	
	102-18 Upravljačka struktura Governance structure	20
	102-31 Revidiranje ekonomskih, ekoloških i društvenih tema Review of economic, environmental, and social topics	18
	102-32 Uloga najvišeg upravljačkog tela u izveštavanju o održivom razvoju Highest governance body's role in sustainability reporting	20
	Uključivanje zainteresovanih strana / Stakeholder engagement	
	102-40 Spisak grupa zainteresovanih strana List of stakeholder groups	14
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	102-43 Pristup uključivanju zainteresovanih strana Approach to stakeholder engagement	14
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Pristup menadžmenta / Management Approach			
GRI 103: Pristup menadžmenta GRI 103: Management Approach	103-1	Objašnjenje materijalne teme i ograničenja Explanation of the material topic and its Boundary	30, 54, 72, 88, 106
	103-2	Pristup menadžmenta The management approach and its components	30, 54, 72, 88, 106
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GRI Standardi GRI Standard		Obelodanjivanje materijalnih tema Material Topics Disclosure	
200 serija (ekonomske teme) 200 series (Economic topics)			
Ekonomske performanse / Economic Performance			
GRI 201: Ekonomske performanse 2016 GRI 201: Economic Performance 2016	201-1	Generisana i distribuirana direktna ekonomska vrednost Direct economic value generated and distributed	88
	201-2	Finansijske implikacije i ostali rizici i mogućnosti nastali usled klimatskih promena Financial implications and other risks and opportunities due to climate change	132
	201-3	Definisan plan beneficija i drugi penzijski planovi Location of headquarters	88
	201-4	Finansijska pomoć vlade Financial assistance received from government	132
Prisutnost na tržištu / Market Presence			
GRI 202: Prisutnost na tržištu 2016 GRI 202: Market Presence 2016	202-1	Odnos standarde početne zarade po polu sa lokalnom minimalnom zaradom Ratios of standard entry level wage by gender compared to local minimum wage	88
Indirektni ekonomski uticaji / Indirect Economic Impacts			
GRI 203: Indirektni ekonomski uticaji 2016 GRI 203: Indirect Economic Impacts 2016	203-1	Vlasništvo i pravna forma Ownership and legal form	106
	203-2	Značajan indirektan ekonomski uticaj. Significant indirect economic impacts	88
Prakse nabavke / Procurement Practices			
GRI 204: Prakse nabavke 2016 GRI 204: Procurement Practices 2016	204-1	Veličina organizacije Scale of the organization	30

Borba protiv korupcije / Anti-corruption			
GRI 205: Borba protiv korupcije 2016 GRI 205: Borba protiv korupcije 2016	205-1	Procena rizika poslovnih operacija vezano za korupciju Operations assessed for risks related to corruption	132
	205-2	Komunikacija i obuka vezano za politike i postupke borbe protiv korupcije Communication and training about anti-corruption policies and procedures	132
	205-3	Potvrđeni incidenti korupcije i preduzete mere Confirmed incidents of corruption and actions taken	132
Antikonkurentsko ponašanje / Anti-competitive Behavior			
GRI 206: Antikonkurentsko ponašanje 2016 GRI 206: Anti-competitive Behavior 2016	206-1	Zakonske mere za antikonkurentsko ponašanje, antitrustovske i monopolske prakse Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	132
300 serija (teme vezano za zaštitu životne sredine) 300 series (Environmental topics)			
Materijali / Materials			
GRI 301: Materijali 2016 GRI 301: Materials 2016	301-1	Materijali korišćeni po težini ili zapremini. Materials used by weight or volume	30
	301-2	Korišćeni reciklirani ulazni materijali Recycled input materials used	30
	301-3	Reciklirani proizvodi i njihova ambalaža Reclaimed products and their packaging materials	30
Energija / Energy			
GRI 302: Energija 2016 GRI 302: Energy 2016	302-1	Potrošnja energije unutar organizacije Energy consumption within the organization	72
	302-3	Snaga energije Energy intensity	72
	302-4	Smanjenje potrošnje energije Reduction of energy consumption	72
	302-5	Smanjenje energetske potrebe proizvoda i usluga Reductions in energy requirements of products and services	72
Voda / Water			
GRI 303: Vode i otpadne vode 2018 GRI 303: Water and Effluents 2018	303-1	Interakcije sa vodom kao zajedničkim resursom Interactions with water as a shared resource	72
	303-2	Upravljanje ispuštanjem vode – povezani uticaji Management of water discharge-related impacts	72
	303-3	Povlačenje vode Water withdrawal	72

	303-4	Ispuštanje vode Water discharge	72
	303-5	Trošenje vode Water consumption	72
Biološka raznolikost / Biodiversity			
GRI 304: Biološka raznolikost 2016 GRI 304: Biodiversity 2016	304-1	Operativne lokacije koje su u vlasništvu, iznajmljene, kojima se upravlja ili su u blizini zaštićenih područja i područja visoke vrednosti biološke raznovrsnosti izvan zaštićenih područja Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	132
	304-2	Značajan uticaj aktivnosti, proizvoda i usluga na biološku raznovrsnost Significant impacts of activities, products, and services on biodiversity	132
	304-3	Zaštićena ili obnovljena staništa Habitats protected or restored	132
	304-4	Vrste na crvenoj listi IUCN i vrste na nacionalnoj listi za očuvanje sa staništima u područjima pod uticajem poslovnih operacija IUCN Red List species and national conservation list species with habitats in areas affected by operations	132
Emisije / Emissions			
GRI 305: Emisije 2016 GRI 305: Emissions 2016	305-1	Direktne (Opseg 1) emisije gasova staklene bašte Direct (Scope 1) GHG emissions	72
	305-2	Energetske indirektne (Opseg 2) emisije gasova staklene bašte Energy indirect (Scope 2) GHG emissions	72
	305-4	Intezitet emisija gasova staklene bašte GHG emissions intensity	72
	305-5	Redukcija emisije gasova staklene bašte Reduction of GHG emissions	72
Otpadne vode i otpad / Effluents and Waste			
GRI 306: Otpadne vode i otpad 2016. GRI 306: Effluents and Waste 2016	306-1	Ispuštanje vode po kvalitetu i odredištu Water discharge by quality and destination	72
	306-2	Otpad po vrsti i načinu uklanjanja Waste by type and disposal method	72
	306-3	Značajna izlivanja Significant spills	72

	306-4	Transport opasnog otpada Transport of hazardous waste	72
	306-5	Vodena tela pogođena izlivanjem odnosno isticanjem vode Water bodies affected by water discharges and/or runoff	72
Usaglašenost sa životnom sredinom / Environmental Compliance			
GRI 307: Usaglašenost sa životnom sredinom 2016 GRI 307: Environmental Compliance 2016	307-1	Neusaglašenost sa zakonima i propisima o zaštiti životne sredine Non-compliance with environmental laws and regulations	132
Procena dobavljača u odnosu na životnu sredinu / Supplier Environmental Assessment			
GRI 308: Procena dobavljača u odnosu na životnu sredinu 2016 GRI 308: Supplier Environmental Assessment 2016	308-1	Skrining novih dobavljača upotrebom kriterijuma zaštite životne sredine New suppliers that were screened using environmental criteria	132
	308-2	Negativni uticaj lanca snabdevanja i preduzetih mera na životnu sredinu Negative environmental impacts in the supply chain and actions taken	132
400 serija (Socijalne teme) 400 series (Social topics)			
Zaposlenje / Employment			
GRI 401: Zaposlenje 2016 GRI 401: Employment 2016	401-2	Beneficije za stalno zaposlene koje se ne dodeljuju privremeno zaposlenima ili zaposlenima sa pola radnog vremena Benefits provided to full-time employees that are not provided to temporary or part-time employees	88
	401-3	Roditeljsko odsustvo Parental leave	88
Radni/upravljački odnosi / Labor/Management Relations			
GRI 402: Radni/upravljački odnosi 2016 GRI 402: Labor/Management Relations 2016	402-1	Minimalni otkazni rok u pogledu operativnih promena Minimum notice periods regarding operational changes	88

Zdravlje i bezbednost na radu / Occupational Health and Safety			
GRI 403: Zdravlje i bezbednost na radu 2018 GRI 403: Occupational Health and Safety 2018	403-1	Sistem upravljanja zdravljem i bezbednošću na radu Occupational health and safety management system	54, 88
	403-2	Utvrdjivanje opasnosti, procena rizika i istraga incidenta Hazard identification, risk assessment, and incident investigation	54, 88
	403-3	Usluge zaštite zdravlja na radu Occupational health services	54, 88
	403-4	Učestvovanje, konsultovanje i komunikacija sa radnicima vezano za zdravlje i bezbednost na radu Worker participation, consultation, and communication on occupational health and safety	54, 88
	403-5	Obuka radnika vezano za zdravlje i bezbednost na radu Worker training on occupational health and safety	54, 88
	403-6	Unapređenje zdravlja radnika Promotion of worker health	88
	403-7	Prevenција i ublažavanje uticaja zdravlja i bezbednosti na radu koji su direktno povezani sa poslovnim odnosima Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	88
	403-8	Radnici obuhvaćeni sistemom upravljanja zdravljem i bezbednošću na radu Workers covered by an occupational health and safety management system	88
	403-9	Povređe vezano za rad Work-related injuries	88
	403-10	Loše zdravlje vezano za rad Work-related ill health	88
Obuka i obrazovanje / Training and Education			
GRI 404: Obuka i obrazovanje 2016 GRI 404: Training and Education 2016	404-1	Prosečan broj sati obuke po zaposlenom Average hours of training per year per employee	54, 88
	404-2	Programi za unapređenje veština zaposlenih i programi pomoći za tranziciju Programs for upgrading employee skills and transition assistance programs	54, 88
	404-3	Procenat zaposlenih koji imaju redovnu ocenu učinka i razvoja karijere Percentage of employees receiving regular performance and career development reviews	54, 88
Raznovrsnost i jednake mogućnosti / Diversity and Equal Opportunity			
GRI 405: Raznovrsnost i jednake mogućnosti 2016 GRI 405: Diversity and Equal Opportunity 2016	405-1	Raznovrsnost upravljačkih tela i zaposlenih Diversity of governance bodies and employees	20
	405-2	Odnos osnovne zarade i naknade žena i muškaraca Ratio of basic salary and remuneration of women to men	20

Nediskriminacija / Non-discrimination			
GRI 406: Nediskriminacija 2016 GRI 406: Non-discrimination 2016	406-1	Sistem upravljanja zdravljem i bezbednošću na radu Occupational health and safety management system	132
Sloboda udruživanja i kolektivno pregovaranje / Freedom of Association and Collective Bargaining			
GRI 407: Sloboda udruživanja i kolektivno pregovaranje 2016 GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Poslovanje i dobavljači kod kojih može biti ugroženo pravo na slobodu udruživanja i kolektivno pregovaranje Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	132
Dečiji rad / Child Labor			
GRI 408: Dečiji rad 2016 GRI 408: Child Labor 2016	408-1	Značajan rizik dečijeg rada u poslovanju i kod dobavljača Operations and suppliers at significant risk for incidents of child labor	132
Prinudni ili obavezni rad / Forced or Compulsory Labor			
GRI 409: Prinudni ili obavezni rad 2016 GRI 409: Forced or Compulsory Labor 2016	409-1	Značajan rizik od prisilnog ili prinudnog rada u poslovanju i kod dobavljača Operations and suppliers at significant risk for incidents of forced or compulsory labor	132
Sigurnosne prakse / Security Practices			
GRI 410: Sigurnosne prakse 2016 GRI 410: Security Practices 2016	410-1	Osoblje obezbeđenja koje je obučeno u pogledu politika ljudskih prava ili procedura Security personnel trained in human rights policies or procedures	55, 88
Prava autohtonih naroda / Rights of Indigenous Peoples			
GRI 411: Prava autohtonih naroda 2016 GRI 411: Rights of Indigenous Peoples 2016	411-1	Slučajevi kršenja prava autohtonih naroda Incidents of violations involving rights of indigenous peoples	132

Procene ljudskih prava / Human Rights Assessment			
GRI 412: Procene ljudskih prava 2016 GRI 412: Human Rights Assessment 2016	412-1	Poslovanje koje je predmet pregleda ljudskih prava ili procene uticaja Operations that have been subject to human rights reviews or impact assessments	54
	412-2	Obuka zaposlenih o politikama ili postupcima ljudskih prava Employee training on human rights policies or procedures	54
	412-3	Značajni sporazumi i ugovori o investiranju koji uključuju odredbe vezano za ljudska prava ili koji su prošli skrining vezano za ljudska prava Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	54
Lokalne zajednice / Local Communities			
GRI 413: Lokalne zajednice 2016 GRI 413: Local Communities 2016	413-1	Angažovanje lokalne zajednice, procena uticaja i razvojni programi Operations with local community engagement, impact assessments, and development programs	106
	413-2	Poslovanje sa značajnim stvarnim i potencijalnim negativnim uticajem na lokalne zajednice Operations with significant actual and potential negative impacts on local communities	106
Procena dobavljača u pogledu uticaja na društvo / Supplier Social Assessment			
GRI 414: Procena dobavljača u pogledu uticaja na društvo 2016 GRI 414: Supplier Social Assessment 2016	414-1	Novi dobavljači na kojima je izvršen skrining koristeći društvene kriterijume New suppliers that were screened using social criteria	132
	414-2	Negativni uticaji na društvo u lancu snabdevanja i preduzete mere Negative social impacts in the supply chain and actions taken	132
Javna politika / Public Policy			
GRI 415: Javna politika 2016 GRI 415: Public Policy 2016	415-1	Politički doprinosi Political contributions	132
Zdravlje i bezbednost kupaca / Customer Health and Safety			
GRI 416: Zdravlje i bezbednost kupaca 2016 GRI 416: Customer Health and Safety 2016	416-1	Procena uticaja kategorija proizvoda i usluga na zdravlje i bezbednost Assessment of the health and safety impacts of product and service categories	30
	416-2	Slučajevi neusaglašenosti vezano za uticaj proizvoda i usluga na zdravlje i bezbednost Incidents of non-compliance concerning the health and safety impacts of products and services	30

Marketing i obeležavanje / Marketing and Labeling			
GRI 417: Marketing i obeležavanje 2016 GRI 417: Marketing and Labeling 2016	417-1	Zahtevi vezano za informacije i obeležavanje proizvoda i usluga Requirements for product and service information and labeling	30, 106
	417-2	Slučajevi neusaglašenosti vezano za informacije i obeležavanje proizvoda i usluga Incidents of non-compliance concerning product and service information and labeling	30, 106
	417-3	Slučajevi neusaglašenosti vezano za marketinško komuniciranje Incidents of non-compliance concerning marketing communications	30, 106
Privatnost korisnika / Customer Privacy			
GRI 418: Privatnost korisnika 2016 GRI 418: Customer Privacy 2016	418-1	Potkrepljene žalbe vezano za kršenje privatnosti korisnika i gubitak podataka o korisniku Substantiated complaints concerning breaches of customer privacy and losses of customer data	132
Socioekonomska usaglašenost / Socioeconomic Compliance			
GRI 419: Socioekonomska usaglašenost 2016 GRI 419: Socioeconomic Compliance 2016	419-1	Neusaglašenost sa zakonima i propisima u društvenoj i ekonomskoj oblasti Non-compliance with laws and regulations in the social and economic area	132

MIŠLJENJE NEZAVISNOG REVIZORA

INDEPENDENT AUDITOR'S OPINION



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NEZAVISNI IZVEŠTAJ O OGRANIČENOM PREGLEDU

RUKOVODSTVU HEMOFARMA A.D. VRŠAC

Izveštaj o održivom razvoju za 2021. godinu (u daljem tekstu: „Izveštaj“) društva Hemofarm a.d. Vršac (u daljem tekstu: „Društvo“) je pripremljen od strane rukovodstva Društva koje je odgovorno za prikupljanje i prezentaciju informacija koje su u njemu sadržane. Naša odgovornost zasniva se na sprovođenju ograničenog uveravanja posebnog obima na Izveštaj koji je pripremljen u skladu sa osnovnim nivoom izveštavanja u skladu sa Smernicama izveštavanja o održivosti Inicijative o globalnom izveštavanju (u daljem tekstu: „GRI“). Naša odgovornost u obavljanju našeg angažovanja uveravanja je isključivo prema rukovodstvu Društva i u skladu je sa projektom zadatkom koji smo dogovorili. Ne prihvatamo niti preuzimamo odgovornost i za bilo koju drugu svrhu prema bilo kom drugom licu ili organizaciji. Svako pozivanje bilo kojeg trećeg lica na ovaj Izveštaj je na sopstveni rizik i odgovornost.

Rukovodstvo Društva je odgovorno za pripremu Izveštaja u skladu sa GRI. Dodatno, rukovodstvo Društva je odgovorno za interne kontrole koje su dizajnirane i implementirane kako bi sprečile da Izveštaj sadrži materijalno pogrešne iskaze. Pored toga, rukovodstvo Društva je odgovorno da obezbedi da je dokumentacija koja nam je dostavljena potpuna i tačna. Rukovodstvo Društva je takode odgovorno za održavanje sistema internih kontrola koji u razumnoj meri obezbeđuje da gore navedena dokumentacija ne sadrži materijalno značajne pogrešne iskaze nastale usled prevarne radnje ili greške.

OBIM ANGAŽOVANJA I KRITERIJUMI

Angažovanje uveravanja planirano je i izvršeno u skladu sa Međunarodnim standardom za angažovanja uveravanja osim revizije i pregleda istorijskih finansijskih informacija (u daljem tekstu „ISAE 3000-revidiran“) sa ciljem sticanja ograničenog uveravanja na:

1. Tačnost i kompletnost kvantitativnih podataka i verodostojnost kvalitativnih informacija koje se odnose na GRI Opšte standardne podatke, zahtevane prema osnovnom nivou izveštavanja.
2. Tačnost i kompletnost kvantitativnih podataka (indikatora performansi) i verodostojnosti izjava (GRI Podaci o pristupu upravljanju- GRI „DMA“) koji se odnose na GRI Specifične standardne podatke, a koji odgovaraju aspektima koji su materijalni u najvećoj meri kao što je to prikazano u analizi materijalnosti Društva.
3. Uskladenost Izveštaja koji je pripremljen u skladu sa osnovnim nivoom izveštavanja sa odgovarajućim zahtevima GRI smernica izveštavanja o održivosti.



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INDEPENDENT ASSURANCE STATEMENT

TO THE MANAGEMENT OF HEMOFARM A.D. VRŠAC

The 2021 Corporate Responsibility Report (“the Report“) of Hemofarm a.d. Vršac (“the Company“) has been prepared by the Company’s management which is responsible for the collection and presentation of the information contained therein. Our responsibility is limited in carrying out a limited assurance engagement on specific scope on the Report, which is prepared in accordance with the “In accordance - Core“ option level of the GRI Sustainability Reporting Guidelines (“GRI“). Our responsibility in performing our assurance engagement is solely to the management of the Company and in accordance with the terms of reference agreed between us. We neither accept nor we assume any responsibility and for any other purpose to any other person or organization. Any reliance any third party may place on the Report is entirely at its own risk and responsibility.

The Company’s management is responsible for the preparation of the Report in accordance with the GRI. In particular, the Company’s management is responsible for internal controls being designed and implemented to prevent the Report from being materially misstated. In addition, the Company’s management is responsible for ensuring that the documentation provided to us is complete and accurate. The Company’s management is also responsible for maintaining the internal control system that reasonably ensures that the documentation described above is free from material misstatements, whether due to fraud or error.

WORK SCOPE AND CRITERIA

The assurance engagement has been planned and performed in accordance with the International Standard on Assurance Engagements Other Than Audits or Reviews of Historical Financial Information (“ISAE3000“ revised), in order to provide a limited level assurance opinion on:

1. The accuracy and completeness of quantitative data and the plausibility of qualitative information related to the GRI General Standard Disclosures, required for the “In accordance - Core“ option.
2. The accuracy and completeness of quantitative data (performance indicators) and plausibility of statements (GRI Disclosures on Management Approach) related to the GRI Specific Standard Disclosures, which correspond to the most material issues, as presented in the Company’s materiality analysis.
3. The Report’s “In accordance - Core“ adherence against the related GRI requirements.

OBAVLJENI POSTUPCI

U cilju formiranja zaključaka, naše procedure bile su zasnovane (ali nisu ograničene), na sledećem:

- Sprovedenim razgovorima sa predstavnicima rukovodstva Društva kako bismo stekli razumevanje procesa, politika i aktivnosti u oblasti korporativne odgovornosti tokom izveštajnog perioda.
- Pregledu informacija kako bismo potkrepili podatke i iskaze u vezi sa održivim poslovanjem Društva tokom 2021. godine, predstavljenih u Izveštaju.
- Pregledu procesa u Društvu kako bi utvrdili materijalna pitanja koja treba uključiti u Izveštaj, zastupljenost ovih materijalnih pitanja u okviru Izveštaja kao i materijalnih pitanja koja su zastupljena u medijima i izveštajima o održivosti odabrane konkurencije.
- Razgovorima sa stručnjacima koji su odgovorni za upravljanje, upoređivanje i pregled podataka koja se odnose na GRI Opšte i Specifične standardne podatke u okviru našeg angažovanja, a za potrebe internog i javnog izveštavanja.
- Pregledu relevantne dokumentacije i sistema izveštavanja, uključujući alate za upoređivanje, korišćene modele i smernice.
- Pregledu Izveštaja u smislu adekvatnog obelodanjivanja GRI Opštih i Specifičnih standardnih podataka u okviru našeg angažovanja koji uključuje diskusiju o ograničenjima i pretpostavkama koje se odnose na način na koji su podaci predstavljeni.
- Pregled GRI Sadržaja Indeksa kao i navedenih referenci i njihovu uskladenost sa zahtevima osnovnog nivoa izveštavanja.

NIVO UVERAVANJA

Naše procedure su kreirane sa ciljem dobijanja ograničenog uveravanja (kao što se navodi u ISAE 3000-revidiran) na osnovu kojeg smo formirali naše zaključke. Obim ovih procedura je manji od onih čiji je cilj dobijanje razumnog nivoa uveravanja i iz tog razloga, pribavljen je niži nivo uveravanja.

OGRANIČENJA NAŠEG PREGLEDA

- Naš pregled je bio ograničen na verziju Izveštaja na srpskom jeziku. U slučaju nekonzistentnosti u prevodu između srpske i engleske verzije Izveštaja, kada su u pitanju naši zaključci, verzija na srpskom jeziku biće merodavna.
- Ne iskazujemo uverenje koje se odnosi na buduće informacije kao što su procene, očekivanja ili ciljevi kao ni njihova ostvarljivost.
- Obim našeg angažovanja nije uključivao pregled aktivnosti ili učinke trećih lica niti prisustvovanje aktivnostima angažovanja zainteresovanih strana.
- Naš pregled nije uključivao testiranje informacionih sistema Društva koji su korišćeni ili na kojima se zasnivalo prikupljanje i grupisanje podataka.

WHAT WE DID TO FORM OUR CONCLUSIONS

In order to form our conclusions we performed (but were not limited to) the steps outlined below:

- Performed interviews with Management executives in order to understand the Company's corporate responsibility processes, policies and activities during the reporting period.
- Reviewed information in order to substantiate data and statements regarding the Company's sustainability performance in 2021, as these are presented in the Report.
- Reviewed the Company's processes for determining material issues to be included in the Report, as well as the coverage of these material issues within the Report, material issues covered by media, and sustainability reports of selected peers.
- Interviewed specialists responsible for managing, collating and reviewing data related to the GRI General and Specific Disclosures under the scope of our engagement, for internal and public reporting purposes.
- Reviewed relevant documentation and reporting systems, including collation tools, templates used, and guidance documents.
- Reviewed the Report for the appropriate presentation of the GRI General and Specific Standard Disclosures under the scope of our engagement, which included discussions of limitations and assumptions relating to the way data are presented.
- Reviewed the GRI Content Index and the references included therein, against the GRI Standards' requirements for the "In accordance - Core" option.

LEVEL OF ASSURANCE

Our procedures were designed in order to obtain a limited level of assurance (as set out in ISAE 3000-revised) on which we formed our conclusions. The extent of these procedures is less than those designed to obtain a reasonable level of assurance and therefore a lower level of assurance is obtained.

LIMITATIONS OF OUR REVIEW

- Our review was limited to the Serbian version of the Report. In the event of any inconsistency in translation between the English and Serbian versions, as far as our conclusions are concerned, the Serbian version of the Report prevails.
- We do not provide any assurance relating to future information such as estimates, expectations or targets, or their achievability.
- The scope of our work did not include any review of third-party activities or performance, nor attending any stakeholder engagement activities.
- Our review did not include testing of the Information Technology systems used or upon which the collection and aggregation of data was based by the Company.

ZAKLJUČCI

Na osnovu našeg pregleda i u skladu sa projektnim zadatkom i ograničenjima našeg angažovanja, iznosimo sledeće zaključke. Naši zaključci su zasnovani na adekvatnoj primeni odabranih kriterijuma i potrebno ih je tumačiti zajedno sa datim paragrafom „Obavljeni postupci“.

1. Koliko su kompletni i tačni kvantitativni podaci i koliko su verodostojne kvalitativne informacije koje se odnose na GRI Opšte standardne podatke koji su u okviru našeg obima angažovanja?
 - Nismo došli do saznanja koja bi ukazivala da Društvo, prema postavljenim granicama i u periodu izveštavanja na koji se Izveštaj odnosi, nije uključilo kvantitativne podatke u Izveštaj koji se odnose na GRI Opšti standardni podaci, a koji su u okviru našeg obima angažovanja.
 - Nismo došli do saznanja koja bi ukazivala da postoje greške ili nepravilnosti u upoređivanju kvantitativnih podataka koji se odnose na GRI Opšte standardne podatke koji su u okviru našeg obima angažovanja ili u prenošenju ovih podataka u Izveštaj, koji bi imali materijalni uticaj na način na koji su predstavljeni.
 - Pregledali smo informacije i objašnjenja izabranih iskaza rukovodstva (kvalitativne informacije) koje se odnose na GRI Opšte standardne podatke, kao što su predstavljene u Izveštaju, i za iste nismo imali saznanja o materijalnim nepravilnostima.
 - Nismo došli do saznanja koja bi nas navela da zaključimo da je analiza materijalnosti nepravilno prikazana na osnovu sprovedenih procedura Društva.
2. U kojom meri su kompletni i tačni kvantitativni podaci (indikator performansi) i koliko su verodostojni iskazi (GRI Podaci o pristupu upravljanju) koji se odnose na GRI Specifične standardne podatke koji su u okviru našeg obima angažovanja?
 - Nismo došli do saznanja koja bi ukazivala da Društvo, u skladu sa definisanim granicama za svako materijalno pitanje i u izveštajnom periodu na koji se Izveštaj odnosi, nije uključilo kvantitativne podatke (indikator performansi) u Izveštaj koji je u skladu sa GRI Specifičnim standardnim podacima koji su u okviru našeg angažovanja.
 - Nismo došli do saznanja koja bi ukazivala da postoje greške ili nepravilnosti u upoređivanju kvantitativnih podataka koji se odnose na GRI Specifične standardne podatke koji su u okviru našeg angažovanja ili u prenošenju ovih podataka u Izveštaj, koji bi imali materijalni uticaj na način na koji su predstavljeni.
 - Pregledali smo informacije i objašnjenja izabranih iskaza rukovodstva (GRI Podaci o pristupu upravljanju) koje se odnose na GRI Specifične standardne podatke predstavljenih u Izveštaju, i za iste nismo imali saznanja o materijalnim netačnostima.
3. Da li Izveštaj ispunjava zahteve osnovnog nivoa izveštavanja u skladu sa smernicama GRI?
 - Na osnovu našeg pregleda, nismo došli do saznanja koja bi ukazivala da Izveštaj ne ispunjava zahteve osnovnog nivoa izveštavanja u skladu sa smernicama GRI.

CONCLUSIONS

Based on our review and according to the terms of reference and the limitations of our work, we report the following conclusions. Our conclusions are based on the appropriate application of the selected criteria and should be read in conjunction with the “What we did to form our conclusions” section above.

1. How complete and accurate are the quantitative data and how plausible is the qualitative information related to the GRI General Standard Disclosures under the scope of our engagement?
 - Nothing has come to our attention that causes us to believe that any reporting unit, according to the set boundary and time period stated in the Report, is not included in the quantitative data of the Report related to the GRI General Standard Disclosures under the scope of our engagement.
 - Nothing has come to our attention that causes us to believe that errors or inaccuracies exist in the collation of the qualitative data related to the GRI General Standard Disclosures under the scope of our engagement, or in the transposition of these data to the Report, that would materially affect the way they are presented.
 - We have reviewed information and explanations on selected Management statements (qualitative information) related to the GRI General Standard Disclosures, as these are presented in the Report and no material misstatements came to our attention.
 - Nothing has come to our attention that causes us to believe that materiality analysis is inaccurately presented based on the procedures followed by the Company.
2. How complete and accurate are the quantitative data (performance indicators) and how plausible are the statements (GRI Disclosures on Management Approach) related to the GRI Specific Standard Disclosures under the scope of our engagement?
 - Nothing has come to our attention that causes us to believe that any reporting, according to the set boundary per material issue and the time period stated in the Report, is not included into the quantitative data (performance indicators) of the Report related to the GRI Specific Standard Disclosures under the scope of our engagement.
 - Nothing has come to our attention that causes us to believe that errors or inaccuracies exist in the collation of the data related to the GRI Specific Standard Disclosures under the scope of our engagement, or in the transposition of these data to the Report that would materially affect the way they are presented.
 - We have reviewed information and explanations on selected Management statements (GRI Disclosures on Management Approach) related to the GRI Specific Standard Disclosures, as presented in the Report and no material misstatements came to our attention.
3. Does the Report meet the GRI requirements of the “In accordance – Core” option?
 - Based on our review, nothing has come to our attention that causes us to believe that the Report does not meet the requirements of the “In accordance – Core” option, as presented in the GRI Content Index.

NEZAVISNOST

Sproveli smo angažovanje uveravanja u skladu sa Međunarodnim standardima za angažovanja, posebno u skladu sa „ISAE 3000-revidiran“. Ovi standardi zahtevaju usklađenost sa etičkim standardima kao i planiranje i sprovođenje angažovanje uveravanja kako bismo dobili ograničeno uveravanje o predmetu navedenom iznad.

Primenjujemo Međunarodni standard za kontrolu kvaliteta 1 (ISQC 1) i shodno tome, održavamo robustan sistem kontrole kvaliteta uključujući politike i procedure kojima dokumentujemo usaglašenost sa relevantnim etičkim i profesionalnim standardima i zahtevima zakona i regulative.

Usklađeni smo sa zahtevima za nezavisnošću i drugim etičkim zahtevima IFAC Etičkog kodeksa za profesionalne računovođe koji utvrđuje osnovne principe integriteta, objektivnosti, profesionalne kompetentnosti i dužne pažnje, poverljivosti i profesionalnog ponašanja.

Beograd, 31. oktobra 2022. godine



Danijela Mirković
Ovlašćeni revizor
Ernst & Young d.o.o. Beograd



INDEPENDENCE

We conducted our assurance engagement in accordance with International Assurance Standards, particularly ISAE 3000 (revised). These regulations require that we comply with ethical standards and plan and perform our assurance engagement to obtain limited assurance about the specific scope explained above.

We apply International Standard on Quality Control 1 (ISQC 1), and accordingly, we maintain a robust system of quality control, including policies and procedures documenting compliance with relevant ethical and professional standards and requirements in law or regulation.

We comply with the independence and other ethical requirements of the IFAC Code of Ethics for Professional Accountants, which establishes the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Belgrade, 31 October 2022



Danijela Mirković
Authorized Auditor
Ernst & Young d.o.o. Beograd



BELEŠKE NOTES

BELEŠKE NOTES

