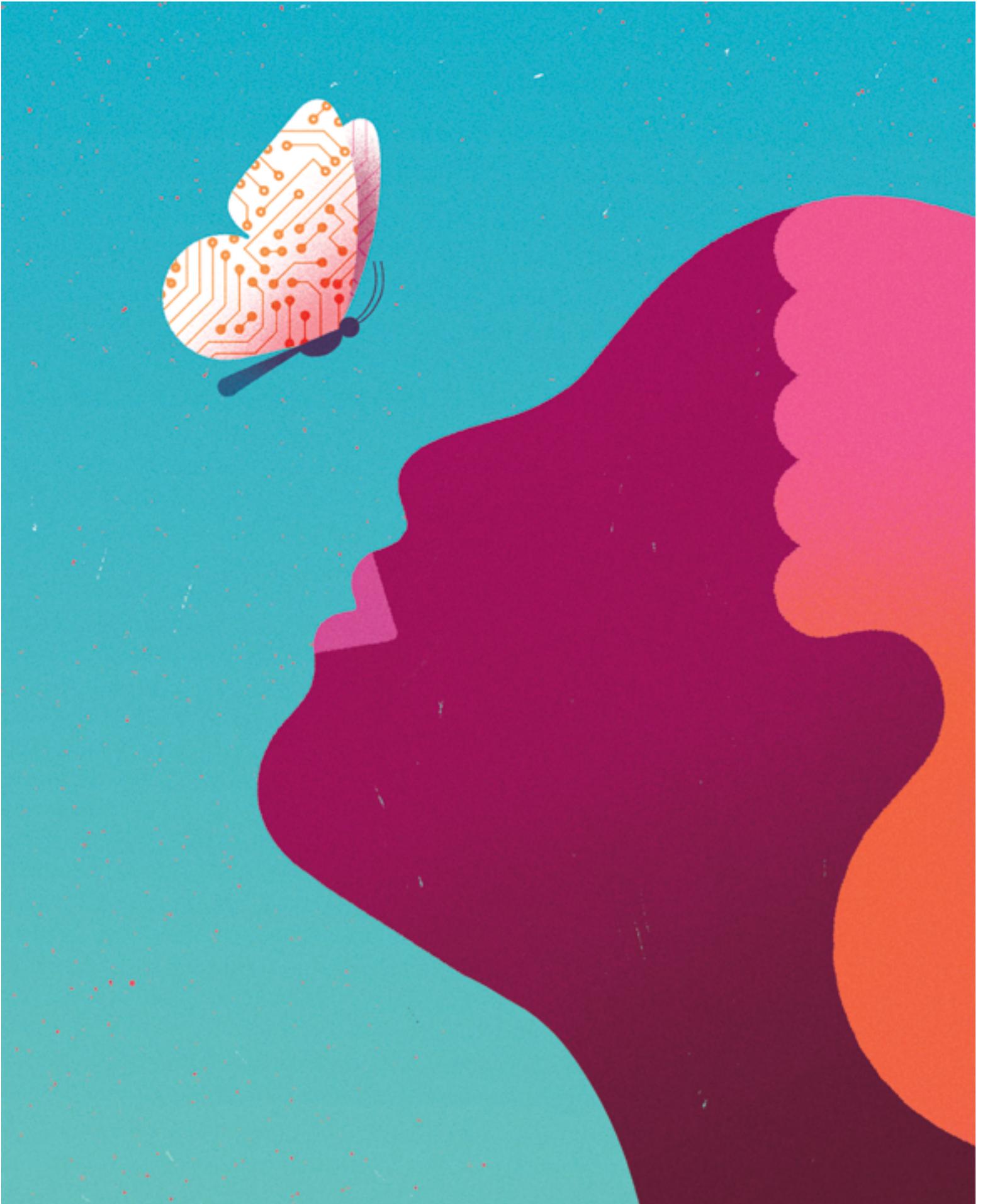


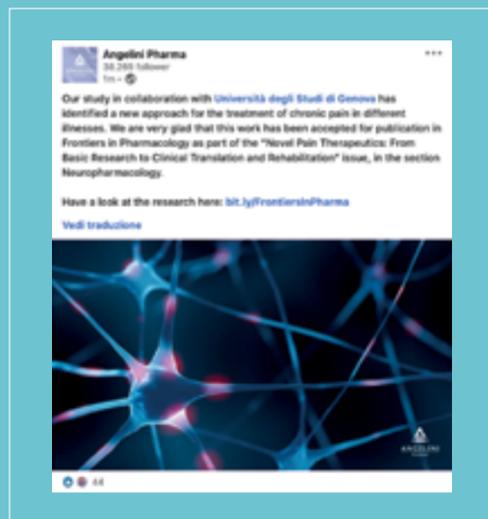
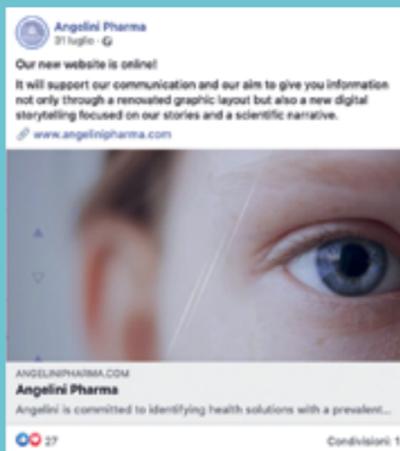
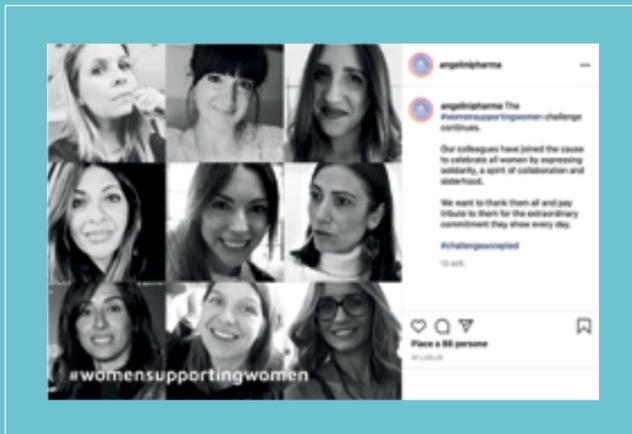
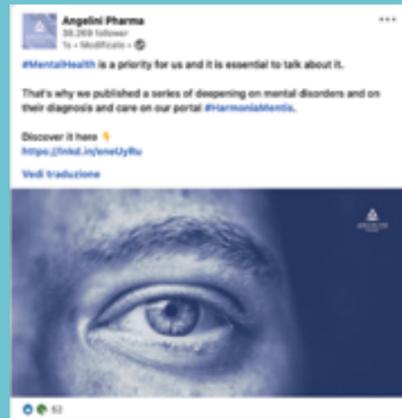


MAGAZINE

# aptitude»

BY ANGELINI PHARMA





## Our transformation is going on.

We have strengthened our social presence and our commitment to mental health during this complex period. We also have shared our new scientific publications, our special initiatives, our partnerships and the commitment of our people, with the enthusiasm and passion that have always distinguished us and that allow us to grow and improve constantly.

**DOING**  
Part of Cappemini

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# Covid-19 and Mental Health: a pandemic within the pandemic



**Agnese Cattaneo**  
Chief Medical Officer

A PUBLIC HEALTH EMERGENCY, A SILENT EPIDEMIC: COVID-19 HAS HAD A PROFOUND IMPACT ON PEOPLE'S MENTAL HEALTH. AN EMERGENCY WHERE ANGELINI PHARMA IS ON THE FRONT LINE EVERY DAY.

According to the World Health Organization, around one billion people worldwide suffer from mental health disorders; around three hundred million people, mostly women, suffer from depression and around 20 million from schizophrenia. Between 10% and 20% of children and adolescents experience some kind of mental distress, while every year 800,000 suicides are recorded worldwide, about one every forty seconds. These numbers are dramatic, especially if we consider that, again according to WHO data, only 2% of global health spending goes to mental health.

This situation has been exacerbated even more by the pandemic, in terms of the response that health systems can provide, in relation to the impact on people's own mental health. SARS-CoV2 has generated a pandemic in the pandemic that is quieter, more deceitful, potentially more damaging in the long run and still little talked about, namely that of mental disorders.

Insomnia understood as difficulty falling asleep, early awakening and middle-of-the-night awakenings as well as lack of energy or weakness, excessive fears and concerns, panic and anxiety attacks are the symptoms that psychiatrists normally recognize and treat in their patients, but now they have become part of the daily life of many of us. These symptoms were also detected by a European research study we commissioned as Angelini Pharma from the Elma Research Institute on the impact of Covid-19 on people's mental health.

According to this study, 58% of the citizens interviewed acknowledged that they had potentially psychological symptoms lasting longer than a 15 days during the lockdown, with peaks of 63% in Italy and Great Britain and 69% in Spain, countries where the impact of Covid-19 was strongest.

Faced with an epochal emergency like this, there is no other way but that of being reactive, and like Angelini Pharma we are committed every day to trying to respond to these needs. It is a daily commitment that our company has been carrying on for decades and which was even more widespread in the year of Covid-19. We have launched many projects this year to help people in this complex period: from *La Grande Incertezza - The Great Uncertainty*, the podcast cycle on the impact of Covid on the mind, to *APdates*, the talks we had about the effects of the pandemic on the psyche. During the Mental Health Week this commitment translated into *Headway2023 - Cosa abbiamo nella mente (What's on our minds)*, a cycle of events to take stock of the situation, to look for possible solutions, and overcome the stigma that people with mental health problems often suffer from.

The pandemic has changed our lives. Our commitment is to alleviate the consequences of this impact on mental health. Only science and solidarity can give tangible answers today.



# Tackling mental health must be top priority

HERE IS THE INTERVIEW THAT OUR CEO PIERLUIGI ANTONELLI GAVE TO THE MAGAZINE POLITICO.EU ON THE OCCASION OF THE MENTAL HEALTH WEEK. AN INTERVENTION TO RENEW ONCE AGAIN OUR AMBITION TO BE PROTAGONISTS IN SOLUTIONS ON MENTAL HEALTH.

**W**hy does Angelini Pharma prioritize mental health when there are so many competing priorities?

It is a part of our heritage, stretching back some 50 years. We are prioritizing it now for the same reasons society should: pre-COVID-19 data shows almost four in 10 people in the EU (38 percent) experiencing at least one mental disorder — we are talking about a real threat to the wellbeing and prosperity of our community now and in the future. We need to acknowledge this threat. Then we urgently need to do more and to treat mental illness more successfully.

**Employees are key to every successful company. How important is it to allow members of staff to talk freely about their concerns and worries?**

This illustrates well how we need to change the way we think about mental health.

At Angelini Pharma we have long had a culture that means that our employees are able to talk about issues they have in their lives. We had a harrowing story of an employee whose 19-year-old daughter suffered from a rare genetic condition called Angelman syndrome. We are developing a treatment that can help those with disease and she told us she was proud of the company as it would help other children, if not hers. It reduced me to tears.

Our commitment in terms of research and development in mental health is to help people transform their lives. But it took another employee to email me saying that she wanted to talk about her experience of almost dying by suicide to extend this culture to mental health. She wanted to tell her story within the company to help others. This is wonderful. I have a message for other CEOs: you will be amazed at how powerfully this can bring people together.

**You're involved in trying to change European policy on mental health. What do you see as the big problem?**

It is estimated that 70 percent of mental health disorders are first evident in childhood and adolescence, but up to 60 percent of young people, unfortunately, do not receive continuing care and often find themselves without the support they need as they move into adulthood. That must change.



Early diagnosis and intervention are crucial to reducing the severity of mental illness.

We are determined to help put mental health high on Europe's public health agenda. The quality of services across Europe varies considerably and there is a need to drive improvements for patients and their families. Removing stigma associated with mental health is a key part of the solution in moving from hospital care to community-based mental health care.

We support Headway, a multi-disciplinary initiative on mental health in the EU, that started in 2017. It aims at sharing knowledge and know-how to prevent, diagnose, manage and find solutions that reduce the impact of mental health issues. Angelini Pharma is working with the acclaimed think tank The European House — Ambrosetti on this initiative.

**How important is it that European countries, organizations and companies increase resources to tackle mental health issues?**

It is essential. Headway has three pilot projects set for Italy, Spain and Poland, which will cascade out to other countries. For example, Polish experts came on a community-based mental health services tour to Milan and Modena, with the aim of finding models for a transition from an institutionalized to a community-based care system in Poland.

**What has been the impact of COVID-19 on mental health?**

All the evidence indicates that, as a result of COVID-19, there will be a mental health disease pandemic. Individuals are struggling and some sadly die by suicide. An estimated 84 million people — one in every six — live with mental health conditions across Europe and 84,000 annual deaths are due to mental illness or suicide. In order to have clearer picture of how COVID-19 has affected mental health across Europe we have conducted an extensive survey in six countries. Results are expected in the coming weeks and they will be placed at the heart of discussions with our stakeholders.

**What has been the effect of COVID-19 on those home working?**

People, particularly women, found it tough during the pandemic, having to look after their children while working and not being able to count on the support of parents or babysitters.

Studies have found the coronavirus crisis has led to increases in anxiety, depression and many have had trouble sleeping. And research is now showing that too much smart working can result into increased burnout for workers. It has been tough.

**Has COVID-19 helped to create more awareness about mental health?**

That's the good news. We have seen famous personalities across the world sharing their experiences about the impact of COVID-19 on their mental health. It is an opportunity for people who had mental health issues even before COVID-19 to feel less alone. We're finding more and more people have the courage to talk about how much fatigue, and even hopelessness, isolation can cause.

**What are Angelini Pharma's objectives on mental health over the next five years?**

These are exciting times. Our commitment in terms of research and development in mental health is to help people transform their lives. We're looking forward to the launch of a new medicine to help those with schizophrenia, and to reinforcing our leadership in tackling depression. We also want to support the role of nutrition in aiding the brain function. On all these things, we are working closely with professionals and with groups of people affected, to make all of us feel at ease and comfortable talking about mental health. If we are affected by mental illness, we must be able to ask for help to aid ourselves over difficult moments in our lives or to manage lifelong conditions.

SAVE THE DATE

## MAKING MENTAL HEALTH MATTER, a European event organized and managed by POLITICO

Mental health has come under the spotlight with the ongoing COVID-19 pandemic. Will it provide a wakeup call and lead to concrete actions?

To answer that, a virtual roundtable organized and managed by POLITICO.eu is taking place on December 3rd, having convened EU policymakers, medical professionals and patient organizations representatives among the panelists. The speakers/panelists will have an exchange of views on how

to make mental health equal to physical health, on what policy solutions are available to improve the management and care of patients with mental disorders and on what is the role of companies in addressing mental health issues.

Our CEO Pierluigi Antonelli will give a notable contribution with his introductory remarks, tracing actionable guidelines

that Angelini Pharma commits to pursue in Mental Health and calling upon the elaboration of a European Action Plan on Mental Health 2021-2027, in which equal attention should be paid to the psychosocial and biomedical factors of mental illness.

# Covid-19 and mental health: the results of our multi-country survey

THE 6,000 INTERVIEWS CONDUCTED BY ELMA RESEARCH FOR ANGELINI PHARMA IN 6 EUROPEAN COUNTRIES HAVE REVEALED THE STRONG IMPACT OF THE LOCKDOWN ON THE PSYCHE. AND IT WAS GREATER IN SPAIN, GREAT BRITAIN, AND ITALY, WHERE THE INCIDENCE OF COVID 19 WAS HIGHEST

On the occasion of World Mental Health Day, our Global Medical Department has carried out and promoted a multi-country survey on the mental health of the European population. The survey, conducted by Elma Research, involves six countries (Italy, UK, Spain, Poland, Germany and France) with a sample of 1,000 people per country (in collaboration with Medical).

According to the data during the lockdown 58% of citizens had symptoms of psychological disorders lasting more than 15 days, with peaks of 63% in Italy, 63% in Great Britain and 69% in Spain – the Countries where the impact of COVID-19 was stronger – with a proportion lower than 50% in Germany (47%).

Several symptoms were mentioned: insomnia, trouble sleeping or waking up at night (European average 19%); lack of energy or weakness (European average 16%); sadness or desire to cry (European average 15%); excessive worries and fears, lack of interest or pleasure in doing things (European average 14%); panic and anxiety attacks (European average 10%).

The majority of European citizens report having had at least two of these symptoms (61%); 46% claim to have had these symptoms for the first time, while 39% claim to have had a worsening of pre-existing symptoms.

How did people cope with this parallel epidemic of

psychological disorders? For the majority, by sharing their concerns with their partner, family members and closest friends (European average 54%), while only a minority resorted to the help of a professional figure: general practitioner (European average 18%), psychologist (European average 11%), psychiatrist (European average 9%). The limited recourse to professionals may also depend on the restrictive measures in place at the time of the lockdown.

An unexpected outcome of the survey concerns the behavior of people with respect to information. Despite psychological disorders being widespread, only 1 in 4 people sought information on the issue of COVID-19-related mental health (European average 26%), with the exception of Italy (35%) and Spain (38%), where the percentages are higher. People searched for information above all on the internet (European average 65% of those who activated in the search for information), followed by television (European average 18%) and general practitioner (European average 18%). It is worth noting that these numbers refer to an emergency situation in which access to the general practitioner and other care professionals was severely limited.

Finally, people's perceptions of mental disorders: compared with other conditions, the interviews show that cancer is the most feared disease by the majority of people (European average 66%). But with regard to

impact, tumors are perceived as slightly more serious than psychological disorders (European average 46% vs 37%). The most feared impact is on the quality of life (European average 74%).

Perhaps also as a consequence of the pandemic, people have developed a high awareness of the risk of mental disorders: 76% admit that everyone, including themselves, could have this type of disorder. The impact most feared by most of the interviewees is on the quality of life (European average 74%), in particular that of couples (European average 71%). Consequently, there is a strong demand for the state to do more in support of citizens (European average 76%). And over half of the interviewees recognize (European average 64%) that mental disorders are a source of discrimination and marginalization. The consensus on the assertion that mental disorders are a cause of shame and embarrassment is more varied across Europe: at the European level the majority still agrees (European average 51%), while in Great Britain (34%) and Poland (33%) such opinion is shared by 1 in three people only. This is a sign that in other Countries, there is still a lot to do to fight the stigma that characterizes mental issues

“Mental health is a right: no one should be left alone. The pandemic has exacerbated the suffering of people with psychic illnesses.”

HUFFPOST

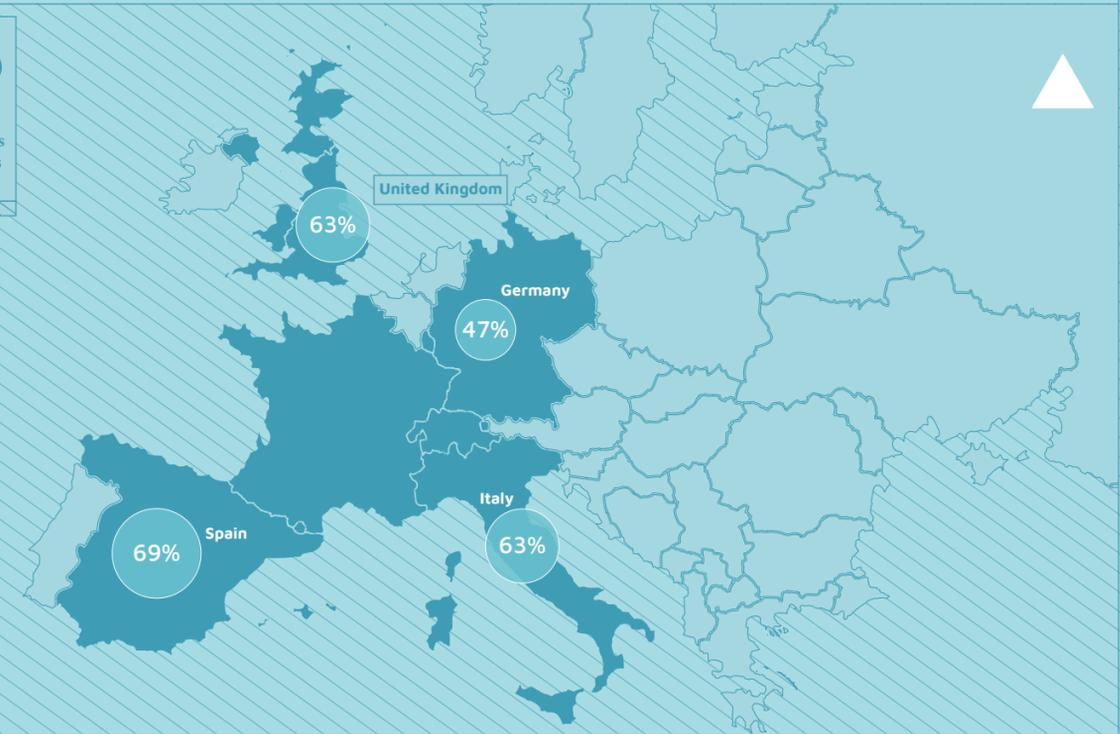
Sergio Mattarella  
President of the Italian Republic



# THE RESULTS OF OUR SURVEY

## THE IMPACT OF COVID ON MENTAL HEALTH

The **58%** of the population have experienced symptoms of psychological disorders lasting more than 15 days during the lock-down.



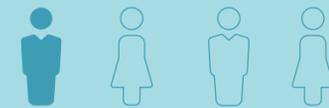
**3** out of **4** people admit that they may be subject to these types of disorders.



Only a minority has resorted to professionals for help



**1** out of **4** people has sought information on the issue of mental health related to COVID-19



## WEB

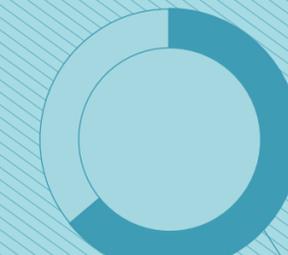
Internet is the most used source of information for researching information on mental health.



European average of those who have actively sought information.

In Italy.

## MENTAL DISORDERS AND DISCRIMINATIONS



**64%** The of the sample has recognised that mental disorders are a source of discrimination and marginalization.

# Bringing mental health back to government agendas

"HEADWAY 2023 IS A MULTIDISCIPLINARY PLATFORM TO IDENTIFY KEY NUMBERS AND CRITICAL ISSUES ON MENTAL HEALTH AND SHARE BEST PRACTICES IN PATIENT MANAGEMENT AT EUROPEAN LEVEL", STATES DANIELA BIANCO, PARTNER OF THE EUROPEAN HOUSE - AMBROSETTI

**H**eadway 2023 is a multidisciplinary platform launched in collaboration with Angelini Pharma in 2018, the year of celebration of the 40th anniversary of the Basaglia law on the closure of asylums in Italy, to identify key numbers and critical issues on mental health and share best practices in patient management at European level". Daniela Bianco, partner of The European House - Ambrosetti and head of the Healthcare area describes the initiative as follows.

### How did you build this platform?

The idea was to involve not only psychiatrists and patient associations, but also health economists and institutions in tables for discussion and dialogue, with the aim of bringing mental health back to the center of government agendas, which over the years has seen decrease the attention it needs. At a European level, 84 million people are affected by mental disorders, about one in six.

### How did you manage to get these experts to collaborate?

The idea of a multidisciplinary group involving several countries was immediately received with great interest. We have activated working groups in Italy, Spain and Poland with a continuous management of relations on our part. Italy is certainly a point of reference in this area, Spain in recent years has been following a very interesting reorganization path that approaches the Italian experience, while Poland is the expression of a part of Europe still in an embryonic phase of transformation from the institutionalized model to the community based one.

### How did you get to the operational level?

After a first phase of in-depth analysis of the European context and territorial specificities, we met the various experts individually and we activated and organized working groups by country, drawing up country reports.

### What are the European best practices?

In addition to Italy and Spain, in particular Germany, Finland and Sweden present interesting models of integration between health, school and work and often boast higher investments in mental health than southern and eastern Europe.

### What are the most interesting cases in Italy?

There are various significant experiences, for example Trieste and Modena are known for their territorial network, with facilities where recreational activities, dedicated weeks and work experience in agriculture can take place to facilitate the rehabilitation and reintegration of people.

### What are the tips you got from this job?

There is often a problem of early diagnosis and intervention. Doctors do not always have the necessary training to identify the symptoms of mental disorders and there is a lack of adequate services for the needs. It is therefore very important to invest in training and the network to allow for timely diagnosis and effective management. Various elements have also emerged to be

strengthened at the organizational level and the need to bridge the gaps between the regions.

### What did you understand more?

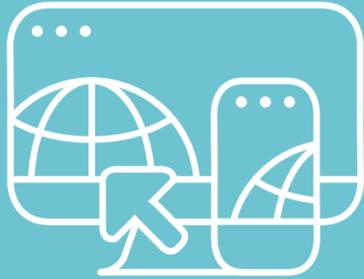
Mental health is not just a health issue but has an important impact on the economic and social system. It is therefore necessary to activate not only health policies, but also labor, social and education policies to support the most fragile people who suffer or are at risk of mental and behavioral disorders in order to ensure an integrated path in the community they live.

### Is there still a stigma about it?

Stigma when it comes to mental illness is always a problem. This is why it is important to raise awareness on the issue. In Italy, for example, the new mental health plan does not yet exist. Also at the European level there is a need to have something similar and in this regard the Parliament made a resolution in July.

### And what will Headway 2023 be?

In continuity with the work done to date, it will proceed to dialogue with national and European institutions to bring people's mental health to the top of the priorities of the public health agenda of the countries, also in light of the impact of the pandemic.



# ZOO DIGITAL SUSTAINABLE



Federico Ferrazza  
WIRED Italia Editor

## A NEW DIGITAL NORMALITY

**D**uring the pandemic, technology allowed the world not to come to a halt. Not only, if used properly, it is a valuable ally of our health.

By:  
Federico Ferrazza

For years we have read and heard in newspapers and at conferences that digital technologies tend to isolate us from the so-called "real world." Nothing could be more untrue. And it was the Coronavirus that proved it in this complicated 2020. If there had not been digital technology, it would have been even harder. During the *lockdown* technologies have allowed many of us to continue to work, ensured a certain continuity in school teaching and, above all, made it possible not to isolate ourselves. Thanks to *WhatsApp*, *Zoom* and other similar applications, we have not severed our relationship with the outside world: if all this had happened 30 years ago, quarantine would have caused much more disruption.

**Even for those suffering from depression and anxiety.** A study published in the scientific journal *JAMA Psychiatry* has shown that digital therapies (i.e., those in which the patient interacts with a software - usually an app - to counteract certain disorders) can be useful to curb the effects of depression and anxiety. The 146 patients involved in the research were divided into two groups.

Those in the first group were "administered" digital *coaching*, while those in the second group continued only with traditional therapies. The digitally treated group showed significantly greater improvements in levels of depression and anxiety than the control group. "These applications offer remote treatment to avoid depression and anxiety during these times of social distancing," said study author David Mohr, director of the Center for Behavioral Intervention Technologies and professor of preventive medicine at Northwestern University Feinberg School of Medicine. "They're designed to fit into people's lives and support them, but they can't reach a therapist's office." As this case shows, digital is not something that replaces, but supplements and - if used well - improves the conditions of those who suffer. It is inevitable that 2020 will leave a trail and there will be more cases of people suffering from mental disorders caused, for example, by the loss of a loved one or a job. Digital therapies can be a support and help not to leave people alone. Let's keep that in mind the next time we hear that technology isolates us.

## HARMONIAMENTIS.COM

### THE NEW MENTAL HEALTH WEB PORTAL

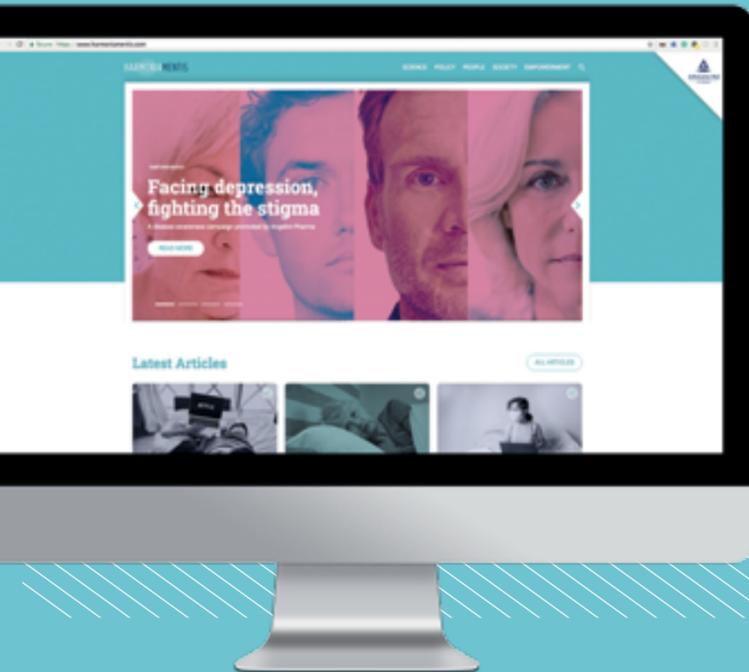
HarmoniaMentis.com, Angelini Pharma's new international portal dedicated to central nervous system diseases, has been online since October. HarmoniaMentis.com wants to become the reference point for those looking for clear and updated information, stories of commitment and hope as well as testimonials.

Depression, anxiety, sleep and eating disorders, dementia, substance abuse. These are just some of the most common central nervous system disorders that we may all face in the course of our lives. And it is not a remote possibility: 84 million (1 in 6) people in Europe suffer from mental disorders and 84,000 people yearly die from mental illness or suicide. These numbers put mental health in 5th place among the most common non-communicable diseases. Moreover, the impact of the COVID-19 pandemic on public mental health will be evident very soon.

Correct information is the first means to improve the acceptance and management of mental disorders. To promote it, given the success of the Italian version of the website, Angelini Pharma has designed and developed [www.harmoniamentis.com](http://www.harmoniamentis.com), the international portal dedicated to central nervous system pathologies.

Harmonia Mentis is divided into five areas: **Science**, research and reports from the scientific world; **People**; stories of patients, ordinary people or famous people who have come out about their mental condition; **Society**, latest news on the topic of mental health; **Empowerment**, focus on initiatives to support patients and their families; **Interviews** with Angelini's management and an in-depth look at the world of Patient Associations and mental health care centres; **Policy**, articles on health/social management of mental health.

Have a nice journey in the HarmoniaMentis world: enjoy your navigation!



# Go Digital, our answer to an evolving ecosystem

THE WORLD IS CHANGING, AS ARE COMPANIES. THE PANDEMIC HAS ACCELERATED THE DIGITIZATION PROCESS: A CHALLENGE THAT WE, AS ANGELINI PHARMA, HAVE DECIDED TO RISE TO.



**Fabrizio Caranci**  
Global Digital Medicines Head

It is now time to make a change, a great lyric says. Who drove an unexpected digital transformation for the last 9 months? We would respond an invisible virus that has been leading this change and forcing us to accelerate the adoption of digital behaviors across the world.

By: Fabrizio Caranci

In a recent study from PWC, only 9% of people were shopping for groceries exclusively online 1 year ago, while now 63% are buying more groceries online. This is only an example of how the pandemic has changed our habits, and this trend is consistent in many industries. Just think about how eCommerce has increased, especially during lock down periods where physical access to store was not allowed, or how delivery business has grown since the pandemic, with the rising of food delivery services from Uber Eats, Deliveroo and others.

Just to set expectations for the future, these changes will be the new norm: 86% of consumers are likely to continue to shop online even when social distancing measures are removed.

The interesting factor is that most of the online shopping is done using the mobile phone, maybe while doing something else like watching TV or doing laundry. The problem (or opportunity) of double or triple screen has been affecting consumer attention in the last years, limiting the opportunity to engage with them to few seconds, sometimes even less. It reminds of our daily behaviors related to fast scrolling of posts in the social feed...

The pandemic has clearly highlighted the benefits of mobile shopping — its ease, portability, convenience, and immediacy. Mobile commerce will then retain this momentum and likely accelerate. But the overarching trend will be towards an omnichannel experience, with consumer requesting a seamless integration between offline (in-shop) and online experiences.

Looking at the pharmaceutical industry, we are observing a significant uptake in the adoption of online purchase through e-Pharmacies. A research from IQVIA in Brazil found that resistance to purchasing healthcare products online collapsed during the pandemic. The role of the pharmacy has changed dramatically in the last years and new players are approaching the online pharmacy market, from generalists like Amazon to more specialized companies like online shops of retail pharmacies.

HCPs have been the most impacted category among all workers, rapidly adapting to avoid spread of infections while preserving patient safety. In many countries

we observed significant reductions and barriers to face-to-face visits both in hospitals as well as in private studies. This led to a substantial increase in remote interactions using emails, online meetings, and phone details. As this change has impacted all Pharma companies, the feeling is that these “new channels” (how long an email can be considered a “new channel”) are getting saturated thus shift to relevance and personalization (right message) are critical to ensure delivery of messages when HCPs need them (right time) using the preferred medium (right channel).

In this context, we made our vision for a better future lead the change. For that reason we launched the **Go Digital strategy**, our answer to an evolving ecosystem where digital becomes a strategic lever to accelerate our growth and business expansion.

Go Digital has identified four strategic priorities: Commercial growth through Digitalization, Improve efficiencies leveraging Digital, Explore Digital Therapy, Position Angelini Pharma as a Digital Company.

**Commercial Growth through Digitalization** is our first priority to boost Angelini Pharma business leveraging digital opportunities tightly embedded in our Go-To-Market models. Our portals for Thermacare, Tantum Verde and Harmonia Mentis, our mental health online hub, are examples of digital levers as well as DAMA - Digital Angelini Marketing Automation, the initiative to design and deliver automated and personalized campaigns.

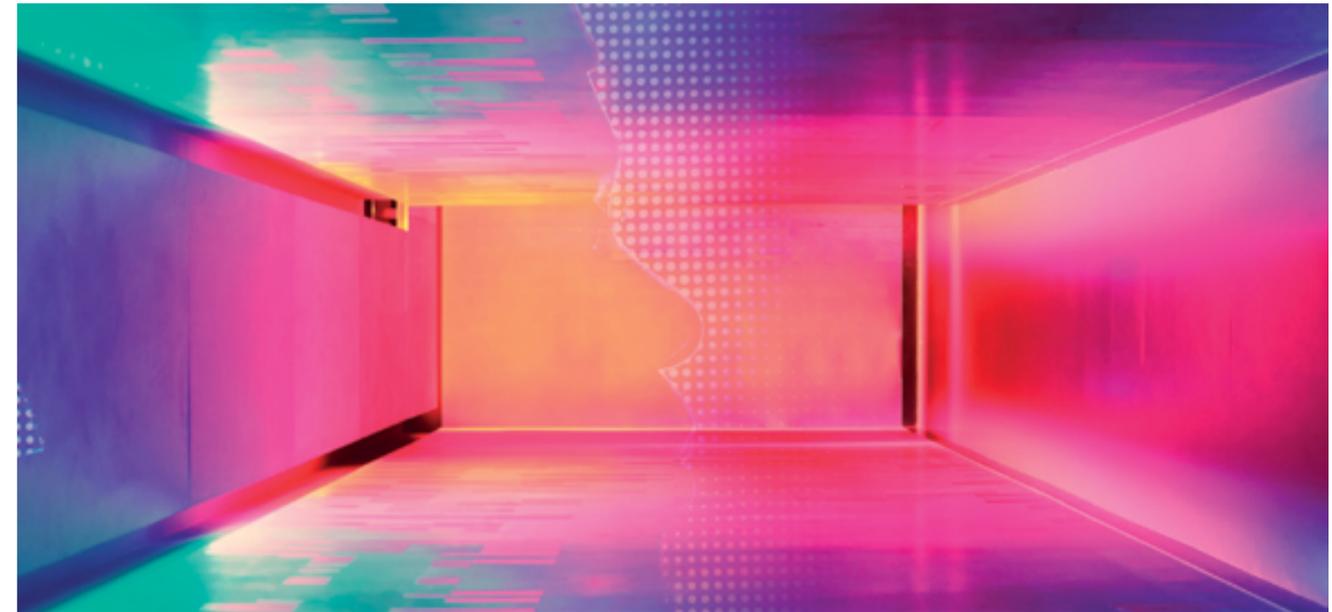
**Improve efficiencies leveraging Digital** tries to optimize the way we do our business by digitalizing processes or activities. We recently launched a new governance to show how digital teams embed in countries operations as well as a new redesigned intranet MyA Pharma.

**Explore Digital Therapy** wants to evaluate options that blend traditional pharmaceutical active principle and digital active principle in a therapy. Some pilots are happening to evaluate benefits for patients in the mental health area.

**Position Angelini Pharma** as a Digital Company has two folds: to be perceived as innovative externally in the marketplace and improving internally our Digital Culture to shift “from doing digital to being digital”. Think about our recent progresses on Social Media to improve Angelini Pharma image or the D.N.A. Digital Now Angelini initiative for our Digital Culture.

Go Digital is a path, we have already begun this journey and achieved some key milestones. I encourage the entire organization to further embed digital in our every day work and be Digital First.

**Let's Go Digital!**



# Caring for Mental Health in a Digital World

THREE DAYS, TWO EVENTS, ONE GOAL: TO SEARCH NEW DIGITAL SOLUTIONS FOR MENTAL HEALTH. THIS IS THE PSYCHIATRY INNOVATION SUMMIT FOLLOW-UP EVENT. A WORKSHOP FOR 30 PSYCHIATRISTS UNDER-40 WITH PRESTIGIOUS SPEECHES, AND A DIGITAL HACKATHON TO FIND INNOVATIVE SOLUTIONS ON DEPRESSION AND SCHIZOPHRENIA.

Two events with the aim of improving the quality of care through digital tools in Mental Health. These are the Advanced Workshop and the Hackathon in Digital Mental Health, the two virtual follow-up events of the Psychiatry Innovation Summit that was held in December 2019. The two events took place between 13 and 15 October last.

These two events aimed to work with young psychiatrists from different countries to deepen their knowledge on digital mental health, network with each other and co-create solutions in the area of mental health, led by leading global experts in the field.

The events involved 30 Young Psychiatrists (under

40 from 9 Angelini countries that have already joined the 2019 Psychiatry Innovation Summit) and were organized in collaboration with local medical teams, Global Medical Department, Global Pharma Communications, Global Digital Medicines and Global Marketing.

The advanced seminar was held by Prof. Andrea Cipriani (Department of Psychiatry, University of Oxford, Oxford, UK) and by Dr. John Torous (Department of Psychiatry, Beth Israel Deaconess Medical Center, Boston, MA, USA). Attendees were able to learn the latest updates in the field of digital mental health and will have the opportunity to work together to translate theory into practice, particularly on the development of a new digital tool for managing depression.

In the Hackathon in Digital Mental Health, participants

collaborated to develop innovative digital mental health services, focusing on depression and schizophrenia. The hackathon participant joined in an inspiring talk from Donald Norman, director of the Design Lab at the University of California and a world leader in the application of human-centered design.

Both events were opened by our CEO and benefited from the facilitation of Federico Ferrazza (editor-in-chief of Wired Italia).



**Don Norman**

## THE PERSONALITY

The hackathon was introduced by an inspirational speech by Don Norman. A world-renowned cognitive psychologist, Don Norman is considered one of the fathers of service design and is the director of the Design Lab at the University of California, where he is also professor emeritus of psychology and cognitive science, as well as a member of the Department of Electronic and Computer Engineering. He is co-founder of the Nielsen Norman Group, a consulting firm committed to supporting companies in the

creation of services and products designed from a human-centric perspective. He is a professor at Tongji University's College of Design and Innovation in Shanghai, and was Apple's vice president in charge of the Advanced Technology Group and an executive at Hewlett Packard. Norman was one of the founders of the Cognitive Science Society and a faculty member at Harvard University. Business Week considers him one of the 27 most influential designers in the world. At the heart of Norman's approach is human and activity-oriented design, which combines knowledge of cognitive science, engineering, and business with design.

# D.N.A. Digital Now Angelini

## Digital is about us

ANGELINI PHARMA IS AT WORK DAY AFTER DAY TO BECOME A REAL DIGITAL COMPANY, WHERE DIGITAL IS NOT A TOOL BUT AN APPROACH, A PARADIGM.

The Covid-19 pandemic has had a major impact on production processes and product marketing: it has emerged that flexibility and adaptability are needed to respond to major market fluctuations. To respond quickly to these trends and take a customer and patient centric approach, the adoption of digitization in business processes and the use of agile methodologies is essential. The events of 2020 have demonstrated the need for a transformation of digital culture and its spread to stimulate new ideas and new organizational models focused on improving the experience of patients and all stakeholders.

In this challenging context "Go Digital", our digital transformation program to support Angelini Pharma's transition from "Digital Making" to "Digital Being", was born. We are asking our people to adopt digital behaviors in their daily work and D.N.A. - Digital Now Angelini is part of this strategic imperative.

Because awareness of the starting point was fundamental to designing a sustainable path of improvement, we surveyed our perception of digital maturity through a survey. After this first analysis, we involved all Angelini Pharma's people in an integrated recruitment and training program developed in collaboration with Deloitte. The engagement is aimed at all functions and countries, more than 2,500 people at Angelini Pharma. And this strengthens the energy and drive towards the common goal. In addition, we have defined measures to constantly stimulate the increase in the level of digital competence and the involvement of people.

People are both users and contributors of the initiative accessible through Microsoft Teams' social collaboration platform, where use cases, best practices and success stories are shared. These interesting contents trigger a virtuous circle of continuous and interactive learning. Participation in the training activities, differentiated and personalized for each company function, will lead to an improvement compared to the starting point.



# Digital Talent Engagement: when innovation meets talent

DIGITAL ESCAPE ROOM, VIDEO INTERVIEWS AND DIGITAL SURVEYS: INNOVATION HAS CHANGED THE TALENT ACQUISITION AND ENGAGEMENT PROCESSES. OUR COMPANY IS LEADING THE WAY IN THIS TRANSFORMATION.

The digital age has transformed most of the processes and communications that take place within an organization. But it has also profoundly transformed the processes that allow people to join a company, and those that allow organizations to meet and select young talent or people to integrate within them. This is what is defined as Digital Talent Acquisition or Engagement, a phenomenon that is now clearly structured in many environments and channels, but which sees the same organizations and companies leading the way in this change.

Angelini Pharma, in this sense, has made the digital transformation of talent acquisition one of its strategic tools. With a clear goal: to improve the attraction of the company and make the selection process a fully positive experience for both parties, company and candidate. "The data tell us that young people are looking for a fast, easy and digital selection experience that can be used even remotely with new technologies," say Eleonora Perticarà and Ilenia Scordo, Talent, Development & People Engagement Manager and Talent Acq. & Employer Brand at Angelini Pharma. "We looked for solutions that would allow us to innovate by meeting these needs."

One of these solutions is the Digital Escape Room, a selection test introduced by

Angelini Pharma that is completely playful and based on the rules of the escape room, but lived in a totally virtual and remote environment. The collection of candidate feedback on the selection experience is digital too. "We want to continuously improve by listening to candidates' opinions," Perticarà and Scordo continue. "We always provide a satisfaction survey with KPIs that mark the candidate experience: we always aim to offer something more than what candidates want."

This digital transformation has allowed Angelini Pharma to be ready even in the New Normal we are experiencing: "our driver is to innovate processes to improve," continue Eleonora Perticarà and Ilenia Scordo. "It is clear that all this is helping us through this situation, but innovation was a strategic objective from the beginning. Our pillar is to be Employer of Choice, which translates, in terms of selection, into generating a great candidate experience in people, not only during selection, but also when they approach the company."

# Reactivity, organization and teamwork: I'll tell you about Casella's challenge



FEDERICO DE FRANCESCHI, PLANT MANAGER OF THE CASELLA PLANT, TELLS ABOUT RECENT MONTHS AT THE PLANT IN LIGURIA: MONTHS OF COMMITMENT, DEDICATION AND TEAMWORK.

Federico de Franceschi  
Casella Plant Manager



Like many people, my life has changed with the pandemic: at the beginning of February I was called urgently to run our plant in Casella until the end of the year. I knew right from the start that this long period, away from my colleagues in Ancona and my family, would be necessary to find a stable organizational solution for the plant's management. I accepted with pride and enthusiasm, well aware of the value of the people working at the Casella site and fascinated by the challenge awaiting me in managing an organization more complex than the one I had faced up to that moment.

We immediately organized meetings with the staff, both in plenary and individual meetings, so that the role of Plant Manager could be supported by the experienced management in helping to develop the drive for innovation of the many young managers who had been included in recent years. We all asked ourselves the same question: the growth of Amuchina's production volumes in previous years had required a considerable organizational effort and energy, how would the plant in Liguria bear the wave of volumes generated by the very strong demand for sanitization? From my experience I extracted a very simple team management model, which suggested to me the need to keep people aligned on a common path and then define on which processes we should focus the efforts of the working groups who would guide the teams in their work activities and finally what communication processes they would use to keep themselves aligned. In the field of relations, it was fundamental to bolster the collaboration with the Ancona site for the production planning activities and for the design of the many improvements that cannot be delayed any longer. Finally, we have adapted the staff headcount and taken the opportunity to train all resource managers to adopt the most effective personnel management methodologies.

We were surprised to see how much positive energy could be put into circulation! In 8 months our plant produced as much as the entire previous year, achieving even better quality and safety results than in the same period. During the summer we carried out many modernization works on the production departments, warehouse and building structures and the plant has been prepared for an increase in capacity that will be completed at the end of the year. Already in September we exceeded the threshold of 10 million packs produced and we expect to close this unusual 2020 with a production of more than 13 million.

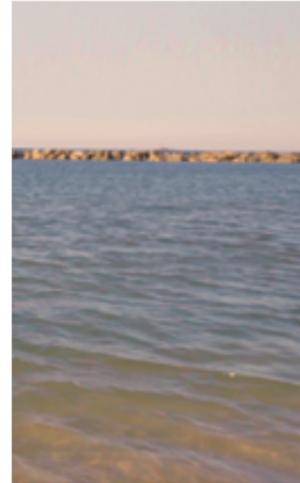
All the people here in Casella have done and are doing their best to seize the opportunities offered by an increase in demand for sanitizing products that we did not expect a few months ago. And in their minds they always aim to improve the organization and adapt the plant to the ever-changing regulations. It is a challenge we will continue to face together with dedication and passion.

WHEN THEY CONSIDER THEMSELVES COLLEAGUES "PEOPLE", THE TEAM GOES STRAIGHT TOWARDS SUCCESS.

# Our Stories

ANGELMAN SYNDROME IS A RARE GENETIC DISEASE THAT AFFECTS ONE IN EVERY 12-20,000 PEOPLE AROUND THE WORLD. THESE STORIES ARE RARE BUT EXIST AND HAVE A SPECIAL VALUE. LIKE OUR COLLEAGUE PAOLA AND HER DAUGHTER IRENE. PAOLA HAS WORKED AT ANGELINI PHARMA FOR 25 YEARS AND HAS DECIDED TO SHARE HER STORY WITH US.

"Irene is now 18 years old, she is among the least serious cases; she is self-sufficient and cheerful, but sometimes it becomes hard to manage. People with Angelman Syndrome need 24-hour care. For them, you become practical, concrete, you learn to think and act quickly and to give the right priority to important things. Irene loves water and gets anxious in crowded places. For them, you transform your social life and start going out when everyone else is at home."



# 20 years of Energy Management at Angelini Pharma

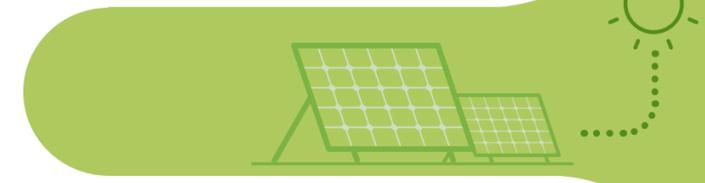


Angelini Pharma is constantly striving to minimize the negative impact on the environment and the certifications obtained from all production facilities testify to the Company's commitment in this regard.

Over the years, significant investments have been made in clean energy thanks to an Energy Management Team, set up voluntarily back in 2003, which is responsible for ensuring the constant improvement of energy consumption.

The Energy Management activity has developed over time through the contribution of a multi-functional Team whose constant work has allowed it to cut energy consumption and costs by about 30% (a saving of 1 million euros a year) despite a context of continuously growing production volumes. Also in terms of environmental impact, all the activities carried out to date at the various production sites, along with the initiatives already planned, will lead, by 2022, to a reduction in CO2 emissions of about 1,000 tons a year, equivalent to the reduction of CO2 produced by a forest of 30,000 trees.

The Company has received important awards for the energy programs implemented and the resulting applications. These include the award from the Motor Challenge



Program by the European Community, the appreciation of TUV for the significant environmental benefits produced, and the achievement of the Best in Class level among Italian pharma companies for energy costs based on benchmarks developed by McKinsey, ManageArt and Tor Vergata University.

The investments made have involved all Company sectors with a high energy impact. Building on the excellent results achieved to date, the energy efficiency process will be further developed in the near future. In the further evolution of energy management an important role will certainly be played by digitization and the use of artificial intelligence to automate data analysis and optimize decisions by process managers.



# The digital revolution bets on energy



Environmental regulations have increased significantly in recent years due to growing concerns about climate change. Improving energy efficiency has therefore become an important strategy to foster business improvement and the digital transformation has become a useful tool to implement energy management systems.

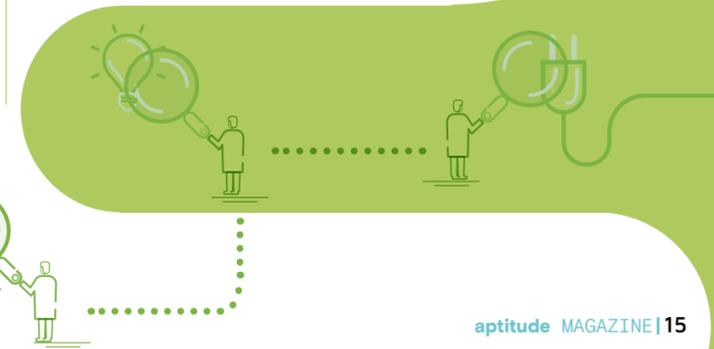
Within this scenario, a digitization project was launched that has ushered the previous "analogue" energy management into the world of data automation and AI.

In particular, the correlation between maintenance activities on air conditioners in production environments (replacement of air filters) and energy consumption has been documented: the operations carried out in June 2020, also in relation to countermeasures to combat possible contamination of the premises by the Covid-19 virus, had the effect of reducing energy consumption compared to the initial estimate.

Another area that has produced energy savings is water. It is well known that the Ancona plant is also supplied for industrial use, from the city's drinking network for civil use. By maximizing heat recovery in the form of hot water from the internal self-production plant, steam flows have been considerably reduced and with them the quantities of water sent to the boilers producing the steam. This has led to a

23% reduction in water consumption in the last two years and 14% in the last year alone with equivalent savings on bills. The water meters are read digitally via QR-Code and the data is automatically sent to the digital software that monitors consumption and notifies any anomalies almost in real time.

The digital world undoubtedly allows for activities that were unthinkable if not impossible until a few years ago. However, without the work of a team of professionals and experts who read and interpret the data, it would not be possible to achieve the savings and efficiency objectives that are so crucial for environmental protection and business goals.





*Browse the magazine and relive our stories,  
but after reading  
don't forget to sanitize your hands!*



  
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