



## **GALENICA'S HUMAN RESOURCES POLICY**

BERNE, 1 JANUARY 2004



## OUR UNDERSTANDING OF HUMAN RESOURCES MANAGEMENT (HRM)

GALENICA IS A GROUP OF COMPANIES THAT OPERATE IN THE HEALTH-CARE MARKET. WE DEVELOP, MANUFACTURE AND SELL HIGH-QUALITY PHARMACEUTICAL AND PARAPHARMACEUTICAL PRODUCTS. WE PROVIDE EFFICIENT AND RELIABLE LOGISTICAL SERVICES AND OFFER SECURE DATABASES AND ESTABLISHED MARKET NETWORKS. FURTHERMORE, OUR OWN SALES POINTS SPECIALISE IN A HIGH STANDARD OF CUSTOMER SERVICES AND PROFESSIONAL ADVICE.

\_Our corporate policy is based on values such as trust, honesty, mutual respect and social responsibility, as well as specialised services and targets and high quality standards all aimed at achieving corporate objectives centred on a forward-looking approach and growth, focusing on customers' needs and sustainability.

\_The Group's human resources policy sets out the binding guidelines of our Human Resources Management (HRM) and is also based on our values. The

directive guidelines are intended to be valid for all companies within the Group. Our human resources policy stipulates how we as employers should treat our staff and what we expect from them.

\_Human Resources Management involves in particular the responsibility borne by our managers. They act as models for their staff and in carrying out their management tasks they undertake to adhere to the Group's human resources policy, for which they receive the professional support of HRM-specialists. Leadership qualities are an important element in our qualification system.

\_Our HRM is a supportive aspect of the Galenica Group's strategic approach and makes an important contribution towards the success of our commercial activities. Our HRM-policy has a strong influence on our corporate culture, encourages our staff to identify with the company they work for and increases solidarity within the Group. All these HRM-objectives are implemented through professional, efficient and standardised procedures and the use of transparent, forward-looking tools.



## OUR HUMAN RESOURCES GUIDELINES

**PRESENCE ON THE LABOUR MARKET** \_Through our presence and image we aim to draw the attention of all our different partners in a positive way. On the labour market we are considered to be an attractive employer. The attitude and development of our staff imply a commitment and an investment for us. Our position is strengthened in a sustainable manner through specific communication and a professional presence. The measures we adopt are based on systematic analyses and aimed at continual improvement.

**COMMUNICATION** \_At all levels our communication is targeted and up-to-date. The information we provide is honest and transparent. Internal communication is encouraged through an attitude of frank openness where listening and understanding are as important as informing and convincing. We provide the necessary tools and opportunities to ensure that the required information is made available.

**RECRUITING STAFF** \_Staff recruitment is based on human resources planning derived from our corporate objectives. As well as our present requirements with regard to staff, those foreseen for the future are taken into account when recruiting staff. A high level of professionalism is ensured through clear requirements, well defined procedures and the corresponding tools. At all times we must ensure that the needs of our external and internal customers are met.

**COOPERATION** \_At Galenica, cooperation is marked by reasonable expectations on the part of the company and a high degree of commitment on the part of the staff, as well as mutual respect, trust and credibility. We appreciate the personal, linguistic and cultural differences among our staff and see this variety as an opportunity to learn from each other. Through respect and mutual development we create a suitable environment for promoting long-term cooperation.

We encourage and challenge our staff by putting in place the corresponding framework and pointing out future development opportunities. At the same time, we expect a high level of commitment, involvement and the corresponding degree of responsibility in each of our employees. Exchanging knowledge is encouraged in order to ensure that the necessary know-how is available when and where it is needed.

**MANAGEMENT BY OBJECTIVES** \_Our management have clear objectives and communicate expectations as well as the allotment tasks and responsibilities. These objectives are based on operational requirements and are designed to comply with corporate strategy. Thanks to the fact that we involve our staff they recognise the relationship between individual and team objectives and higher, corporate objectives. Target achievement is discussed regularly, managers acting at the same time as assessors and coaches, helping their staff to develop.



**HUMAN RESOURCES DEVELOPMENT** \_Human resources development promotes long-term performance and learning skills among our staff at all levels. Willingness to learn and development opportunities encourage a positive attitude towards change as well as continuity. It is the responsibility of each individual to develop his or her own skills and strengths. In this regard, employees have the support of their superiors, specialists and project managers, as set out in our corporate objectives.

We have different tools at our disposal which are designed to meet the needs of the Group and its employees. With the aim of ensuring the sustainable development of the Group and efficient human resources planning, we operate a systematic knowledge management system which encourages the exchange of know-how within the company and promotes a positive atmosphere for learning.

Our trainees are offered an environment in which they can learn social as well as professional skills.

This human resources policy has been approved by the Corporate Management of the Galenica Group and will come into force on 1 January 2004.

**REMUNERATION** \_At Galenica remuneration is based on requirements, the market and performance. We offer various conditions with regard to working hours, make a particular effort to encourage a healthy lifestyle among our staff, and are committed to providing attractive social benefits.

Apart from individual performance, the results achieved by the business units and the Group as a whole are taken into account for calculating salaries. Thanks to systematic salary comparisons we are able to ensure that the salaries we offer are as fair as possible.

**TERMINATION OF EMPLOYMENT CONTRACT** \_If an employee is dismissed owing to his or her individual performance or on economic reasons we ensure that social fairness is not neglected. If an employee has to leave us for economic reasons we offer him or her appropriate, professional assistance in finding a new position if necessary.

**HUMAN RESOURCES CONTROLLING** \_We continually use statistics and qualitative analyses to assess the quality of our HRM procedures, the quality of our management and how well we are implementing our human resources policy.

The results obtained are included in mutually agreed objectives with the aim of ensuring continual improvement at all levels.

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