



# Driving Employee Engagement in Turbulent Times



# Agenda



- Quick company overview
- External & internal environment becoming VUCA
- Simple model for employee engagement
- The role of the leader and self awareness
- Pragmatic solutions and tools to keep employees engaged
- Cultivating engagement daily for success

# Apotex Global Footprint



Apotex is a proudly Canadian, global pharmaceutical company that produces high-quality, affordable medicines (both generic and innovative pharmaceuticals) for patients around the world.

**~\$3B\***  
in global sales

**>10,000**  
employees

**>300**  
# of products

**25 billions**  
# of doses  
produced annually

**115**  
# of countries  
and territories



# Our Integrated Business Model



**APOTEX**

Innovating for  
patient affordability



**Apobiologix**

Biosimilars development

**ApoPharma**

New, innovative medicines discovery and  
development (originator drugs)

**Global Active Pharmaceutical Ingredients**

Manufactures API's for Apotex dosage form production

# Our Community



**>\$11 Million**

Donated to the United Way  
over the past 15 years



**>\$22 Million**

Invested in universities  
across Canada over the  
past 15 years



**>\$25 Million**

Value in product donations  
over the past 15 years

Critical medicines  
have been shipped to  
every disaster zone  
around the globe to  
provide assistance to  
people in need.



# Everything Starts Here...

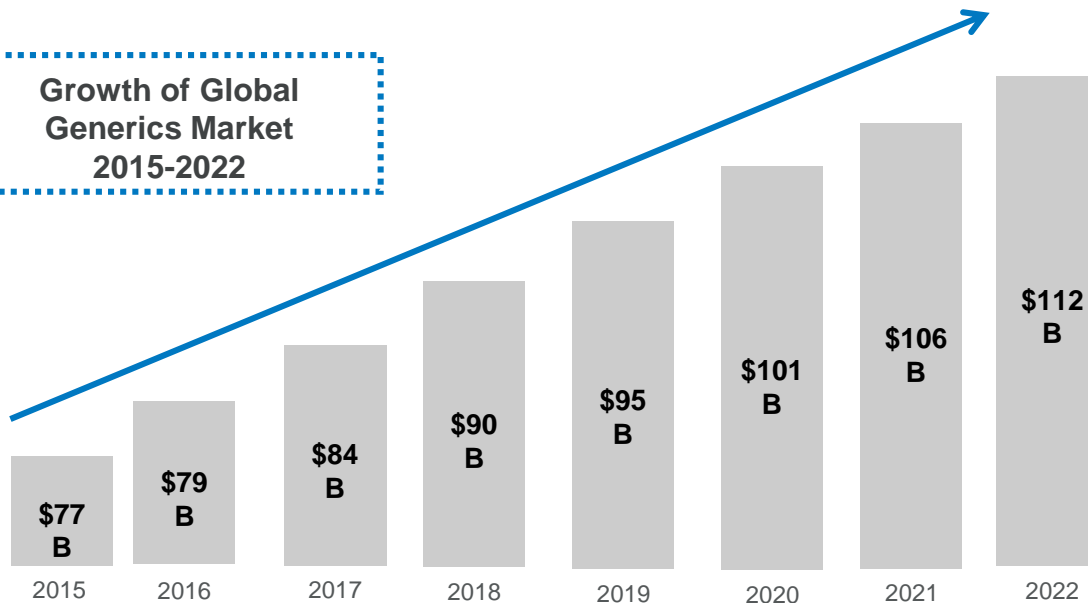


Improving access to medicines to millions of patients worldwide is our purpose. We do this by providing affordable, innovative and high-quality solutions.

# Generic Industry Projects Steady Growth...



Growth of Global  
Generics Market  
2015-2022



Should be  
smooth sailing,  
right?



# We are in a VUCA World




**V**olatility - Speed of change

**U**ncertainty - Unclear about present situation and future outcome

**C**omplexity - Multiplicity of key decision factors and stakeholders

**A**mbiguity - Lack of clarity about the meaning of an event

# VUCA Environment

A paper boat with a yellow sail is floating on a body of water. The boat is made of folded paper and has a simple mast and sail structure. The water is calm, and the background is a soft, hazy sky, suggesting a sunset or sunrise.

We are moving from a world of problems which demand speed, analysis, and elimination of uncertainty to address challenge...to a world of dilemmas which demands patience, sense making and engagement with uncertainty.

# Our Global Operating Environment



Healthcare reforms across the world increase pricing pressures



Product portfolios are becoming increasingly complex



Global Consolidation across many sectors



Evolving political/regulatory environment



Managing quality remains costly and complex

## Dynamic and challenging

# Our Internal VUCA



- Change of leadership and challenge with our industry leader.
- Passing of our founder under difficult circumstances.
- Change of ownership.
- Increased organization agility.

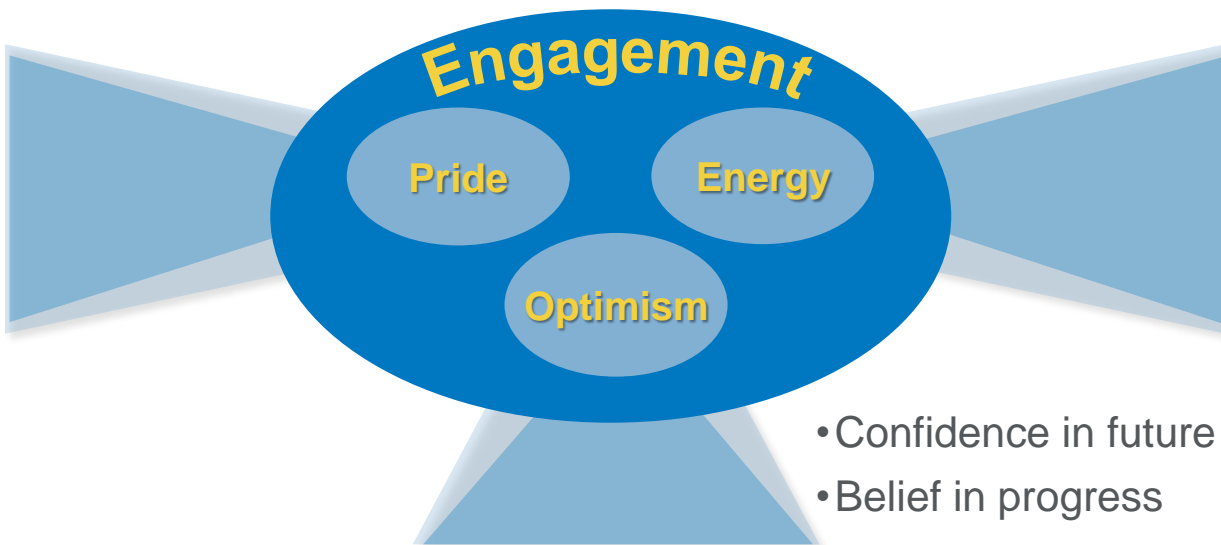


# Employee Engagement



**Engagement:** An individual's sense of pride, energy, and optimism about the company and his or her role in it.

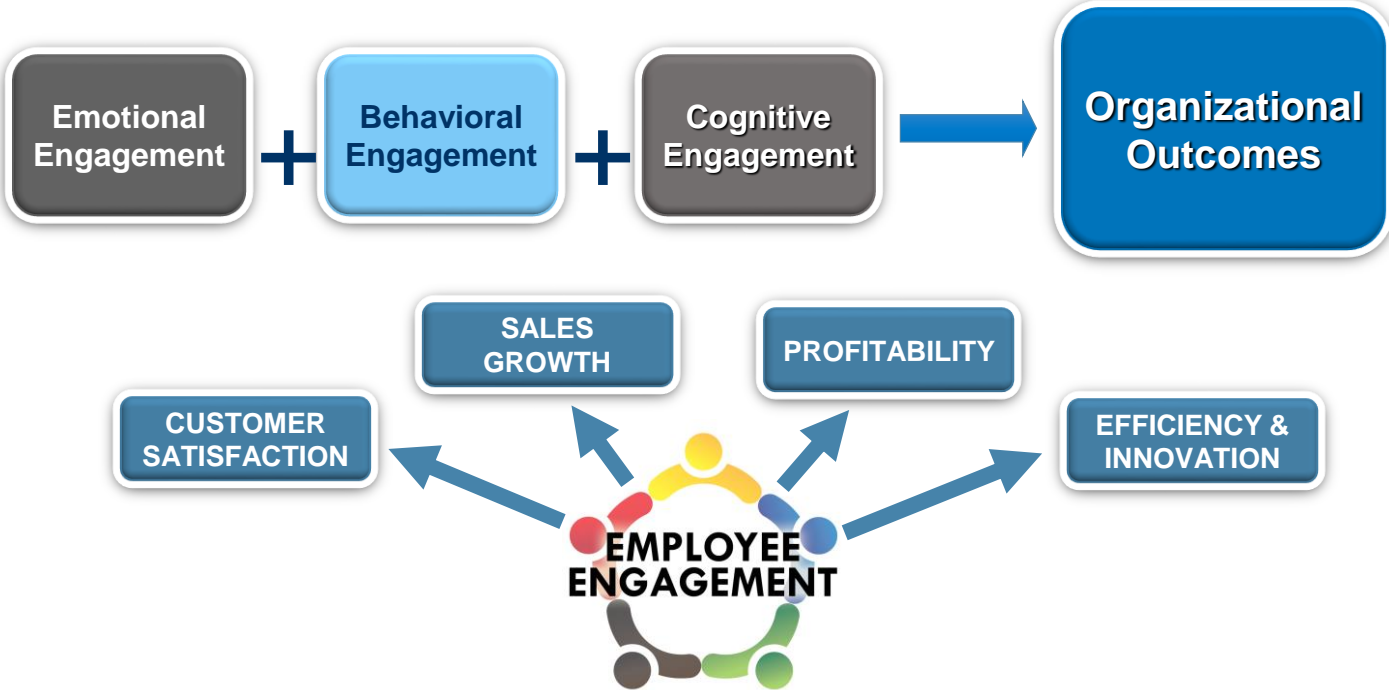
- Identification with company
- Recommending the company



- Sense of urgency
- Excitement / Enthusiasm
- Focus

- Confidence in future of the company
- Belief in progress

# What Employee Engagement Means to Me



# The Role of the Leader: Self Awareness



“The last thing the fish  
knows about...

...is water”

# Our Leadership Framework



# One Thought



- Great leaders show energy and desire to excel
- It's all about attitude
- Leaders create the momentum

## Remember:

The speed of the leader determines the rate of the pack!



# Ignite People With a Threefold Strategy



1. Top-down, aligned, ongoing communication

2. Involve and Engage Employees through innovative Communication and distinctive Gaming and Competition

3. Creation of a cross-functional Engagement Team to focus on specific axes

# Ignite People With a Threefold Strategy



## 1. Top-down, aligned, ongoing communication

- Monthly performance updates
- Internal press review for all associates locally (APOconnect)
- Lunch & learn initiatives, round table with executives
- People Managers' meeting on topics to be driven down in the organization (ie. accountability, StratPlan discussion, etc...)
- Simplify initiatives. Get used to challenging the status quo in a systematic way

# Basic Tips to Energize the Organization



Sharing good news or information

Individual planning sessions,  
1:1 with managers

Small team sessions building bridges

Clarity and transparency on targets,  
key information



# Ignite People With a Threefold Strategy



None @  
Apotex

## 2. Involve and Engage Employees through innovative Communication and distinctive Gaming and Competition

- Best practices sharing
- Compete to Learn: gaming to drive and test knowledge (company, products, franchises, etc.) in an innovative fashion
- We Innovate Now (W.I.N. or Think): a structured initiative to engage associates in proposing innovative ideas linked to selected areas (growth, efficiency, engagement, etc.) leveraging ad-hoc web platform to nurture a culture of innovation

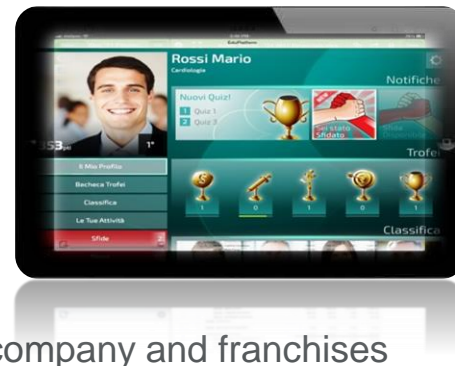
# Best Practices Sharing Initiative



## Selection criteria and process

- Interactive Skills building to:
  - Reinforce skills & train on selected a topics
  - Promote healthy competition
  - Engagement: increase motivation to learn
- First Launch: Culture
  - To be launched for all employees
  - Two person challenge (on 3 questions)
  - 350/450 learning questions. Answers related to company and franchises
- A small award and visibility for the winner
- A way to then use this approach to test knowledge of our customer facing associates on business related topics

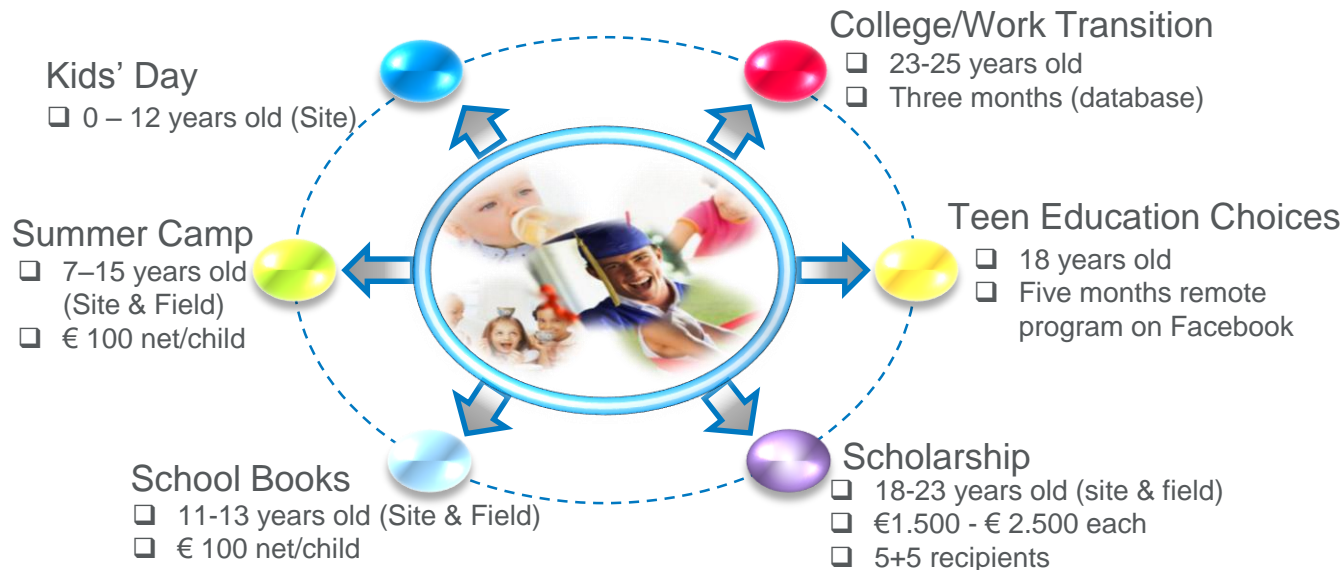
None @  
Apotex



# Childrens' Initiatives



None @  
Apotex



# From School to Work



## Orientation Day for our Employees' Children

Organize three events in which our employees' children (aged between 17 and 25 years old) are invited inside our business campus to get insights about business careers.

Spending a fun day in the office, they have the opportunity to learn more about the company and collect advice and suggestions about: job searching, CV creation and job interview preparation.

None @  
Apotex



# Cultivating Engagement Daily



# To Summarize



- Differentiate ourselves internally and externally to be well-recognized in our market
- Understand the market best practices “be the best”
- Listen to your employees
- Be innovative within the boundary of local compliance
- Set a clear game plan for your organization
- Stay consistent over time



# Conclusion



“You will be able to buy people’s time; you will be able to buy their physical presence in a given place, you will even be able to buy an amount of body movements per hour. But you will never be able to buy enthusiasm..., you will never be able to buy loyalty... you will never be able to buy the dedication of hearts, minds or souls. These have to be won”

-Clarence Francis



# Questions?

