

## 5.1 The development of our People

We believe that people are our Company's most precious resource, and we are convinced that our success depends on them. We want our employees to be proactive and to have the skills and competencies to excel in their roles, creating a work environment inspired by the principles of teamwork and collaboration. Chiesi is committed to **promote the internal growth of our people** through programs designed for their development, and to show recognition and appreciation of the effort and commitment that our employees put into their work day after day.



98

development plans  
implemented in 2017

A key personnel initiative is our annual People Development Program. Designed for middle managers and executives, it is designed to create a pool of leaders well prepared for future challenges . It makes use of

an assessment process that allows people to understand their areas of strength and areas where there is room for improvement, and to build an adequate training and development plan to help them perform their role in the best possible way and to be prepared for any future development opportunities within the organization. In 2017, there were 72 development plans underway for middle managers and executives. A Succession Plan for critical roles has also been created.

Another program is dedicated to employees not yet in management. This program, which has been implemented across all functional areas, assesses employees' skills and their potential for growth, through group assessments and individual interviews, and defines a individual development plans for them. In 2017, Chiesi Italia organized 3 sessions of Assessment of Potential involving 26 inter-function people. 26 development plans have been defined.



*In 2017 all employees around the world received*

190,000

*hours of training sessions*



39

*Approximately 39 training hours per  
employee per year*

Manufacturing is a fundamental to our company's success. In 2017 we launched a project dedicated to the newer employees in the Global Manufacturing Department (GMD) in Italy, France, and Brazil. The project is called "Got my Talent" and will involve 23 employees in 2018 and 2019. Its purpose is to develop skills, encouraging motivation and teamwork with a view to encouraging managerial growth, and to support change management in the manufacturing division.

In addition to programs for the development of soft skills and teamwork, cross-functional task training also plays a key role for Chiesi. In 2017, we offered our employees in Italy a catalogue of management training with 35 specific competencies, aimed at developing the skills of the Chiesi. Model, language, and IT training activities, for a total of 1,568 course participations. Alongside these cross-functional initiatives, numerous ad hoc management training events were held to meet the specific needs of the various functions, including teambuilding activities, activities to support ongoing change management, and people development processes. As part of the processes of change management, particular attention is given to the promotion of initiatives in support of digital transformation, digital cultural growth, and new ways of collaborating remotely or in shared spaces. Chiesi also offers training sessions in every country and, in 2017, we provided our employees around the world with training sessions for a total of around 190,000 hours<sup>9</sup>.

Training varies depending on the country, the needs of the people, and the type of site (commercial or operational); however the majority of training was related to health and safety, people development, R&D, compliance, pharmacovigilance, soft skills, disease state, client management, and selling skills. We provide each employee with an average of 39 hours of training per year.

In addition, specific trainings and communication on anti-corruption practices have been developed to ensure the proper implementation of the rules of ethical behavior in order to guarantee compliance by our employees. As a result, around 73% of Chiesi employees have received communication on anti-corruption, while a total of about 35% received a specific training on the topic.

Another significant development opportunity for Chiesi employees is the promotion of international assignments. Because Chiesi operates in 27 countries, moving employees between Affiliates encourages cooperation and a broad exchange of ideas. Participants gain insight from their global colleagues, while sharing their skills and experience with Affiliates abroad.



**20** employees took part in international assignment programs in 2017

<sup>9</sup> Data on training hours reported is partly the result of estimation based on Group Affiliates' training programs.