2025

TOMORROW'S HEALTH SYSTEM

The Biopharma industry in Italy as leaders in forthcoming challenges

FARMINDUSTRIA

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WITH YOU ALWAYS AT THE CENTRE

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THE PRESIDENT'S INTRODUCTION

Massimo Scaccabarozzi,
President of Farmindustria

Modern societies are giving voice to a growing "demand for personalisation" – of goods, services, life-styles – in their wish not only to enable each person to fully realise her or his potential but also to give full rein to an extraordinary desire to participate in processes of inventiveness and production. **WHAT THE FUTURE HOLDS**, this document's chosen title, forecasts that by 2025 the sector will be sufficiently developed to accede to these new demands and usher in a person-orientated, proximate future, where different healthcare paths for personalised treatment will multiple and corporate models will change to become ever more open thereby taking advantage of an extraordinary and hitherto unparalleled volume of feedback, information and knowledge (internal and external) that will accelerate the sector's innovation process exponentially.

The mirror on the inside cover, which reflects our face, together with the slogan **"WITH YOU ALWAYS AT THE CENTRE"**, announces that tomorrow's healthcare operators will be ourselves: you and I, in our capacity as patients, persons, workers, institutions and entrepreneurs. We are convinced that persons rather than technology will be the engine stimulating the entire sector and redefining its qualities and competitive profile.

They will do so through research, to yield ever more personalised and effective therapies, commencing from the over 16 thousand new products being developed today throughout the world. Many of these products will be **TOMORROW'S MEDICINES**, providing practical and decisive answers to a growing number of pathologies and bearing out the results of clinical practice that demonstrate the importance of offering each individual the therapies most suited to his or her specific characteristics.

They will do so through medicinal products and vaccines that will improve the population's health and make it possible to reduce and further rationalise other forms of social and healthcare spending because pathologies will be managed through **CONNECTED-CARE** paths designed to improve the quality of life of both patients and caregivers.

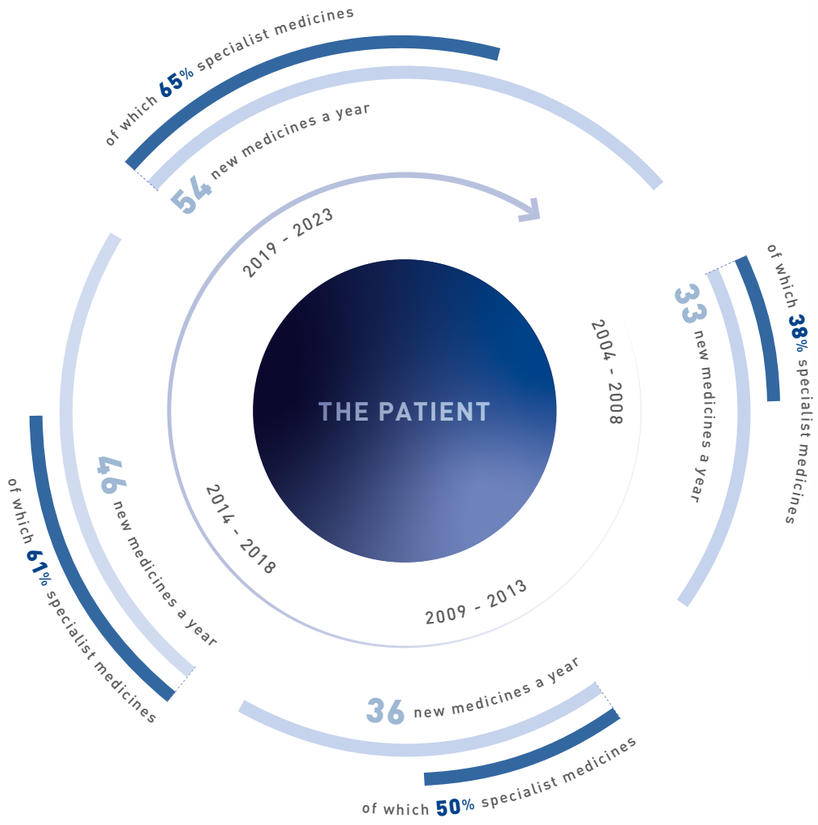
And they will do so through investments and **SKILLS** that will make pharmaceuticals an even more potent stimulus for the Italian economy, seeing that in recent years it has been, and still is, the leading sector in terms of job growth, production and export, with per-employee **ENVIRONMENTAL INVESTMENTS** twice the industrial average.

Moreover, in the expanding field of corporate welfare all employees will be offered practical support in their daily lives and their **DIVERSITY** valorised through the use of modern tools to reconcile life and work, with assistance provided for non-self-sufficient family members, along with education for children, personalised preventive care information and the management of employees and their families.

In this manner, pharmaceutical companies, responsibly and side-by-side with the Institutions and other stakeholders, will continue to cultivate a growth environment attractive to investments, but complemented by new rules in line with the strong innovation process that is transforming products, processes and skills.

This vision of the future is both actual and imminent. **"AGENDA 2025"** must be developed in line with the work performed by the European Medicines Agency in order to set out new objectives and development strategies for the entire sector that will benefit access to therapies, the country's capacity to grow, as well as today's and tomorrow's persons.

NEW MEDICINES



source: IQVIA

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PUTTING THE PATIENT AT THE CENTRE. BECAUSE "TO CURE" INCREASINGLY MEANS "TO KNOW" THE SPECIFIC CHARACTERISTICS OF EACH INDIVIDUAL PERSON.

Biopharmaceutical research is making ever-more innovative and "bespoke" medicinal products available that put **THE SPECIFICITIES OF EACH INDIVIDUAL PATIENT AT THE CENTRE**. This is the sequel of scientific progress, which provides an increasingly detailed knowledge of each of our genetic characteristics, and new digital technologies, which enable us to analyse enormous volumes of data in real time and make healthcare ever more effective. Furthermore, innovations will be increasingly produced by a network of actors cooperating on R&D: from companies to start-ups, from universities to clinical centres of excellence, and from non-profit agencies to public and private research bodies.

In actual fact, we already possess cures for complex and rare diseases and over one third of the medicinal products approved last year has been rated first-in-class. Oncology, infective diseases and neurology are the principal therapeutic targets. The healthcare to be put place in the years prior to **2025** will confirm these trends and can count upon new bespoke medicines.

Innovative and bespoke medicinal products are based on each individual's genetic profile. Bespoke medicine design already represents the future of biopharmaceutical innovation. However, this "future" is itself the product of ten fast-changing and dynamic years occasioned by

scientific and technological progress and a profound transformation in research, premised, as it is, upon a cluster model involving ever-closer cooperation between pharmaceutical companies and subjects in the public and private research ecosystem.

The phenomenon, which we could define as an Innovation Renaissance, is intimately linked to a humanistic approach towards healthcare, as exemplified by the production of ever-higher numbers of approved medicinal products and therapies. In the five years from 2014 to 2018 an annual average of 46 new medicinal products was approved worldwide. This figure is higher than the average for the previous five years (when 36 were approved), but it is likely to be surpassed over next five years, when the average annual number of medicinal products is forecast to be 54. Given this trend, we can imagine the shape of the health system by 2025; a system forthcoming thanks to the pharmaceutical companies' commitment to research together with recent scientific and technological progress. The editing of the human genome has, for example, enabled us to create more targeted and effective medicines precisely because they have been developed on the basis of genetic information, unique to each human being. Thanks to big-data analysis, researchers and doctors are today already able to read and interpret a vast array of genetic, clinical and life-style data and suggest new research information.

The biopharmaceutical paradigm, whether today's or tomorrow's, comprises targeted and specific innovation. Therefore, it is not a chance occurrence that the number of highly complex medicinal products designed to cure cancer, as well as chronic and rare diseases, and part of a global pipeline currently comprising 16 thousand products under development, are constantly increasing. A similar growth rate is found in Next-Generation Biotherapeutics which include cell, gene and nucleotide

16.000

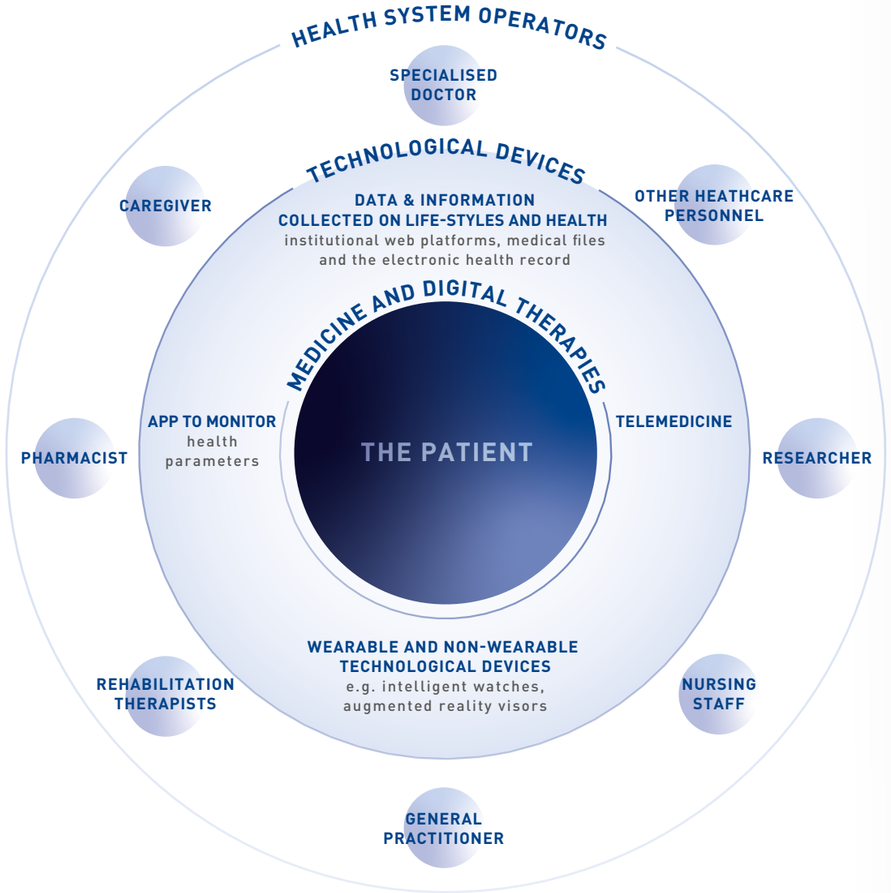
MEDICINAL PRODUCTS IN THE GLOBAL PIPELINE

source: Pharma projects

therapies, as their numbers have doubled over the last three years. Furthermore, in the next five years very promising therapies will also be available: **CAR-T**, based upon cells genetically modified to combat blood cancer; combination therapies, based on the action of various types of oncological treatment; other gene therapies to replace defective or missing genes for the treatment of genetic diseases and tissue therapies to regenerate damaged tissue by restoring their functionality; innovative antibacterial treatment, designed to attack bacteria in an even more selective manner than before and to combat infections and the now worldwide phenomenon of antimicrobial resistance (AMR). There will be medicines to reinforce the response to anti-tumour therapies by modulating the microbiome, Alzheimer therapies, able to delay the onset or slow the disease's progression and treatment to combat liver diseases. And nor must we, in conclusion, forget digital therapeutics, which are out-and-out digital therapies based on the use of software in combination with a medicinal product.

The benefits in terms of health and improved life quality arising from the deployment of these new medicinal products are practically innumerable, especially for the single patient but benefits will also accrue to the National Health System as a whole. With appropriate use, the new medicinal products can, in fact, lead to a reduction in healthcare spending, for example by facilitating a reduction in hospital admissions, preventing pathologies or slowing down their course.

CONNECTED CARE



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NEW TECHNOLOGIES REINFORCE RELATIONS BETWEEN PATIENTS, DOCTORS, MEDICINAL PRODUCTS AND HEALTHCARE STRUCTURES.

In the context of the profound transformation taking place in therapy management, medicinal products are ceasing to be seen as a simple product and instead are becoming part of a holistic therapeutic process, supplemented by precision diagnostics, devices and caring services. **ALWAYS WITH THE PERSON AT THE CENTRE**. Digital technologies, by modifying healthcare procedures, are the principal drivers of this change.

In **2025**, the growing availability of authoritative and certified information published on websites and institutional web platforms, the monitoring of a person's life-style thanks to modern devices, apps and direct communication with his or her doctor through wearable digital devices will enable healthy persons and patients in treatment to enhance their active participation in the "health system". Digital solutions currently contribute towards improving the availability of clinical data (thanks to the Medical Records and the Electronic Health Record) but will do so even more over the next five-years and facilitate home-care, for example, by the deployment of telemedicine and the tele-monitoring of chronic patients thus reducing tests and hospital admissions. With Big Data Analytics and AI it will, moreover, be possible to

make research still more productive and improve the efficacy of therapeutic measures.

Technology reinforces relations between persons. But when the persons in question are doctors and patients the process acquires much greater importance. Digitalisation is revolutionising the collection, analysis and integration of patients' data, with considerable benefits in terms of efficacy and improvements in performance as regards both efficiency and process governance. The role played by digital technology will be more and more important as it allows us to fully integrate all areas of the "health ecosystem" by improving doctor-patient and doctor-doctor communication, which, in its turn, can optimise primary care data flows and the management of the activities when patients are taken on, and at the same time guarantee healthcare continuity. Furthermore, it will be possible to measure the total value of the care-cycle correctly to determine the best use to be made of available resources by collecting data from all areas of the healthcare system. Likewise, by acquiring better knowledge of a patient through AI's help in reading clinical data, a bespoke medicinal product could be provided.

However, many operators are still not using connected care's potentiality to the full. To operate well and be really effective it must be based on network relations and the availability of shared and duly anonymized – to guarantee respect for privacy – data. According to the Politecnico di Milano, 80% of doctors use email to interact with their patients and 67% whatsapp to share documents and clinical information, but only one doctor out of four (26%) shares the clinical data in his or her possession with other doctors. Furthermore, although one health structure out of four has initiated pilot telemedicine projects, only 5% of medical specialists exploit the possibilities they offer.

The 2025 health system will be even more interconnected and not least to permit a better and rapid access to health information and services.

Unfortunately, as persons do not always possess the skills necessary to recognise fake news in the field of healthcare, it would be necessary, from the information standpoint, to encourage and promote the circulation of authoritative and safe sources, validated by the sector's authorities and stakeholders. Today, 38% of people use the internet to acquire general information on health and health life-styles and 34% look up information prior to a medical examination. A fundamental requisite would be to provide general training for the acquisition of digital and healthcare skills so that ever-more persons could be placed at the centre of a system of prevention and avoid, aside from incorrect information, the dangerous excesses of self-diagnosis.

+484%

GROWTH IN THE MARKET VALUE OF DIGITAL HEALTH GLOBALLY BETWEEN 2018 AND 2025

source: Global Market Insights

These same digital skills are also needed to navigate in a responsible manner the over 380 thousand apps dedicated to health that are available on smartphone stores. Against the 41% of healthy persons who have downloaded an app or bought a wearable device, only 6% use this aid regularly and correctly; for example, to monitor themselves or remember when the take pills prescribed to them are to be taken.

Higher levels of digital skills in the population at large are also necessary to improve digital access to healthcare structures: 23% of persons book visits online or over apps and 19% pay online or over apps, but only 7% know and have made use of the electronic health record and only 34% collect their clinical documents over the web against the vast majority of healthcare structures, 86%, within the national territory that offer to deliver medical reports online.

SKILLS

Note: this is an incomplete list of the professional roles mainly affected by digitalisation processes

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SKILLS, LIFELONG TRAINING AND NEW PROFESSIONALISM WILL BECOME KEY FACTORS IN VIEW OF THE QUICKENING PACE OF TECHNOLOGICAL PROGRESS.

Digitalisation is one of the main factors transforming work. **IN THIS TRANSITION THE HUMAN FACTOR AND ITS ACCOMPANYING SKILLS WILL HAVE A STRATEGIC ROLE TO PLAY**. By 2025, the convergence between scientific progress and progress in digital technologies, which has made possible the production of innovative medicines as well as improvements in work organisation, rather than eliminating existing jobs will be supplementing them with new professional figures holding advanced skills who will be interacting with them synergistically.

The effects of digitalisation upon pharmaceutical production will be the creation of new opportunities not the shedding of jobs.

This will, obviously, take place in areas dedicated to innovation by increasing the capacity to produce and process data so as to make research more efficient and improve the efficacy of therapies, but it will also affect production areas, by transforming manufacturing and distribution processes, and how we access the market by changing ways to communicate with stakeholders and procedures for monitoring results.

20 thousand employees have been recruited into the sector since 2014: 81% are aged under 35, and over 90% have either a university degree or a high-school diploma. Competitiveness has improved with the influx of such a high percentage of professionally qualified employees. The principle trend as regards the industry's employment needs is to enhance existing job skills by requesting their incumbents to acquire new skills.

In corporate R&D, for example, the researcher, the laboratory technician, the data analyst, must all update their skills: from AI algorithms for the discovery of new medicinal products to the use of apps and virtual reality devices to set up clinical tests, from the processing of large quantities of data from various sources to the use of simulation models for the development of molecules, and to blockchain applications.

However, there are some "emergent" skill profiles that will be increasingly needed by the R&D function and the latter will, in particular, want to target: data scientists and machine learning experts able to program specific algorithms; cybersecurity and blockchain experts to manage database and patent protection; digital managers for an ever more effective and comprehensive management of clinical trial data.

Moreover, in the production and supply-chain area, the new skills required of production directors, production line personnel, supply-chain managers, warehouse managers, and the process/production engineers will mainly address the collection of production data, the use of new additive manufacturing machinery (3D printers, virtual prototyping), the analysis of complex data, the use of predictive analysis software for machinery maintenance, augmented reality applications for the monitoring of the lines, machine-learning and AI software for industrial robots, cybersecurity processes to protect networks, appliances and applications from external attacks and integrated management software for production lines and warehouse areas. New professional roles will, similarly, be required in the production and supply chain areas: digital performance managers, engineers able to program big data algorithms to analyse production data flows in real time, telecommunication engineers to collect data, cybersecurity experts to protect the factory from downtime caused by IT viruses, cloud experts to manage data from various sources, and engineers able to program automation process algorithms for industrial robots.

+8.6%

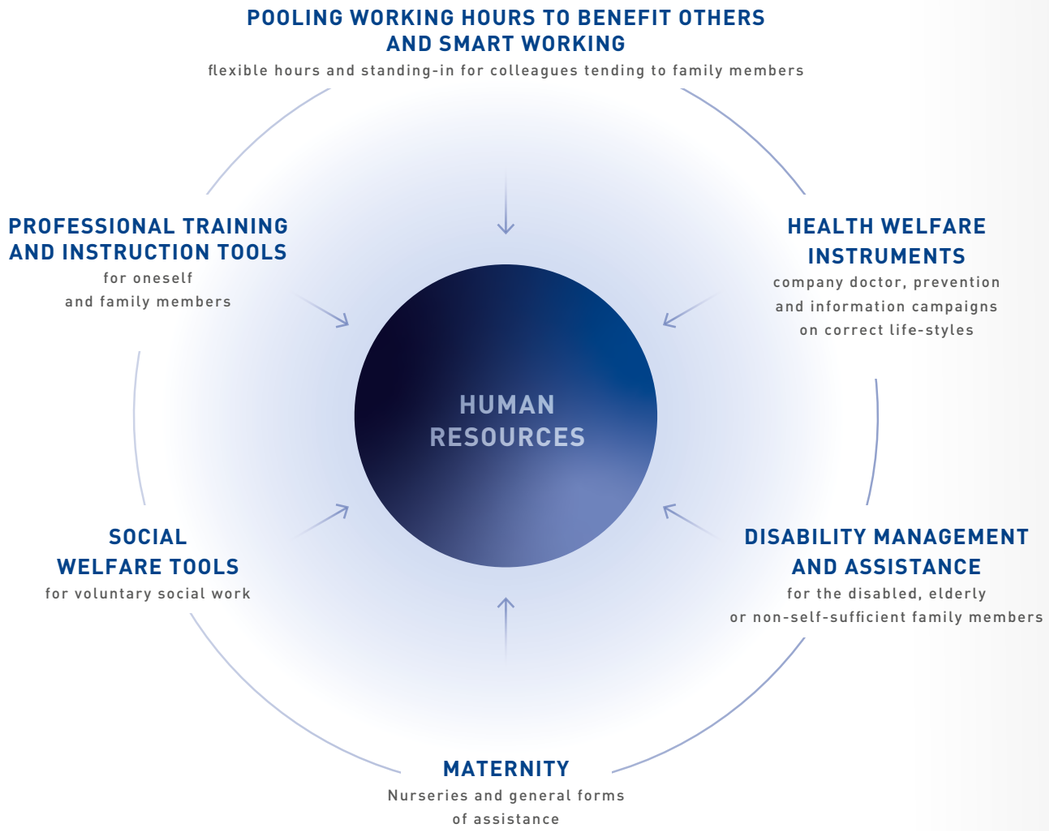
INCREASE IN PHARMACEUTICAL JOBS BETWEEN 2014 AND 2018

source: ISTAT

While in areas concerning market access, the classical roles of sales and account manager, marketing manager, channel manager and medical sales representative will need to be enhanced by digital skills. The market has already taken note of the emergence of new professional figures in these areas as they can further enrich a company's human resources. In this respect special mention should be made of the positions of therapeutic area manager, clinical project manager, data analyst, digital marketing manager, web community manager and network builder.

And it should also be noted how, with big data at the centre of the health system's development, the pharmaceutical companies are making their own in-house preparations by setting up Advanced Analytics teams, comprising engineers, scientists and data analysts able to input data into a company data lake and process data culled from various sources (production, research, market, direct patient relations) in order to provide across-the-board support for the various functional areas of the company and report back to the Chief Digital Officer.

DIVERSITY CARE



ONE OF THE REASONS FOR THE PHARMACEUTICAL INDUSTRY'S COMPETITIVENESS IS THAT IT IS ABLE TO LEVERAGE EACH PERSON'S DIVERSITY.

In **2025** companies **WILL BE EVEN MORE DETERMINED TO PLACE PERSONS AT THE CENTRE**, in terms of such primary factors of diversity as age, gender, and such secondary diversities as culture, profession, health. The reason is that diversity, as indicated in the UN Agenda 2030, is becoming increasingly important as a resource to be leveraged and a factor in determining competitiveness.

From this point of view diversity management practices will spread to the pharmaceutical sector as a set of policies and actions aimed at valorising differences within the workplace by recognising the need to strike a balance between life and work and by meeting the different requirements implicit in personal differences. This is a new strategic value in which pharmaceutical companies are investing, and will continue to invest, by adopting ever-more advanced corporate welfare measures. Workplaces will become increasingly multidisciplinary, versatile and able to embrace different point of view and attract skills, sensibilities and experiences. Moreover, "diversity" represents a strong element of attraction and a fount of loyalty for many talented resources; and with the recognition that the

quality of human resources is the first pillar of growth and competitiveness it has become a priority for the pharmaceutical industry.

The quality of work, life and health are closely interrelated with productivity, especially now when respect for and the valorisation of the specificities and diversities of each individual person has become the "centre" of the corporate development motor.

Pharmaceutical companies fully appreciate this fact and for this reason guarantee their employees one of the most modern and effective corporate welfare schemes available. Great attention is paid to reconciling life and work, assistance for elderly or non-self-sufficient family members, prevention campaigns, screening, and the promotion of physical and psychic well-being and correct lifestyles.

In relation to the overall number of employees in the pharmaceutical sector, 100% are provided with occupational pension and health schemes, 70% with educational or welfare services, 35% make use of elderly and non-self-sufficient family-member welfare, and 90% make use of services to optimise the use of their time such as part-time, smart working, transport rationalisation, canteens, the shopping cart and other benefits.

Corporate welfare is a strategic factor of production in the framework of positive and cooperative industrial relations and one reason why pharmaceutical companies are concerned with the well-being of their employees. Furthermore, women are especially valued, representing, as they do, a far more significant part of the labour force than any other sector: over 40% with respect to the national average of 29%. In addition, 40% of top and middle-managers are women, and women account for 52% of the research personnel, demonstrating that equal opportunities in pharmaceutical companies are an undeniable fact.

42%

THE PERCENTAGE OF WOMEN EMPLOYEES

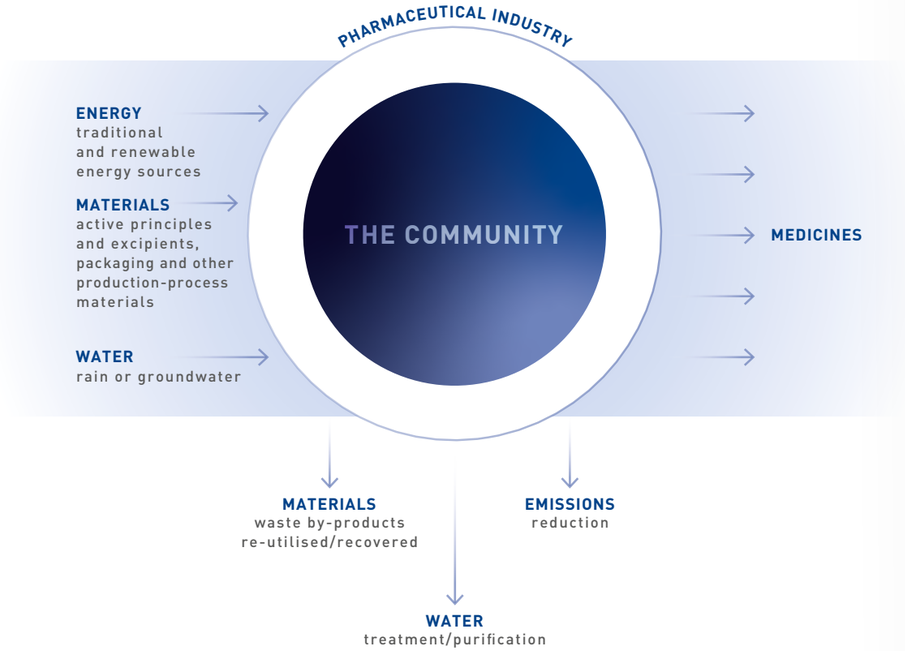
source: INPS

In the pharmaceutical industry productivity is twice the national average. Clearly modern welfare policies and attention to persons facilitate the management of time and make a positive contribution towards productivity and efficiency. Socio-demographic trends and innovation in medicine will cause this model to be extended to other sectors through training courses dedicated to the well-being and health of employees and their family members.

Diversity Management, for purposes of valorising diversity within working environments and meeting the different needs of all employees, requires practical actions to organise and rationalise in-house operations. The pharmaceutical industry produces health and hence it is particularly well disposed towards the promotion of measures to enhance awareness and the knowledge of cures, prevention and healthcare, with special attention being given to caregivers, who are usually women.

It is also for this reason that Farmindustria, together with Assogenerici, has reached a memorandum of understanding with the Società Italiana di Medicina del Lavoro to help workers meet the demand for prevention and treatment of themselves and their family members, based upon advice provided by doctors specialising in occupational health. The relationship between employees and occupational doctors is recognised to be on-going and stable. The initiative in this field represents yet another best practice adopted by the pharmaceutical industry.

THE ENVIRONMENT



ECONOMIC AND ENVIRONMENTAL SUSTAINABILITY ARE TWO FACES OF THE SAME COIN. THE CIRCULAR ECONOMY IS AN ENGINE OF INNOVATION, EFFICIENCY AND COMPETITIVENESS.

This year Earth Overshoot Day falls in the summer, the day when humanity's resource consumption in a given year exceeds the capacity of ecosystems to replenish themselves, and hence to continue to provide essential services to the human community. In other words we are exploiting natural resources faster than they can renew themselves. The resulting and unavoidable environmental challenges call for a "closed cycle" approach to meet societal needs. In this new scenario, economic and environmental needs must converge. By 2025 the following expressions will become part of the daily terminology used in companies, including pharmaceutical ones: reduction in the use of materials and energy per product unit, replacing fossil fuels with renewable energy sources, and the re-utilisation of the by-products of processing. For companies this choice produces a double dividend: for the environment and for communities.
And nor should the positive consequences of such a commitment be under-estimated, including matters such as the **DRAWING TOGETHER OF COMPANIES AND COMMUNITIES IN THE SAME TERRITORY**. In this respect, the circular economy for pharmaceutical companies,

which already rank first in terms of environmental commitment in the industrial panorama, represents a further opportunity for them to reinforce their environmental commitment.

A factory, a research laboratory or an office complexes are workplaces as well as areas that influence the lives of persons and the environment around them. The attention that pharmaceutical companies give to environmental matters has always been very high and today the industry can be considered among the greenest and most environmentally aware in Italy and Europe.

Its commitment derives, first of all, from the ongoing search for productive efficiency, or greater competitiveness. But, in actual fact, environmental sustainability is a strategic asset which the market views and will continue to consider with ever greater attention. In terms of process circularity, environmental awareness has led sector companies to reduce their production-cycle consumption of energy and water, recover and recycle the materials used for packaging such as glass, plastic or paper, reduce emissions to air and adopt recovery policies for energy and water in order to recycle them back into the environment. Today, more and more companies are deciding – often autonomously – to acquire internationally valid environmental certification. Moreover, being sustainable brings benefits and, as such, is increasingly acceptable.

Istat's figures confirm that over a ten-year period, the pharmaceutical industry, notwithstanding the upswing in productive activity, was able to abate energy consumption by over 50%, compared to the national average of -13%, and greenhouse gas emissions (carbon monoxide, nitrogen dioxide, methane) by 74%, compared to a 26% reduction in the manufacturing sector nationally. Furthermore, according to a Farmindustria survey, over 50% of the waste generated is earmarked for recycling.

-74%

REDUCTION IN GREENHOUSE-GAS EMISSIONS TO AIR FROM 2007 TO 2017

source: ISTAT

These results are the effect of our companies' investments in green technologies. In fact, over the last five years green technologies accounted for 49% of the pharmaceutical industry's investments compared to a national manufacturing average of 30%.

Environmental sustainability is not limited to the optimisation of productive processes but also concerns the entire life cycle of medicinal products. As early as 1980, a centralised, and currently operational, system was in place to guarantee the correct disposal of unsold medicines that were past their sell-by date. In 2015, the sector also established the so-called Eco-Pharmaco Stewardship (EPS), a European-wide programme for the intelligent and sustainable management of medicinal products' environmental impact.

The attention addressed to environmental sustainability contributes, moreover, towards improving a company's standing in the community and territory where it operates. Today, embracing environmental awareness benefits both the ecosystem and the company.

CONCLUSIONS

Healthcare is undergoing profound change as a result of scientific and technological progress. The improved knowledge of individuals' genetic characteristics and the capacity to process an enormous volume of data on pathologies, lifestyles and milieus, without invading privacy, allow us to provide patients with the best therapy available by tailoring it to each one. By being able to radically change the history of pathologies and their cures, precision medicine represents a major change for medical science.

However, precision medicine also entails the concept of precision health centred upon the patient's demand for health. Such a treatment model is premised on a continuity between forecasting, prevention, diagnosis, treatment and rehabilitation, where healthcare becomes an ever more interconnected process and not merely the sum of various forms of treatment. And here medicinal products are not "just" a product but part of the process, in association with devices, diagnostics, medtech and caregiving.

Moreover, the onset of precision health will require health systems to adopt precision management, which will necessitate identifying a population's characteristics, providing therapies, monitoring results, and changes in organisational architecture to meet changing health demand. This, in its turn, will increasingly mean having to deal with chronicity, a phenomenon not only determined by population ageing but also by the progress in therapies that can transform hitherto mortal diseases into chronic ones.

In addition, product and process innovation must be accompanied by regulatory innovation: a fundamental requirement for both R&D – with ever more efficient schemes for clinical trials – and access to therapies and their management.

According to the Value Based Healthcare paradigm, this transition will be from a "silos" system, based upon single forms of treatment, to a holistic system centred upon a "humanistic" care pathway for patients that implies measuring results over the entire diagnostic, therapeutic and caregiving process, and taking account of outcomes, including savings made on other healthcare and social welfare spending items by the use of medicinal products.

From this perspective, care for the person, access to therapies and the efficiency of the whole caring process will turn healthcare spending into an investment.

Such an approach will also require innovation in accounting principles as they should be able to evaluate costs incurred in a given year against the results obtained over a number of years or even throughout the entire life-cycle of each patient.

But this development is necessary from various points of view. Placing the patient at the centre of a health and welfare system can really lead to the sustainability of the entire sector, including its economic sustainability, as this perspective refers to the overall value of the investment and not to expenditure on single components. Moreover, it introduces flexibility into the system in order to invest resources wherever they are required in response to technological and social innovation. In addition, it is also functional for the efficient use of technologies, and with which it is now possible to conduct large-scale measurements of the costs and results of therapy.

Innovation and technology have repeatedly shown themselves capable of rising to the challenges posed by health systems. And today the health system is facing multiple challenges: access to new medicinal products and Next Generation Biotherapeutics, chronicity management, antimicrobial resistance and many more besides. The possibility of meeting such challenges will depend upon our capacity to sustain innovative processes and reap the considerable and associated benefits for today's and tomorrow's patients. Tomorrow's cures will be inexplicably linked to what we decide to do now.

FARMINDUSTRIA

Established in 1978, as an association representing pharmaceutical companies, **Farmindustria** is a member of Confindustria (the Confederation of Italian Industry), the European Federation (EFPIA) and the world federation (IFPMA). Its members comprises **200 Italian and foreign-owned companies** operating in Italy.

With over 170 factories throughout the national territory and 66,500 highly qualified and increasingly **younger employees** (under 35s account for 81% of new recruits), and of whom **women** make up just less than one half (42%), the pharmaceutical companies in Italy play a strategic role in the country and a leading role in the EU. The sector's overall production value amounts to € 32.2 billion of which over 80% is exported.

Thanks to 6,600 researchers and € 3 billion in annual investments (1.3 in production and 1.7 in **R&D**), Italy is a major player in pharmaceutical research. This is amply demonstrated by the country's specialisations in biotech medicinal products, advanced therapies, orphan drugs, blood derivatives, vaccines and clinical trials. Such pre-eminence has been achieved through territorial networks and in cooperation with public and private centres of excellence, universities, innovative SMEs, start-ups, charities and non-profit bodies.

The pharmaceutical industry represents a force for the entire economy having, as it does, the highest recorded national growth rates, in recent years, for employment, investments, exports and production. And it is also one of **the greenest** industrial sectors.

Furthermore, in order to guarantee business probity Farmindustria has adopted a **Code of Conduct** – one of the most severe in Europe – to regulate inter-company dealings and relations with the scientific and healthcare communities.

Farmindustria pursues the objective of securing a stable regulatory framework and a pharmaceutical policy that acknowledges the vital role played by our industry in the growth of the life sciences in our country.

Moreover, enormous attention is being given to the young. Thus, in order to familiarise students with pharmaceutical companies and guide them in choosing a university course of studies, Farmindustria has launched the **dual school/work project** in high schools aimed at subsequent employment in the pharmaceutical sector. Another fundamental issue is the reconciliation between the employees' life and work, especially as regards women, who are frequently cast in the role of caregivers, through one of the country's most up-to-date and effective **corporate welfare schemes**.

Farmindustria also promotes the awareness of pharmaceutical companies and their research activities by means of roadshows on the premises of member companies in order to give live demonstrations of innovation and the production of value and inculcate reflections on the policies necessary to stimulate growth.

The association has also presented the "Clock of Life" to highlight the contribution made by medicinal products to the increase in life expectancy.

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