



**MAGAZINE** **aptitude** »

BY ANGELINI PHARMA

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ISSUE / TOUCHING THE FUTURE

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### #Hopeforagood life

The passion for research, together with the synergy of skills, are key elements in developing innovative and patient-centered formulations, according to our Research and Development Team.








Scan and explore



## THE COVER

Year 2025. A doctor performs a routine online visit with her patient. Her old stethoscope has turned into a headset jack attached to the tablet. Local health systems and private hospitals have already shared online medical records of patients with her. Thanks to AI, she is always informed and alerted in advance of any anomalies. She can propose personalised therapies on the basis of the data collected. No one gives up on treatment any more. Everyone feels that their health is now under control.

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# Towards digital health, in record time

By Pierluigi Antonelli, Angelini Pharma CEO

// **We have had to race throughout this past year, but we did it knowing that we were moving in the right direction**

Many things might change throughout the course of a business year, but if that year is marked by an unprecedented pandemic like the one we are still facing, time is shortened, the pace of change accelerates, and the results are here before anticipated. The catastrophic pandemic took us by surprise by suddenly showing us that our traditional working methods were no longer suitable for facing the evolution of the workplace. For years, we have always put pressure mainly on the relationship between doctors and pharmacists with an engagement mode, mainly based on frequency and coverage, which did not provide for use with other channels of interaction. This is because our run-in approach worked well.

When we introduced our "Go Digital" pillar strategy in 2019 by sharing a vision and a resource-supported plan, I noted some skeptical glances among our colleagues. As strange as it may seem, the pandemic helped us understand that we were behind, forcing us to make up for the delay. And thanks to the incredible sense of urgency and enthusiasm of Angeliners, we have almost made up for years' worth of a gap in a few months.

We established a plan based on

three driving principles:

- **Digital Consent Acquisition:** through a simple online form, we started to allow our medical sales representatives the ability to collect doctor and pharmacist consent to engage with them remotely or send e-mails;

- **Enabling Remote Channels:** We activated a remote call platform to be used for promotional digital material, standardized emails to our clients, and also optimized peer-to-peer medical communication across virtual platforms;

- **Medical Sales Representative Training:** We have equipped our Field Force with new training on how to effectively execute a remote visit.

After one year, we sent more than 1,000,000 custom emails within the last 12 months alone, compared to zero emails in 2019. In some countries, remote interactions have reached 96%.

We have also launched innovative channels to create various contact points with our doctors and clients:

**Harmoniamentis.com**, our CNS and Mental Health Digital Hub, which contains a closer

Point of view

look at epilepsy, depression and schizophrenia; **Angelini Pharma Plus**, a portal dedicated to our pharmacists, which is under development; **AiDEA**, a brand new CRM powered by AI with Microsoft and Trueblue; **Angela**, our AI powered chatbot, who also won an award at the About Pharma Digital Awards for Best Service for Pharmacists in 2019.

Our digital transformation journey started 18 months ago, and within the last 14 months we have already achieved very positive results. Our digital investments are a very significant data point: the promotional budget earmarked for digital initiatives grew from 8% in 2019 to 20% in 2021. A transformation supported by a true Digital Organization formed by more than 30 colleagues dedicated to digital in all businesses (Commercial,

Industrial Operations, R&D) in each of our 25 countries. A transformation that is changing life within our community, and which is receiving positive testimony. In Italy, our company was the most awarded at the Life Science Excellence Awards 2021, award promoted by the Italian Society of Scientific and Health Communication, and received the Best Help And Support Projects award for the digital communication project #FaLaScuolaGiusta at the About Pharma Digital Award 2021, another important award for digital innovation, where our company this year was a finalist in eight categories, including Best Social Company and Best Digital Company. I hope that in the future our initiatives will also be recognized in the other countries in which we operate. The road ahead is still long, but I am truly confident that our company is on the right path towards becoming a Pharma Company leader in Europe, with a digital first mentality!

*Time is shortened, the pace of change accelerates, and the results are here before anticipated.*

# The Launch Of Ontozry® In Germany: A Team Success Story

By Lara Kessler, Digital Medicines Manager

## // **An important new step in our journey to provide an answer for the treatment of focal onset seizures in adults with epilepsy.**

In early 2020, the Medical Team began contacting and informing leading German epileptologists, while an early access program for cenobamate was launched in October of the same year.

At the same time, in April 2021, the onboarding program for the Sales Force team began. The new team attended a full month of scientific training sessions on epilepsy and in particular on cenobamate, its commercial positioning, understanding market dynamics and handling questions from doctors.

Since the meeting was organized digitally, the Management Team, with the support of HR colleagues, planned team building sessions to allow colleagues to get to know each other better and develop a shared understanding and

mindset.

Once the team was formed, the campaign continued with the first Ontozry® HCP Meeting and the launch of a DSE (Disease State Educational) campaign to raise awareness of the unmet need of drug-resistant patients with focal onset seizures. Another important milestone reached before the actual launch of Ontozry® was its inclusion in the Lauer-Taxe (the list of drugs and their prices on the German market) and the submission of the dossier to the German regulatory authority.

11 June was the day of the Ontozry® press conference and launch event in Berlin, where six KOPs shared their experience in treating patients with drug-resistant epilepsy. The press conference was attended by twelve journalists from ten

different media groups. At present, Ontozry® is available from large wholesalers in Germany. Moreover, the product launch is supported by a continuous media presence in leading medical journals to promote and position our company as a strong partner in the field of epilepsy and Ontozry® as a promising new treatment option for epilepsy patients with focal seizures that are difficult to treat.

The launch of Ontozry® was a team success that makes our entire company proud to provide such an innovative therapeutic solution to healthcare professionals and patients. This was a particular success for the team at Angelini Pharma Germany, who made a real difference with the launch of Ontozry®.

### Epilepsy In Germany

**It is estimated that there are between 400,000 and 800,000<sup>1</sup> people with epilepsy in Germany and that around 60% of them suffer from focal seizures<sup>2</sup>. These seizures can have a severe impact on people's lives. A study carried out in Germany and published in 2017**

**confirmed that people with drug-resistant epilepsy are at higher risk of premature death than the general population<sup>3</sup>.**

<sup>1</sup>Brandt C. Informationsblatt 006.

Herausgeber: Dt. Gesellschaft für Epileptologie. 2016.

<sup>2</sup>Schmitz B, et al. Epilepsia. 2010; 51(11):2231 – 2240.

<sup>3</sup>Strzelczyk et al. Front Neurol 2017; 8: 712.



We must have it to deprioritize and challenge the status quo, focusing on impact vs activity.

# PLAY in Spain the Agile Way

Di Olga Insua, Country Manager Angelini Pharma Spain

// **A radical transformation in the approach to the organisation of work and teams as told in first person by Olga Insua, Country Manager of Angelini Pharma Spain.**

Shortly after I arrived at Angelini Pharma, I was in a conference room and spotted a poster on a whiteboard left over from a past meeting. There were objectives, key results...clearly a planning workshop had taken place here. I asked to see this for all our brands and was astonished to learn that this poster was from a pilot, and that this kind of planning didn't exist for other departments. **Wait...what?**

This was my first exposure to **PLAY, our version of Agile Methodology**. The pilot had been going on for a while with positive feedback. Immediately, we rolled it out nationally, in February 2020. Little did we know that PLAY would be key to our success with the coming pandemic!

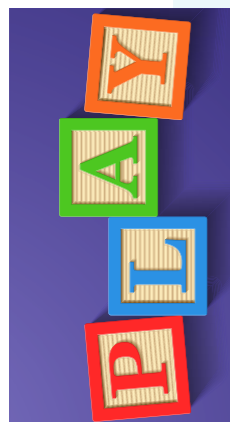
First, as a Leadership Team we defined our **PLAY to Win** Strategy for 2023. We needed to have a common direction across the entire business.

**Prioritize**  
Then, by putting patient needs in the center and our teams at the

front, based on clearly defined and measurable objectives, we formed cross-functional/self-organized teams, Squads, focused on the priorities that would achieve the objectives and key results (OKRs). By having the right skilled people focused on the defined priorities, it forced us to simplify and concentrate on that which would have the highest impact, deprioritizing things with little/no impact. The role of the Leadership Team is to provide guidance and support, to be clear on the **why**, so teams are free to focus on the **what** and **how**. A key component is our core behavior: courage. We must have it to deprioritize and challenge the status quo, focusing on impact vs activity. As leaders, we must have the courage to give our teams the space and freedom to make their own decisions about how to reach success.

**Lead**  
With self-organized teams, leadership belongs to everyone. Having identified and prioritized the OKRs, the squads lead the activities. The priorities are

What is PLAY?  
For starters, it is an acronym:  
Prioritize  
Lead  
Align  
You Learn



**Y**

## YOU LEARN TO IMPACT

Teams continually learn as they experiment and progress toward defined priorities.

**P**

## PRIORITIZE IMPACT

The organization has a clear purpose with a progressive prioritization (P) shared by all.

**L**

## LEAD IMPACT

Talent feels empowered to contribute in self-organized and multidisciplinary squads.

**A**

## Align IMPACT

The entire organization moves forward together, collaborating and adapting in a synchronized way in the same direction.

determined by the squads, bottom up, not top down. Because they are based on impact vs activity, the squads continually check progress, make recommendations, and ask for help. For the Leadership Team, our job is to trust the squads, to support, empower and challenge them, but the most important is trust. We need to let people do their jobs. **No hierarchy. No fear.**

**Align**  
Each week all squads come together for two hours and provide a status and level of confidence on the ability to achieve the OKRs. This is our drumbeat, keeping everyone moving together in a synchronized way. **Vulnerability is key!** We have to be willing to share the blockers early and ask for help in unblocking, especially when the blockers are still small. As leaders, we need to encourage this transparency. It makes all the difference in keeping projects on track, ensuring the ability to be flexible when adjustments are needed. This element was critical to the success of Spain during the pandemic, giving us the communication channel and the agility to make any necessary adjustments **fast!**

**You Learn**  
Implementation of PLAY has been a continuous learning journey. We were able to stay connected, flexible in adjusting to the rapidly changing needs of the market. In 2021 we evolve our learning with **Play.Dna**, focusing on **Being Digital** and learning about Phygital. From the start, PLAY has been key to work in an agile way. In uncertain times, through Covid-19, and an increasingly VUCA (volatility, uncertainty, complexity and ambiguity) environment, we were able to be successful, dynamic and united as a team. PLAY has been our magic recipe for success: controlling the controllable and changing together into a better, agile & efficient high-performance organization. One year later we have no doubt: we will keep PLAYing!

# Many stories, one commitment: to be protagonists of change

By Jack Shirts, US Human Resources Head

**From Anthony's passion for cars to Teresa's "mission": the stories of the US Angeliners, a heritage for our entire group.**

What do racecars have in common with manufacturing medical devices? More than you would think, according to Anthony Davis. Although he's only worked for two years in the ThermaCare production facility at Albany, Georgia, USA, Davis has many years of experience as an amateur racecar driver. It didn't take long for him to see the similarities.

"Most people think racing is just about speed," Davis said. "But the key is to know your car, your machine, and to keep it performing with consistency over time and through various conditions. Speed counts, but **consistency is key**."

Davis's racing partner is his father, Wheeler Davis, a fellow Angeliner who has worked with ThermaCare products for more than 30 years. The senior Davis notified his son of an open position a couple years ago, knowing he wanted to make a career change. They work in different departments and don't have much direct interaction. But both men use words like **gratitude, commitment, family,**

**and pride** when they discuss their work. The Davises aren't alone in their commitment and loyalty to the brand they've helped to build; many colleagues, both veterans and new hires alike, display these behaviors. Another long-term colleague is Teresa Carmon, Production Support Specialist, who started with P&G 31 years ago.

She moved from North Carolina to Albany when the ThermaCare business was brought here in 1999. "I love the interaction with people in the plant," said Teresa. **"Working well together"** is the real secret to success. Teamwork is a must for us to make progress". Teresa has made it a personal mission to bring positivity to her colleagues. Her motto is "B4Real," which is a simplified version of Shakespeare's quote, "To thine own self be true... and thou canst not then be false to any man." Carmon is genuine in her concern for her colleagues, who are like family to her.

Since the acquisition of ThermaCare (March 2020), the Albany and Rockville, Maryland

teams continue to integrate, despite the more than 1200 km distance between them. Although smaller, the Rockville team is no less committed to successfully growing the business. Every person and every position makes a difference. One example is Janiece Herrera, Customer Service Specialist, who started with the company in 2008. Having been raised as the oldest of 10 kids in a blended family, she knows how to multi-task and motivate as a protagonist of positive change. "Even with the negatives that come," Herrera said, "there's always something positive. "Life is a path of stepping stones. Each step prepares you for the next. You have to take **responsibility for change** and progress."

Whether on the racetrack or the manufacturing plant, serving customers or motivating colleagues, US Angeliners embrace the challenge to be protagonists in our change journey.

Life is a path of stepping stones. Each step prepares you for the next.

# One year of Angelini Pharma in Germany

By Lara Kessler, Digital Medicines Manager

**July is the month of celebration for Germany.** One year ago, on July 1, 2020 Angelini Pharma opened a branch in Munich. Germany started with 50 employees and the Consumer Health brands ThermaCare, Tantum Verde, BoxaGrippal, Heumann and Acutil – and this in the middle of the COVID-19 pandemic. André Kindling, Country Manager Germany:

"The start was exciting and with a lot of positive energy. Starting such a journey together with a

completely new team does not happen often. We had and still have enormous support from our colleagues at our headquarters in Rome and are therefore able to rely on existing structures, but determine many things ourselves."

**Within this first year,** many milestones have been achieved. From meeting both quantitative and qualitative targets to launching Ontozry as first country in the Angelini Pharma world. "For us as a company, it means now also establishing ourselves

in the prescription market and consistently implementing our growth strategy.", says André Kindling. With the acquisition of Arvelle, the team grew by 30 new colleagues and will meet for the very first time all together in person, to celebrate the 1-year-anniversary with a big event and an Italian evening.

# Compreender a Depressão: a disease awareness campaign by Angelini Pharma Portugal

By Joana Alvim, Corporate Communication Specialist

Angelini Pharma Portugal is carrying out a **disease awareness campaign**, entitled Understanding Depression, in partnership with the Portuguese Society of Psychiatry and Mental Health and promoted at the media level by the a leading local Media Group. This campaign addresses Mental Health and Mental Illness focusing on the area of Depressive Disorder.

Its aim is to destigmatize, demystify and pedagogically clarify about this pathology, identify possible warning signs, and instruct on how to help and

be helped. Contents are intended for the general public, mainly for patients with depression, at risk of depression and/or who deal closely with these patients. The campaign started, May 14th, with a debate on the TSF radio (local leader news radio) with two specialists of the area. On the same day, on the Diário de Notícias website, debuted a campaign channel with the publication of three articles developed by experts. By the end of the year, ten articles will be published with the

contribution of 11 experts who will address various topics in this area like, relationship between depression and other illnesses, the importance of knowing the causes, symptoms and treatment of depression, understanding the suffering of anxiety and depression. The campaign will be promoted on the digital channels and social networks of Diário de Notícias newspaper, on TSF radio, as well as on the website of the Portuguese Society of Psychiatry and Mental Health.

# Our Journey Towards Operational Excellence

By Valentina Coccoli, Global BEX Executive Director

Engagement, innovation and a clearly defined goal: to strive for operational excellence in order to act as a partner for our stakeholders

Change, innovation and digitalization are some of the most frequently used words in the last year and a half, ever since the pandemic's effects on the economy have forced organizations to transform themselves, not only to improve, but, at a more fundamental level, to survive this new normal. Angelini Pharma, in this regard, can claim to be a company that has managed to **stay ahead of the game** by planning accordingly. It is no coincidence that one of the strategic pillars of our company, long before the pandemic, is Embrace Operational Excellence - a strategic pillar that is in fact a policy statement on how to develop projects and improve processes.

Embrace Operational Excellence. Excellence is a concept that is inherently associated with the absolute, with **perfection**. Indeed, considering that one of the cornerstones of Operational Excellence is continuous improvement, excellence appears to be a goal that drifts further away whenever it is approached. Once a target has been achieved, the focus shifts to how it can be improved. And that is precisely our goal - being excellent at achieving and **striving for excellence**.

It is a journey which, for obvious reasons, involves innovation and change. Innovation means change and change often requires consideration,

not only by those who seek to bring about change, but also by those who are affected by the change, namely customers, consumers, partners and employees. In recent months, our company has launched many projects aimed at improving processes: in these projects, in these processes, we have always decided to focus first and foremost on the full participation of the actors involved, both external actors and, above all, internal actors. If the road to excellence is a challenging journey, all travelers must be **enthusiastic and fully involved**.

As mentioned earlier, over the past year the word 'transformation' has become synonymous with digital transformation. If achieving operational excellence is a journey, then you have to equip yourself with the best tools to make it happen. Digital transformation, especially in the pharmaceutical industry, has, for obvious reasons, been much more far-reaching - it has involved shifting many stakeholder relationships to a digital environment. A **denser, more holistic change**, in which we have sought to participate and will continue to do so in the future.

Because the journey towards operational excellence is **never-ending**,

**FOCUS ON**  
Operational Excellence

# Simplify Improving Process Operability Every Day

By Luca Di Giandomenico, Global Internal Communication Specialist

Support the transition towards becoming an **agile organization** and promote process optimization and **continuous improvement**. These are the main goals of Simplify, the stream within Angelini Pharma's Business Excellence department to foster process innovation and strive for operational excellence.

Simplify can be described as a department within a department to support other divisions in **planning and redesigning internal**

**processes**. It adopts a horizontal approach that fully involves the departments requiring support. 'Our approach necessarily involves identifying needs,' explains **Adelaide Ciccarella**, Global Processes Optimization Manager and head of Simplify, 'so we organize periodic focus groups and short surveys to identify requirements. Once we have the complete picture, we proceed with the selection and implementation of a project that aims to solve needs.'

**For example?** Last year's focus group with each country's marketing teams revealed that the budget and forecasting procedures were in need of review.

Thanks to feedback from over twenty stakeholders interviewed during the assessment stage, the Simplify team identified the strategic inputs required to define the new process in time to start planning the 2022 budget.

# AHEAD, When Training Coincides With Operational Excellence

By Alessandra Pennacchiotti, Global CFR Training & Development Manager

**Training, transformation and innovation**: for a company like Angelini Pharma, these are key assets for strategic success. With the goal of combining these assets, our company has developed and launched AHEAD, the **program for developing the technical and scientific skills** of Angelini Pharma's Customer Facing Roles (CFRs).

AHEAD is structured as a **platform** on which each user can

find useful tools for their own development. In particular, the platform includes a tool for self- and hetero-assessment of skills, a tool for defining a Personal Development Plan, and the AHEAD Academy, a library with all the training resources freely accessible to users.

The AHEAD program is **constantly evolving** new training solutions, tailored to each Field Force role, are being rapidly added to

existing courses. Moreover, there is an ongoing collaboration with the HR department to expand the AHEAD Academy's training program to benefit CFRs.

By the end of 2021, the AHEAD program will also be extended to Angelini Pharma CFRs in the Medical and Marketing Department.

# Our way to supporting and boosting Business Excellence: the new Global Management Platform

By Claudia Ceniccola, Global Sales Force Effectiveness Senior Manager

// **OneClick, the innovative dashboard to centralize into a single structure multiple data sources, useful for commercial purposes.**

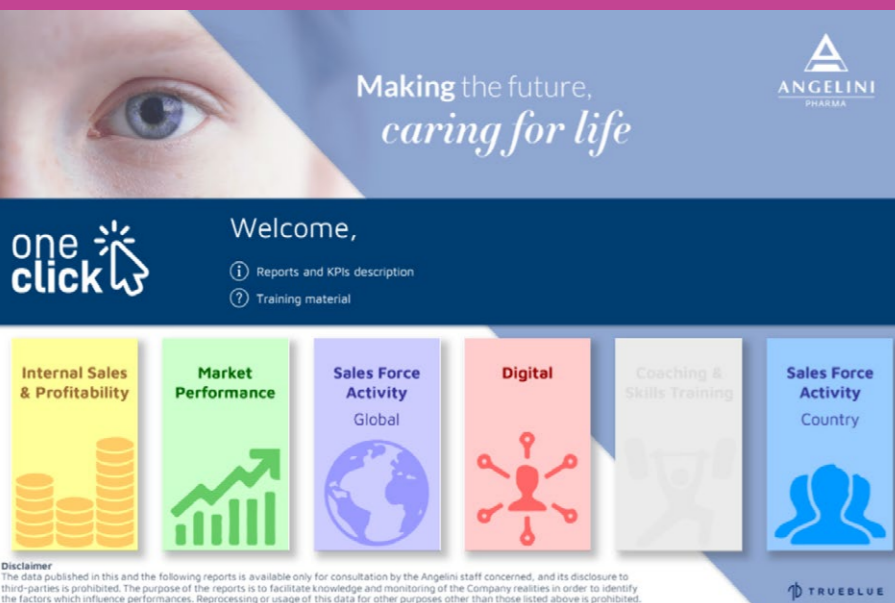
OneClick entails two main challenges for our company. On one hand, the introduction of an important **analytical evolution** in all countries; on the other, the implementation of a major change in **management processes**. With such innovative dashboard and the insights that it generates, our company is aligning to the business processes in the pharmaceutical scenario, and we are now better equipped to success in an increasingly competitive market. OneClick consists of an **analytical**

**portal** integrating different data sources - such as Finance and profitability, Market Sales, Sales Force (CRM) and Digital & Coaching - which provides access to analytical processes, reports, and dashboards available to a variety of business roles, from Management to Sales Reps.

Focusing on the territory performance management, OneClick embraces an analytical process founded on the "5 why analysis" where - thanks to specific business questions - users are able to discover actionable insights on

Sales performance and Plans of Action. OneClick is also the result of a **strong team collaboration** between our Business Excellence central team, the local country BEX and TrueBlue, a leading Italian provider of specialized digital workforce solutions.

The early onboarding of Champions and the co-creation workshops have been the key steps to share expectations and agreements on processes and KPIs.



# Between Artificial Intelligence and Digital Transformation. AiDEA, our new CRM system.

By Barbara De Gol, Global Patient Advocacy Specialist

// **Our digital vision becomes true in the implementation of an innovative AI-Driven CRM system: AiDEA.**

A new AI-Driven CRM system, a **new paradigm** in our daily work. A tool that outlines a clear path towards digitalization by fostering a Smart Customer Engagement, in order to develop and improve commercial and operational capabilities of our people, leading us to grow internationally.

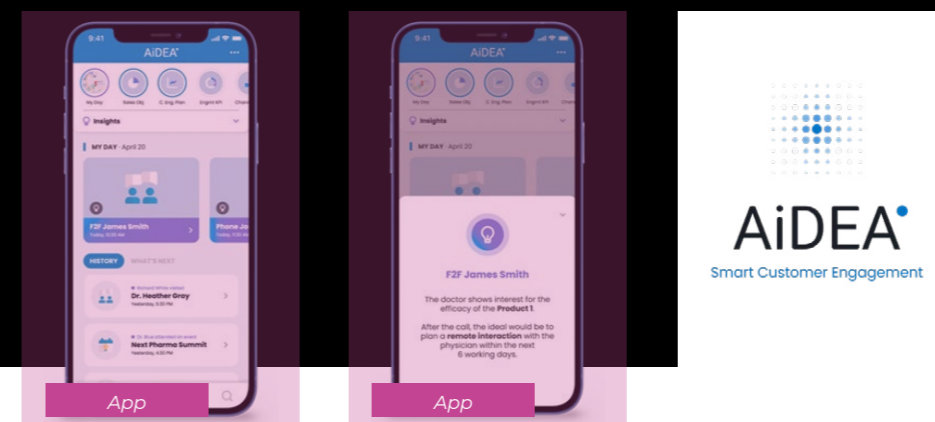
The tool is powered by Microsoft and featured by a fully **conversational interaction driven by AI** and permits to easily collect and organize information from multiple sources. This innovative thrust allows our company to push its Digital Transformation attitude,

as it makes it possible to develop tailored Customer Journeys and to obtain a 360° view of the customer. The AiDEA suite will be **implemented** in more than 24 subsidiaries worldwide, offering actionable insights and omni-channel optimization algorithms designed to maximize the use of resources.

The **potentialities inherent in Artificial Intelligence** will add value to our company's path of innovation and will boost a revolution in the way of working within the Company, at all levels and departments. This change

will be accompanied by the standardization of governance processes at a corporate level, thus promoting an important change management model that will involve all countries.

In conclusion, AiDEA represents a **crucial project for our community**, for sure challenging from many points of view, but characterized by the desire to pursue important objectives of growth and innovation, in a historical moment of digital transition for companies in the pharmaceutical market all over the world.





# The Future Of Drug Development: Our New 3D Printing Area printing area

// **New technologies are also making it possible to radically innovate in the pharmaceutical industry, opening the way to the real prospect of personalized medicine.**

By Marilena Saviano, Preformulation Laboratory Junior Scientist, and Elisa Ficiarà, Preformulation Laboratory Scientist

In the last year, the network created thanks to the **MarcheBioBank Project** (co-financed by the European Regional Development Fund, POR FESR MARCHE 2014-2020) has led to the creation of a collaborative research platform, involving both the business and research worlds, to investigate new therapeutic approaches to personalized medicine.

The project has enabled Angelini Pharma to focus its research efforts on **3D printing**, a manufacturing technology based on an additive process, i.e. the sequential layering of material from a digital model.

Studying this new technology and applying it in the pharmaceutical industry allows us to move towards the development and testing of **new effective and practical solutions** that meet the needs of a large pool of people with specific needs, such as pediatric patients.

There are countless applications for 3D printing in the pharmaceutical industry, from rapid prototyping of formulations to its potential in phase I clinical trials and finally to finished products that can be printed directly onto packaging material. In this context, our aim is to pioneer the future paradigm shift in the design, production and use of next-generation drugs through innovative manufacturing technologies.

Our research projects will certainly contribute to increasing awareness of the possibilities offered by 3D printing and recognition of this new technology as highly functional and promising in the field of pharmaceutical sciences and healthcare. 3D printing is revolutionizing the prototyping and manufacturing system in a number of sectors and will undoubtedly supplement traditional methods or play an alternative role in the production of personalized drugs in

hospital pharmacies, as well as of revolutionary products with unique characteristics in the industrial field. In recent years, the **prospect of personalized treatments** has been driving the community towards a widespread desire for personalized healthcare. It is therefore essential to reorganize health services and production schedules to meet patients' expectations regarding targeted medicine and a holistic view of medical care.

Thanks to personalized healthcare linked to 3D printing techniques, the selection of the appropriate formulation will be more targeted and the production of personalized drugs will be accelerated and tailored to the specific needs of subcategories of patients.

3D printing applied to drug development could therefore improve the therapeutic efficacy of new molecules or known active ingredients, increasing the

3D printer  
(Ultimaker S5 Pro Bundle)



chances of successful treatment plans and consequently treatment safety and patient compliance.

**Harnessing the benefits of the flexibility offered by 3D printers**, our preformulation team aims to study different classes of oral delivery systems with a single machine - namely monolithic systems with customizable designs, formulations with scheduled active release according to need, and oral systems with unique formulation characteristics.

**Personalizing the type of formulation**, as well as **scaling dosage** based on individual body mass and better management by caregivers, would enable us to offer **safer and more compliant treatments**.

In this new scenario, pharmaceutical companies could therefore play a crucial role in the development of medicines that combine personalized treatment, an industrial scale and product safety in accordance with regulatory bodies' requirements.



“It’s far more important to know what person the disease has than what disease the person has.”

**Hippocrates**

c. 460 - c. 370 B.C.

# Team Green Heroes Save The Environment With Bottles And... Nappies!

By Lorenzo Giacometti, Packaging Engineering Specialist

**In recent years, there has been a global increase in demand for sustainably manufactured products. Companies that have demonstrated a commitment to sustainability have enjoyed four times the sales growth of competitors that have failed to do so.**

*Tertiary packaging, since it has no direct contact with the product (and its formula), could lead to excellent sustainability opportunities directly at the point of sale.*

## Green

Our offices have always been characterized by a great deal of empathy and perhaps this is why the first cross-functional Angeliners team to dream of a sustainable future was established here. Because 'sustainable' is a development model that meets the needs of the present, without compromising the ability of future generations to meet their own needs.

Set up in December 2020 as a collaboration between the technical Packaging Engineering department and the Procurement department, in its various forms (Purchasing of Packaging Materials, Purchasing of Finished Products, Purchasing of Promotional Materials), the **Green Team** considered what was lacking and how to design new ideas together in order to find sustainable and eco-friendly solutions for application in daily work.

After just 5 months, the team expanded and we involved the Global Marketing, Trade Marketing, and R&D teams,

forming the first partnerships with external bodies such as university research labs, suppliers and partners.

We focused on **cost-effectiveness** from the outset because often the most sustainable solutions are also the most expensive in terms of industrial processes. In recent years, there has been a global increase in demand for sustainably manufactured products. A few years ago, surveys revealed that around 70% of consumers were willing to pay extra money for sustainable products, compared to 50% two years earlier. This also explains why companies that have demonstrated a commitment to sustainability have enjoyed four times the sales growth of competitors that have failed to do so.

We took the first steps by

studying the potential use of packaging generated by **re-using post-consumer plastics** for two categories of home-care products sold under the Amuchina brand: the Flooring range (3 products in the range) and the Laundry Liquid range (consisting of 2 products). Compatibility studies with the relevant formulations are ongoing, but we expect to produce bottles made from **100% recycled plastic resin before the end of 2022.**

This is quite an achievement when we consider that, in the case of primary packaging, it is not always possible to use sustainable packaging solutions because, in order to guarantee patient/consumer safety, quality and performance levels must be met that are often not achievable with packs produced from regenerated materials.

For 'sustainable design' to be usable we must first define several factors for each type of product. These include the highest level

of 'source reduction' of materials used in all types of packaging (in compliance with regulatory requirements to ensure patient/consumer safety) and this year we are completing the project to **remove PVC from Amuchina Gel products** and replace it with PET. This will lead to the **reduction of around 5 tonnes of PVC** from the market **by 2022!**

A real cultural change could be achieved by considering not only packaging, but also all the other 'materials' involved in sales (promotional materials, displays, packaging, etc.). **Tertiary packaging**, since it has no direct contact with the product (and its formula), could lead to excellent sustainability opportunities directly at the point of sale. We are analyzing the market, identifying the brand with which to launch this project and involving two strategic partners: Unicam -

University of Camerino and Fater (a company in our Group). It may seem very ambitious, but we would like to use alternative resources, such as those produced by the FaterSmart project, which recovers cellulose and plastic resin from used nappies. Giving these materials a second life will promote the noble concept of a circular economy within our holding company. There is still a long way to go, but now is the time to set out a concrete vision for our future.

**We are completing the project to remove PVC from Amuchina Gel products and replace it with PET. This will lead to the reduction of around 5 tonnes of PVC from the market by 2022!**



  
**ANGELINI**  
PHARMA

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