THE FIVE KEY VALUES OF GALENICA
WE PARTICIPATE WITH **PASSION** AND WE ACT AS **ENTREPRENEURS**. WE BUILD **TRUST** THROUGH CREDIBILITY AND COMPETENCE. WE SHOW **RESPECT** AND KNOW THAT **TOGETHER**, WE ARE **STRONGER**.
Dear Colleagues
Dear Readers

Galenica, which was founded as a pharmaceutical wholesaler in 1927 by 16 pharmacists in French-speaking Switzerland, today represents an international group of companies with some 7,500 employees in Switzerland and abroad. As varied as our individual business activities are – including Pharma, Logistics, Retail and HealthCare Information – they all focus on the healthcare market. Together, we share a commitment to ensure patient wellbeing and meet the needs of our customers on a daily basis.

One crucial element in the successful development of the Galenica Group is and remains our strong corporate culture. For this very reason every employee should know and understand our values, as these are the reference point for our behaviour and our decisions.

To ensure that our culture is thoroughly understood by everyone and allows us to develop further, we have summarised our five key values in this brochure. They draw on our experience as to why we have been successful in the past and they demonstrate what we value in order to be successful in the future. They are the result of many lively, interesting discussions throughout our company.

Although we can describe our culture in words, what ultimately counts is our behaviour. We would therefore like to encourage and call upon all of you to put our values into practice each and every day!

Etienne Jornod
Executive Chairman

David Ebsworth
CEO
Five questions to Etienne Jornod, Executive Chairman

1. Why are culture and values important to you?

Galenica initiated a fundamental change to its strategy in 1995 and has since developed into a successful international healthcare company. One of the key elements of our success is our strong corporate culture which shapes our behaviour and our decisions and thus enables us to achieve our strategy and our objectives. It also determines our working environment and the way in which we work together both within the Galenica Group and with our partners. Our key values are the reference point for our actions.

2. The Galenica Group is active in diverse business areas and has a rather decentralised structure. Why, then, a common corporate culture?

We have a culture which is multi-faceted and strong at the same time. What makes Galenica unique is that every business sector of the Group has its own special culture, and that employees identify first and foremost with their team and their organisation. This is entirely natural, correct and important as we operate in small, flexible organisational units. In doing so, we maintain and promote entrepreneurial spirit: we encourage employees to take decisions and assume full responsibility for their tasks, and this happens at all levels because our future and our success rely on all business sectors and activities.

Despite this diversity, we are a single entity and we want to develop together. Our five key values help us to achieve this. They help us to focus our behaviour towards common objectives. Every employee should also feel like and see themselves as a member of the Galenica Group.
3. So, in line with the key value “Together, we are stronger”?

_Exactly, because the whole is greater than the sum of its parts. Our organisational units – such as Vifor Pharma, Amavita, Sun Store, HCl Solutions, Alloga or Galexis – can only develop successfully as part of the Group. None of these units would have the same growth and survival prospects alone. The sense of belonging to Galenica is therefore key to our success._

4. How do the values support us in further development?

_We are a Swiss company that is increasingly active at an international level. For the future, we want to keep the entrepreneurial spirit that has made us so successful in the past. This means being down-to-earth and not trying to behave like “a major player”. We are flexible and practical and take decisions within lean structures. We aim to be faster and better than the competition with fewer resources and in doing so, we always have our finger on the pulse of the market to anticipate new developments._

_If we want to develop successfully, we must also integrate new expertise and experience, expanding our activities in the light of this new knowledge. It is important to find the right balance between the old and new know-how. The evolution of our culture mirrors the development of our Group._
5. How do you personally implement the key values, and what do you expect of employees?

Passion is what drives me. As I see it, that means identifying with the company and taking pleasure in tackling challenges and solving problems. This also requires a readiness to go the extra mile and exceed our individual limits from time to time. Success is not a given; you have to work for it – time and again.

We accept that mistakes will also happen on the way. What is important to me is that we are all prepared to be honest about mistakes so that, together, we can learn from them and find solutions for them. This can only happen if we respect and listen to one another – because nobody can do or know everything.

This also means trusting others and creating trust ourselves, for example by delivering on our promises. In the same way, our values have to be much more than just theory. Only by putting them all into practice will these values support us in the sustainable, successful development of our company. Living our values involves a self-critical analysis of our own behaviour, and having the courage to speak to colleagues about behaviour that conflicts with those values. I heartily encourage you to do both!

Finally, I think that even though Galenica has been enjoying unrivalled success since 1995, it is vital that we remain modest! Modesty is important because it is the opposite of arrogance. An arrogant company does not listen to the market and cannot meet its clients’ future expectations. Success never depends on one single person, but on the contribution of each member of the Galenica team. This is my firm belief, and I am happy to say that my contribution to the Galenica Group is firstly the ability to listen and secondly the determination to get the most out of the best contributions we each make to the company.
WE PARTICIPATE WITH PASSION.

Passion comes from within. It is what drives us to contribute to the sustainable, successful further development of the Galenica Group. The commitment of each individual counts. We take pride in our common dedication to Galenica; it gives us satisfaction and motivates us to approach our tasks with a high level of commitment.

Passionate people undertake initiatives, contribute new ideas and seek solutions when problems arise. In doing so, we also enthuse and inspire colleagues, patients and customers, business partners and shareholders.

This passion is accompanied by a high degree of identification with Galenica. Despite targeted growth, we aim to remain modest and practical in both thought and action. Modesty is important because it is the opposite of arrogance. An arrogant company does not listen to the market and cannot meet its clients’ future expectations. Our decisions are courageous and sometimes unconventional, but we always take them with due caution and care.
WE ACT AS ENTREPRENEURS.

Customers and the market are our focus. We act with foresight and undertake initiatives to anticipate trends and new requirements by proposing innovative offers. We comply with regulations and legislation and weigh risks carefully. If, despite all due care, errors occur, we provide information openly and immediately, and try to find constructive solutions. Only in this way can we learn from mistakes.

Ultimately, individual results translate into our long-term success: so everybody is responsible for our actions and our success. We have a healthy, ambitious commitment to being successful.

Despite continuous growth, we want to maintain the flexibility of a small company with small units, flat structures and short decision-making processes. This ensures that we act in a practical, targeted and timely manner.

We want to be more agile, quicker and better than our competitors. In this sense, we keep in mind that resources are limited and realise our objectives in the most economical and sustainable way.
WE BUILD TRUST.

_We are transparent and explain what we are doing and why. We do and put into practice what we say – we are role models. We keep our promises and commitments. That makes us credible.

_We are also credible because we communicate in an open, honest and consistent manner. We channel our communications to our stakeholders so that they understand us.

_We know our business; we are experts – each in his or her own area and in our specific tasks. We prove our competence every day and demonstrate to our colleagues, customers and partners that they can rely on us.

_Credibility and competence are the basic requirements for trust. Building trust takes time and a great deal of commitment; however, losing trust can happen all too quickly. Trust cannot be bought. We earn trust only when we consistently demonstrate our credibility and competence on a daily basis.
WE SHOW RESPECT.

Showing respect means knowing your own limits and respecting the abilities and opinions of others; this also applies to our competitors and the market.

We are modest and restrained in manner. We know that success is not a given. We have to work hard for it, time and again, with endurance, discipline, commitment and a willingness to forge new paths.

We show esteem and recognition to all our contacts. Similarly, we value diversity within our Group and are open to different opinions and approaches. By aiming to understand other positions and consciously maintaining and exploiting the benefits of our diversity, we contribute to the greater whole.

Ethical and social conduct is an obligation for us all. We assume our social responsibility in society through targeted projects.
TOGETHER, WE ARE STRONGER.

Nobody knows everything! We therefore rely on each individual, on his or her competences and commitment. Each individual should also be able to rely on the others. The whole is greater than the sum of its parts. Together, we are stronger. We share our knowledge, search for the best solutions together and provide mutual support.

We need and promote employees who play an effective part in the team. This requires a willingness to approach others openly, as well as mutual respect and confidence. It also requires a willingness to search for commonalities and tap synergies.
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This colourful card set illustrates our five key values. Keep it with you at all times – in your wallet, your meetings folder, or at your workstation. That way, you will always be able to keep our key values in mind and can use them as a point of reference for your own work and with your colleagues.