



# BAUSCH+ Health

ANNUAL  
REPORT  
2018

Improving people's lives  
through our healthcare products.

[www.bauschhealth.gr](http://www.bauschhealth.gr)

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**Improving people's lives  
through our healthcare  
products.**

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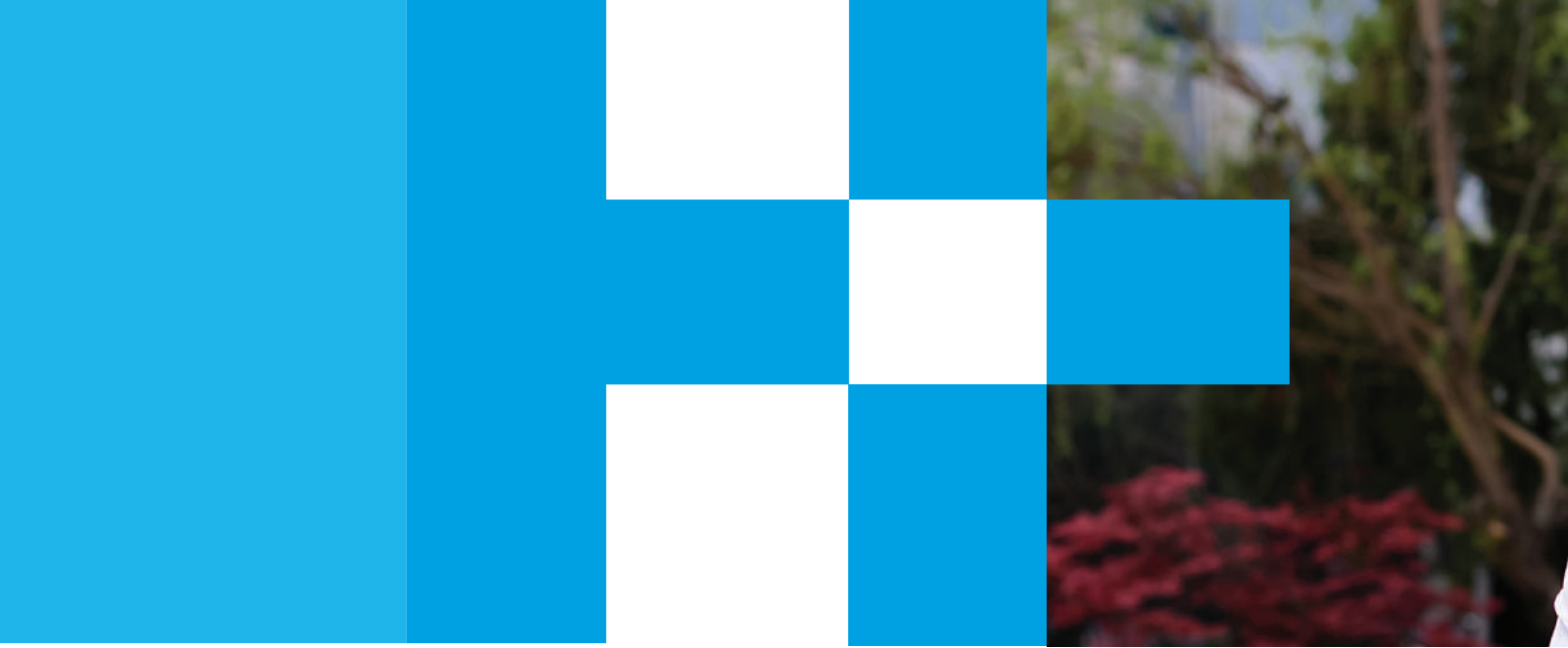
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# **2018 At a Glance**

<p><b>EUR 22.78 M</b> <b>Turnover</b></p>	<p><b>EUR 3.64 M</b> <b>Wages &amp; Benefits</b></p>	<p><b>11<sup>th</sup></b> <b>Best Workplace</b> In Greece for companies with 50 to 250 employees</p>
<p><b>ISO 37001</b> 1<sup>st</sup> Pharmaceutical Company in Greece to obtain anti bribery certification</p>	<p><b>3<sup>rd</sup> position</b> among 20 Pharmaceutical Companies in a Market Research bribery certification</p>	<p><b>1,753</b> <b>Training Hours</b></p>
<p> <b>108%</b> € June ytd growth vs 2017 internal sales (Excluding Abilify)</p>	<p> From <b>131</b> to <b>117</b> EI Ophtha Pharma</p>	<p> <b>335,000</b> Reach Mychoicemylife Facebook page</p>
<p><b>138%</b> Ebita growth 2018-2017</p> 	<p><b>92%</b> MS Mysimba FY 2018 New Drugs</p> 	<p><b>2,000</b> Invoiced Pharmacies</p> 
<p><b>100%</b> EI Company to 111FY 2018 excl Abilify</p> 	<p><b>&amp;</b> <b>40%</b></p>	<p><b>77%</b> Coverage Ophtha</p> 
<p><b>Mysimba</b> New Drugs Units MS</p> 	<p><b>+9%</b> Pharma Growth 2018 vs 2017 (24% excl Abi- lify)</p> 	<p><b>35%</b> Coverage</p> 



# **Message from the Managing Director**



It is a great honor and pleasure to present the very first [Annual Report](#) of BAUSCH Health Hellas. This publication, for the reference year 2018, presents our challenges and outlines the performance on our commitments, which we have set for our business growth.

The year 2018 was a milestone, as our brand name and corporate identity changed. This move was especially significant as it was part of the [global corporate transformation](#) and set the new strategic framework for action.

An integral part of the new reality for BAUSCH Health is Corporate Responsibility and Sustainable Development. The company has set [five commitment areas](#): Operate with Integrity, Respect for the Environment, Advance Global Health and Patient Care, Improve our Communities and Support Employee Growth and Well-being.

During the year, we worked to improve our [performance](#) across all commitment areas. In particular, we organized a campaign to inform physicians and pharmacists about the company's compliance, regarding the General Data Protection Regulation, we organized training and events for our employees, we set a Great Place to Work Task Force Team for our involvement in the Best Workplaces 2018 survey and delivered Corporate Responsibility activities, with emphasis on health issues.

Moreover, we are very proud that BAUSCH Health Hellas has been awarded with the [ISO 37001 Anti-bribery certification](#), being the first Pharmaceutical Company in Greece to obtain this certification.

This Annual Report follows the Corporate Responsibility principles of the international standard [ISO 26000](#) and provides reference to our impact on the [United Nations Sustainable Development Goals \(SDGs\)](#).

For BAUSCH Health Hellas, this Annual Report is a [strategic tool](#) for monitoring and evaluating our performance in our commitment areas as well as a structured engagement channel with our stakeholders, in our quest for improving people's lives through our healthcare products and providing innovative drugs of high quality for the general well-being.

Looking forward to receiving your feedback.

Sincerely,

**Iakovos Michalitsis**

Executive Director & General Manager Greece,  
Cyprus, Malta



# About this Report



This is the first Annual Report of BAUSCH Health Hellas, and the disclosing information covers the period from 01.01.2018 to 31.12.2018. Information in this report refers to the activities of BAUSCH Health Hellas, unless otherwise noted. BAUSCH Health Hellas is committed to disclosing information on its operations, regarding economic, environmental and social performance.

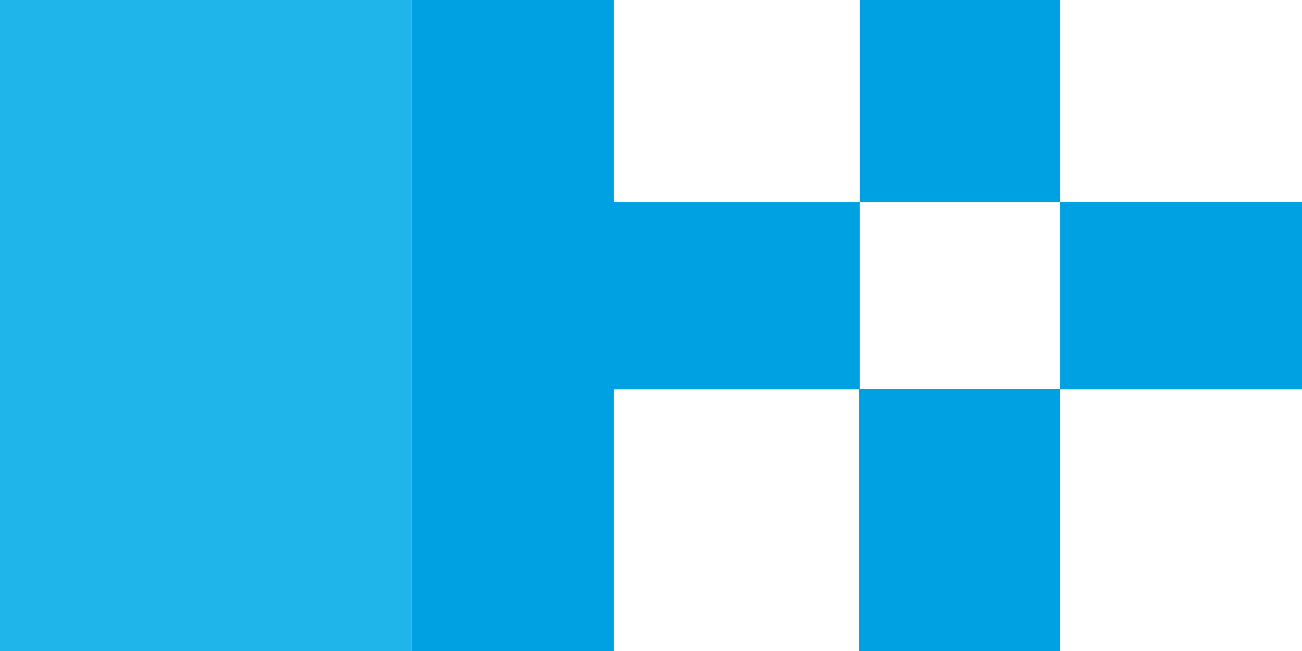
In determining the contents of the Report, BAUSCH Health Hellas has taken into account the provisions of Law 4403/2016, regarding the new type of reporting requirements for public-interest entities, specified by the provisions of Law 4308/2014 as well as the relevant Circular 62784/07.06.2017 of the Ministry of Economy, Development and Tourism (General Secretariat for Commerce & Consumer Protection, Directorate-General for the Market, Directorate for Companies & for the General Commercial Registry [GEMI], Institutional Regulations & GEMI Department).

The company also acknowledges the importance of Social Responsibility, hence along with the 17 SDGs we adopted the 7 Principles of Social Responsibility, as set by ISO 26000:2010.

Further information regarding our policies and results, in terms of their correspondence with the Standards are presented in the Annex section of this report. During the preparation of the report, BAUSCH Health Hellas was supported and received guidance from the advisory team of Global Sustain Group.



This Annual Report is meant to inform all stakeholders of the company. We encourage all readers of the Report to contact us for any enquiry or suggestion for further improvement. Our team will pleasantly take under consideration any suggestions over corporate responsibility, sustainable development and related activities.



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For further details about this Annual Report,  
please contact:

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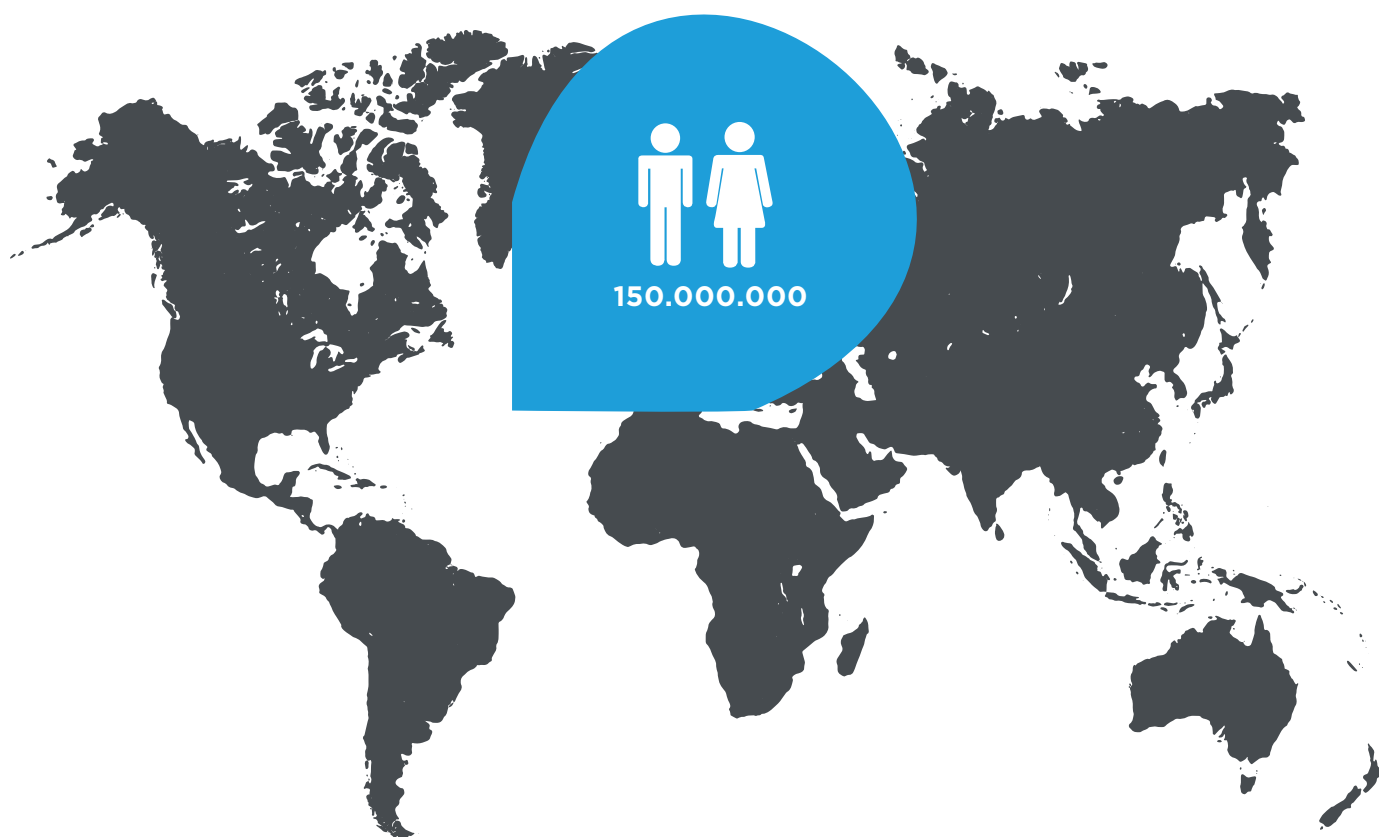
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The Annual Report 2018 is available on the corporate  
website, on: **[www.bauschhealth.gr](http://www.bauschhealth.gr)**

# BAUSCH Health Companies Inc.

01

BAUSCH Health Companies Inc. is a multinational pharmaceutical company that develops and merchandises branded prescription drugs, branded generics drugs and over the counter (OTC) medicines for multiple medical specialties. The Company's core focus is on the areas of *eye health, gastrointestinal diseases and dermatology*. The global corporate headquarters are in Laval, Quebec, Canada, while the U.S. headquarters are in Bridgewater, N.J. It employs about 22.000 people worldwide and is listed on the New York and Toronto Stock Exchanges, with overall turnover 10 billion US dollars. The Company has global presence in many geographic regions, including North America, Asia Pacific, Latin America, Europe, the Middle East and Africa.



35+	Locations in the EMEA region
12	Manufacturing sites in Europe

Each day, **BAUSCH Health products** are used by up to **150 million people** around the world.

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# 1. Transformation opportunity of a lifetime



In 2018, the multinational Pharmaceutical Group “Valeant Pharmaceuticals International Inc.” announced the Company’s name change and rebranding, from “Valeant Pharmaceuticals International Inc.” to “BAUSCH Health Companies Inc.”

This transformation reflects the new era of the Group and becomes a step towards the future. Choosing “BAUSCH Health” as a new company name embodies the credibility and the highly respected years in the healthcare sector for over 165 years. BAUSCH Health is dedicated to improving people’s lives through its healthcare products and providing innovative drugs of high quality for the general well-being.

# About BAUSCH Health Hellas

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## 1. Overview



BAUSCH Health Hellas is an innovative pharmaceutical company, [founded in 2005](#), under the European Pharmaceutical company PharmaSwiss.

In 2011, the multinational Group of BAUSCH Health Companies (ex. Valeant), proceeded with the strategic acquisition of PharmaSwiss, including the Greek subsidiary.

This strategic decision enforced the local market and created the opportunity for BAUSCH Health Hellas to emerge and acquire an important product portfolio, which was an investment of 10 million Euros.

Today, the Company belongs to the multinational Group of BAUSCH Health Companies Inc. and values the 165 years heritage of the Group.

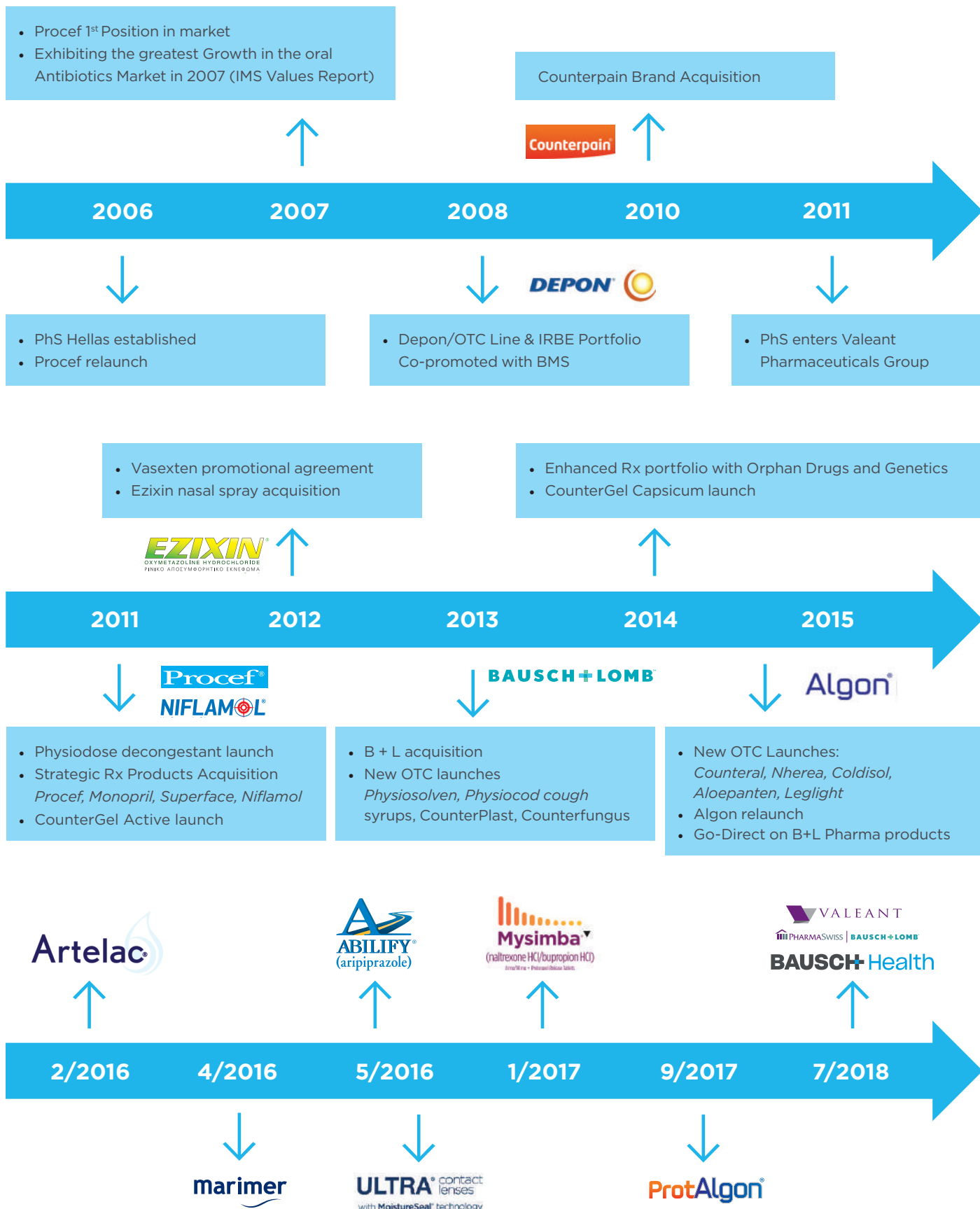
The Company specializes in prescription drugs for diverse therapeutic categories, while holds a leading position in [Ophthalmology](#).

Since 2005, BAUSCH Health Hellas, has established important collaborations with Greek pharmaceutical companies, which have taken over the drugs production, on behalf of BAUSCH Health Hellas. Some acknowledged pharmaceutical companies, associated with BAUSCH Health Hellas are: Famar, Rontis Hellas, Kleva, Olympus and Veral, among others.

Despite the economic recession and the deterioration of healthcare services in the country, BAUSCH Health Hellas implements a strategic action plan to establish its presence in Greece, Cyprus and Malta, while continuing to expand its business activity.

Product portfolio includes pharmaceuticals and high-tech medical equipment of high quality that stand out in the health sector. With these tools and our dedication to changing people's lives through our healthcare products, we aim to provide the best healthcare solutions for the patients and the overall well-being.

# i. History Milestones



## ii. Memberships and Participations

Our company has an extensive network of participations, memberships and partnerships, academic institutions and intergovernmental bodies. We value our partnerships and we evolve through them. For us, it is of high interest to assess the new trends, share them and establish new standards with associations and networks, so that our patients receive the highest quality and benefits from our products.



HELLENIC ASSOCIATION OF PHARMACEUTICAL COMPANIES

Hellenic Association of Pharmaceutical Companies



ΣΥΝΔΕΣΜΟΣ ΕΤΑΙΡΕΙΩΝ  
ΦΑΡΜΑΚΩΝ ΕΥΡΕΙΑΣ ΧΡΗΣΗΣ

Hellenic Association of Self Medication



Service Employees International Union Healthcare



CEO Clubs Greece



AMERICAN-HELLENIC  
CHAMBER OF COMMERCE

American - Hellenic Chamber of Commerce



ΕΛΛΗΝΙΚΗ ΕΤΑΙΡΕΙΑ  
ΦΑΡΜΑΚΕΥΤΙΚΟΥ MANAGEMENT

Hellenic Pharmaceutical Management Association



Athens Chamber of Commerce & Industry

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## 2. Our Culture



### **Our vision**

**To be your trusted  
healthcare partner.**

### **Our mission**

**Improving people's  
lives through our  
healthcare products.**

Our mission is supported by five pillars – guiding principles that are foundational to our success and future growth. They provide overall direction for the company and the tools necessary to rise to any challenge.

## Quality Healthcare Outcomes

- ▶ We are dedicated to delivering high-value, meaningful products and services that resonate with patients and prescribers. Bringing value to our stakeholders, while delivering safe and effective products is at the heart of everything we do.

## Customer Focused

- ▶ We measure ourselves and our actions through the lens of our customers and patients. We build strong relationships with customers and deliver on quality products and services.

## Innovation

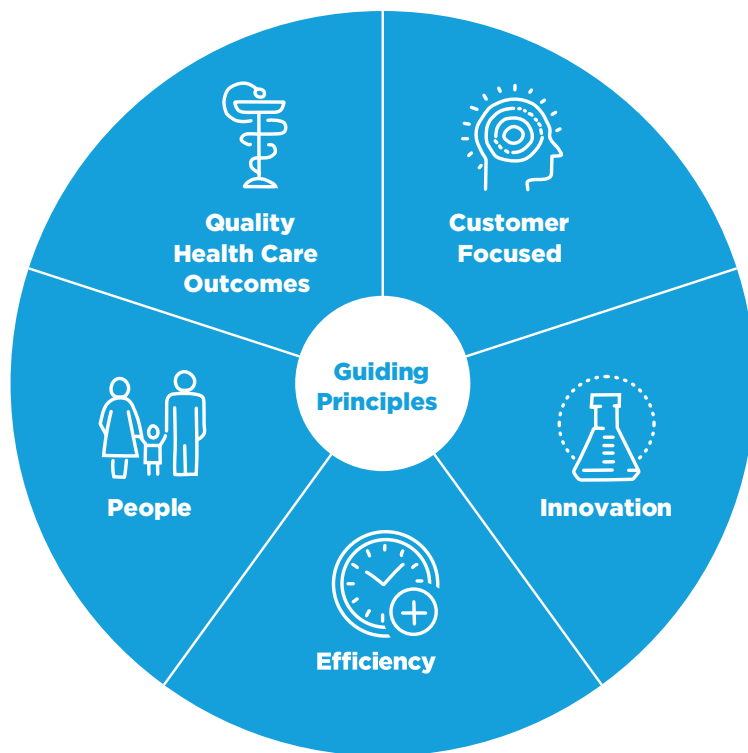
- ▶ Innovation is essential, as we search out new ways and continuously identify opportunities to design, develop and advance creative, ethical solutions that are timely and effective.

## Efficiency

- ▶ Focus and execution enables us to drive productivity, leaving no stone unturned in identifying where we can make improvements and deliver value. We address the challenges of a changing market quickly and never compromise on quality.

## People

- ▶ Our employees come to work each day focused on improving people's lives. They are essential to the success of the organization. We strive to build and retain a strong team by recognizing and rewarding excellence, and by creating development opportunities.



# Our Compass



Our compass constitutes the guide of BAUSCH Health for the achievement of our vision as an organization. Compass includes six indispensable values which lead us in the future with optimism and certainty for our contribution to health.

Our core values define what we stand for, how we conduct ourselves and how we interact with colleagues, customers, vendors, shareholders and other stakeholders. Our core values are:

## Accountability

- ▶ Accepting personal responsibility for our actions and focusing on finding solutions and delivering results. We keep our promises and commitments.

Improving people's lives  
through our healthcare products.

ACCOUNTABILITY  
AGILITY  
COURAGE  
INTEGRITY  
TEAMWORK  
RESULTS ORIENTATION

## Agility

- ▶ Responding rapidly to changes in the internal and external environment without losing momentum or vision.

## Courage

- ▶ Acting decisively and leading boldly, imagining and pursuing new possibilities for our future. We stand up for what is right and support others who do so.

## Integrity

- ▶ Conducting business with the highest standards of professional behavior and ethics. We are transparent, honest, ethical and fair in all our interactions; people trust us to adhere to our word.

## Teamwork

- ▶ Achieving common goals through open and honest communication. We show concern for one another and are supportive of each other's efforts.

## Results Orientation

- ▶ Consistently delivering required business results, meeting deadlines and complying with quality, productivity and performance standards.

# 3. Corporate Social Responsibility



As a global company dedicated to improving people's lives through our healthcare products, Corporate Social Responsibility (CSR) addresses to us in our daily responsibilities. More than 150 million people use BAUSCH Health products, while more

than 22,000 employees work in BAUSCH Health, in more than 100 countries around the globe. This is a big opportunity and an even bigger responsibility, so as to make a positive difference. We have framed our CSR work around five key commitment areas:

## Operate with Integrity



- ▶ Our mission “to be your trusted health care partner” is built on a promise to our stakeholders that we will operate with the highest standards of ethics and integrity – every employee, every day.

## Respect the Environment



- ▶ We are committed to protecting our employees and communities and preserving the natural environment for current and future generations. To do so, we work daily to become a more environmentally friendly company, by reducing our fuel and energy consumption, use the natural resources wisely, while minimizing the ecological footprint of the waste.

## Advance Global Health and Patient Care



- ▶ Our mission of improving people's lives through our healthcare products goes far beyond our business pursuits. It also serves as through driving force, behind our social responsibility commitments.



- ▶ Our company and our people are deeply committed to improving the health and well-being of the communities where we live and work. BAUSCH Health long-term success is linked directly to our ability to make a positive difference.



- ▶ At each of our more than 100 sites worldwide, we want all our employees to feel proud, as part of our company, and energized to do their best every day. We are dedicated to ensuring all individuals who work for us and making them feel welcome, supported and valued for their talents and contributions.

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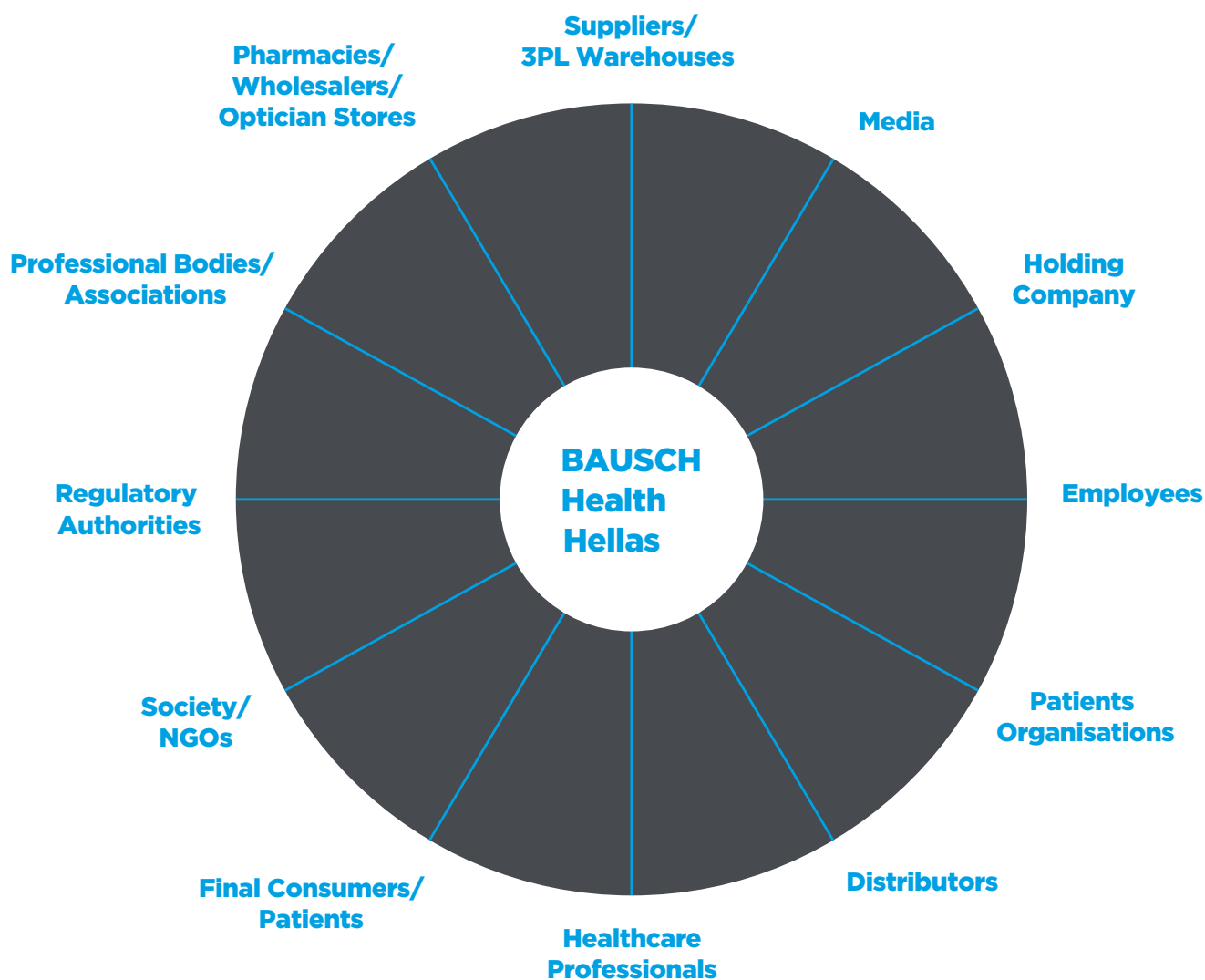
# 4. Stakeholder Engagement



BAUSCH Health Hellas aims to establish a robust and regular communication with its stakeholders. We use several methods of stakeholder engagement as a tool for understanding reasonable expectations, interests and informational needs of our stakeholders. Stakeholders are the groups affected by our activities and also those who affect our company, directly or indirectly, in various ways. In particular, stakeholders have a direct or indirect interest in our company and interact with it, thus impacting its operation accordingly.

Our Stakeholder Engagement Plan targets to improving and increasing the stakeholder's engagement, through a process aligned with the mission and values of our company. We aim to the creation of a competitive component for the growth of our business with a 3-step policy:

- ▶ Show our interest in their point of view
- ▶ Communicate to society the benefits of our products
- ▶ Give voice to their concerns



## Holding Company

Topics of interest and expectations	Communication methods	Frequency
<ul style="list-style-type: none"> <li>• Good financial performance</li> <li>• Business development</li> <li>• Compliance with global policies and procedures</li> <li>• Corporate governance</li> <li>• Corporate reputation and transparency</li> <li>• Product quality</li> <li>• Responsible and sustainable operation</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings with the holding company</li> <li>• Emails</li> <li>• Calls</li> <li>• Trainings and updates</li> <li>• Financial statements</li> <li>• Press Releases</li> <li>• Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>• Annually</li> <li>• Daily</li> <li>• Daily</li> <li>• When necessary</li> <li>• Annually</li> <li>• When necessary</li> <li>• Annually</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• Implementation and monitoring of business plan</li> <li>• Responsible and sustainable operation</li> <li>• Publication of the first Annual Report in Greece</li> <li>• Compliance with the BAUSCH Health Code of Conducts and Corporate Governance policies</li> <li>• Annual training on Corporate Governance policies</li> <li>• Compliance with the quality standards of BAUSCH Health</li> <li>• Focused marketing plan and promotion initiatives</li> <li>• Implementation of CSR and Sustainable Development Strategy</li> </ul>	

## Employees

Topics of interest and expectations	Communication methods	Frequency
<ul style="list-style-type: none"> <li>• Decent and attractive remuneration and perks</li> <li>• Health and Safety in workplace</li> <li>• Training and development</li> <li>• Equal opportunities and recognition</li> <li>• Relations with management</li> <li>• Information regarding financial performance</li> <li>• CSR activities</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings with the Management team</li> <li>• Internal communication (intranet, emails, calls, announcements)</li> <li>• Face to Face communication</li> <li>• Trainings and workshops</li> <li>• Corporate events</li> <li>• Financial Statements</li> <li>• Internal Newsletter</li> <li>• CSR activities</li> <li>• Employees satisfaction survey</li> </ul>	<ul style="list-style-type: none"> <li>• When necessary</li> <li>• Daily</li> <li>• Daily</li> <li>• When necessary</li> <li>• Annually</li> <li>• Annually</li> <li>• Monthly</li> <li>• When feasible</li> <li>• Annually</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• Provision of attractive remuneration and perks</li> <li>• Strict implementation of Health and Safety plan</li> <li>• Extensive training program</li> <li>• Compliance to the BAUSCH Health Code of Conduct and Corporate Governance policies</li> <li>• Compliance to labor regulation</li> <li>• Implementation of CSR activities</li> <li>• Implementation of Satisfaction Survey</li> <li>• Publication of the first Annual Report in Greece</li> </ul>	

## Patients Organisations

Topics of interest and expectations	Communication methods	Frequency
<ul style="list-style-type: none"> <li>• Collaboration and support</li> <li>• Informational material</li> <li>• Effective and interactive dialogue</li> <li>• Volunteering actions</li> <li>• Networking</li> </ul>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Social media</li> <li>• Press releases and announcements</li> <li>• Meetings with Patients' Organizations</li> <li>• Emails</li> <li>• Calls</li> <li>• Participation in events</li> <li>• CSR activities</li> </ul>	<ul style="list-style-type: none"> <li>• Daily</li> <li>• Daily</li> <li>• When necessary</li> <li>• When necessary</li> <li>• When necessary</li> <li>• When necessary</li> <li>• When necessary</li> <li>• When feasible</li> <li>• When feasible</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• Support to initiatives of patients' organizations</li> <li>• Open-gate communication approach</li> <li>• Frequent informational material to communication channels of the company</li> <li>• Implementation of CSR activities</li> <li>• Publication of the first Annual Report in Greece</li> </ul>	

## Healthcare Professionals

Topics of interest and expectations	Communication methods	Frequency
<ul style="list-style-type: none"> <li>• Quality products</li> <li>• Efficient supply chain</li> <li>• Ethical operations and transparency</li> <li>• Compliance to regulations</li> <li>• Effective collaboration and communication</li> <li>• Networking</li> <li>• Responsible and sustainable operation</li> </ul>	<ul style="list-style-type: none"> <li>• Emails</li> <li>• Field visits, Marketing materials</li> <li>• Website</li> <li>• Press Releases</li> <li>• Social Media</li> <li>• Promotional Activities</li> <li>• Client Satisfaction Survey</li> <li>• Medical information</li> </ul>	<ul style="list-style-type: none"> <li>• When necessary</li> <li>• When necessary</li> <li>• Daily</li> <li>• Daily</li> <li>• Daily</li> <li>• When necessary</li> <li>• Annually</li> <li>• When requested</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• Compliance with the quality standards of BAUSCH Health</li> <li>• Compliance with the BAUSCH Health Global Code of Conduct and Policies</li> <li>• Compliance to regulatory framework</li> <li>• Frequent and plentiful communication channels (website, social media etc.)</li> <li>• Presence to significant market events</li> <li>• Long-term and stable collaboration approach</li> <li>• Implementation of CSR activities</li> <li>• Publication of the first Annual Report in Greece</li> </ul>	

## Distributors

Topics of interest and expectations	Communication methods	Frequency
<ul style="list-style-type: none"> <li>• Quality products</li> <li>• Special offers and discounts</li> <li>• Efficient supply chain</li> <li>• Ethical operations and Transparency</li> <li>• Fair transactions</li> <li>• Compliance to regulations</li> <li>• Effective collaboration and communication</li> <li>• Networking</li> <li>• Responsible and sustainable operation</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings with clients</li> <li>• Emails</li> <li>• Calls</li> <li>• Website</li> <li>• Press Releases</li> <li>• Social Media</li> <li>• Market events and exhibitions</li> <li>• Client Satisfaction Survey</li> <li>• Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>• When necessary</li> <li>• Daily</li> <li>• Daily</li> <li>• Daily</li> <li>• When necessary</li> <li>• Daily</li> <li>• When necessary</li> <li>• Annually</li> <li>• Annually</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• Compliance with the quality standards of BAUSCH Health</li> <li>• Attractive price policy and discounts</li> <li>• High efficiency standards of the supply chain</li> <li>• Compliance with the BAUSCH Health Global Code of Conduct and Policies</li> <li>• Compliance to regulatory framework</li> <li>• Frequent and plentiful communication channels (website, social media etc.)</li> <li>• Presence to significant market events</li> <li>• Long-term and stable collaboration approach</li> <li>• Implementation of CSR activities</li> <li>• Publication of the first Annual Report in Greece</li> </ul>	

## Society / NGOs

Topics of interest and expectations	Communication methods	Frequency
<ul style="list-style-type: none"> <li>• Sponsorships and donations</li> <li>• Effective and interactive dialogue</li> <li>• Volunteering actions</li> <li>• Networking</li> <li>• Responsible and sustainable operation</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings</li> <li>• Emails</li> <li>• Calls</li> <li>• Website</li> <li>• Social media</li> <li>• Press releases / announcements</li> <li>• Participation in events</li> <li>• CSR activities</li> <li>• Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>• When necessary</li> <li>• When necessary</li> <li>• When necessary</li> <li>• Daily</li> <li>• Daily</li> <li>• When necessary</li> <li>• When feasible</li> <li>• When feasible</li> <li>• Annually</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• Support and participation to NGOs events</li> <li>• Open-gate communication approach</li> <li>• Frequent and diverse communication channels (website, and social media)</li> <li>• CSR activities</li> <li>• Publication of the first Annual Report in Greece</li> </ul>	

## Final Customers / Patients

Topics of interest and expectations	Communication methods	Frequency
<ul style="list-style-type: none"> <li>• Reputation of the brand</li> <li>• Quality products</li> <li>• Low prices</li> <li>• Innovative products</li> <li>• Availability of the products</li> <li>• Information material</li> <li>• Responsible and sustainable operation</li> </ul>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Social Media</li> <li>• Marketing material</li> <li>• Promotional activities</li> <li>• Pharmacovigilance phone line</li> <li>• Medical information</li> </ul>	<ul style="list-style-type: none"> <li>• Daily</li> <li>• Daily</li> <li>• Daily</li> <li>• When necessary</li> <li>• Daily</li> <li>• Daily</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• Compliance with the quality standards of BAUSCH Health</li> <li>• Marketing and Promotion initiatives</li> <li>• Application of every innovation and new trend of the industry</li> <li>• Compliance with the BAUSCH Health Global Code of Conduct and Policies</li> <li>• Continuous offers and competitive prices</li> <li>• High standards of the provided services</li> <li>• Frequent and diverse communication channels (website, and social media)</li> <li>• Publication of the first Annual Report in Greece</li> </ul>	

## Regulatory Authorities

Topics of interest and expectations	Communication methods	Frequency
<ul style="list-style-type: none"> <li>• Compliance with the regulatory framework</li> <li>• Health and Safety issues</li> <li>• Labor issues</li> <li>• Transparency</li> <li>• Reporting of financial data</li> <li>• Information about BAUSCH Health Hellas and its activities</li> <li>• Responsible and sustainable operation</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings</li> <li>• Emails</li> <li>• Calls</li> <li>• Website</li> <li>• Press Releases / Announcements</li> <li>• Financial Statements</li> <li>• Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>• When necessary</li> <li>• Daily</li> <li>• Daily</li> <li>• Daily</li> <li>• When necessary</li> <li>• Annually</li> <li>• Annually</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• Full compliance with the regulatory framework</li> <li>• Implementation of BAUSCH Health Code of Conduct and policies</li> <li>• Internal Control</li> <li>• Publication of financial statements</li> <li>• Publication of the first Annual Report in Greece</li> <li>• Annual Certifications</li> </ul>	

## Professional Bodies / Associations

Topics of interest and expectations	Communication methods	Frequency
<ul style="list-style-type: none"> <li>• Current market challenges</li> <li>• Economic and institutional development</li> <li>• Collaboration</li> <li>• Funding of initiatives</li> <li>• Responsible and sustainable operation</li> <li>• Networking</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings</li> <li>• Emails</li> <li>• Calls</li> <li>• Website</li> <li>• Press Releases / Announcements</li> <li>• Social Media</li> <li>• Market events and exhibitions</li> <li>• Memberships to networks</li> <li>• Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>• When necessary</li> <li>• Daily</li> <li>• Daily</li> <li>• Daily</li> <li>• When necessary</li> <li>• When necessary</li> <li>• When necessary</li> <li>• When necessary</li> <li>• When feasible</li> <li>• Annually</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• Participation to key industry and economic bodies</li> <li>• Support and participation to industry and economic events</li> <li>• Open-mind approach for collaboration and networking</li> <li>• Implementation of CSR activities</li> <li>• Publication of the first Annual Report in Greece</li> </ul>	

## Pharmacies / Wholesalers / Optician Stores

Topics of interest and expectations	Communication methods	Frequency
<ul style="list-style-type: none"> <li>• Brand reputation</li> <li>• Quality products</li> <li>• Low prices</li> <li>• Innovative products</li> <li>• Availability of the products</li> <li>• Information material</li> <li>• Efficient supply chain</li> <li>• Ethical operations and transparency</li> <li>• Compliance to regulations</li> <li>• Effective collaboration and communication</li> </ul>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Social Media</li> <li>• Marketing material</li> <li>• Emails</li> <li>• Calls</li> <li>• Press Releases / Announcements</li> <li>• Promotional activities / events</li> <li>• Client Satisfaction Survey</li> </ul>	<ul style="list-style-type: none"> <li>• Daily</li> <li>• Daily</li> <li>• When necessary</li> <li>• Daily</li> <li>• Daily</li> <li>• When necessary</li> <li>• When necessary</li> <li>• Daily</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>• Compliance with the quality standards of BAUSCH Health</li> <li>• Marketing and promotion initiatives</li> <li>• Application of every innovation and new trend of the industry</li> <li>• Continuous offers and competitive prices</li> <li>• High standards of the provided products</li> <li>• Frequent and diverse communication channels (website, and social media)</li> <li>• Publication of the first Annual Report in Greece</li> <li>• Compliance with the quality standards of BAUSCH Health</li> <li>• Compliance with the BAUSCH Health Global Code of Conduct and Policies</li> <li>• Compliance to the regulatory framework</li> </ul>	

## Suppliers / 3PL Warehouses

Topics of interest and expectations	Communication methods	Frequency
<ul style="list-style-type: none"> <li>Fair and transparent transactions</li> <li>Financial performance</li> <li>Responsible and sustainable operation</li> <li>Compliance to regulations</li> <li>Effective collaboration and communication</li> <li>Transparency</li> </ul>	<ul style="list-style-type: none"> <li>Meetings</li> <li>Calls</li> <li>Emails</li> <li>Website</li> <li>Social media</li> <li>Press releases</li> <li>Market events and exhibitions</li> <li>Financial statements</li> <li>Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>When necessary</li> <li>Daily</li> <li>Daily</li> <li>Daily</li> <li>Daily</li> <li>When necessary</li> <li>Annually</li> <li>Annually</li> <li>Annually</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>Compliance with the regulatory framework</li> <li>Implementation of the BAUSCH Health Code of Conduct and policies</li> <li>Publication of Financial Statements</li> <li>Long-term and stable collaboration approach</li> <li>Presence to significant market events</li> <li>Publication of the first Annual Report in Greece</li> </ul>	

## Media

Topics of interest and expectations	Communication methods	Frequency
<ul style="list-style-type: none"> <li>Information about BAUSCH Health and its products</li> <li>Financial performance</li> <li>Promotion of informational material</li> <li>CSR activities</li> <li>Awards / Distinctions</li> </ul>	<ul style="list-style-type: none"> <li>Meetings</li> <li>Emails</li> <li>Calls</li> <li>Website</li> <li>Social media</li> <li>Press Releases / Announcements</li> <li>Financial Statements</li> <li>Advertisements and marketing initiatives / PR events</li> <li>Promotional and informational material</li> <li>Market events and exhibitions</li> <li>CSR activities</li> <li>Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>When necessary</li> <li>Daily</li> <li>Daily</li> <li>Daily</li> <li>Daily</li> <li>When necessary</li> <li>Annually</li> <li>When necessary</li> <li>When necessary</li> <li>When feasible</li> <li>When feasible</li> <li>Annually</li> </ul>
<b>Response</b>	<ul style="list-style-type: none"> <li>Regular marketing promotion by the company</li> <li>Frequent and diverse communication channels (website and social media)</li> <li>Availability of Marketing and Communication Department for any media request</li> <li>Presence to significant market events</li> <li>Conduction of CSR activities</li> <li>Publication of the first Annual Report in Greece</li> </ul>	



## 1. Economic Performance



During 2018, BAUSCH Health Hellas distributed value of [22,231,905.08 EUR](#) proving its significant contribution to the Greek economy.

### Economic Value Generated and Distributed (2018)

	(EUR)
<b>Economic Value Generated</b>	
Revenues	22,778,547.70
<b>Economic Value Distributed</b>	
Operating Costs	18,039,091.86
Employees' Wages and Benefits	3,643,636.29
Payments to Providers of Capital	0.00
Payments to Government	545,312.93
Community Investments	3,864.00
<b>Economic Value Retained</b>	
	<b>546,642.62</b>

## Continuous Investments – Economic Footprint

Despite the continuing deterioration in financial figures and prospects, we methodologically applied the implementation of a coherent strategic investment plan, acquisitions and collaborations, across the range of health products.

Today, we employ [more than 70 employees](#) and distribute [more than 30 product brands](#).



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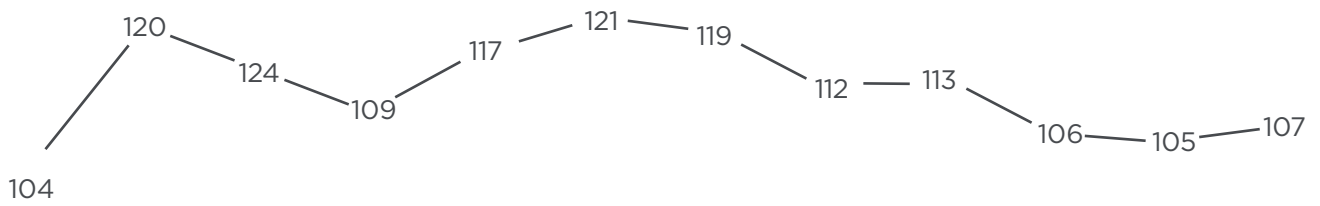
## 2. Market Performance

Constantly, we track our performance in the market, as we are strongly convinced that benchmarking will guide us to better business decisions. In 2018, we monitored our [evolution index](#) in the Greek pharmaceutical market against [20 renowned companies](#). The average price of this benchmarking index was 100;

meaning that companies above this level recorded a better performance than the market. We managed to surpass the average price in 2018 and the total 2018 performance classified us in the third position, rewarding the efforts of our employees.

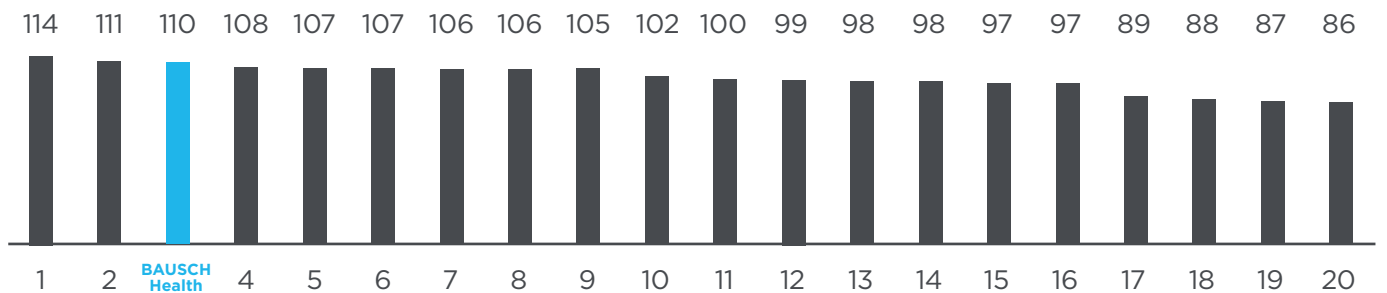


### BAUSCH Health Hellas Evolution Index (2018)



Jan. 18 Feb. 18 Mar. 18 Apr. 18 May 18 Jun. 18 Jul. 18 Aug. 18 Sep. 18 Oct. 18 Nov. 18 Dec. 18

### Evolution Index BAUSCH Health (2018)



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## 3. Future Priorities and Objectives



In BAUSCH Health Hellas we set future priorities and goals in order to create a common path for our employees to focus their efforts. These priorities prove our intention for further development in the Greek market and subsequently the expansion of our contribution to the Greek economy.

### Priorities in the Greek market

- ▶ Provision of the best solutions to patients, clients and society.
- ▶ Further establishment and enhancement of our presence in the Greek market.
- ▶ Take the leading position in all categories of ophthalmology and OTC brands.
- ▶ Acknowledgement as a reliable and trusted partner.

### Objectives in the Greek market

- ▶ Successful product launching from BAUSCH Health global portfolio.
- ▶ Acquisition of prescription brands that are well-established in the Greek market.
- ▶ Successful relaunch and re-commercialization.
- ▶ Line extension and development of established products in the Greek market.
- ▶ New partnerships and outsourcing production to Greek pharmaceutical companies.
- ▶ Long-term cooperation with third party pharmaceutical companies to promote their products in the Greek market.
- ▶ Synergies with Greek companies which represent, sale and/or promote our products, machinery and equipment.

# 4. Corporate Governance



## Board of Directors



**Iakovos Michalitsis**  
Executive Director &  
General Manager Greece,  
Cyprus, Malta



**Michael Kondylis**  
Business  
Development &  
Regulatory Manager



**Maša Benko**  
Regional Finance  
Manager for  
Vision Care Europe at  
BAUSCH Health  
Companies Inc.

## Leadership Team



**Iakovos Michalitsis**  
General Manager  
Greece,  
Cyprus & Malta



**Katerina Monioudi**  
Finance Manager  
Greece,  
Cyprus & Malta



**Michael Kondylis**  
Business  
Development &  
Regulatory Manager



**Spyros Verginis**  
Ethical & Pharmacy  
(Rx & OTC)  
Division Manager  
Greece,  
Cyprus & Malta



**Kostas Baglatis**  
Vision Care Head  
Greece, Hungary  
Balkans, Cyprus &  
Malta



**Giannis Gerekos**  
Sales & Marketing  
Ophthalmology  
Pharmaceutical  
Manager



**Zetta Bithari**  
Marketing Manager  
Vision Care  
Greece,  
Hungary, Balkans,  
Cyprus, Malta



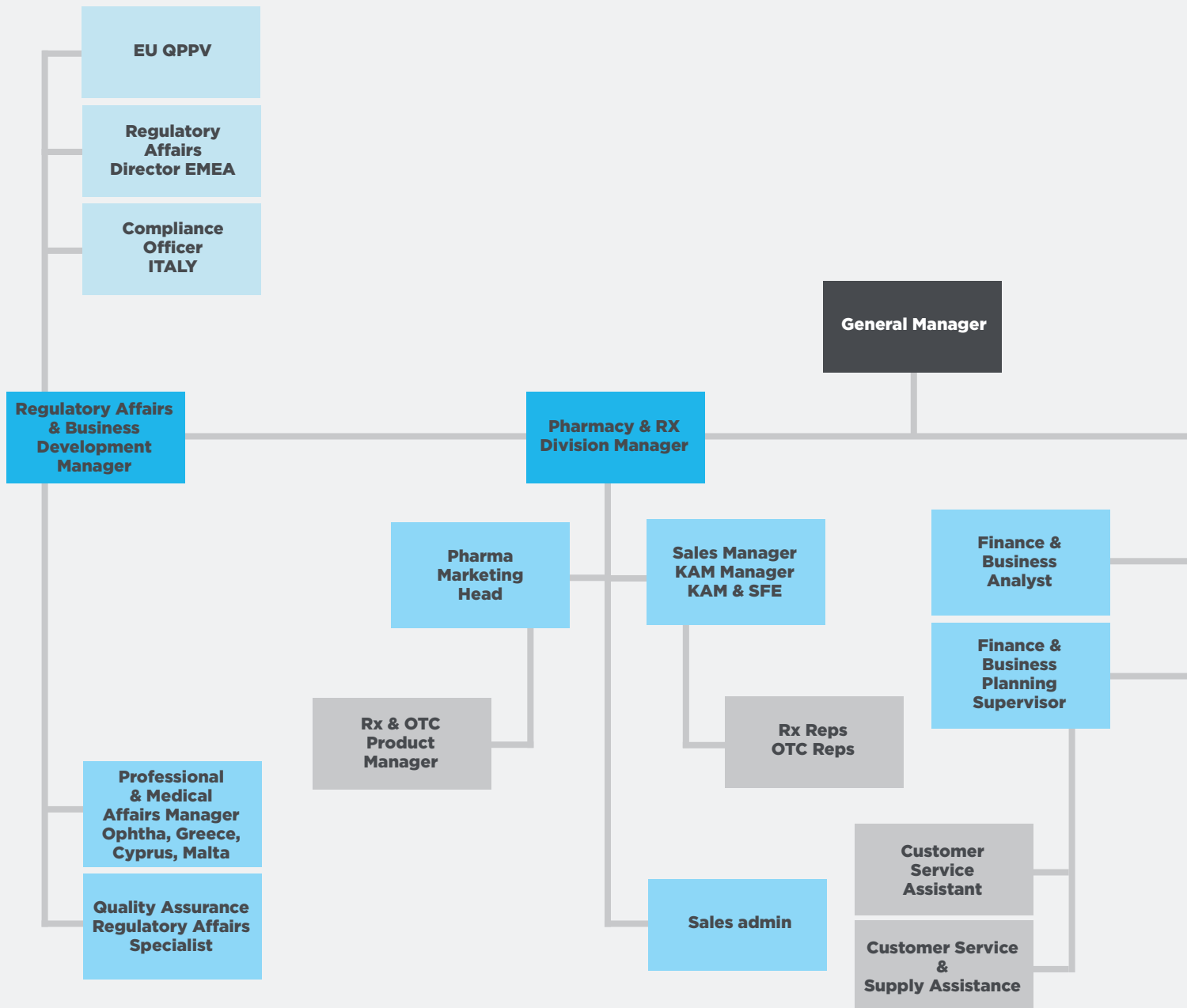
**Teresa De Luca**  
Pharma Marketing  
Manager Rx,  
OTC &  
Ophthalmology

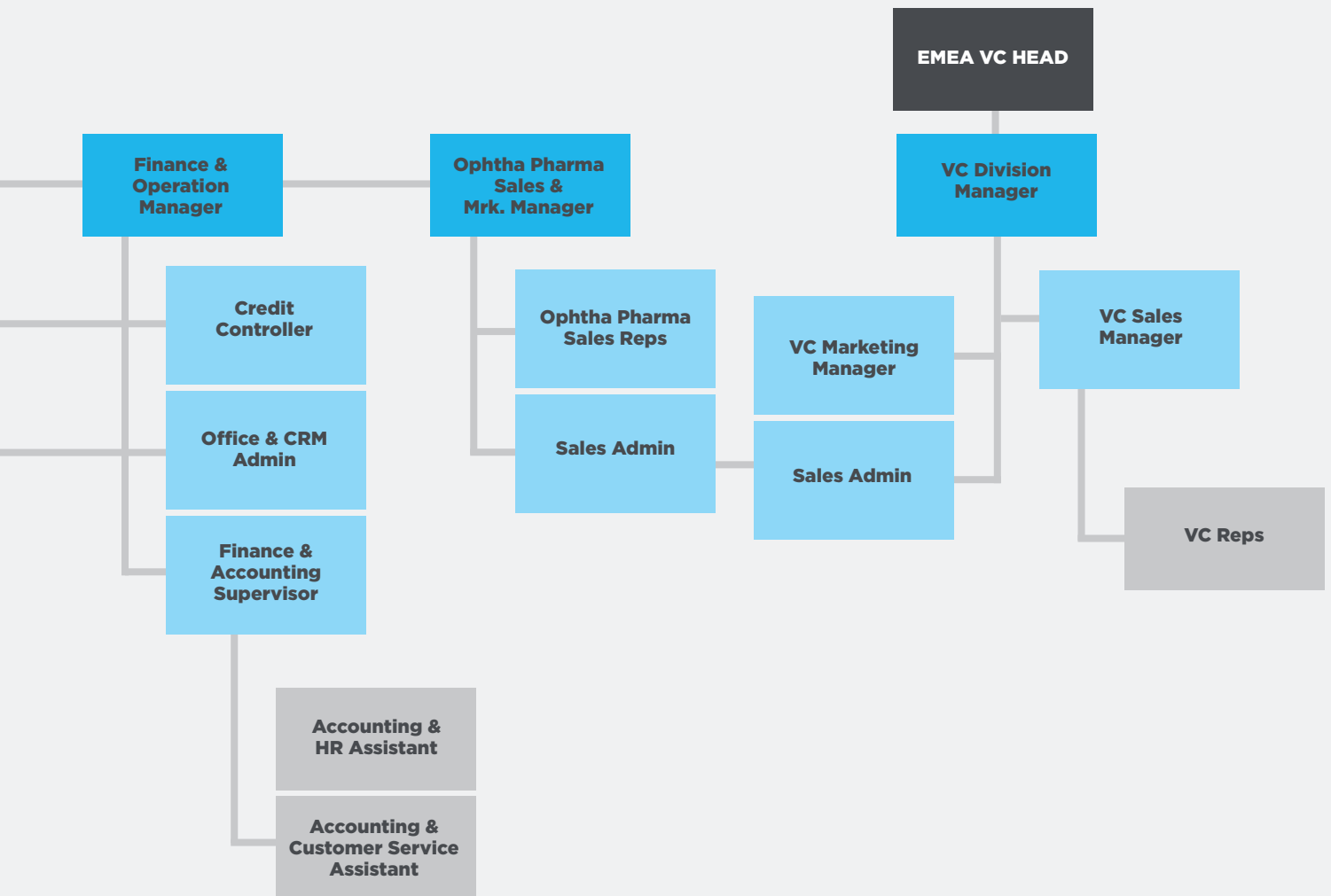
## Portfolio categories / channels of BAUSCH Health Hellas

- ▶ Primary Care & Rare Diseases
- ▶ OTC (Over the Counter)
- ▶ CNS (Central Nervous System)
- ▶ Pharma Ophthalmology
- ▶ Vision Care
- ▶ Medical Devices
- ▶ Export Business Cyprus Malta
- ▶ Third Party Distribution



## Organizational Chart (2018)





# 5. Human Resources

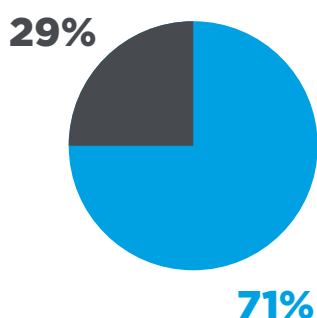
Our workforce includes 65 employees out of which 46 are Men (71%) and 19 are Women (29%). All our employees are under a full-time contract, as we prefer permanent and stable collaborations, while most of our employees are between 35 and 44 years old.

**Workforce by type of employment and gender (2018)**

Type of Employment	Men	Women	Total
Employees/Workers	34	12	46
Managers/Seniors	8	6	14
Top Management	4	1	5
<b>Total</b>	<b>46</b>	<b>19</b>	<b>65</b>

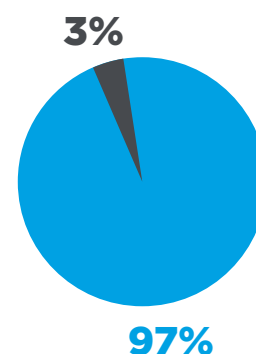
**Employees by gender**

- Men
- Women



**Employees by nationality**

- Greeks
- Other nationalities

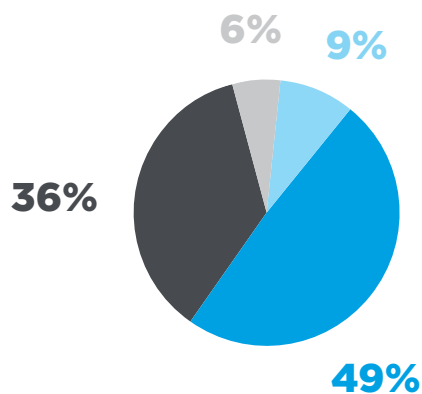


## Employees by position and gender



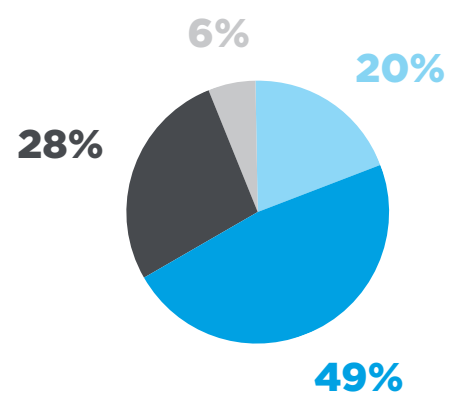
## Employees by age (graph)

- Between 26 and 34 years
- Between 35 and 44 years
- Between 45 and 54 years
- Above 55 years



## Employees by years of service (graph)

- Less than 2 years
- Between 2 and 5 years
- Between 6 and 10 years
- Between 11 and 15 years



## Employees by age (table)

Type of Employment	Total
Between 26 and 34 years old	6
Between 35 and 44 years old	32
Between 45 and 54 years old	23
Above 55 years old	4
<b>Total</b>	<b>65</b>

## Employees by years of service (table)

Type of Employment	Total
Less than 2 years	13
Between 2 and 5 years	32
Between 6 and 10 years	18
Between 11 and 15 years	2
<b>Total</b>	<b>65</b>

## 6. Code of Conduct and Business Practices



BAUSCH Health is proud of its Corporate Culture. All subsidiaries follow the same mentality focused on improving peoples' lives. In line with this philosophy, we have incorporated and applied policies and codes which form our Corporate Culture.

Corporate policies are designed to provide guidance to employees, agents and contractors on the legal and ethical standards in the region / country relating to most common activities and at the same time to enhance compliance. Such policies include:

- ▶ Standards of Business Conduct
- ▶ Global Anti-Bribery Policy
- ▶ Business Ethics Reporting Policy
- ▶ Insider Trading Policy
- ▶ Corporate Disclosure Policy
- ▶ Blackout Policy
- ▶ Corporate Governance Guideline

## Standards of Business Conduct

The Standards of Business Conduct, followed by all employees and Board members, focus on:

- ▶ Our requirement for the highest standard of business ethics and integrity from our employees and third parties.
- ▶ Compliance with all applicable laws and regulations of the countries where we do business.
- ▶ Develop training programs and other related processes to ensure awareness and promote compliance with the Standards.

## The Standards are intended to accomplish the following objectives

- ▶ Emphasize our commitment to ethical behavior and compliance with the law.
- ▶ Establish basic standards of legal and ethical behavior.
- ▶ Increase our sensitivity to legal and ethical issues.
- ▶ Describe situations in which we need to be particularly careful and to provide guidance, on how to obtain help in dealing with legal and ethical issues.
- ▶ Inform us about procedures for reporting known and suspected violations of the Standards or laws.
- ▶ Prevention and detection of violations of the Standards and the law.

## The Standards of Business Conduct cover 12 key areas, namely

- ▶ Standard 1: Competitive Practices
- ▶ Standard 2: Integrity of Business Records and Reporting
- ▶ Standard 3: Public Disclosures and Communications and Trading in company's shares
- ▶ Standard 4: Dealing with Government Officials
- ▶ Standard 5: International Transactions
- ▶ Standard 6: Dealing with Healthcare Professionals and Healthcare Organizations
- ▶ Standard 7: Quality Standards and Assurance
- ▶ Standard 8: Conflicts of Interest
- ▶ Standard 9: Protection of Assets and Confidential Information
- ▶ Standard 10: Equal Opportunity Workplace Environment
- ▶ Standard 11: Health, Safety and Environmental Protection
- ▶ Standard 12: Reporting Questionable Practices

# 7. Equal Opportunities and Diversity in the Workplace



In BAUSCH Health Hellas, we support and encourage diversity in the workplace, since this constitutes a competitive advantage. We value diversity as a variety of different perspectives, increased creativity, innovation and economic performance. We totally respect all kinds of diversity and encourage and support an inclusive working environment.

BAUSCH Health Standards of Business Conduct are incorporated in our corporate governance framework and reflect the core principles of human rights,

that ensure labor rights and equal opportunities, while combatting any kind of gender discrimination and prohibits any discrimination regarding color, ethnicity, religion, disability, sexual orientation, age and family or social status.

By creating a workplace that excludes discriminations, we enjoy great advantages, strengthen our corporate values, enhance our reputation as employers, attract and retain talent, provide greater motivation to existing employees and foster innovation.



## Participation of Women in the Leadership Team

- ▶ In the Leadership and Middle Management Team, which consists of 19 executives, the proportion of Men and Women is 58% and 42%, respectively (11 men, 8 women).
- ▶ In the three-member Board of Directors of the company, two are men and one is a woman.

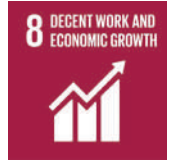
## Equal remuneration

Our remuneration policy is fair and equal for all our employees. Collaborating with a specialized external consultant firm help us implement a comprehensive job grading system. The wages are defined through a benchmark methodology for salaries of corresponding posts in the pharmaceutical industry and an evaluation of the importance for each position.

We implement a Bonus System, which is meritorious and transparent, in terms of financial benefits and non-gender discriminatory. The annual Bonus System is communicated by the Finance Department to the Sales Managers, by internal e-mails and is presented during the company's interdepartmental meetings, in the beginning of the year.

The targeting process and the semiannual and annual evaluations by two evaluators play a prominent role in determining the remuneration policy. Also, the company uses the findings of "Profile XT system", in order to decide and proceed to the hiring of a new employee.

# 8. Compliance



In BAUSCH Health Hellas, we give the highest priority to align our operations to the regulatory framework as it is set by governmental requirements and internal operation policies. The vision and the mission of our company is streamlined to the norms and the regulations, to achieve the ultimate purpose of our business: improve peoples' lives through our health-care products.

BAUSCH Health has developed a system of compliance procedure, which is based on a continuous regulation training of the Standard Operating Procedures (SOP) of the company, Business Expenses (BERs) reporting requirements and the corporate procedures, related to healthcare compliance.

BAUSCH Health organizes an annual Europe and Russia/CIS Healthcare Compliance Training Program to certify and develop BAUSCH Health employees worldwide and affiliate subcontractors.

The training covers the relevant healthcare laws, industry codes, and BAUSCH Health policies and procedures. Employees and subcontractors are trained

on the consequences of failing to comply with the requirements of BAUSCH Health Compliance Program, which includes appropriate disciplinary action, including the termination of employment/engagement.

In BAUSCH Health Hellas, we have a zero-tolerance policy to compliance issues, focused on the maximum level of performance and transparency. Our activities are aligned with the Greek regulations, regarding enhancing the level of internal business controls and establishing consistency of processes, through the BAUSCH Health affiliated entities in Europe, the Middle East and Africa (EMEA) region. FCPA compliance, Anti-corruption and Disbursement Policy, Standards of Business Conduct, the Mock-ups and Artworks Approval and Business Ethics Reporting Policy are some of the policies that are in effect.

Moreover, as a responsible company, we work together and follow the business norms of the trade associations (Hellenic Association of Pharmaceutical Companies (SfEE), Hellenic Association of Self Medication (EfEX) and Association of Health - Research and Technology Industry (SEIV).



## Comprehensive Standard Operating Procedures List (SOPs)

- ▶ Quality Manual
- ▶ Risk Management
- ▶ Promotional and Non-Promotional Activities and Agreements with Healthcare Professionals
- ▶ Promotional Materials
- ▶ Daily Allowance Sales Force
- ▶ Payment Runs and Actual Approval Process and Users of Internet Banking
- ▶ Personnel Training
- ▶ Reimbursement of Business Expenses
- ▶ Reconciliations
- ▶ Conflict of Interest Reporting Process
- ▶ Confirmation on Monthly Reconciliations
- ▶ Bonuses and Kicker Bonuses
- ▶ Employee Advance Payments
- ▶ Management of Repackaging and Relabeling Activities
- ▶ Customer Master File
- ▶ Sales Returns
- ▶ Mapping of Local Accounts to HFM
- ▶ Samples Management
- ▶ Management of Field Actions
- ▶ Management of Documents, Archives and IT Systems
- ▶ Internal and External Audits
- ▶ Pharmacovigilance
- ▶ Quality Product Complaints
- ▶ Change Control

## 9. Data Protection|GDPR



In July 2018, BAUSCH Health Hellas launched the initiative of the “e-mail campaign” for informing pharmacists and physicians, regarding the process of personal data use by the company, in compliance with the [General Data Protection Regulation](#) (GDPR). Through this campaign, 2,126 pharmacists, in 22 cities, 5,498 physicians, in 11 hospitals, in 20 cities across the country were informed about the regulation and the corresponding modification. Supplementary to

the e-mail campaign, we aligned the internal procedures with the GDPR Policies and SOP distributed to all our employees. Notably, the company developed a Privacy Policy and a Policy on the Collection and Use of HCP Personal Data, a Data Subject’s Rights SOP and an Employee Notice. All our employees received the relevant training and reports, regarding their rights and interactions with HCPs.

## Key Statistics of the GDPR campaign

**867**

opened the email  
at least once

**172**

opened the email  
twice

**2,409**

opened the email  
at least once

**67**

opened the email  
3 or more times

**447**

opened the email  
twice

**155**

opened the email  
3 or more times



# 10. Transparency



BAUSCH Health Hellas is committed to complying with all laws and regulations which govern our operations in the country where we operate. Based on our values and our corporate policies, we have set procedures to prevent bribery incidents and to ensure that any third party, with which we engage, will act accordingly.

## Global Antibribery Policy

The Company has adopted the “[OECD Convention on Combatting Bribery of Foreign Public Officials in International Business Transactions](#)” and the “United Nations Convention Against Corruption”. For efficient anti-bribery control, the company has developed a global anti-bribery policy, which outlines the principles and obligations that apply to all employees, Board members and subcontractors. In this respect, every stakeholder is responsible to adhere to these standards.

## Potential issues include

- ▶ Payments or provision to induce a decision of a client.
- ▶ Fees, commissions or profit-sharing agreements to HCPs.
- ▶ Consulting fees for services that are not required, not performed or transactions with more than fair market value.
- ▶ Distribution of product samples in exchange of favorable actions.
- ▶ Gifts, hospitality or other benefits to government officer or client.

- ▶ Payments or donations to foundations controlled by clients or other government officers.
- ▶ Payments to influence any act or decision of a Government Officer.
- ▶ Payments or other benefits for securing any confidential, proprietary or competitor's information

## **Blackout Policy**

The purpose of the Blackout Policy is to prohibit trading securities of BAUSCH Health companies, during certain periods, where there is a higher risk or perception that employees, officers or directors may possess classified information.

## **Disclosure Policy**

Disclosure Policy defined to promote consistent practices for informative, timely, accurate and broadly disseminated publication of information to the market, to external stakeholder groups and employees, according to applicable legal, regulatory and stock-exchange requirements.

## **Insider Trading Policy**

Insider Trading Policy sets the legal concepts and implements rules to trading and reporting of securities. The procedures and restrictions present the framework within which individuals may purchase and trade securities, without violating the applicable securities laws. The restrictions set forth in this Policy apply to all Company officers, directors and employees.

## **Business Ethics Reporting Policy**

This Policy provides a procedure for reporting, and encourages directors, officers, employees and contractors of the company to report instances of misconduct without fear of discrimination, harassment or retaliation, conflicts of interest. All complaints from an employee, officer, director or contractor received by the company shall be referred to the Chief Compliance Officer or the General Counsel, with the necessary respect to confidentiality and personal data.

## **Business Ethics Hotline**

Business Ethics Hotline is an incident reporting system to a third party that provides a confidential, anonymous means of submitting concerns, subject to certain limitations of and in accordance with local law. Company employees, officers, directors and contractors may contact the Hotline from international locations, 24 hours a day, 7 days a week.

# 11. Risk Management

8 DECENT WORK AND ECONOMIC GROWTH



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



Pharmaceuticals is a complex industry with numerous facts which impact the business operation. Consequently, several risks regarding business, anti-bribery and compliance need to be dealt with in a robust and responsible way. To ensure that our company is protected against potential risks, we perform a risk assessment to identify and classify the major risks of our operation, while develop the necessary preventive actions. First and foremost, we have identified and evaluated those business risks that are of top priority, anti-bribery and compliance risks. By evaluating the risks and acting proactively, we prepared an indicative action plan in case of a risk occurrence.



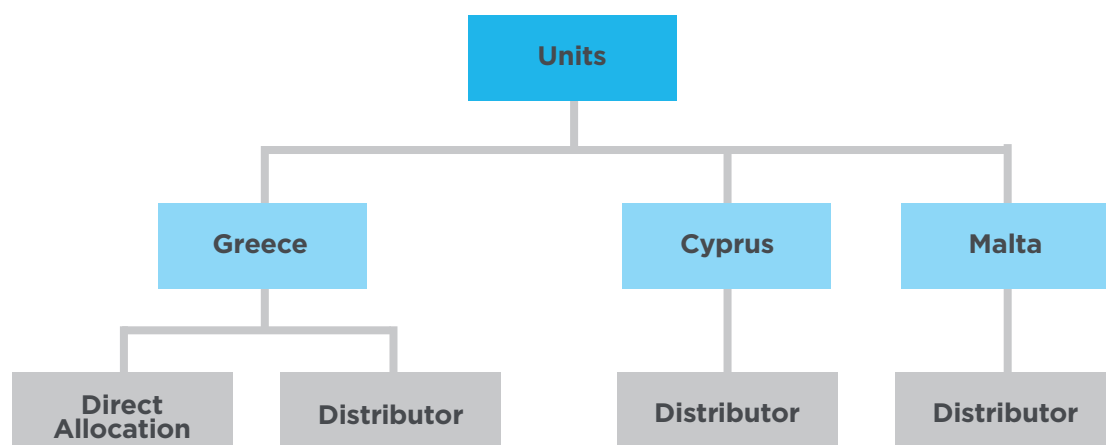
# 12. Supply Chain



We provide healthcare products in Greece, Cyprus and Malta directly or via distributors. The 98% of Total Net Sales of the three markets comes from Greece, 1% from Cyprus and the rest 1% from Malta. We have two warehouses in Greece, Olympus for our Vision Care products and Famar for the remaining medical products, food supplements and medical devices. Olympus distributes our products to optician stores and wholesalers and Famar distributes our products to wholesalers and pharmacies.

Our distributors in Greece and Cyprus have signed contracts with the Group and receive the products through our supply chain network. Five of our products are produced in Greece, namely Sentoba, Ocuville Complete, Niflamol, Counterpain and Ezixin, representing the 23% of our net sales, for 2018. Our supply chain includes the allocation of our business units directly or via distributors in Greece, Cyprus and Malta.

## Supply Chain System



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# 13. Responsible Marketing and Communication



We ensure that the ethical promotion of our products is achieved through the Five-Principles Code of Sales and Marketing Integrity, namely:

- ▶ We know and comply with the law, industry voluntary codes and corporate policies and procedures.
- ▶ We do not “buy” business.
- ▶ We promote our products in a fair way.
- ▶ We record all transactions and expenses.
- ▶ We protect our own people and respect others’ confidential information.

These principles reflect our belief that caring for patients should be based solely on each patient’s medical needs and on the medical knowledge and experience. Moreover, we are convinced that ethical business practices are a significant key to our company’s success. Even if complying with this Sales and Marketing Code occasionally results in lost revenue, such “cost” is the best investment we can make in solidifying our company’s reputation as an industry leader and an organization with an uncompromising commitment to integrity.

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# 14. Pharmacovigilance, Materiovigilance and Complaints Management



High standard customer service and client satisfaction are of top priority for the successful operation of our business and therefore we have set a [vigilance mechanism](#) to timely receive product complaints and/or be informed of adverse events.

Particularly, we monitor if our operation complies with regulations; we capture information that improves our products quality; and we ensure that the continuous safety and efficacy of our products is maintained to protect patient welfare.

Product complaints and/or adverse event reports can be communicated through all the channels (i.e. telephone, fax, email, letter, or social media). All employees are trained to be alerted on issues and aware of official procedures. All adverse events and product complaints are directed to and managed by our corporate departments and the health authorities when required, according to all applicable laws and regulations.

# Respect the Environment



BAUSCH Health is committed to protecting its employees and communities all over the countries where it operates and to preserve the natural environment for current and future generations.

In BAUSCH Health Hellas, we are sensitive to environmental issues, working daily to become a more sustainable company, by reducing our consumption of

fuel, energy and water, minimizing our waste generation and providing a safe work environment for our employees.

We fulfill this commitment through our global [Environment, Health, Safety + Sustainability organization \(EHS+S\)](#).

# 1. Environment, Health, Safety and Sustainability



The BAUSCH Health EHS+S principles are embedded in all operating plans, enabling widespread impact at both the corporate level and throughout the regional locations. This approach has resulted in substantial reductions in our environmental impact, cost savings and a significant improvement in BAUSCH Health Hellas community capital.

## BAUSCH Health EHS+S principles

**Support achievements of our business objectives.**

**Meet the needs of patients, customers, consumers, HPC's, regulators and other stakeholders.**

**Protect and sustain our employees, the community, our environment and natural resources.**

## Health and Safety Provisions

As a healthcare provider, we cannot ignore the health and safety of our employees. We aim to contribute significantly to our employees' health, through our extensive program of perks and benefits for employees. We provide a corporate doctor and nurse, medical examinations, hospital and private insurance, optometry and ophthalmological checks. Also, we have taken all the necessary measures to ensure the safety in the workplace where a safety officer has set all the obligatory measures for a safe operation. We have incorporated, to the extent of our activities, the Sustainability Commitments of BAUSCH Health.

## Sustainability Commitments

<b>Environment, Health, Safety and Industrial Hygiene</b>	We conduct our business throughout the world in a way that protects the environment and provides a safe and healthy workplace for our employees.
<b>Sustainable Business</b>	We conduct business in a way that meets the needs of our stakeholders today, while preserving, protecting and sustaining the community, the environment and natural resources, so that they are available for future generations.
<b>Sustainable Purchasing</b>	We give purchasing preference to environmentally sustainable products and services that are comparable to their standard counterparts in quality, price and performance.
<b>Sustainable Building Management</b>	We incorporate into our facilities the most advanced sustainability practices, such as recycling and reuse of natural resources and production materials and use of state-of-the-art energy and water technologies to maximize building efficiency.
<b>Sustainable Packaging</b>	We recognize our responsibility to optimize the use of packaging materials, reduce waste and continually improve our processes.
<b>Design for the Environment</b>	We recognize that the design of our products and manufacturing processes have an impact on the environment, throughout the life cycle of each of our products.

## 2. Responsible Use of Resources



We constantly seek new and better ways to reduce waste, energy and water consumption. We implement practices, processes and technologies that help us exceed regionally mandated environmental regulations. Our employees place considerable focus on these initiatives and work diligently to identify areas in which further improvements can be made. We have issued directives to our employees, to apply daily practices, such as electricity saving, proper energy management, heating and cooling, water saving and recyclability, creating a series of eco stickers. The stickers are distributed to all employees of all departments and are located to key-spots in the office. At

the same time, the corporate correspondence of all employees is signed with an ecological forest protection message: “Save a tree! Print this message only if it’s absolutely necessary!”.

In 2018, the total electricity consumption was amounted to 57,859 kWh and the use of water to 92m<sup>3</sup>, decreased by 29% from the previous year. The consumption of paper was 27.04 kg, increased by 33% due to new corporate needs during the year. We have estimated that our contribution in money units is equivalent to 340 “blue” bins or one recycling truck.

### Consumption of Natural Resources (2018)

Consumption of Natural Resources	
Electricity	57,859 KWh
Water	92 m <sup>3</sup>
Paper	27.04 kg

**Water  
Consumption  
-29%**



# Advancing Global Health & Patient Care

05



## 1. Services and Products



Our goal is to provide reliable, innovative, safe and affordable treatment solutions, always in the direction of comprehensive and responsible care to patients and community. Company's main portfolio includes prescription drugs in a variety of therapeutic categories. We also provide invoicing services, offering a customer service department.

### Products

BAUSCH Health Hellas markets prescription drugs for daily and clinical use as well as drugs for rare diseases. As for non-prescription drugs and products, the company has a rich portfolio of main categories, such as local analgesics for muscle pain, anti-inflammatory drugs, the common cold related classes of nasal sprays, syrups and throat sprays, nutritional supplements and ophthalmology products. Moreover, the company distributes in Greece the products of its subsidiary Solta Medical Inc., a world leader in the field of aesthetic surgery.

Ophthalmology (Vision Care)	Ophthalmology (Pharmaceutical)	Ophthalmology (Surgical)
Rx	OTC	Aesthetic Dermatology



# BAUSCH+ Health

**Mysimba**  
(naltrexone HCl/bupropion HCl)  
Empfitting • Release Release Tablets

**Counterpain**

Bio  
true

**ReNu**

ULTRA contact  
lenses  
With Moisture Seal™ TECHNOLOGY

**NIFLAMOL**  
Νιφλουμικό οξύ

**Vidisan**

**Dexamytrex**

**Procef**  
ηερασοφίν

**Artelac**

**EZIXIN**  
ΟΞΥΜΕΤΑΖΟΛΙΝΗ ΥΔΡΟΧΛΟΡΙΔΕ

**ABILIFY**  
(aripiprazole)

**Ocuvite**

**Fenobrat**  
ΦΕΝΟΦΙΒΡΑΤΕ | 160 mg

## 2. Quality of Products



**Quality is achieved by understanding the customer's needs, evaluating the requirements and constantly assessing one's performance in delivering a work product that meets all the attributes required by the customer in a timely manner.**

BAUSCH Health quality system is integrated in our operations to ensure that all activities are in compliance, especially those associated with the license requirements of the International Regulatory Agencies.

### Quality Policy

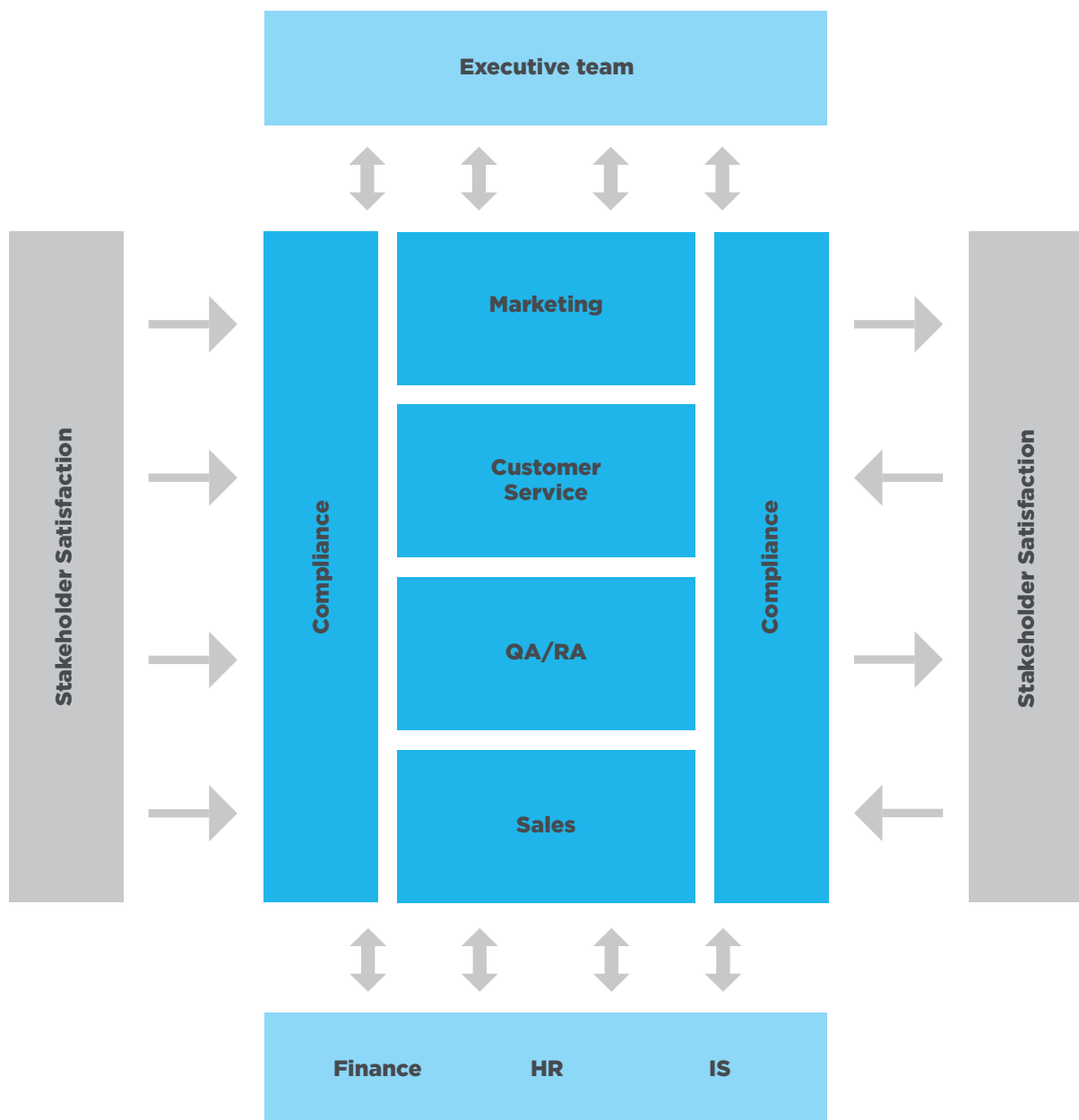
We are committed to providing quality products and services that meet or exceed the needs and expectations of our customers. To succeed, we foster teamwork and operational excellence in our daily work and continuously strive towards improvement of our business processes and organizational performance. Quality is achieved by understanding the customer's needs, evaluating the requirements and constantly assessing performance in delivering a work product.

The "customer" is defined as either internal or external, and external customers may include patients, HCPs, wholesalers and governmental agencies.

## Quality System

In BAUSCH Health Hellas we developed the [Quality Anti-Bribery Management System](#) to fulfil the needs of all stakeholders and meet quality, regulatory and compliance requirements that result from the Greek and European regulations and corporate SOPs, policies, trade associations' codes of ethics, and ISO Standards.

Quality Management System development is based on the requirements of the ISO 9001:2015, the Guidelines of Good Practice in Medical Devices Distribution, the ISO 37001:2016, the Global Anti-Bribery Policy, the Blackout Policy, the Business Ethics Reporting Policy, the Corporate Disclosure Policy, the Insider Trading Policy, the Standards of Business Conduct, the SfEE code of Ethics, the EfEX code of Deontology and the SEIV code of Deontology.





**Proudly being the 1st Pharmaceutical Company in Greece to obtain ISO 37001 Anti-bribery certification.**

### **ISO 37001:2016 Anti-bribery Management System**



BAUSCH Health Hellas is [the first pharmaceutical company in Greece](#) and the third Greek company that has been certified for anti-bribery. The certification was awarded by TÜV HELLAS (TÜV NORD) for the completion of inspection and certification process, in accordance with ISO 37001: 2016. The scope of ISO 37001:2016 Anti-Bribery Management System covers the management of pharmaceutical and cosmetic products and the distribution of pharmaceutical, cosmetic, medical products and food supplements. The ISO 37001 certification helps businesses to address the risks of bribery and to improve their ability of detecting relevant potential risks.

### **ISO 9001:2015 Quality Management System**



BAUSCH Health Hellas applies a management system in line with the ISO 9001:2015 standard for production management of medical and cosmetics products, trade and distribution of pharmaceuticals, cosmetics, medical devices and food supplements.

### **Decision No. 1348/04 of the Greek Ministry for Health and Welfare**



This certification confirms that the system of “Principles and guidelines for responsible trade distribution of Medical Devices in the field of Ophthalmology and Otolaryngology, Patches and Aesthetic Medicine and Dermatology Products” of the company are in accordance with the corresponding Greek regulation.

# 3. Disclosures of Transfers



BAUSCH Health Hellas actively promotes transparency and has zero tolerance towards corruption. By publishing the Disclosures of Transfers to Healthcare Professionals (HCPs) and Healthcare Organizations (HCOs), as provided by the European Federation of Pharmaceutical Industries and Associations (EFPIA) and the Code of Conduct of the Hellenic Association of Pharmaceutical Companies (SfEE), we ensure timely information and create the required awareness on the issue. The Disclosure of Transfer of values is available on our local website.

## Transfers to Healthcare Professionals (2018)

(amounts in Euros)	Registration Cost	Travel and Accommodation Expenses	Fees	Total
<b>Total Transfers to Healthcare Professionals</b>	<b>74,560.20</b>	<b>103,921.39</b>	<b>49,802.05</b>	<b>228,283.64</b>
<b>Number of Recipients</b>	<b>366</b>	<b>114</b>	<b>56</b>	<b>427</b>

## Transfers to Healthcare Organizations (2018)

(amounts in Euros)	Sponsorship	Registration Cost	Travel and Accommodation Expenses	Other Costs	Total
<b>Total Transfers to Scientific Health Institutions</b>	<b>75,100.00</b>	<b>14,352.00</b>	<b>6,713.00</b>	<b>2,910.00</b>	<b>99,075.22</b>

### Supported Healthcare Organizations in 2018

- ▶ First Pathological Clinic Mitera
- ▶ Children's General Hospital Karamandaneio
- ▶ Hellenic Society of Clinical Psychopharmacology
- ▶ Hellenic Endocrinological Society Panhellenic Society of Endocrinologists
- ▶ Greek Glaucoma Society
- ▶ Hellenic Association of Study Obesity Metabolism & Eating Disorders
- ▶ Hellenic Society of Child and Adolescent Endocrinology
- ▶ Hellenic Medical Association for Obesity
- ▶ Greek Pediatric Allergy Society
- ▶ Free Spirit Team
- ▶ Pathological Society of North-West Greece
- ▶ Pan-Cretan Health Association
- ▶ Pediatric Clinic in University of Patras
- ▶ Diabetes Center of the Second Pathological Clinic in the University Hospital of Alexandroupolis
- ▶ Ophthalmological Society of Thrace, East Macedonia and North Aegean
- ▶ Hellenic Society of Intraocular Implant and Refractive Surgery
- ▶ Pediatric Society of General Hospital Venizeleio
- ▶ Internal Medicine Society of Greece
- ▶ European Society Diabetes Metabolic Syndrome Obesity

# Improving our Communities

06



**Being actively involved in the life of the local communities, where our operations are located, and making an active contribution for their needs is an integral part of our business philosophy.**

This is demonstrated by the support and contribution we offer to the development of society at large, in the following key areas:

- ▶ Support of social sectors
- ▶ Development of the local market

## Corporate Responsibility Program «Symvallo»

We developed the corporate responsibility program, under the name “Συμβάλλω” (“Symvallo” in English: to contribute) to communicate our corporate philosophy and values. This program is based on a philosophy of contributing to society and help people in need. We identify the needs of different social sectors and plan actions in accordance with our values and philosophy and, at the same time, encouraging our employees to participate and contribute.



## “Blood Bank” of BAUSCH Health Hellas Employees

The “Blood Bank” of employees was established on January 2017 with the participation of 10 volunteers, aiming to create a blood bank which would address emergencies that may arise for employees and their families. The “blood bank” operates in cooperation with the blood department of two hospitals of the Greek National Health System (Amalia Fleming, Athens and General Hospital Hippokratio, Thessaloniki). The voluntary blood donation of our people takes place on a group basis, upon invitation or upon request. BAUSCH Health Hellas targets to increase the number of the Blood-donators employees to 30, in the next year.

## Free Preventive Ophthalmologic Check by BAUSCH Health

Employees in BAUSCH Health Hellas Ophthalmology department, in collaboration with organizations, such as Greek Association of Optometry and Optics, 'Ark of the World' and 'The Smile of the Child', offer free Preventive Ophthalmological examination to vulnerable social groups and the company provides non-drug products where there is a need.

## "Intervention in Crisis" Program from Aiginiteio Hospital

The "Intervention in Crisis" program of the Aiginiteio Hospital is addressed to our fellow citizens who are in a final illness stage. Most of these patients are ending in clinics, without any further support. The scientific team of Aiginiteio Hospital, through a holistic revolutionary therapeutic approach for the standards of Greece, support them to be functional in their everyday life. Living our vision, together with our people, we support society with all available means and create awareness among our industry. As part of the project, BAUSCH Health Hellas designed and offered to the hospital an information leaflet for medical caretakers and patients.



## Counterpain Running team supports the organization "Floga"

"Counterpain Running team" supports the Pan-Hellenic Parents Association of Children with Cancer "Floga" to cover its needs and to relieve the Parents and Children with Neoplastic Disease. During the 2018 Athens Classic Marathon, we supported the organisation with the action, "Our moneybox for Floga", in cooperation with the "Counterpain Running Team" and all our employees.



## Algon Supports Hellenic Red Cross and Cancer Society

Algon sponsored the "First Aid Guide", published under the supervision of the Hellenic Red Cross. The Guide was a smart poster and was distributed to education professionals of 12,000 schools in Attica. A mini booklet distributed to teachers and students during their first aid seminars. Algon supported the cancer-patients and their families, through sponsoring the website of the Hellenic Cancer Society «cancer-society.gr».



## Hellenic League Against Rheumatism and to NGO “Fainareti”

BAUSCH Health Hellas, recognizing the societal role of Non-Governmental Organizations and Scientific Societies, provided free of charge non-prescription drugs to the NGO “Fainareti”, which supports pregnant women, postpartum mothers and the Hellenic League Against Rheumatism.

## Athens Fire Victims

On July 2018, fires in Attica provoked extensive damages and human casualties. We managed to provide warm meals for elderly people in Kineta village, in cooperation with the Hellenic Red Cross. Furthermore, we donated pharmaceutical equipment and medicines for Rafina fire victims. Moreover, our people offered voluntarily blood in the “Blood Bank” of the Municipality of Rafina and Pikermi, while our employees contributed financially for the relief of the victims.

## Disease Awareness Campaign “MyChoiceMyLife”

In the context of a new obesity treatment in the Greek market, we have developed a social responsibility campaign, under the name “mychoicemylife”. Obesity has taken epidemiological extent and we believe that a public awareness campaign on prevention and tackling obesity is necessary.

The aim of the initiative is to provide people with meaningful knowledge to understand that obesity is a disease, to reduce the number of obese and overweight people in society but, above all, to develop free thinking and personal choices, regarding the management of body weight. The central idea of the campaign is that everyone can make simple and small changes, always with the appropriate medical guidance, thus leading to great results in body weight control.

One of the main ambassadors of “mychoicemylife” campaign messages has been the journalist Eleonora Meleti, who has been personally engaged and taken action, calling on patients to raise the awareness regarding obesity. To maximize the impact of our campaign, we developed online activity on social media, in which patients are actively involved.

In September 2018, on World Pharmacists Day we participated with the campaign in an awareness action, “Come to the Pharmacy - Ask Your Pharmacist”, under the auspices of the Thessaloniki Pharmaceutical Association (Northern Greece). In a large virtual pharmacy, we set up our booth providing to visitors specialized advice and information on obesity treatment.



Public Awareness Campaign for Obesity

BAUSCH Health Inc. published its first CSR Report in September 2018 proving its commitment to responsibility, progress and transformation. It was with great pride and honor to see the ISO 37001 certification for anti-bribery and the story of our support to the NGO “The Smile of the Child” included in this publication.



# BAUSCH+ Health

## Corporate Social Responsibility Report

September 2018

# Support Employee Growth and Well-being

07

8 DECENT WORK AND ECONOMIC GROWTH



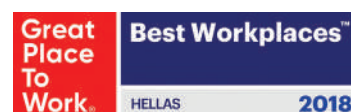
## 1. Great Place to Work



### 11<sup>th</sup> Best Workplace in Greece

In 2018, we participated for the second time in the annual survey “Best Workplaces 2018”, organized by the “Great Place to Work” institution. Being among the Best Workplaces in 2018 was one of the highest recognitions and gave us the motivation to improve ourselves as persons and professionals. BAUSCH Health Hellas was grouped in the category of 50 to 250 employees, competing with renowned Greek companies. This challenge motivated us to create a new, inter-departmental GPTW Task Force, with the scope of implementing actions that improve our

working life and environment. The Task Force proposed feasible and sustainable actions that improved the daily routine of employees. The Management team aimed to keep this team constantly active to become a permanent source of ideas, initiatives and interaction. The members of the Task Force were elected by all employees to represent the company. All the employees were called to answer a questionnaire regarding respect in the workplace, honesty and justice among them, integrity, level of engagement, teamwork and collaboration.



The Task Force proposed a series of actions which were adopted by the management and have been implemented since then. Some of them are:

- ▶ Rewarding, per semester, of the best colleague with a vote by all colleagues.
- ▶ Rewarding of the best sales representative of each department at annual meetings.
- ▶ Earlier departure in half-days.
- ▶ Early Friday leaving at 15.00, in June, July & August.
- ▶ Return from business trips early in the afternoon, every Friday, for Sales teams.
- ▶ No subtraction of days-off and salary, due to sickness and no requirement of medical documentation.
- ▶ Weekly exercise sessions organized by the company.
- ▶ Massage at work by qualified physiotherapists.
- ▶ «Back to school gift bag», a 30 Euros voucher per school child.
- ▶ Three extra days of birth-leave for fathers.
- ▶ Extra Christmas gift of 60 Euros per employee.
- ▶ One meeting - free day per week.
- ▶ Earlier departure on name-days.
- ▶ One day-off for the participation in voluntary blood donation.
- ▶ Happy Brunch day, once a quarter.
- ▶ Entertainment evening, every semester.
- ▶ Sports events, every semester.
- ▶ BAUSCH Health Value Card with discount prices in the company's non - prescription products.
- ▶ Enhancement of "One Team" initiative to emerge talents.
- ▶ Week of roles exchange between departments.
- ▶ Enhancement of vertical communication.
- ▶ Breakfast with the General Manager.



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## 2. Employees Relations with Management



BAUSCH Health Hellas has adopted various ways of internal communication to create an effective communication culture, enhance free and comfortable expression and strengthen trust and respect. Our efforts are long-term oriented, focused on solutions, to increase satisfaction, performance and commitment of employees. This strategy is transparent and interactive with employees, utilizing a range of tools to promote knowledge, collaboration, participation and two-way communication.

### Internal Communication Methods

#### **BAUSCH Health Intranet**

All employees can be informed about corporate issues, such as internal news, products and services, updates and initiatives of the Group.

#### **Management e-mails**

Sending e-mails from management, informs directly employees about important issues.

#### **Newsletter**

This corporate newsletter is one of the main ways of internal communication, contributing to timely information and sharing of best practices and activities

#### **Greek edition of BAUSCH Health newsletter**

International communication is achieved through an internal, corporate communication tool, launched from the Central Management in Canada to affiliates around the world.

## **Chat Groups in Social Media**

Company has set up chat groups in Viber, involving all employees of the OTC products and the leadership team sharing daily news.

## **Lync Communicator and “Closer Together” photos**

These applications are used for group chatting, so that employees around the world can have personal contact and feel closer to their colleagues.

## **Semi-annual Meetings (Cycle meetings)**

A two-day meeting outside the offices is held twice a year, among all executives and employees, to present strategy and sales numbers and exchange views on our strategy and sales and marketing activity plan.

## **Town Hall meetings**

Management team holds regular meetings with all the employees in Athens, in an effort to exchange new development ideas.

## **Management meetings**

Management meetings are held every week with the occasional presence of other high-level executives.

## **Sales Meetings**

Management team meets regularly with the entire sales team in Athens and Thessaloniki to reach cross department collaboration.

## **Breakfast and lunch with the CEO**

Constructive meetings with all employees, focused on corporate and personal issues.

## **Walk the Floor Concept**

Executive team meets personally with the employees and listens to their thoughts and concerns.

## **Surveys**

In cooperation with external partners and utilizing internal online questionnaire tools, we conduct in-house surveys on general or specific issues to get information and to increase employees' participation.

## **Open door policy**

A management tactic, in which all employees have direct access to senior management without bureaucratic procedures.

## **Teleconference**

Teleconference is an easy and immediate way to communicate with our colleagues all over Greece.

## **“Collective Knowledge” and quick access to it!**

We have placed a special “voting mailbox”, under the name, “BEST IDEA WINS”, in which employees can submit their ideas on business projects and policies.

## **Award “BEST IDEA WINS”**

We encourage employees' involvement in the process of collection and implementation of new ideas. Our employees are free to communicate work-related issues.

## Self-inspiration tactics

At each semi-annual meeting of the company, six different and interdisciplinary teams present one of the six corporate values through their own concepts and initiatives.

## Team building activities

In the semi-annual meetings, the company organizes team building activities, which enhance companionship, friendship, positive interpersonal relationships and teamwork.

## Evaluation Surveys of values and vision

Employees participate in individual surveys for the evaluation and consolidation of corporate values and vision.

## Internal Monthly Newsletter

This newsletter, entitled “BAUSCH Health Plus”, constitutes a tool for internal communication and outreach, which includes corporate news.

## World newsletter “BAUSCH Health Plus”

The international newsletter is an internal monthly corporate communication tool of central offices in Canada, with its subsidiaries around the world. Initiatives of BAUSCH Health Hellas has been hosted in this newsletter showing our efforts to 22,000 colleagues all over the world.

## Inspirational stickers “Keep Moving Forward”

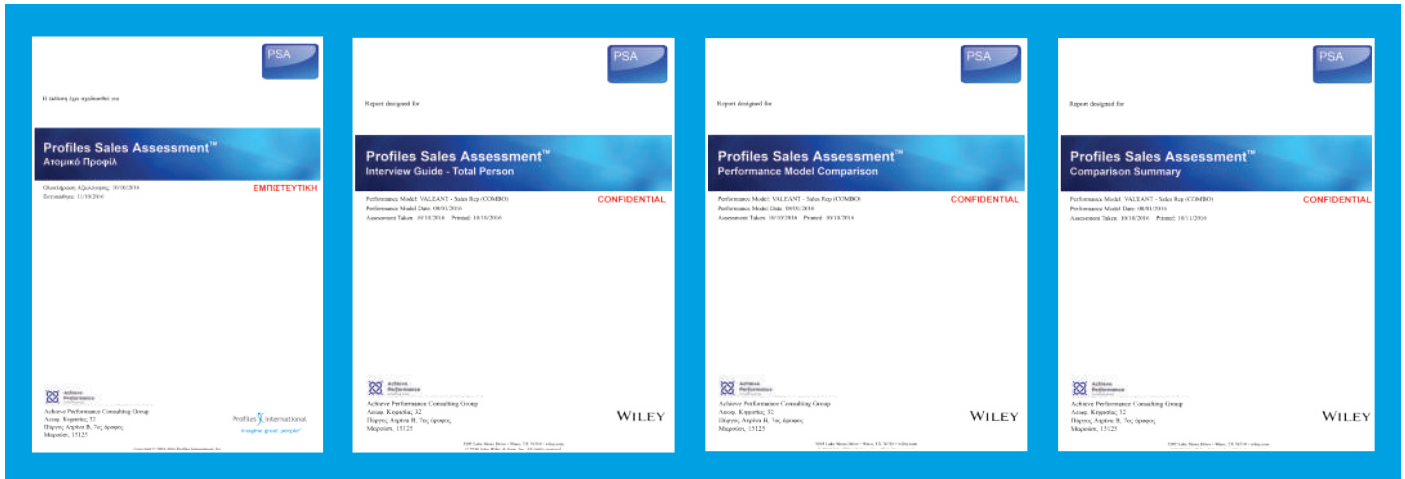
## Internal “Corporate Values” Ambassadors

In order to disseminate corporate vision and values internally, we have appointed two internal Vision and Values Ambassadors, who have undertaken the task of informing all employees.





# 3. Employees Performance Evaluation



The Profile XT system provides in-depth information on the strategic utilization of human resources and allows us to plan quickly and long-term. This information is provided with practical reports that can be used over time by the employees for self-awareness and growth, and directors, for more effective cooperation and guidance.

## Key Evaluation Tools includes

- ▶ Individual Profile Report.
- ▶ Comparison Summary Report.
- ▶ Interview Guide Total Person and Interview Guide Challenge Areas.
- ▶ Performance Model Comparison Report.

## This evaluation process offers benefits to employees

- ▶ Employees are effectively positioned at key positions.
- ▶ Merit-based approach to promotions.
- ▶ Efficient internal changes.
- ▶ Identification development of talents.
- ▶ Increase productivity.
- ▶ Efficient management from the executives.
- ▶ Better communication.
- ▶ Improve work quality.
- ▶ Efficient employee integration.

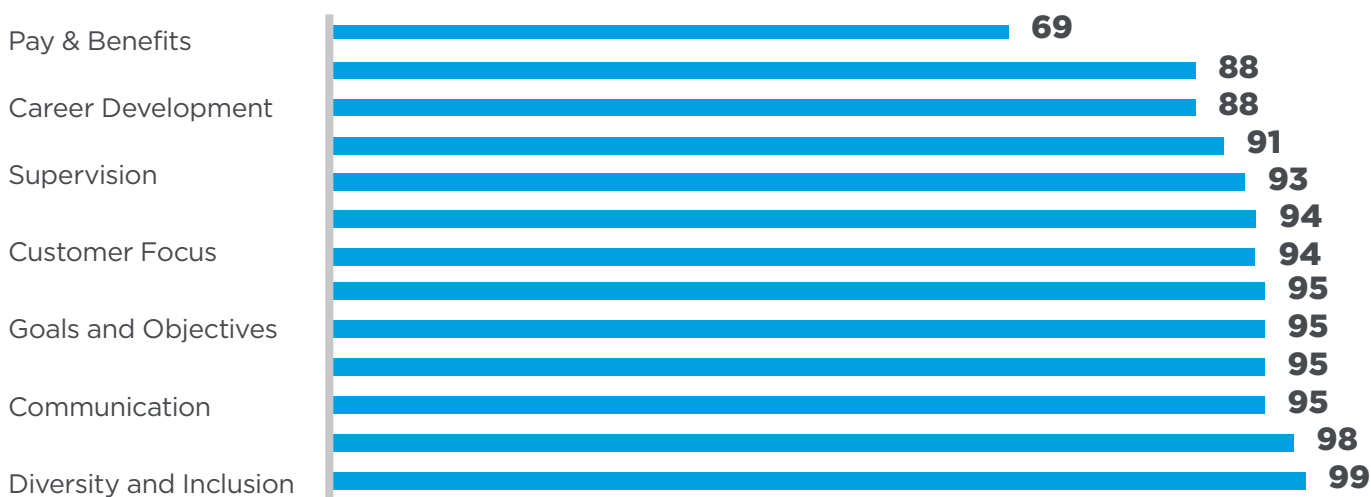
# 4. Employees Satisfaction and Turnover



In 2018, BAUSCH Health conducted an Annual Personnel Satisfaction Survey. Our employees had the opportunity to assess the company and practices in the workplace. This survey aimed to depict the most favorable issues among BAUSCH Health employees all over the world and, at the same time, to compare those results within the pharmaceutical industry. The results provided useful information regarding its in-

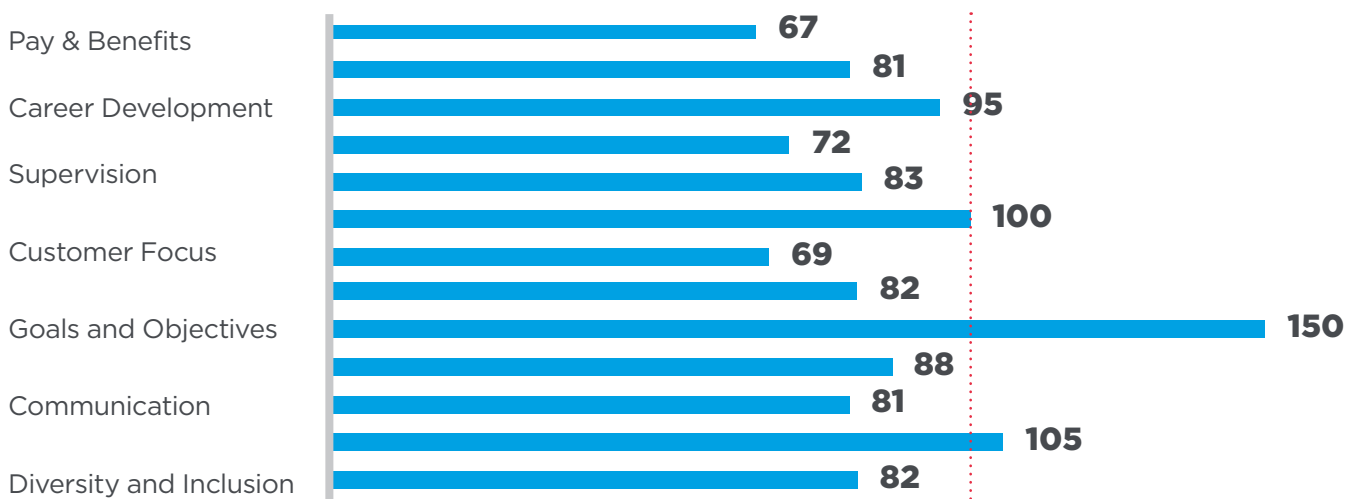
ternal and external environment, helping decision makers plan the improvement of corporate performance. The survey set for evaluation 13 key corporate issues. The pharmaceutical norm pointed out: Talent Management, Diversity and Inclusion and Operating Efficiency. BAUSCH Health employees distinguished Diversity and Inclusion, Ethics and Communication.

## Favorable Score of BAUSCH Health Employees



## Compared Performance to Pharmaceutical Norm Favorable Score

(Pharmaceutical Norm price=100)



## 5. Employees Training and Development



BAUSCH Health Hellas is at a very dynamic stage of upgrading its strategy and this forms a highly challenging environment for management and employees. Our people play a key role in this process and consequently, we are committed to constantly support our employees to develop their talents and skills, find professional challenges, manage their careers and promote their personal growth. The corporate Human Resources strategy focuses on empowering employees, enhancing leadership skills, highlighting and evolving talents, building a flexible organization,

emergence of new opportunities and enhancing customer-centric approach.

To achieve this, we implement in-house actions to increase the commitment and participation of our employees in training and self-development actions. We daily observe the positive mood of our people who are actively involved in shaping the corporate workplace. In 2018, we offered our employees a total of **1,753 training hours**.

## Leadership Team Alignment

Leadership Team Alignment is an initiative of the management team, targeted to transform the leading executives of the company. The program focuses on fundamental changes in consciousness, mentality and attitude of the leadership team.

We are among the few companies in Greece that have implemented a profound program that works as an evidence of our commitments. Through the Leadership Team Alignment, we want to create the ideal role of the Leadership Team that will:

- ▶ Develop and implement the corporate vision
- ▶ Redefine the corporate strategy
- ▶ Define values and build the corporate culture
- ▶ Lead the teams and engage the executives
- ▶ Manage the relations with stakeholders
- ▶ Create ambassadors of the brand, philosophy and values of BAUSCH Health
- ▶ Create a social footprint, through CSR actions
- ▶ Develop Human Resources

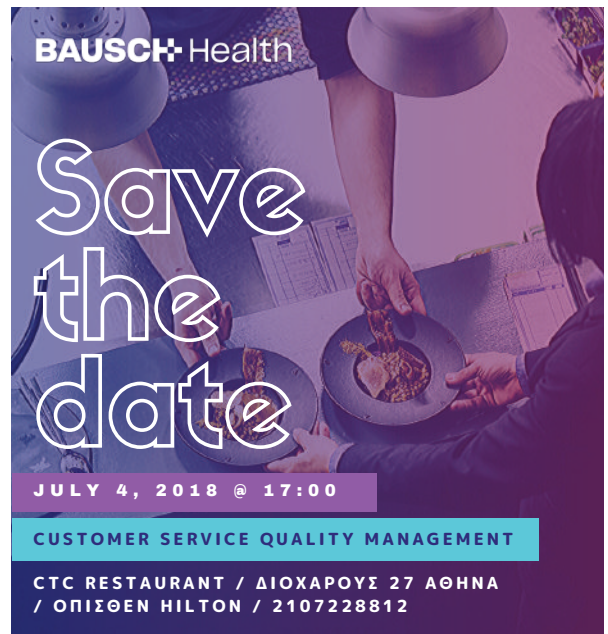
In 2018, the year of corporate rebranding, we carried out a second Leadership Team Alignment program to align the vision, values and strategic narrative with BAUSCH Health new image and strategy. As a result, we managed to express our corporate culture and shape our business “Compass”.

## Training and Development

Training programs apply mostly to the Sales team and medical detailers of the company. Hence, the leadership team and senior executives participate regularly in trainings to receive guidance and updates on the product portfolio.

### Training and Development areas include

- ▶ Basic training on the business industry
- ▶ Integration and socialization of new employees
- ▶ Performance improvement
- ▶ Professional skills upgrade
- ▶ Avoiding management inactivity
- ▶ Solving organizational problems
- ▶ Preparation for promotion and succession
- ▶ Satisfying employees' needs for personal development



## Basic training programs for newcomers in sales and medical teams include

- ▶ Sales sessions
- ▶ Regulatory sessions
  - ▶ Compliance and GDPR
  - ▶ Pharmacovigilance/Materiovigilance
- ▶ Finance sessions
- ▶ Customer Service Sessions
- ▶ CRM sessions
- ▶ Training by scientific counselors, HCPs and doctors of the company
- ▶ On the field training
- ▶ Marketing sessions
- ▶ Education in “real work environment projects”

## The training programs for the employees in Sales and medical teams include

- ▶ Seminars in the Semi-Annual events
- ▶ Educational sessions in weekly Sales team meetings
- ▶ Training sessions during product launches, by Marketing Dpt
- ▶ Education through online questionnaires
- ▶ Negotiation seminars
- ▶ Certified Management Accounting Seminars
- ▶ Learning Programs in Microsoft Excel
- ▶ Marketing programs
- ▶ Digital Marketing Education Programs
- ▶ Language Learning Programs

## Personal Development Programs of Employees include

- ▶ Certified Management Accounting Seminars
- ▶ Learning Programs in Microsoft Excel
- ▶ Marketing programs
- ▶ Digital Marketing Education Programs
- ▶ Language Learning Programs

## Training of Leadership Team

In collaboration with a consulting company, our leadership team completed a multiple seminars training program, throughout the year, on how they can transform themselves to systemic leaders. Our leadership team participated in several educational, corporate and scientific conferences and the executives had the chance to participate in trainings from BAUSCH Health worldwide. Further, the leadership team had the unique opportunity to participate in coaching seminars in four forums, delivered by CEO Clubs Greece.

## Training of Managers

Every year we conduct a “Performance Training” for Managers in cooperation with the HR department. The program aims to further develop the leadership capabilities of managers, so they can support teamwork, build relationships, make firm decisions, and set conditions for ultimate success. Moreover, the company has developed the Chartered Director Courses, by the Institute of Directors. This Training Program deals with the continuous professional development of the General Manager, in areas such as identification and development of roles and responsibilities.

## Training at Customer Service Quality Management of Front Office Team

In July 2018, BAUSCH Health Management Team organized, for the first time, an innovative training seminar on Customer Service Quality Management. The seminar applied to the “Front Office” staff. The training was based on self-improvement, enhancement of knowledge and techniques for achieving higher service levels in a customer-centric approach for the company’s “front line” staff. The unique feature of this 5-hour education was its experiential concept. The participants explored the key elements of excellent customer service, including both the beneficial effects of quality service and the negative effects of poor service.

## The training included the below areas of client-service

- ▶ Service Practices – Call Center
- ▶ Managing of objections, complaints and difficult customers
- ▶ Psychology and Customer Behavior
- ▶ Various issues of self-improvement of employees

## 6. Recruiting and Talent Management

**BAUSCH Health plans its activities and policies for its workforce in a way that meets the long-term corporate needs. The Management team is looking for the sustainable acquisition and utilization of competent employees that share our common vision.**

### Recruiting Process

Talent attraction is an extremely critical process for the company. The effectiveness of the procedure depends on the quality of company's recruiting process. In BAUSCH Health Hellas, we strongly believe that our business success is based on our ability to engage talented people.

The recruiting procedure involves decision making between candidates and open positions, so that the company can investigate whether the candidates share common values with our company. Recruiting is a long-term process that considers hard and soft skills, while values the behavior of the candidate.

### Our scheme

- ▶ Teamwork
- ▶ Problem solving abilities
- ▶ Agility and commitment
- ▶ Continuous learning wish
- ▶ Empathy and respect
- ▶ Accountability
- ▶ Courage
- ▶ Integrity
- ▶ Results orientation

The selection process emphasizes in sustaining and improving the corporate image and avoiding inappropriate behavior, that lies beyond our business ethics. Candidates fill a "Self-Assessment Test", that highlights their skills, knowledge and personality. These tests are tailor made tools developed in cooperation with all departments. The next step of the process is an interview with the management team of the department. To ensure the reliability of the interview, two more interviews follow with the executive team and the CEO.

## Welcome Tactics

Our company recognizes the importance of a smooth beginning and adjustment period for every new employee. Our goal is to integrate and socialize the new employees with the rest of the team. The ultimate goal is to enhance their team bonding in a short period of time. All employees participate in the welcoming process and a welcome e-mail is sent from the supervisor. A “BAUSCH Health bag” is offered as a welcome present, with a variety of our renowned products.

## Orientation Plan

The “orientation plan” takes place during the first week of recruitment and includes an interdisciplinary seminar for acquaintance with all the departments of the company. In each department, the supervisor offers a coaching session to the new employee in order to ensure a clear understanding of the role and function of each department and to create working conditions for good future cooperation between the new executive and these departments. In addition, the employee attends a “BAUSCH Health: Core Values Drive Us seminar”, a presentation of the company’s vision & values map by the executives of the company.

The last stage of the integration process includes the “Who is Who Presentation”, when the company publishes the profile of the new member in the monthly corporate BAUSCH Health newsletter.

## Talent Management

The Talent Management System we follow is integrated into our business strategy and is applied across the company. Our management team plays an important role in making the employees trust the company and its values. Their priority is to effectively build a team of different level specialists; junior, middle and seniors.

### The Talent Management Model prioritizes in

- ▶ Needs identification
- ▶ Competition readiness
- ▶ Acceleration of talent development
- ▶ Focus on performance and evaluation
- ▶ Promoting talented people

## Coaching

We are strongly convinced that coaching is an efficient way to help our people acquire knowledge and improve themselves. The coach is usually a certified, external associate or someone from the executive team who motivates, empowers and helps employees to develop their skills. The employee is trained at his/her workplace by the specialized executives and, in the end of each session, he/she receives an evaluation on his/her performance. Through this collaborative process the employee discusses the personal goals and identifies the opportunities for further improvement.

## Mentoring

In addition to coaching, we have developed a person-centered learning approach that aims to develop critical thinking and build a long-term relationship. This dialog includes case studies, informal debates and assessments of the whole procedure. The mentors are usually seniors or executives that use mentoring methods based on ethical standards, model presentations, counseling, sales growth support and corporate policies.

## Incorporate our new talented employee in strategic projects

One of our strategic pillars is the growth and expansion of our business. To accelerate our growth, we identify and use our new talented employees in the most efficient way. Through this method we give the opportunity to:

- ▶ Develop their skills
- ▶ Increase their confidence
- ▶ Improve their efficiency
- ▶ Expand their professional network
- ▶ Socialize within the company
- ▶ Learn to evaluate their work
- ▶ Achieve higher remuneration packages

## Succession plan

Succession planning is referring to the identification and tracking process of “high potential” employees, who can respond to higher management positions. This process, valuable in many ways as one of the tasks that our management team is associated with, is the identification of the new leaders. Through a “Succession plan” we avoid promoting immature leaders who are unprepared to respond to new responsibilities and carry out difficult tasks. The succession plan does not focus on replacement issues, due to retirement or management loss, but structures and tracks the suitable replacements.



## 7. Benefits



In BAUSCH Health Hellas, we care about our people since we believe that our business success comes predominantly from them. Our goal is to create an excellent workplace where achievements are being rewarded and our employees feel safe and satisfied. We have designed those benefits based on market trends that ensure the competitiveness of our business and rely on the principles of equal treatment and transparency.

Our benefits are tailor made to the needs and profile of our employees. We consider the internal and the external environment and adjust the benefits in dependence on the prevailing conditions.

### General Benefit Package includes

- ▶ Higher minimum salary than national collective agreement
- ▶ Objective remuneration system
- ▶ Salary based on work efficiency
- ▶ Bonus for successful teamwork
- ▶ Extra payment for emergency work
- ▶ Award to employees with long-standing service
- ▶ Private insurance program for all employees and their families
- ▶ Hospital insurance program for all employees and their families
- ▶ Medical Checkups

- ▶ Internal training and seminars
- ▶ Corporate e-learning programs
- ▶ Professional and scientific conferences
- ▶ Earlier departure on Friday
- ▶ Coverage of travel expenses
- ▶ Blood Bank available to employees and their families
- ▶ Emergency financial support for personal issues
- ▶ Additional parental leave
- ▶ Additional sickness leaves without documentation evidence
- ▶ Additional paid leave for holidays
- ▶ Extra leave for birthdays and name days
- ▶ Prolonged Leaves Program (Unpaid)
- ▶ Extra unpaid leaves
- ▶ Flexible daily schedule for the postpartum mothers
- ▶ Corporate social events and celebrations
- ▶ Compensation due to natural disasters
- ▶ School equipment for employees' children
- ▶ Product discounts and vouchers
- ▶ Sponsorship of corporate sport activities
- ▶ Wedding presents
- ▶ Tailor made package of products for postpartum mothers and newborns
- ▶ Birthday presents
- ▶ Presents for semi-annual meetings
- ▶ Internal fitness center
- ▶ Christmas presents for the employees and their children

### **Additional Benefit Package includes**

- ▶ Share of earnings
- ▶ Funding (individual training and academic studies)
- ▶ Foreign languages and ECDL
- ▶ Funding for professional certification
- ▶ Additional leave for studies and exams
- ▶ Mentoring
- ▶ Coaching
- ▶ Flexible working hours
- ▶ Board coverage (coupons)



**54** employees of the company out of a total of **65** employees (**83%**), have a corporate vehicle. **59** people (**90% of the total**) out of 65 have a corporate phone. **44** people receive compensations in the form of ticket restaurant vouchers.

## Employee Recognition and Rewards

We are proud of our employees and we recognize, praise and reward them for their exceptional efforts. Recognition goes beyond compensations and benefits and is meant to be meaningful and motivating.

- ▶ As a corporate policy, we celebrate goals achievement by offering team corporate dinners and karaoke nights.
- ▶ Restaurant Tickets are a kicker, based on achieving sales targets.
- ▶ During the annual New Year pie-cutting event, we offer multiple checks and gift cards to our employees and inclusive weekend trips.
- ▶ Top performer employees of sales department are rewarded with checks and gift cards.
- ▶ Engaged to our corporate values employees are rewarded with checks and gift cards.
- ▶ Heavy workload employees receive extra monthly days of leave.

## Support when a need arises

Based on our values, we support our employees when they have to deal with personal difficulties, emergencies and/or family health problems. We undertake:

- ▶ Hospital costs
- ▶ Gradual reintegration process after a temporary absence
- ▶ Reassigning of work responsibilities
- ▶ In advance payment when needed
- ▶ Compassionate and bereavement leave, birth leave and marriage leave



## 8. Well-being of Employees



In BAUSCH Health, we recognize that work should positively contribute in employees' life and enhance their well-being. Within this framework, we developed a series of management standards that promote a healthy lifestyle and assist employees to reduce and tackle their work-related stress. Our employees' well-being is the key issue of our business success.

### Counterpain® Running Team

In order to improve the physical health of our employees and strengthen the team bonding, we introduced the initiative of a “Running team” to participate in running events in Athens and Thessaloniki. The most highlighted participations are those in the Athens Marathon, the “Runners Avenue” race and the International Marathon “Alexander the Great”. Our company supports and covers all runners' expenses, including participation costs (board and clothing) and the necessary equipment.

## All One Basketball Team

An equally successful initiative for our employees is the “All One Basketball Team” where basketball teams from all departments participate in various basketball matches. In 2018, we organized the “All One Team Basketball Game” with all the employees in Panathinaikos Stadium. The game was photographed and recorded to create inspirational videos for our people. Our next “All One Team Basketball Game” hosted, in the end of 2018, our employees’ families that had the chance to participate in a series of entertaining activities.

## Training with Dimitris Theodorakakos

In January 2018, various members of the Counterpain Running team had the pleasure of enjoying a unique training session with the mountain-running champion, Dimitris Theodorakakos, at Zappeion Park and the Athens National Garden. The enthusiasm of our runners was great, as Dimitris offered training tips to promote and highlight the importance of an active sport life.

Mr. Theodorakakos was the ambassador of our 2017 corporate values and introduced his stunning concept “Life is a Marathon”, comparing the efforts of an athlete to complete a marathon, with the efforts of our employees to succeed in their professional career. After this recreational and educational training, more and more employees embraced this change in their lifestyle and participated in more corporate sport events.

## Work - Life Balance

Creating and sustaining a positive working environment with satisfied and motivated employees is our top priority. We are guided by the mentality that the workplace should offer physical and mental balance. We encourage our people to have sufficient breakouts and catch ups with their colleagues. We strive in undertaking and investing in well-being initiatives that promote a balance between business and personal life of our employees. We offer to our employees:

- ▶ Flexible working hours
- ▶ Flexible employee leave policy
- ▶ “Early Friday”, where our employees can leave earlier
- ▶ Casual dress code on Fridays
- ▶ Three continuous weeks of summer holidays
- ▶ 10-day continuous Christmas holidays
- ▶ Extra employee leaves for exams and training programs

## 1. ISO 26000:2010



The International Standard [ISO 26000:2010](#) provides seven principles related to social responsibility which allow businesses to describe and disclose their corporate progress.

As a responsible business we adhere to the seven principles and communicate the available information for the base line year 2018 in the following table with references across the sections of our Annual Report 2018.

<b>Clauses</b>	<b>Description</b>	<b>Reference</b>
<b>4.</b>	<b>Principles of social responsibility</b>	
4.2	Accountability	About this Report
4.3	Transparency	About this Report
4.4	Ethical behavior	2.2 Our Culture 2.3 Corporate Social Responsibility 3.6 Code of Conduct and Business Practices 3.7 Equal Opportunities and Diversity in the Workplace
4.5	Respect for stakeholder interest	2.4 Stakeholder Engagement
4.6	Respect for the rule of law	About this Report
4.7	Respect for the international norms of behavior	About this Report
4.8	Respect for human rights	3.7 Equal Opportunities and Diversity in the Workplace

<b>5.</b>	<b>Recognizing social responsibility and engaging stakeholders</b>	
5.2	Recognizing Social Responsibility	2.3 Corporate Social Responsibility
5.3	Recognizing social responsibility and engaging stakeholders	2.4 Stakeholder Engagement
<b>6.</b>	<b>Guidance on social responsibility core subjects</b>	
6.2	Core Subject: Organizational governance	3.4 Corporate Governance
6.3	Core Subject: Human Rights	3.7 Equal Opportunities and Diversity in the Workplace
6.4	Core Subject: Labour practices	3.6 Code of Conduct and Business Practices 3.8 Compliance 3.10 Transparency
6.4.3	Employment and employment relationships	7.2 Employees' Relations with Management
6.4.6	Health and safety at work	4.1 Environment, Health, Safety and Sustainability
6.4.7	Human development and training in the workplace	7.5 Employees Training and Development
6.5	Core Subject: The environment	4. Respect the Environment
6.6	Core Subject: Fair operating practices	3.6 Code of Conduct and Business Practices 3.8 Compliance 3.9 Data Protection/ GDPR 3.13 Responsible Marketing and Communication
6.7	Core Subject: Consumer issues	5. Advancing Global Health and Patient Care
6.7.3	Fair marketing, factual and unbiased information and fair contractual practices	3.13 Responsible Marketing and Communication

6.7.4	Protecting consumers' health and safety	5.2 Quality of Products
6.7.6	Consumer service, support, and complaint and dispute resolution	3.14 Pharmacovigilance, Materiovigilance and Complaints Management
6.7.7	Consumer data protection and privacy	3.9 Data Protection / GDPR
6.7.9	Education and awareness	6. Improving our Communities
6.8	Core Subject: Community involvement and development	6. Improving our Communities
6.8.7	Wealth and income creation	3.1 Economic Performance
6.8.9	Social investment	
<b>7.</b>	<b>Guidance on integrating social responsibility throughout an organization</b>	
7.2	The relationship of an organization's characteristics to social responsibility	2.3 Corporate Social Responsibility
7.3	Understanding the social responsibility of an organization	Message from the CEO 2.3 Corporate Social Responsibility
7.4	Practices for integrating social responsibility throughout an organization	2.3 Corporate Social Responsibility
7.5	Communication on social responsibility	About this Report
7.6	Enhancing credibility regarding social responsibility	About this Report
7.7	Reviewing and improving an organization's actions and practices related to social responsibility	CSR activities are monitored and evaluated internally, and the results are communicated to the management.
7.8	Voluntary initiatives for social responsibilities	6. Improving our Communities 7.8 Well-being of Employees

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## 2. Sustainable Development Goals (SDGs)



# SUSTAINABLE DEVELOPMENT GOALS

The 17 Sustainable Development Goals (SDGs) are the blueprint to achieve a better and more sustainable future for everyone. Developed by the United Nations in 2015 are addressed to all mankind. SDGs embody the global challenges we face related to poverty, inequality, climate change, environmental degradation, prosperity, peace and justice.

The Goals are interconnected so that no one can be neglected and can be achieved by 2030. Recognizing the importance of the Goals for creating a sustainable world, we provide a reference table of selected Goals to the sections of this Report, with the aim to provide an outline the impact we have as a company to the SDGs.



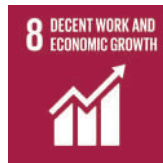
- ▶ 5.1 Services and Products
- ▶ 6. Improve our Communities
- ▶ 7.8 Well-being of Employees



- ▶ 3.6 Code of Conduct and Business Practices
- ▶ 3.8 Compliance
- ▶ 7.5 Employees Training and Development



- ▶ 3.6 Code of Conduct and Business Practices
- ▶ 3.7 Equal Opportunities and Diversity in the Workplace



- ▶ 3.1 Economic Performance
- ▶ 3.6 Code of Conduct and Business Practices
- ▶ 3.7 Equal Opportunities and Diversity in the Workplace
- ▶ 3.8 Compliance
- ▶ 3.11 Risk Management
- ▶ 3.12 Supply Chain
- ▶ 5.2 Quality of Products
- ▶ 7.1 Great Place to Work
- ▶ 7.6 Recruiting and Talent Management
- ▶ 7.7 Benefits



- ▶ 3.7 Equal Opportunities and Diversity in the Workplace



- ▶ 4.2 Responsible Use of Resources



- ▶ 4.1 Environment, Health, Safety and Sustainability



- ▶ 3.4 Corporate Governance
- ▶ 3.6 Code of Conduct and Business Practices
- ▶ 3.7 Equal Opportunities and Diversity in the Workplace
- ▶ 3.9 Data Protection / GDPR
- ▶ 3.10 Transparency
- ▶ 3.11 Risk Management
- ▶ 5.3 Disclosures of Transfers



- ▶ 5.3 Disclosures of Transfers

# 3. Abbreviations & Acronyms



<b>3PL</b>	Third-party logistics
<b>B+L</b>	Bausch & Lomb
<b>CIS</b>	Commonwealth of Independent States
<b>CNS</b>	Central Nervous System
<b>CO<sub>2</sub></b>	Carbon Dioxide
<b>CRM</b>	Customer Relation Management
<b>CSR</b>	Corporate Social Responsibility
<b>CV</b>	Curriculum Vitae
<b>EBITA</b>	Earnings Before Interest, Tax, Amortization
<b>EfEX</b>	Hellenic Association of Self Medication
<b>EFPIA</b>	European Federation of Pharmaceutical Industries and Associations
<b>EHS+S</b>	Environment, Health, Safety + Sustainability
<b>EMEA</b>	Europe, the Middle East and Africa
<b>EOF</b>	National Organization for Medicines
<b>FCPA</b>	Foreign Corrupt Practices Act
<b>FY</b>	Fiscal Year
<b>GDPR</b>	General Data Protection Regulation
<b>GEMI</b>	General Commercial Registry (in Greece)
<b>HFM</b>	Hyperion Financial Management

<b>HCP</b>	Healthcare Professionals
<b>Inc.</b>	Incorporation
<b>IRBE</b>	Irbersartan
<b>IS</b>	Information Security
<b>ISO</b>	International Organization for Standardization
<b>IT</b>	Information Technology
<b>KAM</b>	Key Account Manager
<b>KPI(s)</b>	Key Performance Indicator(s)
<b>Kg</b>	Kilogram
<b>KWh</b>	Kilowatt hours
<b>m<sup>3</sup></b>	Cubic Meter
<b>MEM</b>	Medical Educational Material
<b>NGO</b>	Non-Governmental Organization
<b>OECD</b>	Organization for Economic Co-operation and Development
<b>OTC</b>	Over the Counter
<b>PhS</b>	Public Health Service
<b>QA</b>	Quality Assurance
<b>QPPV</b>	Qualified Person for Pharmacovigilance
<b>RA</b>	Regulatory Affairs
<b>Rx</b>	Medical Prescription
<b>SDG(s)</b>	Sustainable Development Goal(s)
<b>SEIV</b>	Association of Health – Research and Technology Industry
<b>SFEE</b>	Hellenic Association of Pharmaceutical Companies
<b>HCO</b>	Healthcare Organization
<b>SKU</b>	Stock Keeping Unit
<b>SOP(s)</b>	Standard Operation Procedure(s)
<b>T&amp;E</b>	Travel and Expenses
<b>VC</b>	Vision Care

**Improving people's lives  
through our healthcare  
products.**

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