



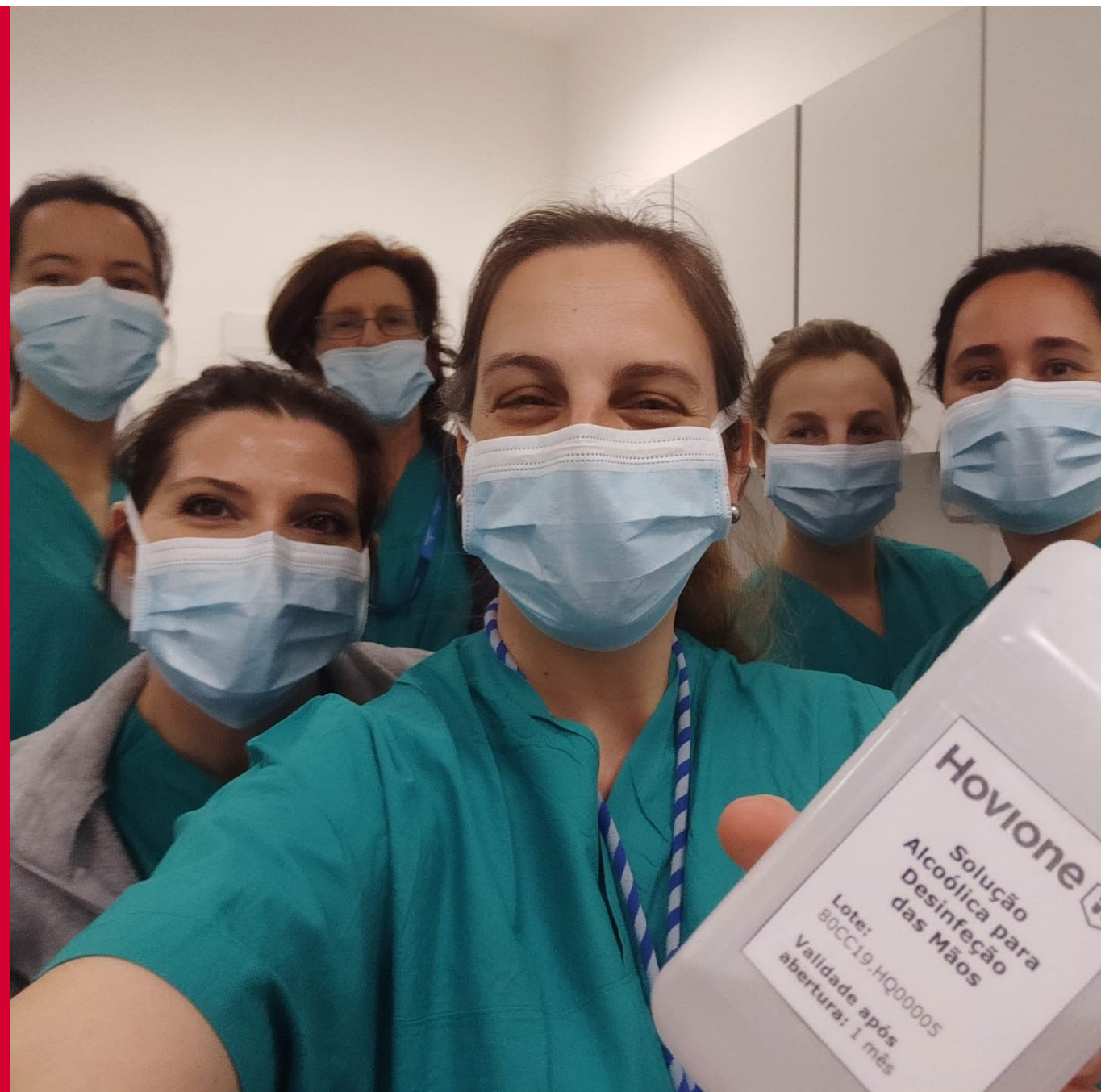
In it for life

# Sharing our Covid-19 experience

## Seeking Feedback

Hovione

Jul 2020



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## Introduction

- Specialist Integrated CDMO with over 60 years of experience
- Customized services and innovative solutions
- Developing from drug substance to drug product
- 4 manufacturing facilities (USA, China, Ireland and Portugal)
- Over 1900 workforce
- “In it for life”

## Speakers BIO

**Mónica Barreto**

PrepCom Project  
Coordinator

Senior Project Manager



- Responsible for coordinating the Preparation Committee (PrepCom).
- Portfolio management and standardization of project management processes in accordance with PMI best practices.
- Degree in Molecular and Cellular Biology.
- Post-Graduation in Integrated Management Systems for Quality, Environment and Safety and Executive Education in Advanced Program in Project Management and Evaluation.

## Speakers BIO

**Álvaro Lopes**

PrepCom HSE Lead

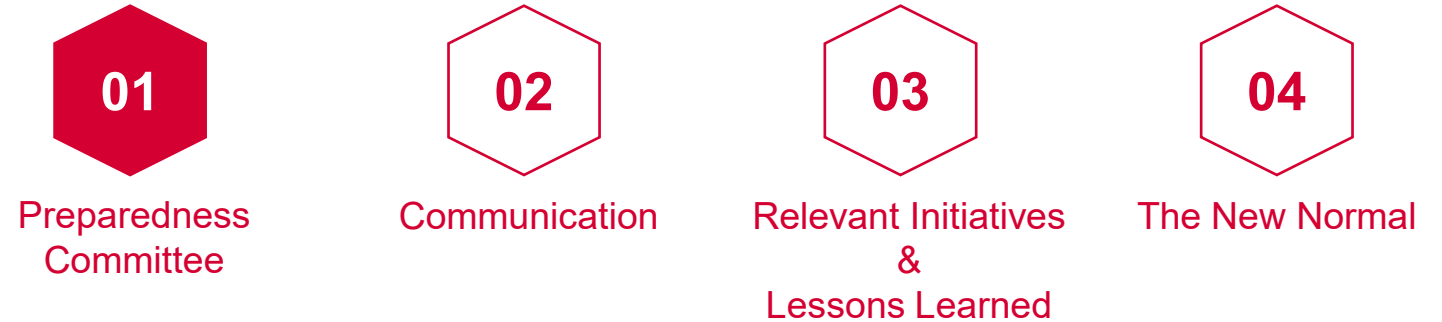
HSE Director



- Leads the HSE at Preparation Committee (PrepCom).
- Leads the HSE area of Loures site.
- Graduated in Chemical Engineering.
- Joined Hovione in 1999, embracing different roles in Logistics and Manufacturing as Head of Production of Steroids and Exclusives.

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## Preparedness Committee



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Having a manufacturing site in Macau allowed Hovione to be exposed earlier to COVID-19 and to the organizational key challenges

## Where can further information be found

Hovione

[Products and Services](#)[Knowledge Center](#)[About Hovione](#)

Covid-19 / Coronavirus

Stay updated with the latest information on Covid-19

- |                            |   |
|----------------------------|---|
| SARS-CoV-2: What & How     | + |
| Relevant Information       | + |
| Rate of growth of COVID-19 | x |
| Hovione Crisis Response    | + |
| Stakeholders Communiqués   | + |
| Videos                     | + |
| ABC Covid-19 (for schools) | + |

# Having a manufacturing site in Macau allowed Hovione to be exposed earlier to COVID-19 and to organizational key challenges



Preparedness  
Committee

**PrepCom**, a cross-functional COVID-19 Response Team was created to prepare the company to deal with this crisis

- Direct responsibility in Portugal facilities
- Adoption of specific measures were delegated to the individual sites in coordination with PrepCom transversal guidelines

To focus the Team in all working fronts the several activities were split in different Workstreams (WS)



Preparedness  
Committee



**PrepCom 1.0**

*As from mid February*



**PrepCom 2.0**

*As from beginning of April*



...And within each WS the key roles were distributed according to the areas of expertise



Preparedness  
Committee



**Health & Safety**

Local HSE, Corporate HSE, Medical, HR



**Supply Chain**

Local Purchasing, Corporate Purchasing



**Sales & Customers**

Sales



**Communications**

HR, Marketing & Communications



**Social Responsibility**

Production, Warehouse/Logistics, RD, Support Services



**Business Continuity Strategy**

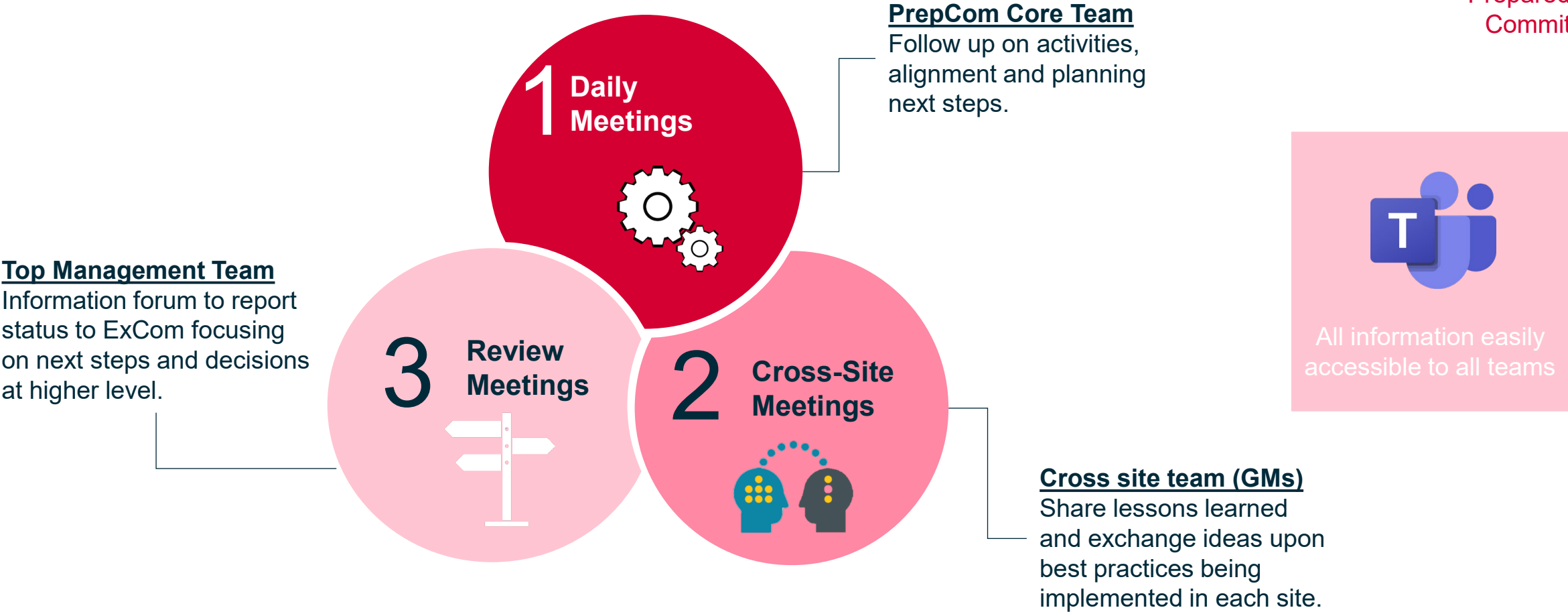
Production, QC, Logistics, Maintenance, RD, HSE

*Project Coordinator  
&  
Project Sponsor*

# Simple meeting cadence was set in place to allow discussion, alignment and fast decision

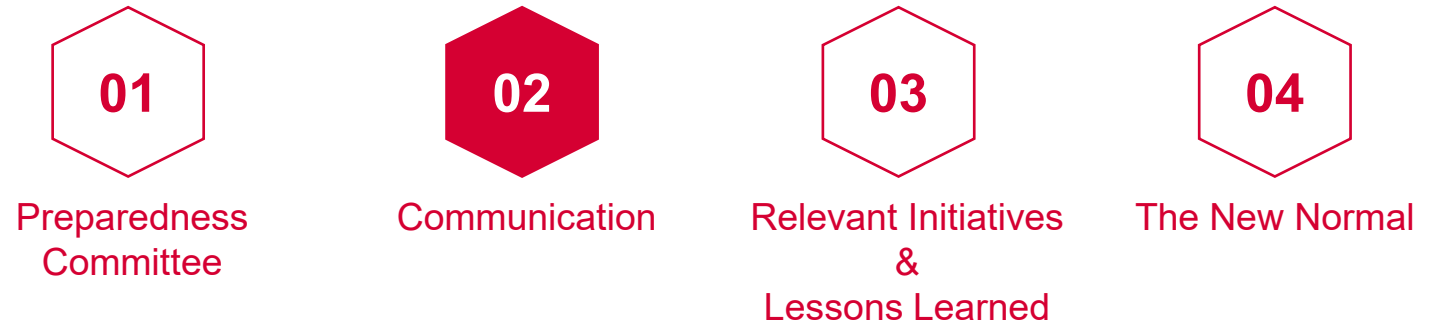
01

Preparedness  
Committee



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## Communication



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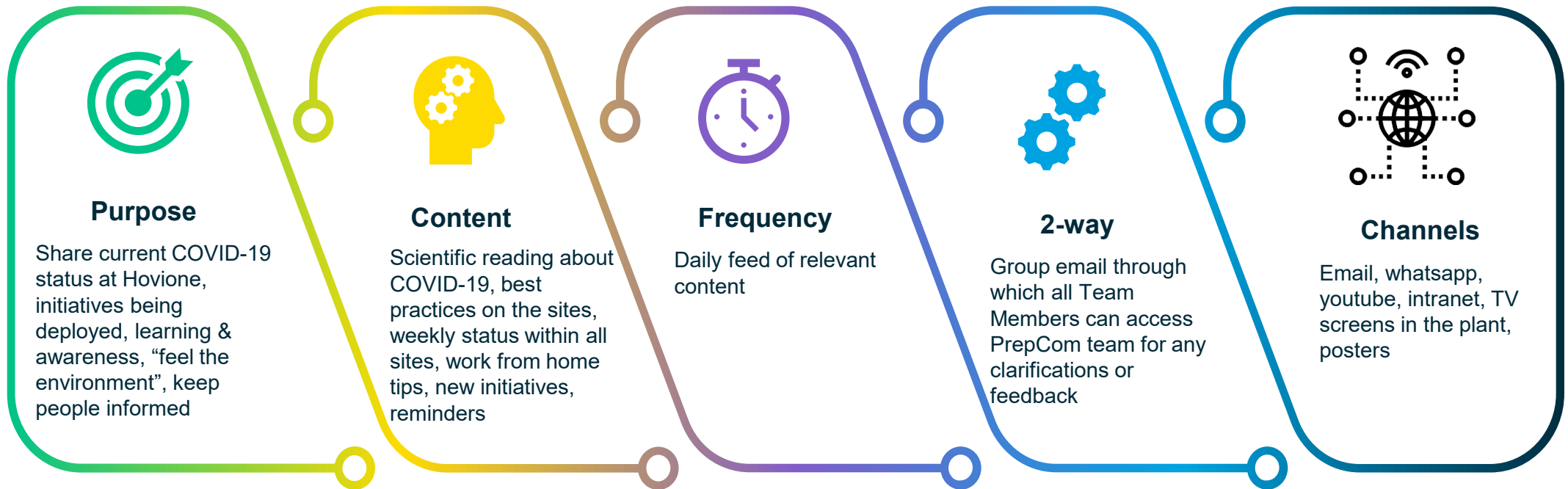
Communication is essential not only for awareness and information but to keep a resilient spirit. Transparency is the key!

After ensuring the safety of Hovione Team Members PrepCom's concern is to keep people calm and focused on the main objective: ***saving lives***

02

Communication

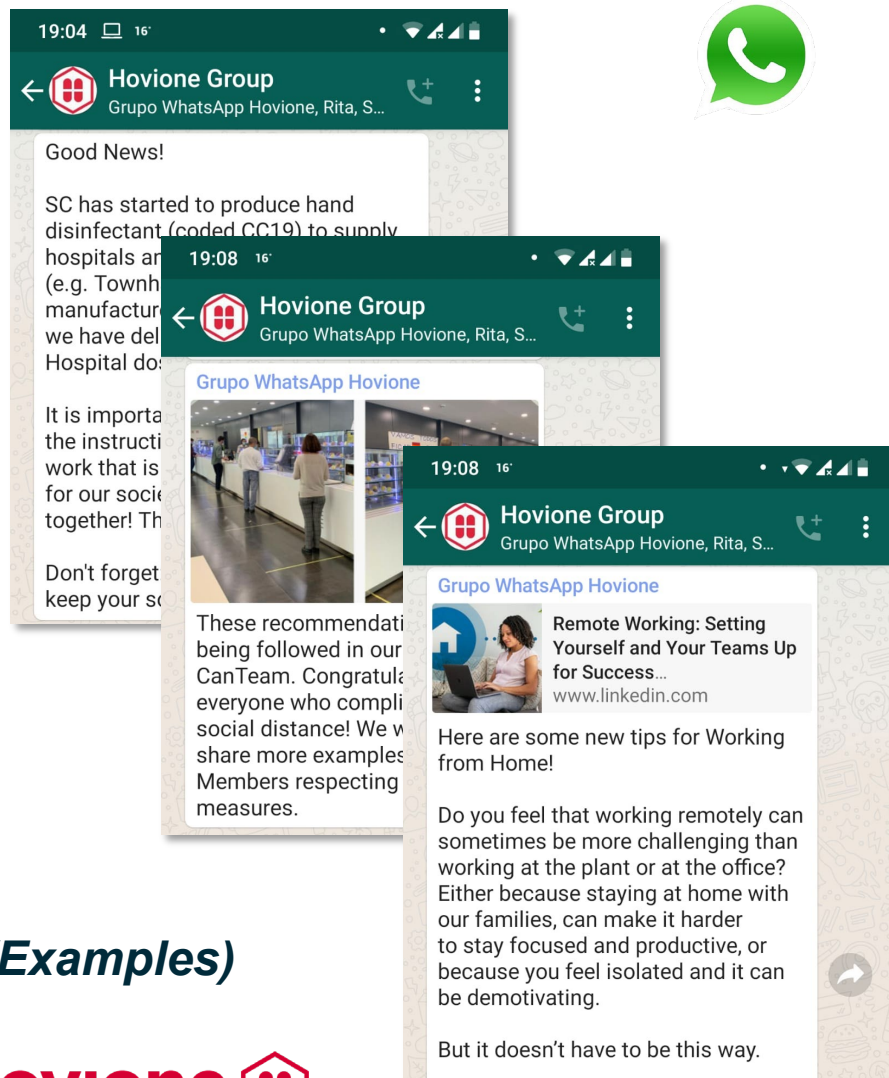
*...and that's where an active and transparent communication can contribute*



# Internal Communications are sent in a weekly basis with relevant content to keep a safe work environment

02

Communication



(Examples)



GC2020/009 - Covid-19 | Weekly Update / Atualização Semanal

HC Hovione Communications  
To

**Hovione** Working from Home Tips #1 | Dicas para Trabalhar a parti

Dear Team Members,

The Chinese leadership  
the epidemic with getting  
again.

HC Hovione Communications  
To

**Hovione**

In it for life

CG2020/014 - Covid-19 | Diretrizes Internas para Colaboradores em Portugal / Covid

HC Hovione Communications  
To

**Hovione**

In it for life

Covid-19 | Diretrizes Internas para Colaboradores em Portugal

Covid-19 | Internal Guidelines for Team Members in Portugal



Clique na imagem para ver o vídeo do  
CEO com o procedimento a seguir  
na próxima semana à entrada dos  
nossos sites.

# Useful content to help our Team Members adjusting to remote work is also been part of our concerns

02

Communication



**Hovione** In it for life

## CYBER SECURITY



- Keep your PC in safe places.
- Use your PC for professional purposes only.
- Make it easy to install corporate updates when messages appear on your computer by accepting them and making restart as soon as possible.
- Be careful when sharing the screen / printing documents: check in advance that you will not inadvertently expose confidential information.
- Do not share invitations to videoconferences: they are an "open entrance door". Invitations should be sent by the organizer only.
- In videoconferences, check who the participants are and make sure they correspond to the session guests.
- When using the camera, make sure that it does not expose family members or personal information. Some software includes the "blur" function so that the background behind you is blurred.

**Be careful with information on Covid-19!**

- Do not reply to emails or click on links of unknown origin associated with Covid-19.
- Be careful with the applications associated with Covid-19 you install on mobile devices.
- Beware of electronic scams when using electronic payment (MBWAY, etc.) for purchases of personal protective equipment (visors, gloves, masks).

## How are you coping with working from home?

For those who work from home, it is natural that you are still adapting to a new reality. Therefore, we would like to know how you are dealing with this way of working:

- Are you having difficulties?
- Connection problems?
- Do you have suggestions or recommendations?

Whenever you want to give feedback or share your experience, use the forum we've prepared for you (link below). We will do our best to answer to the most common difficulties experienced by Team Members who are working from home.

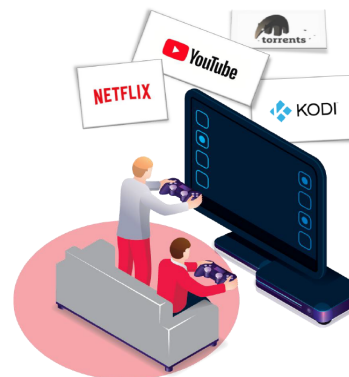
If you agree, we would also like to make your suggestions / questions available to the Hovione community. This way we can all share good practices and help each other.

Thank you!

## 8. BEWARE OF APPLICATIONS THAT "ROB" YOUR BANDWIDTH

Online games, video streaming, download programs and other activities that require a constant internet connection can compromise your Wi-Fi and physical Internet access.

If there are many people in your house sharing the same internet it is possible that there is a device that is using most of the bandwidth and limiting its access by other computers.



**Hovione**

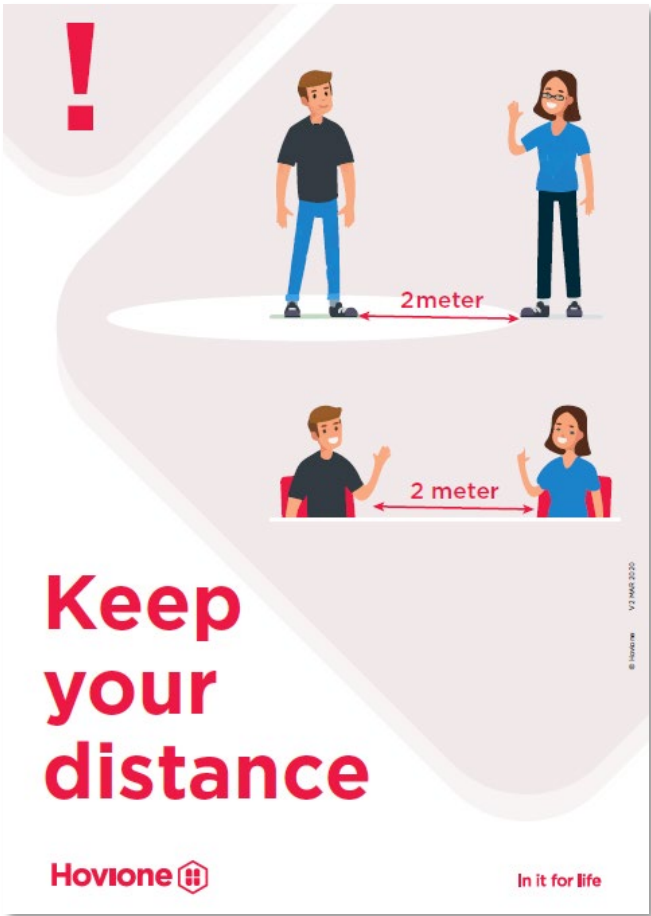
5

TEST YOUR  
INTERNET  
SPEED

(Examples)



And because continuous training raise the awareness of our Team Members on site...



(Examples)

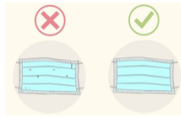
...we make sure helpful content is shared in our TVs and posters spread in the plant.

02

Communication

**Hovione**  In it for life

### Covid-19 | Como aplicar máscaras

- 1 Higienize as suas Mãos**
  - Com desinfetante ou sabão e água, de acordo com as regras de lavagem de mãos.
- 2 Verifique o estado da máscara nova**
  - A nova máscara deve estar em perfeitas condições sem rasgos.
  - Se tiver defeitos, descarte-a e utilize outra máscara.
- 3 Coloque a Máscara no Rosto**
  - A extremidade superior da máscara é a que tem um detalhe que se encaixa bem no nariz da pessoa.
  - A parte interna das máscaras médicas é branca, enquanto a externa tem alguma outra cor. Antes de vestir o equipamento, veja se ele está do lado correto.
- 4 Ajuste a Máscara no Rosto**
  - Depois de colocar a máscara na cabeça e no rosto, segure-a na ponte do nariz com o indicador e o polegar.
  - Se estiver a usar uma máscara de amarrar, dê o nó na base da cabeça.
  - Depois de prender bem a máscara, ajuste-a e cubra a boca e o nariz.
  - Passe a parte inferior do acessório por baixo do queixo.

**Hovione**  In it for life

### Higienize as suas mãos

**Wash your hands**



Lave as duas mãos com frequência, com sabonete e água corrente, ou utilizando um desinfetante para as mãos à base de álcool.

*Wash your hands frequently, with soap and water, or by using alcohol-based hand rub.*

Lave as duas mãos com sabonete e água corrente quando as mesmas estiverem visivelmente sujas.

*Wash your hands with soap and running water when hands are visibly dirty.*



Adapted from:  
 World Health Organization

 HSE

(Examples)

**Hovione** 



# Our customers have also been part of the PrepCom responsibilities, focusing in 3 main points



Communication

01

## Keep customers involved

- Keep close contact with our customers
- Share project specific information

02

## Keep customers informed of Hovione overall status

- Share information on what is the company doing
- Main impacts being seen
- How these can affect their projects

03

## Identify possible risks

- Understand how are customers being affected
- Identify potential projects at risks

### Stakeholders Communiqués



7th External Stakeholder Communiqué - Covid-19 9 July 2020

6th External Stakeholder Communiqué - Covid-19 8 June 2020

5th External Stakeholder Communiqué - Covid-19 6 May 2020

Covid-19 FAQ

4th External Stakehold



In it for life

COVID-19 (a.k.a Wuhan Coronavirus 2019-NCov)  
FAQ 20 April 2020

#### IMPACT ON HOVIONE BUSINESS

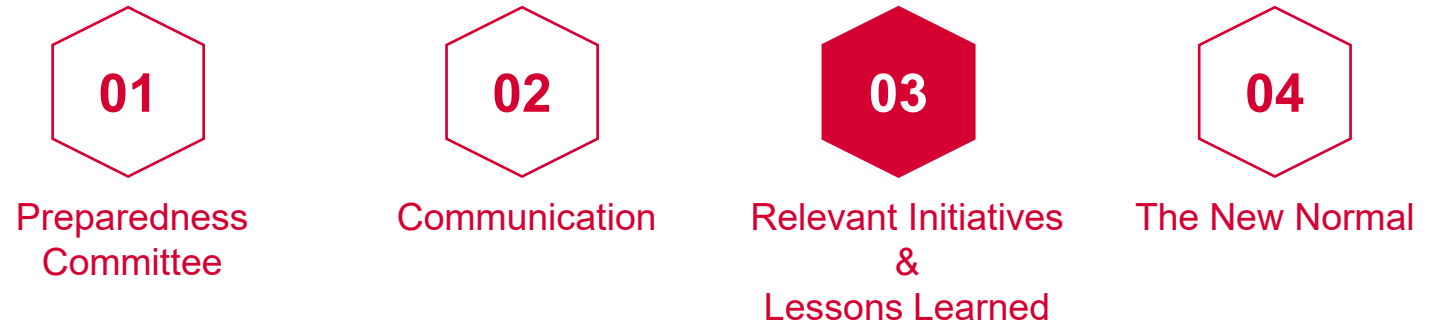
##### Does Hovione have a team focused on preparedness and response planning?

Having a manufacturing site in Macau allowed Hovione to be exposed earlier to the challenges of dealing with COVID-19. Based on Macau's experience Hovione was able to proactively set cross-functional COVID-19 response teams working in different workstreams (e.g. health & safety of our employees, supply chain, sales & customers, business continuity, internal and external communication, social responsibility), with full transparency and being able to act fast based on the best of our knowledge.

Has Hovione identified the critical activities which must continue during a pandemic, as well as the Team Members and other supporting activities needed to proceed?

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## Relevant Initiatives & Lessons Learned



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Contingency plans were created and put in place under a risk management approach where priorities were clearly established and tackled upfront.

# Regarding Business Continuity, we continue to follow the work being done through several exercises and dimensions

03

Relevant  
Initiatives



## Risk assessment

What are the major risks creating a direct or indirect impact to our operations, and what can we do to avoid / mitigate it



## Prioritization

If all avoidance / mitigation measure fail, what should we stop and what are the prioritization criteria – ex. Commercial value of the products, annual forecast, customer impact, public health impact, etc.



## Contingency plan

If we stop, how should we do it in a safe way, what mitigation actions need to be taken



## Restart

When we can restart, what are the priorities, what do we need to do, how much time would it take

***This way we can keep our operations running and continue accomplishing our mission:  
saving lives***

# Health Survey was one of the most relevant initiatives implemented which allow us to act preventively

03

Relevant  
Initiatives

## Health Check Questionnaire

- Online bi-weekly questionnaire to check if people had travelled recently, contacted with a suspect/confirmed case, presenting symptoms
- Daily review of data by HSE, HR and company doctors
- Decision to proactively send people to quarantine and/or to be tested

## On-Site Entry Check-up

- Daily temperature measurements done to everyone entering on the site
- Entry not allowed if temperature is higher than 37.5°C
- External contractors required to fill-in questionnaires before entering the facilities

In the last 14 days did you come into contact with people/relatives/friends who visited locations identified by your local health authorities as a high-risk area?

☐ Yes

☐ No

Have you been in contact, or shared the same space, with someone who is infected or suspected of being infected with Covid-19?

☐ Yes

☐ No

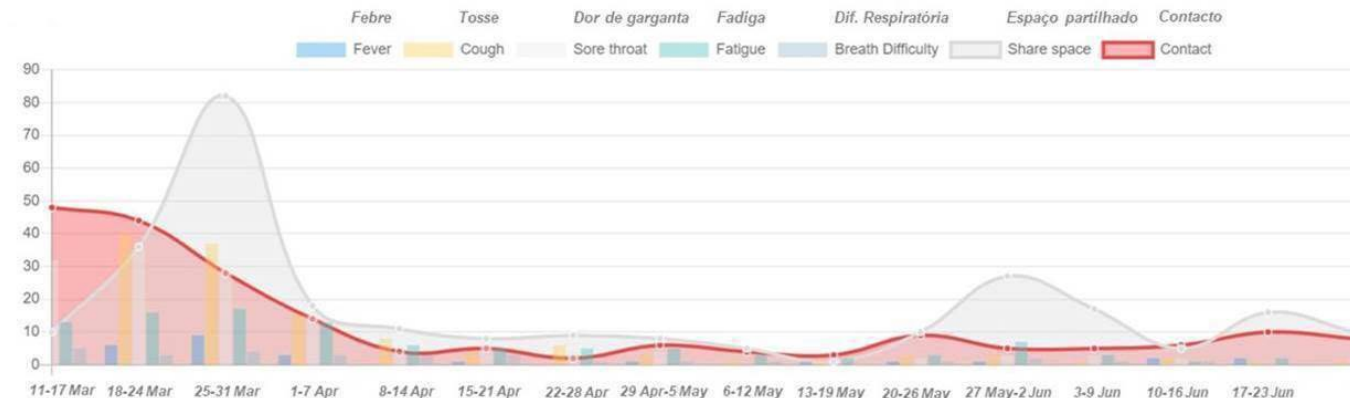
Risk description

If you have answered positive to any of the risk factors above please provides us with a description.

Se respondeu positivo a alguns dos factores de risco então por favor d'nos uma descrição.

Please check i

- ☐ Temper
- ☐ Dry cou
- ☐ Fatigue
- ☐ Sore th
- ☐ Chest p
- ☐ Loss of
- ☐ Loss of



# To support our Team Members upon a suspected situation a **Protocol** was developed to allow fast action

03

Relevant  
Initiatives

## Medical Assessment

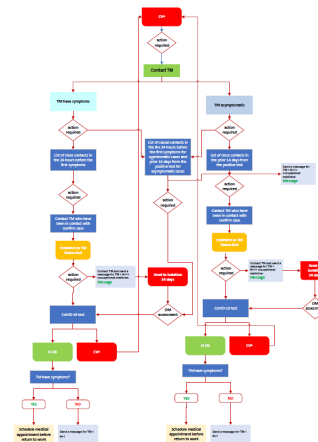
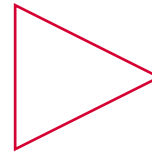
- Company doctor available for assessment and follow up of suspected cases
- Isolations rooms available on the site in case of any suspected situation
- Medical prescription of the tests

## Contact Tracing

- Protocol in place for each situation (e.g. close, casual contacts, confirmed and suspected cases)

## Protocol with Testing Labs

- A protocol was established with some labs to allow easy access of our Team Members (in countries where private labs provided this service)
- Insurance covering 100% expenses



## Mapping Contacts

- Identification of close and casual contacts through daily log of people on-site
- Close contacts sent to quarantine and for test; casual contacts (as long as testing is available)

## Isolation and Quarantine

- Safety kits sent to people in quarantine or isolation (masks, gloves, disinfectant, instructions)
- Communication kept with all people on a regular basis



In order to facilitate life of those on site Hovione implemented some **welfare services** to its Team Members during the pandemic

03

Relevant  
Initiatives



### Meals & Goods

Access to stores is a risk for infection and online supermarkets are overloaded and taking 2-3 weeks to deliver

In one of our sites we have implemented:

- Daily take-away service for individual/family meals at a symbolic price
- Bi-weekly online shopping and delivery on site for first necessity goods



# And for those working from home...

03

Relevant  
Initiatives



## Wellbeing and Safe work environment

- Provision of psychological and financial advice
- People were able to take home their office equipment



## Productivity

- Online survey to get feedback understanding main challenges and sharing experiences with Hovione community
- Working from home tips
- Access to online courses (managing and planning work, time management, remote team management)

How are you coping with working from home?

For those who work from home, it is natural that you are still adapting to a new reality. Therefore, we would like to know how you are dealing with this way of working:

- Are you having difficulties?
- Connection problems?
- Do you have suggestions or recommendations?

Whenever you want to give feedback or share your experience, use the forum we've prepared for you (link below). We will do our best to answer to the most common difficulties experienced by Team Members who are working from home.



**In it for life**, this is our motto for everything we do, so in times of need, we decided to help those who needed it most

03

Relevant  
Initiatives

## PORTUGAL



## IRELAND



**Hovione Portugal produced 284 tons of pro-bono disinfectant gel, having distributed to  $\approx$  600 entities**



## In Portugal, Contractors

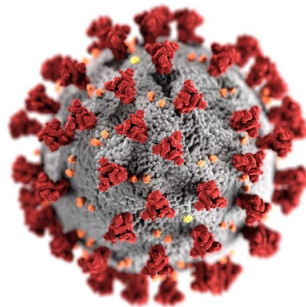
were one of our biggest challenges

03

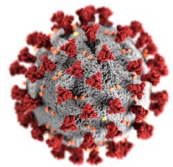
Lessons  
Learned

  
**Hovione  
Team Members**

*Lockdown started to  
be lifted*



**Hovione  
Contractors**



**Hovione  
Team Members**

- Risk Assessment Analysis
- Establish different levels of risk
- Establish specific conditions to access the site dependent on the risk level
- Focused training and awareness
- Increase communications channels
- Improvement of work conditions
- Distribution masks and hand sanitizer to take home

# For all that arrive to our site we have a reference guide including the main rules to follow in the site

THE **2M** SQUAD

## WELCOME TO HOVIONE

13 Rules for a safe circulation around the premises



Watch our video.

Hovione



**Hovione**

## SURVEILLANCE PROCEDURES AT HOVIONE

### ISOLATION FOR COVID-19 SUSPECTED CASES

At Hovione we have created isolation rooms and procedures in accordance with the Health Authorities recommendations. In case you are feeling any of the symptoms mentioned please contact the Line Manager/Person in Charge or the Health, Safety and Environment Department (HSE), go immediately to one of the isolation rooms and follow the instructions. You can find the isolation rooms in:

- Sete Casas: The old Medical Office room, next to the North Entrance.
- Lumiar: Euler room, in Building R, level 0, which has an external door (emergency door in front of Building S).

In case you have tested +CV and have been in our premises up to 48 hours before the symptoms have emerged, please inform Hovione immediately and provide us with a list of all the contacts that you established during that time, namely:

- Close contacts: people with whom you have been less than 2m distance for more than 15 minutes.
- Casual contacts: people with whom you have been less than 2m distance for less than 15 minutes.

4

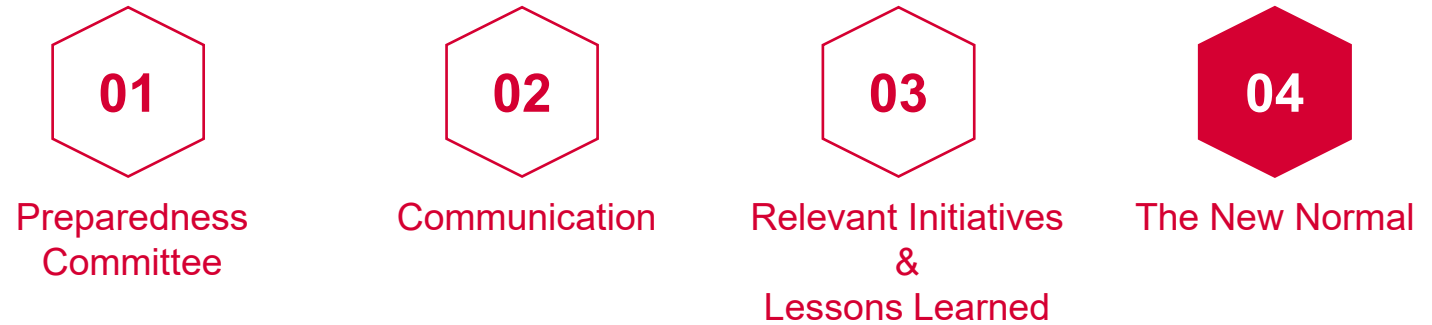


Map of Sete Casas premises

6

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## The New Normal



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As we progress in COVID-19 pandemic we need to adapt to this “new normality”.

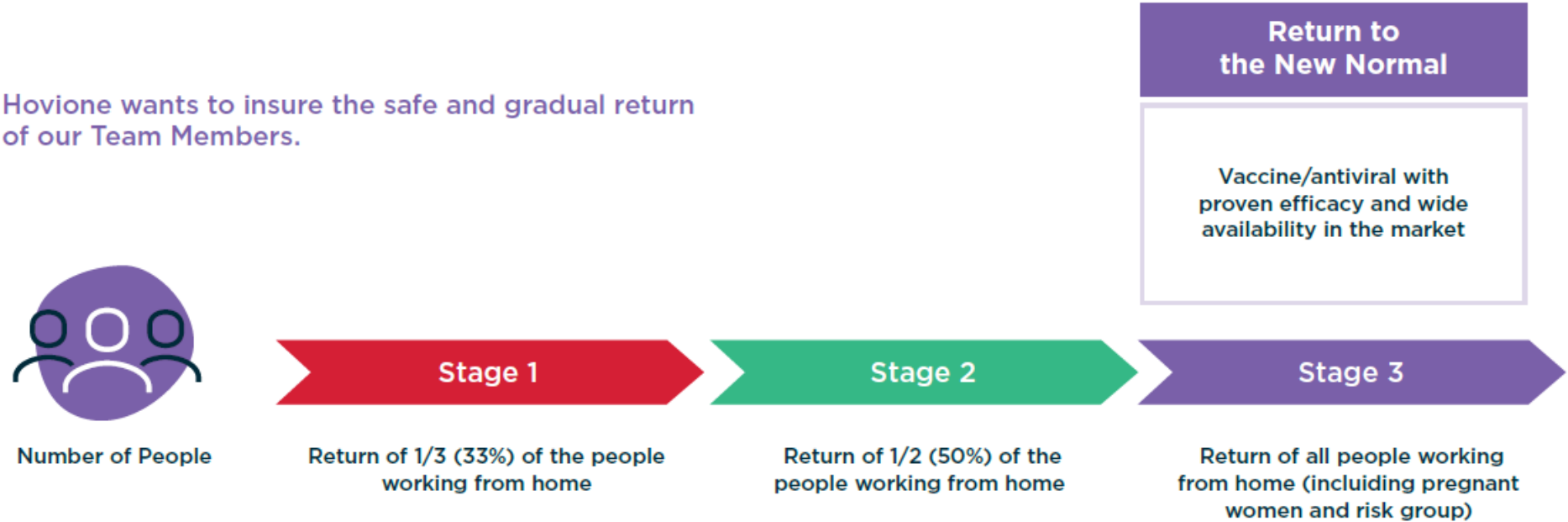
# Now that the lockdown is being gradually lifted, we need to return in a safe manner



The New Normal

## Where **are we?**

Hovione wants to insure the safe and gradual return of our Team Members.



# Now that the lockdown is being gradually lifted, we need to return in a safe manner



Number of People

Stage 1

Return of 1/3 (33%) of the people working from home

3 Teams

On-site	A	B	C	A	B	C
Off-site	B	A	A	C	C	B
	C	C	B	B	A	A

2 Teams

On-site	A	A	B	B	A	A
Off-site	B	B	A	A	B	B

- Team Rotation (2 weeks quarantine)
- Redundancy and balance between teams
- Authorized access to the site
- Priority to critical areas
- Ensure people seat 2 m apart

04

The New Normal



For that purpose we have prepared a practical guide to support our Team Members on the Return from Home



The New Normal



In it for life

# Practical Handbook for Team Members

Covid-19

Practical Handbook for Team Members | Covid-19 . Index

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(PrepCom)

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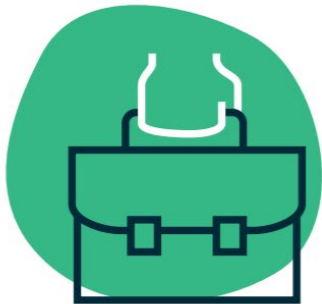
# For that purpose we have prepared a practical guide to support our Team Members on the Return from Home

04

The New Normal

Practical Handbook for Team Members | Covid-19 - Travel policy

## Business travel

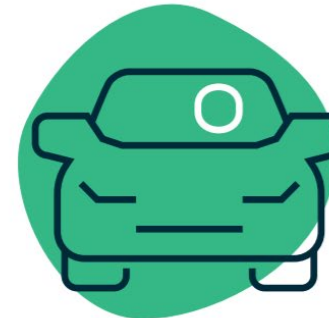


- Business travel within and outside the country is allowed if it is considered essential to the business and where travel is currently authorized by the applicable laws.
- The most important rule is: use your judgment as it can save lives.
- The approval of these trips should follow the normal procedures in place with an additional authorization from the area Director. In addition, HSE should be informed.
- In relation to visits to other sites, the respective Site Managers should be informed in advance being ultimately responsible for making the final decision regarding access to that site.

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Practical Handbook for Team Members | Covid-19 - Travel policy

## External Visitors



- **Whenever the visitor comes from countries:**
  - Where the number of new cases and deaths is not considered to be under control;
  - Considered to be high risk by Health Authorities;
  - Where the capacity and methods for surveillance and testing is low.It may be required to perform a PCR test for SARS-CoV2 screening within 7 days prior to the date of travel. Please contact HSE to agree on the specific requirements for each case. Be aware the situation is highly volatile and the most restrictive measures can be decided when in doubt.
- Ensure the visitor reads and signs the "COVID-19 | Guidance Protocol for External Visitors" under the docstream reference HQ.MAN.HSE070-A19.

34

**RULE  
REGRA  
#1**



**KEEP A SAFE DISTANCE**

Always stay at 2 meters from each other.

**MANTENHA A DISTÂNCIA**

Mantenha sempre uma distância de segurança de 2 metros.

**RULE  
REGRA  
#2**



**WASH YOUR HANDS**

Disinfect or wash regularly for at least 20 seconds.

**LAVE AS MÃOS**

Desinfecte ou lave as mãos frequentemente durante 20 segundos, no mínimo.

**RULE  
REGRA  
#3**



**USE A MASK**

Ensure a good respiratory hygiene. Keep your nose and mouth covered.

Replace mask if moist.

Avoid touching it.

**USE MÁSCARA**

Assegure uma boa higiene respiratória. Mantenha o nariz e a boca cobertos. Substitua a máscara quando húmida. Evitar tocar.

**RULE  
REGRA  
#4**



**HYGIENE FIRST**

Make sure your workplace is wiped with disinfectant regularly.

**HIGIENE EM 1º LUGAR**

Certifique-se de que o seu local de trabalho é limpo e desinfetado regularmente.

**RULE  
REGRA  
#5**



**AT THE DESK**

Replace your deskpad at least twice a week and keep it clean.

**À SECRETÁRIA**

Substitua o individual de secretária pelo menos duas vezes por semana e mantenha-a limpa.

**RULE  
REGRA  
#6**



**OPEN WINDOWS AND DOORS**

Make sure the venue is well ventilated.

**JANELAS E PORTAS ABERTAS**

Assegure-se de que existe uma boa ventilação no espaço.

**RULE  
REGRA  
#7**



**FLOW & CIRCULATION**

Always walk to your right.

**FLUXOS & CIRCULAÇÃO**

Circule sempre pela direita.

**RULE  
REGRA  
#8**



**MIND THE SIGNS**

Stick to the rules, follow the guidelines. Stay well informed.

**ATENÇÃO À SINALÉTICA**

Cumpra as regras, siga os sinais visuais. Mantenha-se informado.

**RULE  
REGRA  
#9**



**ABOUT MEETING ROOMS**

Always prefer non presential meetings. Keep them as short as possible.

**SOBRE AS SALAS DE REUNIÃO**

Prefira sempre reuniões não presenciais. Não as prolongue mais do que o necessário.

**RULE  
REGRA  
#10**



**KEEP SAFE**

Regularly fulfill the medical questionnaire. Are you sick? Stay at home and inform us.

**MANTENHA-SE SEGURO**

Preencha regularmente o questionário médico. Está doente? Fique em casa e informe-nos.

**RULE  
REGRA  
#11**



**SAFE TRAVEL**

Whenever possible travel alone. Use a mask if you are traveling with others. Wash your hands after.

**VIAJAR COM SEGURANÇA**

Viaje sozinho sempre que possível. Se viajar com mais pessoas use máscara. Lave as mãos depois.

**RULE  
REGRA  
#12**



**DAILY RECORD**

Make a daily record of all your close or casual in-person contacts.

**REGISTO DIÁRIO**

Faça um registo diário de todos os contactos próximos ou casuais presenciais.

**RULE  
REGRA  
#13**



**DON'T FORGET**

Be kind, be patient and be safe.

**NÃO SE ESQUEÇA**

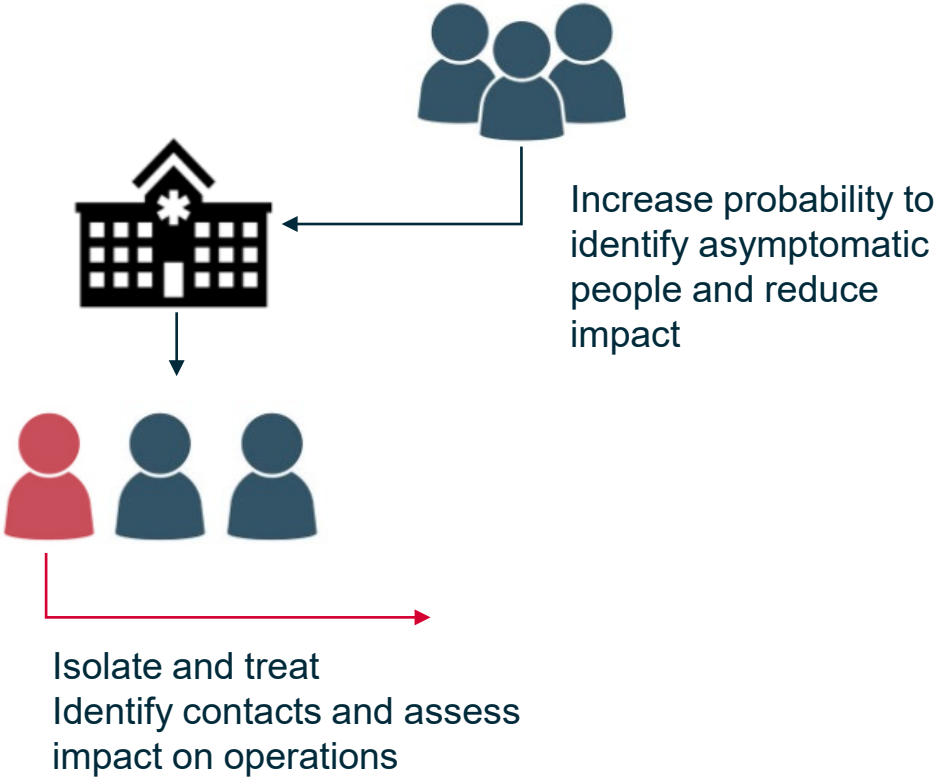
Seja atencioso, seja paciente e mantenha-se seguro.

**Be critical, think how you can protect yourself and if you have any questions, ask the HSE.**



# And when having the option to test, just test...

People suspected to have Covid-19	People NOT suspected to have Covid-19
Follow Health Authorities directives	Random testing of people on site



# ABCovid Portuguese initiative led by Hovione interns

Hovione is promoting abcovid.pt contest, an initiative aimed at students aged 10 to 20 years of high and basic school, to create a 1-minute video that teaches how to live in the Covid-19 pandemic.

04

The New Normal



## Winner Week 1:

“A new reality with Covid19 - how to protect yourself and others around you”. Watch here:

<https://youtu.be/9voNuFbYXHo>

## Winner Week 2:

“Canção do Desconfinamento <LongedeCasa>”

Watch here: <https://youtu.be/dxU3nszrEoM>

Finally, a message from our  
Team to ALL of you

Watch OUR video

We are the second line of defense



Click on the logo



# Sharing our Covid-19 experience - Seeking Feedback



Type in your questions using the Q&A box

or

Send a message on the chat feature and we will open the microphone



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# Thank you for your attention

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